

# **2022 Community COVID-19 Housing Program (CCHP) – Phase 2**

## **Request for Expression of Interest from Qualified Agencies**

**City of Houston, Harris County, Coalition for  
the Homeless**



## Part I: Overview

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As a member of The Way Home Continuum of Care (CoC), the City of Houston and Harris County are participating in the community's plan to combat the COVID-19 pandemic for our most vulnerable residents impacted by COVID-19, people experiencing homelessness. Several funding streams will be used to accomplish this plan. Funders will decide on the appropriate funding streams available including, but not limited to: Community Development Block Grant (CDBG) - CARES Act (CDBG-CV), Emergency Solutions Grant (ESG) entitlement, CDBG entitlement, HOME Investment Partnership Tenant Based Rental Assistance (HOME TBRA), American Rescue Plan Act COVID Recovery Funds (ARPA), HOME-American Rescue Plan (HOME-ARP), Texas Department of Housing and Community Affairs (TDHCA) Emergency Rental Assistance Funds (ERA), private funds, and/or any funding funders deem eligible.

As the COVID-19 virus pandemic continues to grow, state and local public response systems are implementing several public health strategies to prevent further exposures and slow the spread of the virus. People experiencing homelessness are an especially high-risk population for COVID-19 and infections among that population present specific challenges due to a combination of factors, including but not limited to having overall poorer health than the general population, living in congregate settings, being an aging population, having limited ability to follow public health advice, and having limited access to health care. As communities around the State of Texas work to prevent the spread of COVID-19, special attention is needed to protect people experiencing homelessness – who are particularly vulnerable to the spread of the virus and are at high-risk for experiencing severe symptoms.

The Coalition for the Homeless, in partnership with direct service agencies, coordinates the housing response for The Way Home Continuum of Care, as the lead agency. Due to the urgency of the COVID-19 crisis and the imminent threat to the public health and safety of the homeless population, the Coalition recommends a continued coordinated and large-scale community homeless housing initiative. Per the Centers for Disease Control and Prevention (CDC) and the Department of Housing and Urban Development (HUD), special, strategic endeavors are required to protect people experiencing homelessness. Housing individuals currently living unsheltered on our streets and in our emergency shelters will help prevent the spread of COVID-19 amongst this highly susceptible population. This Community COVID Housing Program (CCHP) will do this in several ways:

1. **PSH:** Permanent Supportive Housing (PSH) is an intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people and other homeless individuals with high barriers. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.
2. **RRH:** Rapid Re-Housing (RRH) provides short-term, up to 12 months, rental assistance, and services. The goals are to help those experiencing literal homelessness obtain housing quickly, increase self-sufficiency, and stay housed. It is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) with the resources and services provided typically

- tailored to the needs of the person.
3. **Diversion:** Housing-focused problem-solving, mediation, and conflict resolution conversations paired with limited financial assistance offered to persons seeking emergency shelter or residing in emergency shelters.
  4. **Essential Client Support Services:** Homelessness services are specialized programs assisting homeless people. This REI includes a range of services provided to assist and support individuals in developing their skills to gain access to needed medical, behavioral health, housing, employment, social, educational, and other services essential to meeting basic human services. Essential client support services include street outreach, mental health services, substance use disorder services, domestic violence mobile advocacy, employment supports, and SSI/SSDI Outreach, Access, and Recovery (SOAR) supports.
  5. **Navigation:** The process of assisting individuals from the point of the housing referral until the date of move-in to housing. Navigators will provide housing search and placement to all program participants.

## Part II: Definitions

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Potential applicants should familiarize themselves with the following terms and definitions in order to ensure a smooth grant execution and programming.

- **American Rescue Plan Act of 2021 (ARPA)** - Act approved by Congress to allocate funding to respond to the impacts of the COVID-19 pandemic. Funding for this REI is administered by cities, counties, or State via funding allocated by the U.S. Department of Treasury and the U.S. Department of Housing and Urban Development (HUD).
- **Area Median Income (AMI)** – Annual income estimates published annually by the U.S. Department of Housing and Urban Development (HUD) and based on Fair Market Rent (FMR) Areas. For the Houston/Harris County Continuum of Care, the HUD FMR Area is Houston- Woodland-Sugarland. AMI and Median Family Income (MFI) are used interchangeably to determine the income limits for a household eligible for assistance.
- **CARES Act (CARES)** – The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.
- **Case Manager (CM)** – A staff person whose primary role is providing supportive services to ensure formerly homeless individuals maintain their housing. Services can vary and should be tailored to meet the needs of the individual. Some case managers can also serve as Navigators while the individual is going through the housing process.
- **Chronically Homeless** – An individual or adult head of household with a disability who is living in a place not meant for human habitation OR an emergency shelter and who has been living as described continuously for at least 12 months, or on at least 4 separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months.
- **Continuum of Care (CoC)** – The local planning body responsible for coordinating the full range of homelessness services in a geographic area. The local Continuum of Care

(CoC), identified by HUD as the TX-700 Continuum of Care, covers the geographic area of Houston, Harris County, Montgomery County, and Fort Bend County and is governed by the CoC Steering Committee.

- **Coordinated Access (CA)** – A process developed to ensure that all individuals experiencing homelessness have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. CA is not a project but rather a housing assessment. The assessment generates a vulnerability score. Individuals and families are referred to housing based on this vulnerability score, with the highest scores being referred first.
- **Couch Surfing** – Also known as precariously housed, this is when an individual does not have a permanent address and instead spends different nights in various locations such as friends, families, hotels. An individual who is couch surfing is NOT considered homeless.
- **Coordinated Access Referral** – A referral to a RRH or PSH project, which is generated in HMIS. This serves as formal notification to the project that an individual or family is being referred for a housing intervention.
- **Community Development Block Grant (CDBG)** – A program that provides annual grants on a formula basis to states, cities, & counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. CDBG flexibility empowers people & communities to design & implement strategies tailored to their own needs & priorities (example: homelessness).
- **Contractor** – An agency that holds a contract to carry out a specified number of duties. Generally not involved in decision making or eligibility determination, a contractor will enter into a commitment to deliver a good or service on a specific date or cost.
- **Diversion** – An intervention designed to immediately address the needs of someone who has just lost their housing & become homeless or is at imminent risk of homelessness. Diversion is a client-driven approach; its goal is to help the person or household find safe alternative housing immediately, rather than entering shelter or experiencing unsheltered homelessness. It is intended to ensure that the homelessness experience is as brief as possible, to prevent unsheltered homelessness, and to avert stays in shelter.
- **Emergency Housing Voucher (EHV)** – Housing choice vouchers made available through the American Rescue Plan Act (ARPA) that must be administered through Coordinated Access. Each of two local PHAs have received a prescribed number of vouchers from HUD.
- **Emergency Solutions Grant (ESG)** – A competitive grant that awards funds to private non-profit organizations, cities, & counties to provide the services necessary to help persons that are at-risk of homelessness or homeless quickly regain stability in permanent housing. The ESG program is funded by HUD and can be administered by the city, counties, or state.
- **Exit Destination** – A place where an individual or family ends up after exiting RRH or PSH. The goal for both interventions is for the exit destination to be permanent.
- **Fair Market Rent (FMR)** – The estimated amount (base rent + essential utilities) that a

property in a given area typically rents for. Annual listings of FMR can be found at <http://www.huduser.org/portal/datasets/fmr.html>

- **Harris County Housing Authority (HCHA)** – The Harris County Housing Authority manages the rental assistance & voucher process for some of our housing programs.
- **HOME-ARP** – American Rescue Plan (ARP) provides \$5 billion to assist individuals or households who are homeless, at risk of homelessness, and other vulnerable populations, by providing housing, rental assistance, supportive services, and non-congregate shelter, to reduce homelessness and increase housing stability across the country. The HOME-ARP program is funded by HUD and can be administered by the city, counties, or state.
- **Homeless Management Information System (HMIS)** – A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. HMIS usage is required by HUD. The local HMIS is Client Track.
- **Homeless Outreach Team (HOT)** – Teams of Houston Police or Harris County Sheriff Officers that provide services to individuals living unsheltered throughout Houston & Harris County.
- **HOT ID** – A photo ID that is obtained from Homeless Outreach Teams from the Houston Police Department or the Harris County Sheriff's Department.
- **Household or Family** – one or more persons who live together.
- **Housing First** – A model of providing housing to homeless individuals that focuses on providing services to individuals once they are in housing to assure housing stability and does not require sobriety, medication compliance or agreement to participate in specific services as a condition of receiving assistance.
- **Lead Agency** – A private non-profit or a city or county government agency tasked by HUD with developing a systemic response to homelessness in a geographic area, increase capacity, improve practices & performance, and oversee the local CoC grant cycle. The lead agency for the local CoC is The Coalition for the Homeless.
- **Literally Homeless** – An individual or family who is living in a place not meant for human habitation or in an emergency shelter.
- **Houston Housing Authority (HHA)** – The Houston Housing Authority manages the rental and voucher process for several of our housing programs.
- **Move-In Date (aka lease-up date)** – The date that the household moved into RRH or PSH.
- **Navigation Center** – A low-barrier facility that provides temporary housing for individuals that have been referred to a housing program and are waiting to move into permanent housing.
- **Navigator (NAV)** – A staff person whose primary role is working with clients from the point of referral through the housing move-in date
- **Parent Lease (formerly master lease)** – A single lease that covers multiple units and properties leased from a landlord to a tenant (usually a non-profit). A parent lease will not break out rents ascribed to individual units. All units within a parent lease are bound by a single payment & lease. Non-profits can then place individuals into the units that have been traditionally hard to house.

- **Permanent Supportive Housing (PSH)**- A housing intervention for singles or heads of households with disabilities that combines rental assistance paired with supportive services. PSH is permanent and designed to serve the most vulnerable in a community. To be eligible for PSH an individual or family must be chronically homeless.
- **Pre-Navigation**- the action of working with a client to collect the 4 essential documents to be Navigation ready (ID, Social Security Card, VOD, and VOH).
- **Project Exit Date** – The date when the household left the project and no longer receives services. This happens due to project completion, transition, termination, or relinquishment.
- **Project Start Date (aka Enrollment Date)** – The date that the household begins receiving services from a RRH or PSH project. This is not necessarily the move-in date, although in some cases these can be the same.
- **Public Housing Authority (PHA)** – A state, county, municipality, or other governmental entity or public body or agency that is authorized to engage or assist in the development or operation of low-income housing under the United States Housing Act of 1937 in accordance with 24 CFR 5.100.
- **Rapid Re-Housing (RRH)** – A housing intervention designed to provide rental assistance and case management to help singles and families that don't need intensive and ongoing support to quickly exit homelessness and return to permanent housing. Rapid Re-Housing is a temporary intervention. To be eligible for RRH an individual or family must be literally homeless.
- **Rent Reasonableness (RR)** – A process designed to ensure that rents being paid are reasonable in relation to rents being charged for comparable unassisted units in the same area. This can be done by HHA or by the CM or NAV prior to submitting a rental payment.
- **Scattered-Site Housing Unit** – A market rate apartment unit located throughout the CoC in regular market apartment complexes or single-family homes.
- **Single Room Occupancy Unit (SRO)** – A small, furnished single apartment unit with a bed, chair, desk, microwave, & mini-fridge. The kitchen is shared, and utilities are included in the rent.
- **Site-based Housing Unit** – A block apartment units located within a single location. The site usually includes offices where individuals can meet with support staff.
- **State and Local Fiscal Recovery Funds (SLFRF)** - US Treasury funding directly allocated to state and local governments to respond to the COVID-19 public health emergency and its economic impacts.
- **Subrecipient** – A non-federal agency that receives a subaward from a passthrough entity to carry out part of a federal program. Subrecipients are held to the same programmatic outcomes and eligibility requirements as the passthrough entity.
- **Tax Credit Property** – An apartment complex or housing project owned by a developer or landlord who participates in the federal low-income housing tax credit program (LIHTC). These developers & landlords can claim tax credits for eligible buildings in return for renting some or all of the apartments to low-income tenants at a restricted rent.
- **Tenant Based Rental Assistance (TBRA)** - a rental subsidy that participating



jurisdictions (cities, counties, states) can use to help individual households afford housing costs such as rent and security deposits.

- **Texas Department of Housing and Community Affairs (TDHCA) Emergency Rental Assistance (ERA)** - The Housing Stability Services (HSS) Program provides assistance to local communities and non-profits to assist income eligible households to help them maintain or obtain stable housing. The program is funded by Treasury through the Emergency Rental Assistance (ERA1 and ERA2)
- **U.S. Department of Housing & Urban Development (HUD)** – A U.S. government agency created in 1965 as part of then-President Lyndon Johnson’s Great Society agenda to expand America’s welfare system. Its primary mission is improving affordable homeownership opportunities to support the housing market & homeownership in inner-city areas.
- **Verification of Disability (VOD)** – A document signed by a licensed practitioner that confirms that an individual has a disability that prevents the individual from working or living independently.
- **Verification of Homelessness (VOH)** – Document(s) that confirm an individual’s homelessness history.
- **The Way Home** – The alternate name for the TX-700 CoC, or the group of more than 100 partners working together to end homelessness in Harris, Fort Bend, & Montgomery Counties.

### **Part III: Permanent Supportive Housing (PSH) – Scattered Site**

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Scattered site PSH will provide housing case management and supportive services for approximately 1,400 persons experiencing literal homelessness. A PSH slot is defined as an affordable rental housing unit that is linked to a range of support services that enable tenants, especially the chronically homeless, to live independently and participate in community life. Subsidy for these PSH slots will be provided by EHV from either HHA or HCHA. Permanent supportive housing units are:

- ***Targeted*** to households experiencing chronic homelessness or who qualify for PSH using the CoC’s Coordinated Access System (CA);
- ***Deeply affordable:*** Rents are subsidized so that the tenant pays no more than 30% of household income towards rent, even where tenants have extremely limited or no income;
- ***Lease-based:*** Tenancy is based on a legally enforceable lease or similar form of occupancy agreement, and there are no limits to a person’s length of tenancy so long as they abide by the conditions of the lease or agreement. Leases do not include additional requirements for tenancy beyond the market standards (I.e., drug testing, unannounced access to unit, service participation requirements, curfews, unreasonable restrictions on visitors, and excessive inspections);
- ***Supported*** by the availability of comprehensive services. The tenant has access to services, including, but not limited to: case management, medical, mental health, substance use treatment, employment and life skills counseling, eviction prevention programs, social and recreational events, and tenant advocacy. All services are voluntary. A lease nor program participation may not be terminated solely because a tenant chooses

not to participate in services;

- Landlords who received subsidy from COVID CARES ESG (ESG-CV), COVID CARES CDBG (CDBG-CV), ESG entitlement, CDBG entitlement, HOME Tenant Based Rental Assistance, and CARES and ARPA SLFRF funding must provide copy of the lease and lease addendum in the language in which the lease was negotiated.
- In the case of eviction, owners must provide: (1) 30-day notice of termination of tenancy (except in limited cases, e.g. alleged criminal activity that threatens the safety of staff or other residents) and (2) Notice of Discussion about the termination; and
- Managed through a working partnership that includes ongoing communication between service providers, property owners/managers, and subsidy programs.

## **Part IV: Permanent Supportive Housing (PSH) – Site Based**

Site-Based PSH will provide housing case management, supportive services, and rental subsidy for approximately 354 persons experiencing literal homelessness. The PSH slots will be located at properties under new development and listed below:

Property	Units
Kingsland Park	15
Enclave at Lake Pointe	15
The Arbor at Wayforest	15
Richcrest Apartments	5
Seaside Lodge at Chesapeake Bay	6
Northwood Apartments	15
Bluestem Apartments	5
The Hollows	15
Granada Terrace	5
The Citadel/Change Happens Senior	19
Jackson Hinds	111
Magnificat Permanent Affordable Housing	149

## **Part V: Permanent Supportive Housing (PSH) – Preservation**

PSH Preservation will provide housing case management, supportive services, and rental subsidy for approximately 384 persons experiencing literal homelessness. The PSH slots will be located at properties under new development and listed below:

Project	Units
Dennis Street PSH Services	24
H3 Rental & Utilities	150
H3 Services	150
CCHP Phase 1 TSA PSH Rental & Utilities	150



CCHP Phase 1 TSA Services	150
AFH Parent Leasing Rental	30
AFH Parent Leasing Services	30

## Part VI: Rapid Re-Housing (RRH)

RRH will provide housing case management, supportive services, & rental subsidy for up to twelve (12) months for approximately 1,491 persons experiencing literal homelessness due to COVID-19. A RRH slot is defined as an affordable rental housing unit that is linked to a range of support services that enable tenants to increase income & achieve self-sufficiency. The goal of RRH is to help tenants transition to and ultimately maintain long-term housing stability, be good neighbors, and improve the quality of their lives. Rapid Re-Housing housing units are:

- Targeted to households experiencing literal homelessness and who qualify for RRH using the CoC's Coordinated Access System (CA);
- Deeply affordable: Rents are subsidized and scaled so that the tenant pays no more than he/she can afford towards rent. In cases where the tenant has zero income, no tenant portion is paid, however it is expected that the tenant will assume full rental payment at the completion of the RRH program;
- Lease-based: Tenancy is based on a legally enforceable lease or similar form of occupancy agreement. Assistance may be provided for up to 12 months. Leases do not include additional requirements for tenancy beyond the market standards (I.e., drug testing, unannounced access to unit, service participation requirements, curfews, unreasonable restrictions on visitors, and excessive inspections);
- Supported by the availability of comprehensive services. The tenant has access to services, including, but not limited to: case management, medical, mental health, substance use treatment, employment and life skills counseling, eviction prevention programs, social and recreational events, and tenant advocacy. All services are voluntary. A lease nor program participation may not be terminated solely because a tenant chooses not to participate in services;
  - Landlords who received subsidy from COVID CARES ESG (ESG-CV), COVID CARES CDBG (CDBG-CV), ESG entitlement, CDBG entitlement, HOME Tenant Based Rental Assistance, and CARES and ARPA SLFRF funding must provide copy of the lease and lease addendum in the language in which the lease was negotiated.
  - In the case of eviction, owners must provide: (1) 30-day notice of termination of tenancy (except in limited cases, e.g. alleged criminal activity that threatens the safety of staff or other residents) and (2) Notice of Discussion about the termination; and
- Managed through a working partnership that includes ongoing communication between service providers, property owners/managers, and subsidy programs.

## Part VII: Navigation

Navigation services supports Navigation staff to provide the following activities: Obtaining ID, obtaining social security cards, obtaining homeless verification documents, obtaining a security

deposit, obtaining application fees, providing transportation & accompaniment to tour available units, etc. The process from referral to move in should be completed within 30 days. Navigators should also participate in regular case consultation sessions, be willing to meet clients on the streets if necessary and assist clients in navigating through any challenges related to the housing process. Navigation is

- Targeted to households experiencing literal homelessness or chronic homelessness and who qualify for housing using the CoC's Coordinated Access System (CA);
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects;
- Managed by the Coalition for the Homeless in partnership with City of Houston, Harris County, and direct service agencies that are providing similar navigation services and;
- Caseload Ratio should be 15:1.

## Part VIII: Diversion

Diversion is a strategy that helps people experiencing a housing crisis quickly identify and access safe alternatives to emergency shelter. Diversion strategies can include engaging in creative problem-solving conversations with clients; connecting clients with community resources and family supports; providing housing search and placement services; and securing flexible financial assistance to help people resolve their immediate housing crisis. Diversion services are encouraged to be provided in person rather than on the phone, being mindful of accessibility. The Lead Agency will determine which in person locations will best serve the system.

These strategies have a significant impact on a community's crisis response system because they can reduce new entries into homelessness, cut down on shelter wait lists, decrease demand for limited shelter beds, have a lower intervention cost than RRH or PSH, and target more intensive homelessness interventions to those with higher needs.

Financial assistance may be provided for up to 3 months; however, the bulk of assistance should include conflict resolution and/or family mediation in order to solve an immediate housing crisis. Diversion is:

- Targeted to households who are presenting for shelter at an entry point to the homeless response system (i.e. shelter or intake line) and
- Managed through a working partnership that includes ongoing communication between service providers, property owners/managers, and subsidy programs.

## Part IX: Essential Client Support Services

Essential services to be provided to expediate and/or enhance housing placements in order to ensure success and stabilization in housing. Services will include:

Service	Units
Outreach Support	500
Mental Health Support	400

Substance Use Disorder Support	400
Domestic Violence Mobile Advocacy	300
Employment Support	1,100
SSI/SSDI Outreach, Access, & Recovery (SOAR)	500

## Outreach Support

Outreach Support through CCHP has been focused on engaging unsheltered persons residing in places not meant for human habitation and/or encampments and providing immediate access to housing. Placements will be either into permanent housing or into a navigation center when permanent housing is not immediately available. Outreach teams will employ a *clearance and closure with supports* strategy to encampments. This strategy deploys skilled outreach staff to connect encampment residents with a personalized permanent housing plan. Following engagement, outreach teams coordinate with housing surge events that link each encampment resident with either an interim housing placement and a pathway to permanent housing, or immediate permanent housing placement. Following the housing surge process, the encampment is cleared by law enforcement and waste management teams while outreach support teams continue to work with any remaining encampment residents to secure alternative accommodations. Outreach Support should be:

- Targeted to individuals experiencing unsheltered homelessness and residing in encampments or in smaller, unsheltered hot spots of one or two persons in locations not meant for human habitation;
- Managed by Coalition for the Homeless in partnership with City of Houston, Harris County, and direct service agencies that provide similar outreach services and other housing supports; and
- Supported by the availability of housing navigation teams and housing unit acquisition teams who have recruited landlords and property management companies to provide rental properties. Furniture and household supplies will be paired with ongoing Rapid Rehousing (RRH) rental assistance to facilitate accelerated access to affordable housing within the private rental market. When appropriate, and when clients are eligible, specialized housing such as PSH will be made available.
- Caseload Ratio should be 15:1.

## Mental Health Support

Mental Health Support is provided via a specialized team of mental health clinicians who will support existing outreach and housing providers to serve persons experiencing mental illness. The Mental Health Support Team will employ a wraparound model to engage individuals with symptoms of mental illness and provide engagement services, clinical assessment, mental illness treatment coordination, and housing retention supports. Additional mental health supports include, but are not limited to:

- Continued attempts to establish a relationship with the individual who has been referred for ongoing mental health support services
- Assist with engagement in mental health services and coordination with other

- behavioral health treatment teams
- Support housing placement and long-term retention
- Provide transportation supports and accompany clients to appointments when necessary
- Assist with access to primary healthcare and substance use disorder treatment
- Provide ongoing intensive support and care coordination for clients on caseload to assist with retaining housing, obtaining, and maintaining stability, and accessing needed resources
- Assist client with mental health treatment compliance
- Providing nursing and psychiatric services
- Provide trauma-based therapy services tailored to the individual's need

Mental Health Support should be:

- Targeted to individuals experiencing mental illness who are seeking housing or have been placed in housing and are at risk of becoming homeless again due to underlying behavioral health issues;
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects;
- Managed by the Coalition for the Homeless in partnership with City of Houston, Harris County, and direct service agencies that are providing similar mental health treatments services and other housing supports; and
- Clinical Oversight provided by the selected grantee organization.
- Caseload Ratio should be 15:1.

### **Substance Use Disorder Support Team**

Substance Use Disorder Support is provided by a specialized team of behavioral health clinicians who will support existing outreach and housing providers to serve persons exhibiting substance use disorders. The Substance Use Disorder Team will employ a wraparound model to engage individuals with symptoms of substance use disorder and provide engagement services, clinical assessment, substance use disorder treatment, coordination with other behavioral health and physical health treatment, and housing retention supports. Additional treatment supports include, but are not limited to:

- Continued attempts to establish a relationship with the individual who has been referred for ongoing substance use disorder treatment
- Assist with engagement in treatment services and coordination with other behavioral health and physical health treatment teams
- Support housing placement and long-term retention
- Provide transportation supports and accompany clients to appointments when necessary
- Assist with access to primary healthcare and mental health treatment
- Provide ongoing intensive support and care coordination for clients on caseload to assist with retaining housing, obtaining, and maintaining stability, and accessing needed resources
- Assist client with addiction treatment compliance

- Providing nursing and psychiatric services
- Provide trauma-based therapy services to individuals based on need
- Utilize harm reduction philosophies when engaging with clients

Substance Use Support should be:

- Targeted to individuals experiencing symptoms of substance use disorder who are seeking housing or have been placed in housing and are at risk of becoming homeless again due to underlying behavioral health issues;
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects;
- Managed by the Coalition for the Homeless in partnership with the City of Houston, Harris County, and direct service agencies that are providing similar mental health treatments services and other housing supports; and
- Clinical Oversight provided by the selected grantee organization.
- Caseload Ratio should be 15:1.

### **Domestic Violence Mobile Advocacy**

The Domestic Violence Mobile Advocacy Team provides a range of victim services supports to persons who are fleeing or attempting to flee domestic violence, sexual assault, dating violence, stalking and human trafficking. While not a crisis response, the DV Mobile Advocacy Team works closely with DV crisis services to promote safety and survivor confidentiality. The DV Mobile Advocacy Team will provide specialized survivor-driven, trauma-informed support services. Advocacy is focused on safety and supporting survivors to rebuild control over their lives. Survivors lead the process, choose their own goals, and define what is going to be safe for themselves. The Domestic Violence Mobile Advocacy Team will provide mobile and home-based services to include but not limited to:

- Confidential management of all information pertaining to CCHP participant's location, program of enrollment, family definition, and household configuration.
- Meeting with CCHP participant within the first week of entering the program, and future frequency of meetings based on a mutually agreed upon schedule.
- Promotion of an individualized safety plan that supports family safety and long-term housing stability
- Accompanying survivors to housing, employment, and child welfare appointments
- Coordination with other CCHP housing-focused case management staff associated with RRH, PSH or EHV projects.

DV Mobile Advocacy should be:

- Targeted to individuals and families experiencing domestic violence, sexual assault, dating violence, stalking, and human trafficking;
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects;
- Managed by the Coalition for the Homeless in partnership with the City of Houston, Harris County, and the Harris County Domestic Violence Coordinating Council; and
- Clinical Oversight provided by the selected grantee organization.

- Caseload Ratio should be 15:1.

## Employment Supports

The Employment Supports Team provides a range of employability services to people experiencing mental health difficulties, acquired brain injury, autistic spectrum diagnosis, and people who have experienced long absences from employment and would benefit from coaching to prepare for, find, secure, and maintain employment. Additional employment supports include, but are not limited to:

- Assess client's employment interests and needs
- Creation of a vocational profile
- Provide specialist supported employment services
- Delivery of work skills training
- Recruiting employers who can provide work experience opportunities in a wide range of sectors
- Liaising with and supporting employers to offer paid work opportunities
- Work with employers to break down barriers of stigma and discrimination
- Job retention through job coaching and regular workplace appraisals
- While in work, provide ongoing support to individuals and employers in the form of advice, reviewing and monitoring client performance

The Employment Supports Team works in partnership with other CCHP providers and CoC agencies in an advisory role to leverage supported employment resources and support income advancement through employment. Employment Supports should be:

- Targeted to individuals who have been out of the workforce for extended periods and persons who have barriers to employment such as behavioral health challenges, cognitive challenges, and/or physical health barriers;
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects; and
- Managed by the Coalition for the Homeless in partnership with the City of Houston, Harris County, and direct service agencies throughout The Way Home CoC.
- Caseload Ratio should be 25:1.

## SOAR

The SOAR team assists CCHP participants who are experiencing homelessness and who have a serious mental illness, medical impairment, and/or co-occurring substance use disorder to apply for the Social Security Administration's disability programs: Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI). SOAR supports include, but are not limited to:

- Assess client's potential eligibility for SSI/SSDI benefits
- Collect necessary information, documentation, and verification to support a SSI/SSDI application for benefits
- Assist participant is submitting a thorough SSI/SSDI application packet
- Assess reasons for denial of benefits, if applicable, and assist client in addressing



application deficiencies

SOAR should be:

- Targeted to individuals exhibiting symptoms of substance use disorder, serious mental illness, and/or chronic health condition that impairs an individual's ability to perform activities of daily living. The SOAR model is designed to assist CCHP participants, especially those participants returning to their communities from jails and hospitals. Youth aging out of foster care system may also benefit;
- Supported by housing-focused case management services tied to defined caseloads within RRH, PSH and EHV projects; and
- Managed by the Coalition for the Homeless in partnership with the City of Houston, Harris County, and direct service agencies throughout The Way Home CoC.
- Caseload Ratio should be 20:1.

## **Part X: General Eligibility Criteria and Funding Areas**

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Applicants must meet the minimum general eligibility criteria described below:

- Organizations must not discriminate on the basis of ethnicity, race, color, creed, religion, gender, national origin, age, disability, marital status, sexual orientation, gender identity, or Veteran's discharge status.
- Applicants must agree to use the CoC's Coordinated Access System (CA) as the **sole referral source** for each program component. The CA is the central access and referral point for all homeless individuals seeking housing in Houston & Harris County. This system will identify the most appropriate housing options while also prioritizing the most vulnerable individuals for placement into permanent housing. The system will then maintain a steady flow of referrals to all available housing & program options.
  - To ensure these individuals have appropriate access to the program, a project may need to modify its entrance criteria, enrollment forms, or use reasonable accommodations to admit tenants who would otherwise not be able to apply. By agreeing to use the CA as the sole referral source, applicants agree to make reasonable accommodations to accept the referrals (i.e., ramps for wheelchairs, accepting clients with severe criminal backgrounds, accepting clients who do not speak English, or have an ID, etc.)
- Applicants must agree to operate projects under the "Housing First" model, meaning prospective tenants are not required to agree to participate in mental health, substance use, or employment services prior to entering housing nor can service participation be a requirement of tenancy. Tenants may be required to adhere to a standard market lease, and their tenancy should be supported by **eviction prevention strategies**, including the engagement of services as appropriate.
- Home visits are required to be provided at a minimum of once per month in order to ensure housing stability. Organizations must provide a process for maintaining home visits in a safe way due to the onset of COVID-19.

- Landlord participation and satisfaction is essential to maintaining a unit inventory for current and future clients. Organizations must provide a process for maintaining regular contact with the landlords that manage the properties where their clients reside.
- Organizations must record case notes for every client interaction and document a service in HMIS within 48 hours of the interaction.
- Organizations must be able to demonstrate capacity to start operations within 30 days of contract/agreement execution.
- Organizations must serve at least 80% of their contracted number of clients regardless of staff turnover or shortage.
- Organizations must have adequate financial capacity (minimum of 90 days documented operating capital for the proposed project) to perform proposed operations on areimbursement basis.
- Organizations must be responsive to operational inquiries which includes but is not limited to submitting reports and invoices in a timely manner.
- Organizations must have staff attend ongoing workgroup meetings and update shared tracking tools.

### Summary of Funding Areas

Activity	Jurisdiction & Funding Type				
	City of Houston	City of Houston	Harris County	State	TBD
	CDBG-CV	HOME-ARP	ARPA SLFRF	ERA 2	
<b>PSH - Scattered Site</b>	\$ -	\$ -	\$ 890,560	\$ 5,803,600	
<b>Navigation</b>	\$ 3,547,500	\$ -	\$ -	\$ 1,236,497	\$ 538,753
<b>PSH - Site Based</b>	\$ -	\$ -	\$ 6,418,955	\$ -	\$ 224,320
<b>PSH - Preservation</b>	\$ -	\$ 1,346,202	\$ 13,279,823	\$ -	\$ 103,554
<b>RRH</b>	\$ 1,816,320	\$ 4,078,945	\$ 1,589,280	\$ -	\$ 12,632,582
<b>Outreach</b>	\$ 2,458,467	\$ -	\$ -	\$ 687,225	\$ 11,089
<b>Client Supports</b>	\$ -	\$ -	\$ 3,905,000	\$ 3,828,542	\$ 705,947
Mental Health Support	\$ -	\$ -	\$ -	\$ 324,000	\$ -
Sub. Abuse Support	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ -
DV Mobile Advocacy	\$ -	\$ -	\$ -	\$ 106,493	\$ -
Employment	\$ -	\$ -	\$ 1,900,000	\$ 1,100,000	\$ 285,394
SOAR	\$ -	\$ -	\$ 1,200,000	\$ 1,500,000	\$ 230,910
Admin	\$ -	\$ -	\$ 355,000	\$ 348,049	\$ 189,643
<b>Diversion</b>	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -

## Part XI: General Eligibility Criteria and Funding Areas

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The City of Houston and Harris County, as units of local government, reserve the right to reject any and/or all proposals, reserve the right to waive any formalities or irregularities in the proposal and evaluation process, and reserve the right to award contract(s) in the best interest of either party.

### Application Process

Applications from this Request for Expression of Interest are due no later than **5:00 pm on April 1st, 2022 (extended from March 30, 2022)**. CCHP Partners will announce preliminary funding recommendations on or about May 2, 2022. Agencies funded through this REI process are expected to execute contracts on an expedited basis and begin program operations no later than September 1, 2022. [Registration](#) is now open for a Q&A Session which will be held on Monday, March 21<sup>st</sup> at 10 am. Additional written questions will be received until **3:00 pm on Friday, March 25<sup>th</sup>, 2022**.

Respondents shall submit a complete REI application to **ALL Three (3) CCHP partners**. Failure to submit to all three CCHP partners will constitute as an incomplete application and will not be reviewed. The REI application, including all attachments, should be addressed to all CCHP partners in a single transmittal. The single email transmittal must be addressed to the following entities:

- City of Houston: [HCDPublicServices@houstontx.gov](mailto:HCDPublicServices@houstontx.gov)
- Harris County: [REI@csd.hctx.net](mailto:REI@csd.hctx.net)
- Coalition for the Homeless: [contracts@homelesshouston.org](mailto:contracts@homelesshouston.org)

### Application Format

1. **Organizational Expertise.** (No more than 2 pages - if more than one agency is applying together, page limit is extended to each agency applying)
  - a. Describe your agency's experience in the past two years providing services to persons who are experiencing homelessness or at risk of homelessness
  - b. Describe ability to mobilize and implement operations quickly to meet urgent needs including onboarding of staff to provide services.
  - c. Describe the overall staffing plan to accomplish activities in the proposed program, including project leadership, reporting responsibilities, and daily program operations. This will include your financial staff that will be responsible for submitting payment requests/reimbursements.
    - Staffing plan outlined in the application should be followed. Example: if application states the need for 5 case managers, then 5 case managers should be hired unless prior approval is obtained by CCHP funders.
    - There should be separate staff hired for each intervention.
  - d. Describe any formal or informal coordination, partnerships, or collaborations with other organizations proposed in this application.
  - e. Will the proposed program use subrecipients and/or subcontractors? If yes, please list

- each partner agency, describe their role as either a subrecipient or contractor, describe what services and the frequency of services that will be offered by the partner agency, and provide a brief description of the partner agency's experience providing homelessness services. Resource: [Using Contractors in the ESG and CoC Programs](#).
- f. Describe the organization's ability to collect data electronically and your agency will participate in HMIS, Coordinated Access.
  - g. Describe organizational capacity limitations and how your organization addresses those challenges (I.e. staff turnover, new projects, increase funding management).
  - h. Describe your organizations efforts on racial equity, implicit bias, and cultural competency, as well as outreach efforts to racially, ethnically and linguistically diverse populations, and partnerships with diverse service providers (including sub-contracting opportunities to smaller organizations)
2. **Supportive Services.** (No more than 2 pages - if more than one agency is applying together, page limit is extended to each agency applying)
- a. Describe the target population(s) that the proposed program will serve.
  - b. Describe the essential supportive services provided to the target population.
  - c. Describe your agency's prior experience operating any of the proposed activities.
  - d. Describe your agency's prior experience working with private landlords.
  - e. Describe how your proposed project will meet the needs of our community funding priorities and supports the community in responding to COVID-19
  - f. Describe any barriers or challenges the priority population(s) may encounter accessing services and the strategies used to mitigate identified barriers.
  - g. Describe how your proposed approach ensures equal access and nondiscrimination. Describe how racial disparities will be identified and strategies implemented to advance racial equity.
3. **Project Information.** (No more than 2 pages - if more than one agency is applying together, page limit is extended to each agency applying)
- a. A defined Scope of Work, including the number of households that will be served annually, the program services and financial assistance that will be offered to address housing and supportive service needs and timeline for project implementation.
  - b. Describe the best/promising practices the agency will utilize within the program design to administer services and successfully meet program and system outcomes.
  - c. Describe annual outcomes the project expects to accomplish throughout the grant period.
  - d. Describe how program services and/or other resources within your agency will be used to quickly reduce housing barriers and quickly engage participants in successfully maintaining housing stability.
  - e. Describe how your project will achieve geographic dispersion and client choice in offering housing placements throughout the greater Houston metropolitan area, inclusive of portions of Harris County that are outside of City of Houston.
  - f. Describe the project timeline for program start-up, hiring staff, and achieving fully operational status.

4. **Financial Analysis.** (No more than 1 page – not including the required budget page, if more than one agency is applying together, page limit is extended to each agency applying)
  - a. Completed Budget Form must be attached to the Proposer’s application.
  - b. Proposer’s most recent audit and/or financial statement must be attached to the Proposer’s application (does not count toward page limit).
  - c. Provide any budget assumptions Proposer used to create the budget.
  - d. Describe the plan for proposed approach to ensure the project is cost effective, while taking into consideration appropriateness for the intended project type.
  - e. Describe any other funding which will be utilized by the applicant to support participants receiving services in the proposed project.
  - f. Provide 90-day cash flow your organization has access to carry out the proposed project. This is a reimbursement-based program.

## **Part XII: Application Selection Criteria**

Applications passing threshold requirements will be reviewed and scored by a panel of CCHP partner personnel. CCHP Partners reserve the right to make recommendations on increasing or decreasing applicants’ budgets depending on funds available and scoring panel reviews. CCHP Funders reserve the right to refuse funding to an organization if prior experience with Funders or CCHP Phase 2 was unfavorable. Additionally, HMIS reports will be provided by the lead organization to verify what services were provided, how often, and if data is accurate.

CCHP Funders will consider applications from smaller non-profits that do not have experience with prior funding, flexibility, or strong financials, as long as the application is part of a multi-organizational one where the larger organization can act as a pass-through fiscal sponsor and provide the necessary capabilities. The larger organization must meet all of the criteria described in this REI and will be held responsible for any issues arising out of the subcontract agreements.

The following Scoring Tool will be used. The **maximum total score will be 115 points.**

<b>Organizational Expertise</b>		
<b>Scored Element</b>	<b>Max Point Value</b>	<b>Total Max Point Value</b>
a. Agency's experience in the past 2 years providing similar REI services to the homeless (points if they provided services requested)	5	25
b. Ability to mobilize & implement operations quickly to meet urgent needs including onboarding of staff (5 points = 0-30 days, 0-2.5 points= 30+)	5	
c. Overall staffing plan to accomplish activities in the proposed programs	5	
d. Formal or informal coordination, partnerships, or collaborations (full points if includes a letter of intent to partner)	5	
e. Will the proposed program use subrecipients and/or subcontractors? YES/NO	Not scored	
f. Organization's ability to collect data electronically & HMIS participation.	5	

Supportive Services		
Scored Element	Max Point Value	Total Max Point Value
a. Target population (full points if meets HUD homeless definition)	5	25
b. Essential supportive services provided	5	
c. Agency's prior experience with target population	5	
d. Agency's prior experience with private landlords	2.5	
f. Barriers or challenges & strategies used to mitigate	2.5	
Project Information		
Scored Element	Max Point Value	Total Max Point Value
a. Scope of the project, including # of households, program & financial services	5	25
b. Best/promising practices the agency will utilize to administer services	5	
c. Annual outcomes the project expects to accomplish	2.5	
d. How program services and/or resources will be used to reduce barriers & maintain housing stability	5	
e. How the project will achieve geographic dispersion & client choice	2.5	
f. Project timeline from start-up, hiring staff, & achieving full operational status	5	
Financial Analysis		
Scored Element	Max Point Value	Total Max Point Value
a. Completed budget form	5	25
b. Most recent audit and/or financial statement	5	
c. Budget assumptions used to create the budget	5	
d. Plan for proposed plan to be cost effectiveness	5	
e. Other funding that will be utilized	5	
Threshold: 90 day working capital YES/NO	YES/NO	
Equity Reflections		
Scored Element	Max Point Value	Total Max Point Value
Commitment to equal access & non-discrimination	5	15
Does this project propose to include voices from disproportionately impacted groups?	5	
How does this project explain how they will minimize additional burdens and maximize benefits for disproportionately impacted groups?	5	

**Budget Form (attached)**