



SCOPE OF WORK

Provision of Tenant Services in Senior Affordable (SARA) Housing

EPIN: 06922P0020

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Basic Information

General Guidelines	To respond to this RFP and all other Human/Client Service RFPs, organizations must have (i) a PASSPort account, and (ii) have an Approved HHS Prequalification Application in PASSPort. Proposals and Prequalification applications will ONLY be accepted through PASSPort. If you do not have a PASSPort account or Approved PASSPort HHS Accelerator PQL Application, please visit nyc.gov/passport to get started. • This is an open ended RFP. Therefore, there is no prescribed due date for submission. All proposals will be reviewed by the agency on an on going basis as they are received until all agency requirements have been addressed. • Please allow sufficient time to complete and submit proposals, which includes entering information, uploading documents, and entering log-in credentials. • Providers are responsible for the timely electronic submission of proposals. • Resources such as user guides and videos are listed on www.nyc.gov/passport. For more information about submitting a proposal through the PASSPort system, please contact help@mocs.nyc.gov.
Anticipated Contract Term	The start date of each contract will be based on the completion date of the Contractor's building. The term for each contract will be five (5) years with one (1) four (4) year renewal option unless the proposer requires a different term based on the funding requirements. The start date of each service contract will be based on the completion date of building construction.
Anticipated Funding and Payment Structure	• Anticipated total maximum available funding: \$15,075,396 (\$3,200,000 annually) • Anticipated number of contracts: will depend on the proposed number of units and available funding. • Anticipated number of units: Approximately 500 units per year • Anticipated available annual funding rate: \$5,000 per year for each Homeless Senior Unit. • Additional funding may be added at a later date. The City reserves the right to change the number of units as deemed appropriate and necessary to meet need and demand. If proposing more than twenty (20) units, the Contractor will be expected to place 100% of homeless units within six (6) months or less of receiving the temporary certificate of occupancy (TCO) and maintain 95% annual occupancy rate throughout the term of the contract. If proposing twenty (20) units or less the Contractor must place 100% of homeless units within three (3) months or less of receiving the TCO and maintain 90% annual occupancy rate throughout the term of the contract. Failure to maintain these occupancy rates may result in liquidated damages or actual damages. Awards are preliminary. Final awards will be contingent upon an updated Letter of Support from HPD confirming site control, rental assistance and

	anticipated construction closing date. Preliminary Awards may expire within two (2) years if a second Letter of Support from HPD, including the anticipated construction closing date, is not obtained. The City has the right to withdraw the preliminary award at that time. The City also reserves the right to request additional information to evidence site control. Preliminary awards may be rescinded prior to the expiration of two (2) years, if, in the opinion of the City, site control and/or proof of rental assistance cannot be obtained and there is a competing viable proposal with site control.
Minimum Qualifications	• 501(c)(3) IRS Determination Letter
Questions Regarding this RFx	• Questions regarding this RFx must be transmitted in writing to the Agency Contact Person. • Questions received at least one (1) day prior to the Pre-Proposal Conference will be answered at the conference. • Substantive information/responses to questions addressed at the conference will be released in an addendum to the RFx to all organizations that are prequalified to propose to this RFx through PASSPort, unless in the opinion of the Agency, the question is of proprietary nature.
Subcontracting Information	• Subcontracting is permitted with the approval of the City; however, there must be one lead organization. • Agency assumptions as set forth in the Program Expectations and other sections of this RFx apply equally to any proposed subcontractor(s). • All contractors and subcontractors shall be subject to HRA approval before expenses are incurred and payments made.

Proposal Documents		
	Document Type	Description
Required Documents Note: A complete and separate proposal, including all required documents, must be submitted for <u>each proposed Project Address (site)</u> .	Key Staff Resumes	Resumes and/or Description of qualifications for Key Staff Positions.
	Letter of Support	Applicants are required to submit a Letter of Support from The New York City Department of Housing Development and Preservation "NYC HPD". For additional information, email HPD at SARA@hpd.nyc.gov
	Letters of Reference	Three (3) Letters of References for the Proposer from Non-governmental Entities, and, if applicable, each Housing Manager and Sub-Contractor
	Organizational Chart	Program Organizational Chart, showing how the proposed services fit into Proposer's organization.
	Staffing Schedule	Chart showing sample staffing schedule

	Annual Report	Financial Audit Report or Certified Financial Statement or letter explaining why no financial statement is currently available.
	Community Linkages and Partnerships	Linkage Agreements from organizations providing services that support the achievement of program participants' service plan goals.
	IRS Determination Letter 501(c)(3)	Proof of Non-Profit Organization.
	Site Control	Deed, purchase and sale agreement, ground lease, option, or (for City-owned property) site authorization or site negotiation letter
	Proposal Budget Summary	Provide a completed Proposal Budget Summary. Please use the template provided in the Budget Management section of the Questionnaire.
Optional Documents	Map of Location	Map showing site of proposed location that includes transportation and nearby resources.
	Letter of Intent	Letter from proposed building owner if proposer and building owner are not the same entity.
	Rental Assistance	Letter from HPD or other funding source demonstrating rental assistance award.
Additional Requirements for Documents		• Proposal document file size cannot exceed 12 MB. • Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx). • If you need to combine documents, complete one of the following steps: ○ For Word documents: Cut and paste contents of all resumes into one Word document. ○ For PDF documents: Combine files into a single PDF. For Printed documents: Scan the multiple documents into a single document.

Section I – Program Background

A. Program Purpose and Goals

The New York City Human Resources Administration is seeking appropriately qualified organizations to develop and provide high-quality services for senior households residing in newly developed, affordable senior housing projects which include a set-aside for homeless seniors. The goal of the service program is to enable seniors to live independently and age in place in permanent, affordable housing with an emphasis on supporting formerly homeless seniors. Services will provide a range of engagement opportunities for all seniors living in these new senior housing buildings with light touch case assistance targeted for seniors who have histories of homelessness.

In May of 2014, Mayor de Blasio announced “Housing New York: a Five-Borough, 10 Year Plan”; the plan, to build and preserve 200,000 affordable apartments in 10 years, is the largest and most ambitious plan of its kind in the nation’s history. The plan called for New York City (“the City”) to make efforts to provide high-quality affordable housing to the most vulnerable residents through the promotion of homeless, senior, supportive, and accessible housing. Seniors represent the fastest growing segment of New York City’s population, of whom over half are rent burdened. Current demand for subsidized senior housing, however, far outstrips the supply.

“Housing New York,” committed the City to take action to promote a more secure housing future for its rapidly growing population of seniors through increased production of senior housing in addition to enhanced housing supports and services. In 2015, Mayor de Blasio announced the City would create and preserve 10,000 units of senior housing, supported by a \$400M capital investment, as well as Section 8 vouchers. In 2017, Mayor De Blasio announced an additional 5,000 units to bring the total commitment to 15,000. New senior housing projects developed by New York City’s Housing Preservation and Development (HPD) under the new Senior Affordable Rental Apartments (SARA) program began construction in 2015. The SARA program provides gap financing in the form of low-interest loans to support the construction and renovation of affordable housing for seniors, age 62 and older with low incomes. Projects developed with SARA funding are expected to set aside 30% of units for homeless seniors referred by a City agency, typically the New York City Department of Homeless Services (DSS). This procurement will provide on-going case assistance and services for tenants transitioning from shelter to permanent housing as well as referral, social and wellness opportunities that engage all seniors living in the building to ensure continued housing stability and maximum community engagement.

Contractors will be permitted to propose to serve one or more affordable senior housing projects, designated as such by a Letter of Support from NYC HPD.

Proposals can be submitted by a) a Service Provider in conjunction with an identified Housing Developer; or b) an organization with the capacity and experience to act as both Housing Developer and Service Provider. In the event that the proposer is eligible for an award to serve more than one development and/or borough, HRA reserves the right to determine, based on the proposer’s demonstrated organizational capability and the best interests of the City, how many and for which development(s)/borough(s) the proposer will be awarded a contract.

B. Site Consideration

Applicants are required to submit a Letter of Support from NYC HPD that identifies the proposed housing site location and the status of financing the site. This letter will also indicate the Housing Developer (if applicable) and Service Provider and specify if Housing Developer and Services Provider are related entities.

C. Target Population

The population targeted for services are homeless seniors age 62 and older with low incomes who are referred for placement by the City. While Senior Affordable Housing Tenant Services are to serve all tenants in the building, the City anticipates that the formerly homeless tenants will need more support during their transition back to the community. Contractors will be expected to provide early and more intensive outreach and engagement to the formerly homeless tenants, starting within thirty (30) days of their move in. The City will work closely with the service provider and developer to identify homeless clients with minimal service needs and establish a process with the service provider and developer to interview and place tenants.

Section II – Program Expectations

A. Eligibility and Placement

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience supporting seniors or adults with histories of homelessness living in the community, including interviewing, accepting clients for services, and reporting on progress.
- b. The HPD Senior Affordable Housing Regulatory Agreement indicates all referrals to homeless set aside units are required to come from the City's coordinating Placement entities, HPD's Homeless Placement Services Program and HRA's Office of Supportive/Affordable Housing and Services. The Contractor would develop a plan and approach for coordinating with site ownership and property management agent to successfully move in new tenants who have been referred and accepted for housing through the City's required placement process.
- c. The Contractor will develop a plan and approach for welcoming and assessing needs of new tenants who have moved into affordable housing through the City's HPD Homeless Set-aside program.

B. Support Services

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience delivering support services to seniors with low incomes that are designed to promote housing stability and healthy aging in place.
- b. The Contractor would provide services in a culturally and linguistically competent and sensitive manner.
- c. The Contractor would provide services that are sensitive and engaging to an integrated building that will be a mix of tenants with low incomes and tenants with histories of homelessness.
- d. At minimum, Contractor would have one (1) full-time Tenant Coordinator on-site to deliver services intended to promote housing stability including:
 - i. Engage all target populations of formerly homeless seniors within the first 15-days of move-in.
 - ii. Complete needs assessments and develop ongoing, tenant-centered support plans for the population of formerly homeless tenants within first 60 days of move in and updated at minimum once every six (6) months.
 - iii. At minimum, the Contractor would meet once (1) each month with formerly homeless tenants and other members of the household (as applicable) to engage and participate in supportive and community services and activities, to review support plan goals and assess new needs as long as the tenant is housed. Additional contacts, including escort to services or skills building activities, may be appropriate based on tenant need. The type and intensity of services may vary.

The Contractor would demonstrate prior relevant experience engaging seniors in support services and with documenting such services.

- e. The Contractor would provide regularly scheduled open office hours for all tenants living in the building and would document contacts and services made for all tenants seeking assistance.
- f. The Contractor would provide general case assistance services including, but not limited to:

- i. Educating tenants on service availability, application and benefits procedures, tenant rights, and providing advocacy when appropriate.
 - ii. Assisting tenants in developing informal support networks with other tenants, family and friends, including facilitating opportunities for tenant engagement and participation in group meetings and recreation activities.
 - iii. Providing information and training to tenants regarding the obligations of tenancy.
 - iv. Ensuring tenants maintain housing subsidy and benefits required to remain in permanent housing.
- g. The Contractor would demonstrate prior relevant experience and provide appropriate referrals and linkages to:
 - i. Community-based social services, including senior centers, case management programs, food pantries, etc.
 - ii. Health-related services such as health homes, local health care providers, physical and mental health programming, and support meaningfully integrated medical care coordination.
 - iii. More appropriate settings when the intensity of service need no longer can be met in the home.
- h. The Contractor would set up and maintain a directory of current and active community-based, health care-related, and other relevant service organizations and providers for use by all building staff and tenants.
- i. The Contractor would develop ongoing calendar of health, educational and social activities and workshops that are culturally appropriate and engaging to an older adult population.
- j. The Contractor would demonstrate prior relevant experience and develop opportunities for direct tenant involvement, contribution and leadership into ongoing program implementation and management, through participation in monthly community meetings, advisory boards, or other means.
- k. The Contractor would demonstrate prior relevant experience and develop community partnerships that would ensure tenants are connected to a wide range of appropriate educational, health, cultural, and social activities.
- l. The Contractor would develop and implement procedures for conducting apartment inspections at minimum once per year and developing appropriate interventions to support continued independent living in the community.
- m. The Contractor would ensure coordination of appropriate support services for tenants upon hospital discharge.
- n. The Contractor would make every effort to preserve the tenant's housing in the event of hospitalization and will support the tenant's ability to maintain housing stability and live independently.
- o. The Contractor would develop a positive and effective means of transitioning tenants to other long-term permanent housing as needed.

C. Program Operations

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience operating program(s) that provide services to seniors in New York City.
- b. Preliminary awards may be provided to projects with a Letter of Support from HPD that indicates that they are early in the development process and do not have finalized site control or rental assistance commitments. Preliminary Awards may expire within two (2)

- years if a second Letter of Support from HPD including the anticipated construction closing date is not obtained. The City has the right to withdraw the preliminary award at that time. Final awards may be provided to projects with a Letter of Support from HPD that confirms site control, a commitment for rental assistance and an anticipated construction closing date.
- c. The Contractors would ensure that the building site is in close proximity to public transportation and accessible to other amenities like shopping, laundry, health care, and other necessary services.
 - d. The Contractors would have a designated area(s) on site where tenants may participate in recreational activities.
 - e. The Contractor would ensure that the tenant receives a rent stabilized lease with no length of stay requirement and maintain a copy of such document as part of the tenants file.
 - f. The Contractor would establish appropriate policies and procedures for engaging tenants who are in violation of their lease and work with the tenant to prevent eviction when possible. The Contractor would ensure that due process procedures and New York City's landlord/tenant law would be followed. In the event that a tenant has a housing court case commence, the Contractor will document all intervention efforts made and will alert the designated City agency.
 - g. The Contractor would develop a process to engage and transition the tenant who has their housing terminated to appropriate services.
 - h. The Contractor would establish appropriate procedures for searching for missing tenants.
 - i. The Contractor would coordinate with Building Owner to have a process for ensuring all buildings have valid Certificate of Occupancy, meet requirements of Department of Buildings (DOB) and HPD, and be free of building and code violations. Violations will be monitored as part of contract management on an annual basis.
 - j. The Contractor would ensure that each apartment will have kitchen facilities or access to kitchen facilities, bathroom, and closet storage for tenant clothing and personal items.
 - o Contractor would coordinate with Building Owner to ensure all tenants referred from HRA/DSS have furnishings including bed, dresser, air conditioners, that are new, good quality and durable.
 - o If an apartment has living room or common area, Contractor would ensure that Owner provides table and chairs. Contractor would provide move-in kits as appropriate for formerly homeless seniors.

D. Organizational Capacity and Staffing Plan

1. Program Expectations:

- a. The Contractor would demonstrate the capacity to provide services to the target population as evidenced by a minimum of at least five (5) years of successful relevant experience related to hiring, training and managing staff for senior services or senior housing programs. Contractor would demonstrate capacity to develop policies and procedures for on-boarding, evaluating and terminating staff.
- b. The Contractor would ensure that the program has an appropriate staffing plan with sufficient numbers of staff to meet an approximate 1:20 assistance ratio of staff to formerly homeless tenants.
- c. The Contractor would ensure staff is hired with Bachelor's degree in related human services field of study, has knowledge, skills and experience serving the target population and that

- salaries are commensurate with these qualifications. The Contractor would conduct initial staff orientation and ensure ongoing supervision and training opportunities are in place.
- d. The Contractor would ensure that program directors overseeing and supervising Tenant Coordinators would be required to have a graduate degree in social work or related human services field and experience serving the target population or a Bachelor's degree with extensive supervisory experience and experience serving the target population.
 - e. The Contractor would be required to ensure a minimum of weekly supervision of staff to provide appropriate delivery of services.
 - f. The Contractor would ensure a staffing pattern/plan that provides case assistance and community building activities flexible during evenings and/or weekends to accommodate the appointments/schedule requirements of tenants.
 - g. The Contractor would hire staff with the core competencies necessary to provide the services outlined in the RFX and would ensure staff has the knowledge, skills and training to provide the required program services, including individual and group meetings, recreational groups, assistance in obtaining and maintaining all government benefits, assistance learning daily living skills (e.g., preparing food, maintaining a clean living environment), conflict resolution, crisis intervention and crisis de-escalation, and referrals.
 - h. The Contractor would ensure that all staff, including security and non-programmatic staff, have a basic understanding of the needs of the tenants being served and are trained in the models being used for the specific population. The Contractor would ensure and develop ongoing opportunities to support and train building staff to confirm they are knowledgeable about issues faced by seniors such as vision or hearing impairments, cognitive decline, hoarding, social isolation, safety, and elder abuse.
 - i. The Contractor would establish and maintain an on-call system for all tenants to access emergency services twenty-four (24) hours, seven (7) days a week.
 - j. The Contractor would have systems in place, including staff and technology support systems, to meet the rent up timeline. For programs with more than twenty (20) units, the Contractor would obtain 100% occupancy of homeless units within six (6) month of receiving a Temporary Certificate of Occupancy (TCO). For programs with less than twenty (20) units, the Contractor would obtain 100% occupancy of homeless units within three (3) months of receiving a Temporary Certificate of Occupancy (TCO).

E. Program Evaluation and Reporting

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience collecting data and reporting on outcomes, developing quality assurance plans, and implementing evaluation protocol as outlined in this section.
- b. The Contractor would track, record, and report information to the City as required, utilizing their own and City-identified systems including, but not limited to, tenant demographics, income source, place of discharged and outcome data, including occupancy rate; housing retention/stability; hospitalization rate.

F. Budget Management

a. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience managing contract budgets for the proposed population as outlined in this section.

- b. It is anticipated that HRA will make awards at a rate based on approximately \$5,000 per homeless unit per year through the term for each contract.
- c. The proposed budget represents the annual costs to provide services for the proposed program.
- d. The Contractor would operate the program with a budget based on the anticipated available funding stated in the "Basic Information" chart.
- e. The Contractor's costs would enable the effective delivery of services described in this RFx.
- f. The proposed budget represents the annual costs to provide services for the proposed program. Startup costs for the program equal three (3) months of the first year annual budget.
- g. If proposing for more than twenty (20) units, the Contractor would be expected to ensure 100% of homeless units are filled within six (6) months or less of receiving the Temporary Certificate of Occupancy (TCO) and maintain 95% annual occupancy rate throughout the term of the contract. If proposing less than twenty (20) units, the Contractor would be expected to place 100% of homeless units within three (3) months or less of receiving the TCO and maintain 90% annual occupancy rate throughout the term of the contract. Failure to maintain these occupancy rates may result in liquidated damages or actual damages.
- h. The Contractor would adopt strict fiscal controls to ensure finances are managed appropriately, including proper separation of duties, grant management to ensure sound financial controls, and financial transactions are authorized and documented appropriately.
- i. All price and budget proposals should be prepared in accordance with The City of New York's Health and Human Service Cost Policy and Procedures Manual (Cost Manual). For the purpose of responding to this solicitation, proposers may budget up to an Accepted Indirect Cost Rate or use the 10% de minimis Indirect Cost Rate.

Section III – Basis for Contract Award and Procedures

A. Proposal Evaluation

All proposals accepted by HRA will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFx. Proposals which HRA determines to be nonresponsive will be rejected. HRA's Evaluation Committees will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFx. HRA reserves the right to conduct interviews, or to request that proposers make presentations, as deemed applicable and appropriate. Although HRA may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best programmatic terms.

This is an open-ended RFx; therefore, proposals will be accepted through PASSPort and reviewed on an ongoing basis until all available units have been awarded.

B. Evaluation Criteria

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| • Eligibility and Placement | 10% |
| • Support Services | 35% |
| • Program Operations | 15% |
| • Organizational Capacity and Staffing Plan | 25% |
| • Program Evaluation and Reporting | 5% |
| • Budget Management | 10% |

C. Contract Award

Proposals will be reviewed and evaluated as they are received by HRA. Proposals will be ranked in descending order of their average technical scores and HRA will establish a shortlist through a natural break in scores for technically viable proposals. A contract will be awarded to the responsible proposer(s) whose proposal is determined to be the most advantageous to the City, while remaining within the maximum cost per unit as set forth in the RFx and depending on funding availability. HRA will select all technically viable proposals in descending order until the available number of units in this RFx is expended.

The City reserves the right to:

- tentatively select a total number of units greater than the designated number of units needed to ensure that the full target is achieved.
- add funding to this RFx, add additional available units and select additional proposals in the same manner as discussed above.
- prior to contract award, to determine the length of the initial contract term and each option to renew, if any, which may be determined by funding and/or leasing arrangements.
- prior to contract registration and during the term of the contract, to change the program service size (including adding or reducing the number of units funded by up to 20%), program type and model of its population depending on the needs of the system.

Note that all selections and awards are preliminary. Final awards will be based upon an updated Letter of Support from HPD confirming finalized site control with anticipated construction closing date and confirmation of commitment for rental assistance. Preliminary awards will expire within two (2) years of receipt of award notification if site control and project financing or rental assistance is not obtained, and the City has the right to withdraw the preliminary award at that time. The City also reserves the right to request additional information to evidence site control. Preliminary awards

may be rescinded prior to the expiration of two (2) years, if, in the opinion of the City, site control cannot be obtained and there is a competing viable proposal with site control.