

Exhibit C – Scope of Work

I. Introduction

The City of Austin (COA) seeks proposals in response to this Request for Proposals (RFP) from qualified social service providers (Offerors) with demonstrated experience in providing low-barrier, Emergency Shelter to individuals and households experiencing homelessness, or providing crisis or other services to individuals and households experiencing homelessness.

II. Background and Purpose of Funding

The City of Austin is deeply committed to ending homelessness and has worked with community partners to assemble and coordinate investments across the Homelessness Response System (HRS). An effective Crisis Response System quickly identifies those experiencing literal homelessness, provides safe temporary emergency shelter and basic needs supports, and connects households to housing and support services that will resolve their homelessness.

The estimated number of people experiencing homelessness (PEH) who are unsheltered in the Austin area has risen in recent years. According to the Ending Community Homelessness Coalition’s (ECHO) 2021 Point-in-Time Count estimates, which looked at the state of homelessness in January 2021, there were around 2,200 PEH who were unsheltered on any given night in the Austin/Travis County area. Estimates as of April 2023, based on updated methodology used for ECHO’s HRS Dashboard, show that number may be closer to 4,600. The size of this population, as well as elevated risk due to the heightened prevalence of chronic disease among PEH, clearly indicates the need to offer low-barrier shelter.

In March and April 2021, community leaders across Austin/Travis County convened the Summit to Address Unsheltered Homelessness. A wide variety of stakeholders were invited to participate and developed a community-wide implementation strategy to significantly reduce the unsheltered homeless population in Austin. Summit participants included individuals with lived experience, social service providers, elected officials, business leaders, social justice advocates, local governments, local philanthropies, and issue area experts. The Summit resulted in an ambitious three-year community-wide initiative, now known as Finding Home ATX (FHATX) to:

- House an additional 3,000 people
- Create 1,300 new affordable housing units
- Strengthen our Homelessness Response System

The Austin City Council recognized this community-wide commitment and demonstrated support by passing [Resolution No. 20210729-118](#), directing the City Manager to facilitate, support, promote and work collaboratively with relevant stakeholders, businesses, non-profits, neighboring City and County partners, and any others appropriate, without seeking to take over leadership and with resources otherwise designated for this purpose, to help achieve the community goals of meeting the challenge of homelessness.

Solicitation Objectives

The objectives of this solicitation are to:

1. Provide immediate, temporary, emergency shelter services with ramp up and ramp down in the contract period.
2. Establish and operate an Emergency Shelter with maximum capacity of 300 low-barrier beds, crisis beds to persons experiencing homelessness.
3. Create pathways for sheltered individuals/households to connect to housing and support services provided by the community providers working in the Homelessness Response System.

III. Funding and Timeline

Department: Austin Public Health (APH)

Services Solicited: Emergency Shelter

Available Funding: Approximately \$9,140,000 in American Rescue Plan Act (ARPA) funding

Number of Agreements and Contract Term: APH anticipates awarding 1 agreement beginning August 1, 2023. Proposals must be submitted using the 12-month budget allocation. Collaborative applications will be considered, however a lead agency must be identified.

Minimum Amount: Offerors may submit a proposal for less than the full amount available if RFP objectives are met.

Awarded programs may be structured as a reimbursable-based agreement, as defined below:
Reimbursable Agreement- An Agreement where an agency is reimbursed for expenses incurred and paid through the provision of adequate supporting documentation that verifies the expenses.

IV. Eligible Population

The population eligible for this project consists of adult-only individuals or households who qualify as Homeless as defined by the McKinney – Vento Homeless Assistance Act 42 USC 11302 Sec.103 and amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009.

- Referral pathways to access shelter will be regularly coordinated by the City of Austin Homeless Strategy Division in partnership with the awarded agency to quickly respond to changing community conditions. Individuals may not access the shelter without referral.
- Any presenting unaccompanied youth under the age of 18 must be referred to an appropriate youth shelter, such as LifeWorks.
- Any presenting family with children must be referred to an appropriate family-based shelter. Those referral mechanisms must be established by the awarded agency in advance.

City of Austin Client Eligibility Requirements

Standard City of Austin Social Service Client Eligibility requirements are waived.

V. Emergency Shelter Services Solicited

Emergency Shelter programs are designed to provide emergency lodging for households who are experiencing homelessness, enroll households in the Coordinated Entry System, and help households access mainstream benefits, housing opportunities, and community resources to end their homelessness.

Offerors should propose to provide comprehensive, 24-hour, Emergency Shelter services to include adequate staffing to support basic needs of the clients; the provision of meals, hygiene resources,

laundry, and other needed supplies to shelter clients; the provision or coordination of necessary supportive services; the provision or coordination of security and safety resources; and the coordination of communication, outreach, and transportation with relevant partners.

- 1) **Facilities and Capacity:** The shelter space will be located at the City of Austin Marshalling Yard property. The Marshalling Yard is a 70,000 square foot facility, with conditioned air (HVAC) with an integrated UV light system to kill airborne bacteria. This facility will accommodate a maximum capacity of 300 total individuals within a segment of the facility designated for this shelter use. Offerors must identify the total of available beds in proposal. The City will provide up to 300 single heavy-duty bed frames, 300 waterproof, durable foam mattresses, under-bed storage and additional storage containers, 1,000 sets of linens and bedding (single mattress cover, single fitted sheet, single flat sheet, blanket, towel set, pillow and pillow case), and additional equipment such as tables, chairs, and commercial reach-in refrigerators. The City will coordinate an opportunity for potential Offerors to walk through the facility as part of this solicitation process.

Requirements include:

- a) Offerors should demonstrate the ability to offer separate space and amenities for people of different gender identities not comfortable in a co-ed congregate setting.
 - b) Shelter facilities must be accessible by all individuals, including those with limited mobility, according to Americans with Disabilities Act (ADA) Accessibility Standards. Offeror must have plans in place to address needs of persons with disabilities.
 - c) Shelter should operate 24 hours a day, 7 days a week, with designated intake hours and nightly curfew hours.
 - d) Offerors will be expected to have at least 100 beds available in the first 30 days and reach full capacity by end of first quarter.
- 2) **Operations:** Managing and operating facilities to meet the needs of the population. Recipients must be able to demonstrate adequate infrastructure to support operations. Shelter facilities must be safe and habitable with appropriate access, space, security, air quality, water, sanitary facilities, sanitary conditions, and fire safety. Roles and responsibilities for shelter facility maintenance are defined below.

Eligible costs include:

- a) Staffing needed to operate and maintain the facility.
- b) Homeless Management Information System (HMIS) costs to enter information into the CoC HMIS system.
- c) Facility maintenance, minor repairs, and associated activities needed to remain in compliance with all relevant health and safety codes and regulations.
The awarded agency will be responsible for working with the City of Austin to determine roles and responsibility regarding facility oversight, minor repairs, and safety standards; major repairs will be provided by the City of Austin.
- d) Facility security costs - Security measures should ensure shelter spaces are safe for participants and terminations from shelter only occur when behavior presents an immediate threat to the health or safety of clients, staff, or volunteers.
- e) Costs for maintaining sanitary conditions inside the shelter (e.g., pest control, janitorial).
The awarded agency will be responsible for ensuring a sanitary environment, free from pest or rodent infestations.
- f) Supplies for facility operations.

- g) Equipment for the facility for staff and participants (e.g., technology, computers, internet, phones).
 - h) Food services for all shelter participants, including three meals per day. Meals must be designed in consultation with the [Dietary Guidelines for Americans](#), informed by participant feedback to ensure desirability and cultural competency of meals. Alternative meals must be provided for participants with disclosed dietary restrictions. The facility does not include a kitchen.
 - i) Appropriate space and equipment for secure storage of medication, which may include secure refrigerator access. First aid supplies should be available for program participants.
 - j) Clean mattresses and bedding, pillows, and blankets and secure/locking storage space for personal belongings, including bike racks, beyond initial set-up supplies provided by the City.
 - k) Costs associated with allowing for pets to shelter with their owners.
 - l) Electric outlets, charging stations, and wi-fi access.
 - m) Equipment needed to create and maintain a designated smoking area provided on-site, outside of building.
- 3) **Housing Focused Supportive Services:** Shelter operators must include activities, such as case management or housing navigation services, which will assist all participants with identifying and progressing service plans to leave shelter to permanent housing destinations, both supported by community housing programs and independently. The intensity of support and services should be directly proportional to the complexity of the participants' unique situations and length of time in shelter. Shelter services are expected to include on-site completion of Coordinated Assessments with individuals staying at the shelter.

Eligible Costs include:

- a) Enrolling households in the Coordinated Entry System
 - b) Conducting the initial evaluation of service needs, including verifying and documenting eligibility
 - c) Providing information and referrals to other services and providers
 - d) Providing ongoing risk assessment and safety planning with victims of domestic violence, dating violence, sexual assault, human trafficking, and stalking
 - e) Completing SSI/SSDI Outreach, Access, and Recovery (SOAR) Applications
 - f) Developing an individualized housing and service plan, including planning a path to permanent housing stability
 - g) Assisting participants to obtain necessary identification documentation including state ID, driver's license, or birth certificate when necessary for employment or housing access.
 - h) Purchasing and coordinating equipment or services to maintain engagement with and increase life skills of shelter participants such as group fitness activities, support groups, interpersonal support and skills building, etc.
 - i) Necessary trainings and orientation to comply with the Service Delivery section of this Scope of Work.
- 4) **Hygiene Services:** Permanent toilets, sinks and showers within the building are very limited in number and intended for use by individuals who require ADA compliant access. Shelter operations must include provision of basic hygiene services for participants, including mobile showers, mobile bathrooms, and laundry service.

- 5) **Transportation:** Offerors are required to assist participants with commuting to benefits appointments, off-site housing meetings, and other appointments. Offerors are also required to ensure participants are transferred from referral locations to the shelter for enrollment. Offerors must operate shuttle service between the shelter and transit stops and other designated points for use by participants between the hours of 8am and 8pm.

Eligible Costs include:

- a) Ensuring regular, adequate transportation to and from shelter for participants, including accommodating individuals with mobility limitations.
- b) The cost of contracting for or operating shuttles between the shelter and transit stops and other designated points for use by participants between the hours of 8am and 8pm.
- c) The travel costs of recipient or subrecipient staff to accompany or assist program participants to use public transportation.
- d) The cost of a program participant's travel on public transportation.
- e) Upon APH approval, the cost of leasing vehicles for the recipient or subrecipient in which staff transports program participants and/or staff serving program participants, and mileage at the annual city approved rate, insurance, and maintenance for the vehicles.

- 6) **Coordination of Access to Medical Care:** Assisting participants to gain access to necessary healthcare through coordination with qualified medical personnel to ensure medical stability is allowable. Eligible costs include:

Eligible Costs include:

- a) Assisting individuals to understand their health needs
- b) Assisting individuals to obtain and utilize appropriate medical treatment
- c) Coordinating medication management
- d) Coordinating non-cosmetic dental care
- e) Providing behavioral health services necessary to support participants, especially for crisis support and connection to long term services

- 7) **General Housing Assistance:** Shelter Operators should assist participants with connecting to safe, permanent housing opportunities as quickly as possible. While some shelter participants may need permanent housing program support to exit homelessness to permanent destinations, others may be able to resolve their homelessness with brief shelter supports and general housing assistance, known as Rapid Exit. Recipients of General Housing Assistance must not be receiving housing financial assistance from other sources. General Housing Assistance may not be provided to participants not participating in shelter services. General Housing Assistance may not be provided to participants after shelter exit.

Eligible costs include:

- a) Security Deposit assistance not to exceed one month's rent
- b) Utility Deposit assistance
- c) First and last months' rental assistance
- d) Housing application fees
- e) Personnel and operating expenses for the administration of financial assistance, to include adequate internal controls, accurate tracking and approval policies and procedures

VI. Data Collection and Reporting

Offerors must comply with the following data requirements:

- 1) Utilize the local Homeless Management Information System (HMIS) to track and report client information and program services for individuals who are experiencing homelessness.
- 2) Adhere to all requirements of Exhibit G HMIS Requirements including Coordinated Entry (CE), CoC and related regulatory requirements. Full information on metric assessment and logic can be found in the [CoC APR and ESG CAPER HMIS Programming Specifications](#).
- 3) Assist individuals with the collection of documentation to determine eligibility for housing program participation, including appeals of rejection of eligibility, if applicable.
- 4) Data Security and Management: The awarded agency must ensure that all technology and data systems utilized in operation of this program follow data security and management standards, ensuring the personally identifiable information is only accessible to appropriate program staff.

VII. Performance Outcomes

On a quarterly basis, the awardee will be required to report the following:

- **Output:**
 - Number of unduplicated individuals served:
 - in quarter of report,
 - per 12-months, and
 - from inception-to-date
 - Number of bed days offered and provided:
 - in quarter of report,
 - per 12-months, and
 - from inception-to-date
- **Outcomes:**
 - #1. Percent of individuals entering the shelter without a Coordinated Assessment (CA) who receive CA
Numerator: Number of individuals without a CA who receive one
Denominator: Number of individuals entering the shelter without a CA
 - #2. Percent of shelter participants exiting to permanent housing destinations
Numerator: Total number of participants exiting shelter to permanent housing destinations
Denominator: Total number of participants exiting shelter

VIII. Service Delivery

The implementation of the shelter **must adhere** to the following principles:

- 1) Culturally Competent Service Delivery: Offerors must demonstrate a strong understanding of the needs of individuals and households experiencing homelessness and demonstrate a history of client-centered care and culturally competent service delivery.
- 2) Language Access: Offerors must offer language assistance, in writing and verbally, to all individuals who have limited English proficiency and/or other communication needs, at no cost to them, to facilitate timely access to all health care and services.
- 3) Anti-Discrimination: Offerors must ensure service delivery and enrollment is conducted in accordance with the City of Austin’s Antidiscrimination Ordinance, Chapter 5-1 Housing Discrimination and federal Fair Housing regulations.
- 4) Reduce Duplication of Services: Offerors must make every effort to ensure participants do not receive duplication of services or assistance from different funding sources.

- 5) Low Barrier Shelter: Offerors must demonstrate that the crisis lodging actively reduces or eliminates barriers to accessing and maintaining shelter services, such as requirements around income, criminal background, sobriety, pets, household members, storing belongings, or stringent behavioral expectations. Rules regarding access and safety of participants and staff are designed collaboratively with participants, and participants are able to access shelter resources at times most convenient to their situation.
- 6) Housing-focused Shelter: Offerors must demonstrate that the shelter programs provide a path to housing, uniquely tailored to each participant's situation. Services delivery and available resources are primarily oriented towards assisting participants with exit the shelter quickly to permanent housing destinations, independently or supported by a formal housing program.
- 7) Safety and Security: Offerors must support the safety and security of the shelter facility and surrounding areas and ensure the shelter environment is free from violence and incitement. Program participants must be offered opportunities to access private space and resources to secure their personal effects.
- 8) Termination of Services: Offerors must maintain a Termination Policy, available upon request and approved by Austin Public Health prior to contract execution and shared with program participants upon program entry. The Offeror must exercise judgment and examine extenuating circumstances in determining when violations warrant termination so that a program participant's assistance is terminated only in the most severe cases. An appeals process and multi-level staff review should be included in the Termination Policy. Incident reports will be submitted to Austin Public Health on a regular basis.
- 9) Grievance Policy: Offerors must maintain a Grievance Policy, available upon request and approved by Austin Public Health prior to contract execution and shared with program participants upon program entry.

IX. **Best Practices**

All supportive services programs are encouraged to incorporate the following best practices including, but not limited to:

- 1) Trauma Informed Care: A program, organization, or system that is trauma-informed realizes that widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and others involved in the system; and responds by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively resist re-traumatization.
- 2) Incorporating Perspectives from People with Lived Experience: All recipients of APH funding are expected to design programs with input from individuals with lived expertise and ensure equitable access and outcomes in program performance.
- 3) Livable Wage: The City of Austin recommends offerors follow Strategic Direction measure EOA.C.3 and pay at least a livable wage to all staff working on the program.¹
- 4) Competencies for Working with People Experiencing Homeless: The Substance Abuse and Mental Health Services Administration (SAMHSA) has published needed competencies in the areas of knowledge, skills and attitudes which are necessary to hold to provide effective services for individuals at risk of or experiencing homelessness. A full description of competencies, theoretical

¹ [EOA.C.3 - Dollars-per-hour wage that an individual must earn to support a family in Austin | Open Data | City of Austin Texas](#)

frameworks and corresponding practices can be found [on the Substance Abuse and Mental Health Services Administration \(SAMHSA\) website](#).

- 5) Collaboration with the Community – Supportive of a community response to connect participants to culturally appropriate services, mainstream resources, services not provided by the awardee, and a supportive social network to support sufficiency, the awardee with work collaboratively with other non-profits, community groups, community programs, and governmental partners to address participant needs and unique vulnerabilities.

X. Additional Resources

- The Austin / Travis County Continuum of Care [Written Standards for Program Delivery](#)
- The Austin / Travis County [Written Standards for Coordinated Entry](#)
- The [Summit to Address Unsheltered Homelessness in Austin](#) is a working document of the community’s plan developed Ed in March and April 2021
- SAMSHA’s manual for understanding and implementing [Trauma-Informed Care](#) as a framework within organizations and social service programs
- [U.S. Department of Housing and Urban Development Limited English Proficiency](#)
- USICH’s [Key Considerations for Implementing Emergency Shelters](#)
- [Emergency Shelter Learning Series - National Alliance to End Homelessness](#)
- [Trauma-informed Care, The Trauma Toolkit](#)
- [Mental Health First Aid](#)
- [Emerging Practices to Enhance Safety at Congregate Shelter - HUD Exchange](#)
- NAEH’s [Reimagining Interim Housing Report](#)
- USICH’s All In: Federal Strategic Plan to Prevent and End Homelessness, [Improve Effectiveness of Homelessness Response Systems](#) section

XI. Application Evaluation

Proposals meeting the minimum requirements for threshold review will be evaluated according to the established criteria. The criteria are the objective standards that the Evaluation Team will use to evaluate the strengths and weaknesses of the proposal.

A total of 100 points may be awarded to the proposal. All proposals will be evaluated as to how the proposed program aligns with the goals of this RFP and whether each question has been adequately addressed.

RFP # 2023-008 Emergency Shelter Evaluation Rubric		
Form 1: Offer Sheet	Offerors must print, sign, scan and upload signed forms.	No points, but Offeror must submit signed form.
Form 2: RFP Proposal		
Part I: Fiscal and Administrative Capacity	Agency Information and Minimum Requirements	No points awarded, but Offeror must pass threshold defined in Offeror Minimum Qualifications in C - Scope of

		Work.
Section	Category	Maximum Points Eligible
Part II: Scored Proposal	Agency Experience & Performance	
Section 1: Experience and Cultural Competence	Service Delivery Experience Cultural Competence & Racial Equity	25 points
Section 2: Program Design	Program Work Statement Project Timeline Program Clients Served Referrals Program Goals and Objectives Activation & Operation Facilities & Capacity Program Services Solicited Service Delivery Best Practices Service Coordination & Planning with Other Agencies	40 points
Section 3: Data Informed Program Management	Data Security & Systems Management Quality Improvement & Feedback Performance Measures	15 points
Section 4: Cost Effectiveness	Program Staffing & Time Program Budget & Funding Summary	10 points
Form 3	Cost Effectiveness & Number of individuals served/ total budget = Cost Analysis	10 points
		Total: 100 points
Form 4: COA Certifications and Disclosures	Offerors must print, sign, scan and upload signed forms.	No points, but Offeror must submit signed form.

XII. Applicant Minimum Qualifications

- Agencies, board of directors, or leadership staff submitting a proposal must have a minimum of two years established, successful experience providing services.
- Agency must be a non-profit organization, quasi-governmental entity, or otherwise qualified social service provider (including for-profit) able to conduct business in the State of Texas, and legally contract with Austin Public Health.
- Agency must have submitted all applicable tax returns to the IRS and the State of Texas (e.g., Form 990 or 990-EZ and state and federal payroll tax filings).
- Agency must be current in its payment of Federal and State payroll taxes.
- Agency must be eligible to contract and are not debarred from contracting with the City of Austin, State of Texas and Federal government, according to SAM.gov, and State and City Debarment information.
- Agency cannot owe past due taxes to the City.
- Agency must have the ability to meet Austin Public Health’s standard agreement terms and conditions, which includes Social Services Insurance Requirements.
- Agency must have an active Board of Directors that meets regularly and reviews program performance, financial performance, and annually approves the agency budget. The Board of Directors shall have a strong commitment to fundraising to ensure well-funded, sustainable programs and operations.

XIII. Application Format and Submission Requirements

See **Exhibit B: Solicitation Provisions, and Instructions** for all requirements.

The Application must be submitted in the [PartnerGrants database](#). No late submissions will be accepted. Responses should be included for each question.

Please note: Only name your uploaded documents with letters and numbers. To reduce possible submission and/or review delays, please ensure any attached file from your local drive DOES NOT contain any special characters. Letters and numbers are acceptable.

Offerors Initial Steps: Registration

1. Confirm your organization is a registered vendor with the City of Austin.
 - To find the City of Austin Vendor Number please visit [Austin Finance Online](#) and search for the organization’s legal name.
 - To register to become a potential City of Austin vendor, go to [Austin Finance Online](#) to register.
2. Be a registered user in the [PartnerGrants database](#). The proposals will be submitted through this web-based system.
 - [To register, visit the PartnerGrants](#) and click on “Register Here.”
 - Note that the organization’s City of Austin Vendor number is required to complete registration in Partnergrants.

Offeror Initial Steps: Pre-Application

3. Complete an Annual Agency Threshold Application in the [PartnerGrants database](#) prior to submitting an Intent to Apply. If you have completed this application on or after May 12, 2022, and received approval, you can advance to the next step.
 - This form must be submitted once per 12 months and remains valid for all competitions closing within that time period. The threshold application will be reviewed by APH staff and the agency will be notified once approved.

City of Austin
Austin Public Health
RFP 2023-008 Temporary Emergency Shelter



- Once logged into [PartnerGrants database](#), click on “Opportunity” and then opportunity title “Annual Agency Threshold Application-Applicants for Funding Start Here” to complete a new threshold application.
 - Submit one per agency per 12-months and note the submission date for future use.
4. Complete an **Intent to Apply form** for each proposal the offeror plans to submit by the due date identified in Form 1 – Offer Sheet.
- Once logged into PartnerGrants, click on “Opportunity” and then opportunity title “RFP 2023-008 Temporary Emergency Shelter” and complete an Intent to Apply form including a Threshold Certification verifying completion of Step 3 above.
 - Offerors may submit more than one Intent to Apply form and must submit a unique Intent to Apply form for each proposal per the guidelines of the RFP.