



Request for Proposals (RFP)

Issaquah Emergency Housing Program – Case Management

Requests for Proposals Due:

February 28, 2023 (5:00pm)

Submit Proposals To:

Monica Negrila, Human Services Manager
Email: monican@issaquahwa.gov

RFP Questions: Questions regarding the RFP are accepted throughout the process and may be submitted to Monica Negrila via email, at monican@issaquahwa.gov, or via phone at: (425) 837-3416.

Opportunity

Issaquah City Council recently adopted funding for a **pilot Emergency Housing Program (EHP)**, as part of the City's 2023-2024 biennial budget. The Emergency Housing Program will assist individuals who are homeless in Issaquah in their transition towards becoming housed and self-sufficient members in the community. The City of Issaquah is currently **seeking a Case Management Service Provider** interested in partnering with the city to help implement this program.

The role of the service provider will be to oversee the day-to-day operations of the Emergency Housing Program (EHP), work individually with persons enrolled to establish health, housing, and career/employment related goals, ensure measurable progress towards established goals, and ensure successful achievement of program outcomes.

Background

In 2021, the City of Issaquah established a Homeless Outreach program to respond to the needs of the community by connecting unhoused persons in Issaquah to needed social services aimed at beginning the transition out of homelessness. Created originally as a pilot project, the goal of the program during its first year was to provide quantitative and qualitative data regarding homelessness in Issaquah, and to help inform future service and programmatic needs.

Information obtained from the Homeless Outreach program was included in the City's first [Human Services Strategic Plan](#), adopted in March 2022. Identifying and implementing effective ways to respond to homelessness was one of the needs and strategic priorities called out in the Plan.



The City of Issaquah also created a [Homeless Outreach Dashboard](#) to track data, and to share timely updates, highlights, and complex challenges regarding homelessness with the community.

Among highlights, the successful partnership with Motel 6 during the emergency weather sheltering events should be noted. Through this program, during extreme weather experienced in the last two winters, participants were safely sheltered at Motel 6 for a period of time ranging from 3-4 days to 2 weeks. The partnership and positive collaboration with Motel 6 and its staff led the City of Issaquah to further explore the possibility of piloting an Emergency Housing Program.

Vision

The pilot Emergency Housing Program (EHP) provides the opportunity to explore creative solutions to help respond to homelessness in Issaquah.

The Emergency Housing model bridges the gap between street, congregate shelters, and permanent housing. Identified as a current need in the continuum of housing services to support unhoused persons, the Emergency Housing model offers a stable and more dignified place for people to receive services while waiting for permanent housing. It has been proven to be a better and more successful option than the congregate shelter model and provides for increased retention of permanent options, reducing the likelihood to fall back into homelessness, and for a reduced impact on the community and public spaces.

Project Description

The City of Issaquah is proposing an Emergency Housing Program to help provide temporary and transitional housing for unhoused community members in Issaquah. The project provides a timely opportunity to respond to an identified need in the community, as Issaquah has been experiencing an increase in the number of unhoused people, an increased visibility in the community, and a decreased shelter and resource availability. The Emergency Housing Program (EHP) is a steppingstone toward transitional, supportive, and independent housing.

This new program will be a **partnership between the City of Issaquah, Motel 6 – iQon Hospitality, and the selected Case Management Service Provider.**

Motel 6 will provide 12 single and double occupancy rooms to be used for emergency housing that will be rented by the City of Issaquah for the duration of the program. Motel 6 will be responsible for amenities, utilities, housekeeping, nighttime security, and parking.

The selected case management service provider will be responsible for day-to day on-site operations (approximately 8:00am- 11:00pm) and social services including but not limited to providing meals and other basic needs, case management, life skills training, long-term housing planning, and connection to emotional and behavioral health support, education, employment, and other social and health related services.

The City of Issaquah allocated \$700,000 per year for this two-year pilot project, for 2023 and 2024. Within that program budget, approximately \$400,000/year is anticipated to cover the programmatic & service costs incurred by the partner Case Management Service Provider.

Commitment to Equity and Social Justice

The City of Issaquah is committed to advancing equity, diversity, inclusion, and social justice through action-focused initiatives that include self-evaluation and accountability through the eyes of our various stakeholders and the communities we serve. While we believe that we have taken active steps towards being welcoming and inclusive, we recognize that this work needs to be continuous.

For the Emergency Housing Program (EHP) we make the commitment to apply an equity lens to program development that takes into consideration groups and communities impacted by systemic and structural racism. We will work towards ensuring harm is not perpetuated for communities at the margins, and that creative solutions are identified to ensure meaningful steps are taken towards change, equity, and social justice.

Program Goals, Objectives & Outcomes

Issaquah's pilot Emergency Housing Program is funded by the City of Issaquah, who will be the direct administrator of this program. The role of the Case Manager Service Provider will be to work with City staff and Motel 6 staff to successfully implement the program's goals and objectives.

The overarching goal of the program is two-fold:

1. Provide temporary housing and,
2. Support community members in their transition to self-sufficiency by promoting and fostering trusting, meaningful relationship that help address underlying challenges often faced by unhoused community members.

To accomplish this goal, the following program objectives have been identified:

- Build relationships and partner with program participants to identify individual measurable goals. Apply equity lens and ensure meaningful partnership of program participants.
- Implement intake, evaluation, transition and exit criteria to support successful transition of unhoused community members from street to housing.
- Implement services that help people access resources and support them in making meaningful progress towards self-sufficiency.
- Collaborate and coordinate with housing providers to identify possible transitional, supportive, and permanent housing options.
- Collaborate and coordinate with other services providers, including health care providers, employers, community support groups, basic needs providers, and other social service organizations.
- Track progress and conduct ongoing assessment, adjusting service goals, and individualizing services based on each person's unique needs.

The **desired outcome is a more effective response to the increased number of unhoused persons in our communities, the reduction in number of unhoused people living in the streets and other public spaces**, and an increased success in obtaining and retaining permanent housing options, reducing the likelihood to fall back into homelessness.

Scope of Services

The following range of services have been identified for the case management service provider. A final scope of work will be described in the contract agreement, once a service provider or contractor has been identified:

1. **Oversee** the day-to-day operations of the program (provision of meals, basic needs, transportation, ensure preestablished rules and protocols are followed, etc.). Suggested hours of operations are 8:00am-11:00pm, 7 days/week.
2. **Work directly with the City's Behavioral Health and Homeless Outreach Program** to identify eligible persons for the program, coordinate referrals into the program, and to coordinate services for persons referred. Referrals into the program will be made directly by the Issaquah Human Services Division.
3. **Collaborate with Motel 6** staff for ongoing coordination including but not limited to motel rules, and housekeeping services.
4. **Work individually with persons enrolled** in the program to identify and implement specific goals created at program entry for each social determinants of health: personal, social & community integration, health & healthcare access, education, career & economic stability. Conduct intake assessments and review program rules, expectations, transition, and exit criteria.
5. Collaborate with City staff to finalize and implement program services for each person enrolled in the program to include access to services, attendance, and progress towards goals. **Ensure participants are involved in daily program activities**, at minimum between 9:00am and 3:00pm to include participation in self-care support, treatment and health care follow-up, education, work, community service, etc.
6. **Collaborate with other service providers** (employment, educational, mental health, and other community resources) with roles in supporting individuals in the program.
7. Conduct **weekly assessment of progress** in services, ensure measurable progress towards established goals, and adjust service provision based on unique needs of the persons served.
8. **Track data and progress towards goals** and ensure successful achievement of **program outcomes**.

Population Served

Over the past 18 months, the City's Homeless Outreach staff have been in contact with 143 unhoused persons in Issaquah. Of the total number of persons engaged, approximately 50% live outdoors, either in unsanctioned encampments or in the streets, 22% live in a vehicle, and the remainder are couch surfing (9%), are in an emergency shelter (12%), or in a sanctioned shelter (4%, i.e., Tent City 4,). While 46% of the homeless persons in Issaquah are between 25-49 years old, there is a growing number of older adults on the streets. 33% of participants are 50 years and older. 76% of the people engaged with are individuals, 8% are couples and 6% are families. 59% of people served identify as males and 29% identify as females. Twenty-seven (27) persons transitioned to permanent housing. Lack of service availability, especially shelter, treatment, and affordable housing, remain one of the biggest challenges of the program.

To help respond to the needs in the community, the Issaquah Emergency Housing Program will serve unhoused community members, **ages 18 and over, all genders, as well as individuals, couples, and families**. To be eligible for the program, participants must meet acceptance criteria, including but not limited to having been active in the Issaquah Behavioral Health and Homeless Outreach Program for a minimum of one month, participate in daily programs activities, including but not limited to actively addressing and maintaining health care needs, working towards building a supportive network, working towards educational, employment, and long-term



housing goals.

Project Timeline

The project is anticipated to launch in the first or second quarter of 2023 with project completion estimated for December 2024. A first review of progress towards objectives and outcomes is scheduled to occur at the end of 2023. The City of Issaquah is committed to a collaborative process that helps set a strong foundation for a successful program.

Q1 2023	Anticipated Program Launch
Q4 2023	Formal Program Evaluation
Q4 2024	Anticipated Pilot Program Completion & Evaluation

Submission Requirements

Qualifications

The City of Issaquah seeks a community partner (agency or individual contractor) who has demonstrated expertise in effectively responding to the needs of unhoused community members, with knowledge of evidence-based practices, and strength in identifying creative solutions for complex challenges, as well as ability to track quantitative and qualitative data. The City is looking for a partner with strong commitment and active work on addressing inequities in our communities. Experience working with local government, community organizations, local groups, and diverse populations is preferred. The City of Issaquah encourages candidates to think creatively and consider project teams which tap expertise in multiple areas.

Eligibility

To meet eligibility for contracting with the City of Issaquah for this service, an individual or an organization must meet the following:

- Submit a complete application.
- Be a 501(c)3 organization or be an individual contractor with experience in serving unhoused persons.
- Meet the City's insurance requirements.
- Be willing and able to accept reimbursement for funds on a quarterly basis. Monthly reimbursement arrangements may be made to assist with cashflow and increase equity in purchasing.
- Regularly track and submit required reports regarding services and demographics.

Proposals

Proposals should describe an effective approach to serve people enrolled in the program. The response should not exceed six pages (8 ½" x 11") – excluding the Cover Letter, Qualifications and References. Responses in an electronic PDF format are preferred. **Proposals should be submitted to the City of Issaquah no later than 5:00 pm on January 10, 2023.** Submissions may be sent to monican@issaquahwa.gov. The proposal should include at a minimum the following elements:

1. **Cover letter.** Include a cover letter expressing the individual's or the organization's interest in the project, confirming availability of key project staff (including subcontractors, if any), attesting to the accuracy of the proposal submittals and indicating the individual's or the organization's ability to provide services, signed by a senior representative of the company authorized to enter contracts for such services.

2. **Approach.** Provide a detailed description of the approach to the project, including suggested activities and services to be provided as part of the program. Such activities may include connection to other service providers, transportation, onsite support services and programing, including daily meaningful activities between 9:00am – 3:00pm (at minimum), methodology towards successful transition back into the community, etc. Proposals should take into consideration the objectives identified.

Additional considerations include:

- An approach to incorporate equity and culturally diverse services to match the needs of the population served
- Alignment with the City’s Human Services Strategic Plan and identified goals and priorities

3. **Staffing.** Identify and describe project staff, their roles, responsibilities, qualifications, and professional experience. Include information for any subcontractor, if applicable.

4. **Budget.** Provide a detailed project budget organized by project task and expense type, including per unit costs, billing rates and labor hour estimates by project staff.

5. **Schedule.** Include a program schedule, including key project tasks, deliverables, specific timelines, and sequence.

6. **Qualifications.** Include information about the lead organization or contractor, as well as any subcontractors or partnering organizations.

7. **References.** Describe at least one project that demonstrate the service provider’s ability to complete a project of this scope, including a brief description of the project, when it took place and project contact information (name, title, address, phone number and email address).

Selection Criteria

Proposals will be evaluated on the quality of the approach, clarity, rationale, and feasibility; organization’s experience with projects of similar type, project staff experience and expertise, proposed project schedule and outcomes, budget and value of proposed work and deliverables for dollars invested. The City of Issaquah may conduct interviews and reference checks as a part of the evaluation process.

RFP Timeline

February 3, 2022	RFP released
February 28, 2023 (5:00 pm)	Proposals Due
March 10, 2023	Anticipated Service Provider Selection

Following service provider selection, contracting will begin with anticipated program launch in the first or second quarter of 2023.



Waiver of Claims

Each organization in submitting a response to the Request for Proposal is deemed to have waived any claims for damage by reason of selection of another proposal and/or rejection of their proposal.

The RFP does not obligate the City to pay any cost incurred by respondents in the preparation and submission of a response. Additionally, the RFP does not obligate the City to accept or contract for any expressed or implied services. The City of Issaquah reserves the right to reject any and all submittals.

Contract Award

The City reserves the right to make an award without further discussion of the proposal submitted.

Therefore, the proposal should be initially submitted on the most favorable terms. The City shall not be bound or in any way obligated until both parties have executed a Professional Services Agreement. All organizations that submitted a proposal will be notified in writing of the final contract award decision.

Attachments

City of Issaquah [Human Services Strategic Plan](#).

[Homeless Outreach Dashboard](#)

Professional Services Agreement