



Anchored Home
Permanent Supportive Housing
Pay for Success Project

Request for Qualifications
Service and Housing Providers

*Responses Due:
September 25th, 2018*

Introduction

Anchored Home Pay for Success (PFS) is soliciting Qualifications from organizations with capacity and experience to deliver supportive services and/or housing as part of a project that will provide supportive housing to individuals who have a pattern of homelessness and correctional stays, as well as a history of high-cost utilization of crisis services or health or behavioral health challenges. The United Way of Anchorage is a public nonprofit 501(c)(3) organization operating as the Intermediary in the United States Department of Housing and Urban Development (HUD) and Department of Justice (DOJ) Pay for Success demonstration grant that is providing funding to catalyze this project. In addition to the United Way of Anchorage, the following stakeholders are key partners in the Anchored Home Pay for Success project: Municipality of Anchorage, Anchorage Coalition to End Homelessness, Anchorage Homelessness Community Leadership Council, Social Finance, and Corporation Supportive Housing (CSH).

Timeline

RFQ Issued	August 28th, 2018
RFQ Question and Answer Session (OPTIONAL)- Email anchoragerfq@csh.org to register to attend by September 10th	September 11 th , 2018 Noon AKDT
Notice of Intent to Apply due (OPTIONAL)	September 11 st , 2018 by 5:00 pm AKDT
Applications Due	September 25 th , 2018 by 5:00 pm AKDT
Finalist Phone Interviews	October 9-12 th , 2018
Responses to Applicants	October 16 th , 2018
Provider Onboarding Workshop- time and place TBD	January, 2019

Project Background

Every day in Anchorage, approximately 1,100 people experience homelessness. Between 300 and 400 of these are the most vulnerable who cycle in and out of jail, suffer from mental illness and substance use disorders, require frequent police, fire and paramedic calls, strain homeless shelters and emergency rooms, and make camps of parks, trails, bus stops and doorways. These individuals are the hardest to serve and have the hardest time maintaining stable housing, but that does not make them less deserving of support—in fact, it is the opposite. The purpose of this project is to improve their lives, and in doing so, better use public resources to fund an effective solution—Permanent Supportive Housing (PSH). Providing Permanent Supportive Housing for this population group will create a healthier community with cleaner parks, less crime, fewer panhandlers at intersections, and reduced calls for emergency medical personnel and police, allowing for greater focus on other community needs. An analysis by Agnew::Beck identified 330 individuals in Anchorage who meet the target population criteria. Assuming some natural movement of this population group over time, the target population number for this project has been set at 270 people. This will be continually evaluated. This project is one part of a multi-faceted effort in Anchorage to address homelessness and its effects on individuals, businesses, governments, and communities.

Permanent Supportive Housing interventions have decades of strong evidence showing they can reduce homelessness, improve health, lower recidivism, and more. Yet, governments around the country underfund these programs. Permanent Supportive Housing is expensive, and significantly expanding PSH in Anchorage requires a major short and long-term financial commitment from multiple entities. Such a commitment can be hard to secure. To overcome the barriers to commitment, this project will use Pay for Success (PFS) financing. Pay for Success is a contracting and funding mechanism that links payment to

performance. Instead of paying for services with uncertain results, PFS allows “Outcome Payors”—a coalition of Alaska government entities and leading healthcare organizations—to pay only if the project achieves better community outcomes (such as improving housing stability, reducing recidivism, and lowering use of emergency or inpatient health services). In the meantime, “Funders” (such as foundations and mission-driven financial institutions) will cover the upfront cost of expanding PSH units and delivering services.

Pay for Success provides access to flexible, multi-year funding that covers the full cost of service and housing delivery to support scaling effective programs. Anchored Home PFS is an exciting opportunity to be part of a large expansion of PSH in Anchorage! It will come with significant financial support and capacity-building. We hope that you will choose to respond to this RFQ and be a part of this innovative and exciting project. Anchored Home PFS aims to connect 270 vulnerable individuals with housing and supportive services that will promote long-term housing stability, improved physical and behavioral health outcomes, and reduced use of crisis services. It is expected that these clients will receive intensive supportive services including outreach/in reach, engagement, care coordination, Intensive Case Management and/or Assertive Community Treatment, integration of behavioral health, integration of primary care/medical home, vocational support, community support, education support and tenancy/housing support. Services will be delivered with a low staff to client ratio designed to ensure that service providers have the flexibility to meet the needs of participants.

A 12-unit demonstration will begin in December 2018, with an additional 78 units to follow in 2019 Year 1 expansion. In 2020 Year 2, an additional 90 individuals are expected to enter the PFS initiative with the final 90 implemented in 2021 Year 3 for a total of 270. Information provided in this RFQ will be used to determine potential partners for the 12-unit pilot as well as for partners for the PFS expansion.

Purpose of this RFQ

The purpose of this RFQ is to seek information from potential partners interested in providing supportive services and/or housing to the targeted population in one of three roles:

- Delivering Supportive Service only – Supportive services including outreach/in reach, engagement, care coordination, Intensive Case Management and/or Assertive Community Treatment, integration of behavioral health, integration of primary care/medical home, vocational support, community support, education support and tenancy/housing support.
- Providing Housing only – Affordable, permanent housing in existing properties, units coming online in late 2018 or 2019 or future new housing developments. Providers with access to existing housing units and rental assistance are encouraged to respond to this RFQ. Anchored Home PFS project will support property owners in connecting tenants to available units and providing needed supports.
- Providing Housing and Delivering Supportive Services—Providers will provide both supportive services and housing.

This is an RFQ for partnership interest and is not intended as a formal offering for the award of a contract. Should the PFS project move forward, selected partners will engage in contract negotiations. The issuers of the RFQ reserve the right, at their sole discretion, to withdraw the RFQ; to use the ideas or proposals submitted in any manner deemed to be in the best interests of the Anchored Home Pay for Success Project including (but not limited to) negotiating with one or more respondents or undertaking the prescribed work in a manner other than that which is set forth herein. In their sole discretion, the issuers of this RFQ reserve the right to choose to discuss various approaches with one or more potential partners (including those not responding to the RFQ).

Key Program Elements

Target Population

The initiative will target individuals in Anchorage who meet the following criteria:

- Two or more releases from prison in the past 3 years, at least one in the past 12 months
- Meet definition of “chronically homeless” OR homeless at least once in each of the last 3 years OR homeless for at least 12 months cumulatively in the last three years
- History of high-cost utilization of crisis services (e.g. emergency rooms) OR has significant health or behavioral health challenges

Supportive Housing

This initiative seeks to identify and provide affordable, non-time limited supportive housing to the target population. Housing may be located in properties that are primarily comprised of affordable or supportive housing units or scattered throughout multiple properties. We are particularly interested in housing available in:

- Existing properties that are currently serving the target population (or a similar population) or where the property manager and owner are willing to set aside units to serve the target population.
- Existing affordable housing units that could be linked to supportive services in the community.
- Units coming online in late 2018 or 2019 in properties designed to serve the target (or a similar) population or where the property manager and owner are willing to set aside units to serve the target population.
- Future development, either new construction or acquisition rehab, designed for the target population.

The PFS project will implement supportive housing consistent with the defining elements described below:

- Housing that is affordable, meaning the tenant household ideally pays no more than 30% of their income toward rent, which can be located in a single site or scattered in multiple locations in the community
- Housing that provides tenant households with a lease or sublease identical to non-supportive housing — with no limits on length of tenancy, if lease terms and conditions are met
- Housing that proactively engages residents in a flexible and comprehensive array of supportive services, without requiring participation in services as a condition of ongoing tenancy.
- Informed property or landlord management – Property management maintains a balance between ensuring the effective operation and management of the physical facility and fostering tenants’ housing stability and independence
- Housing that supports tenants in connecting with community-based resources and activities, interacting with diverse individuals including those without disabilities, and building strong social support networks

Additionally, programs will encompass the following four supporting elements:

1. *Housing First* -- The goal of "housing first" is to immediately house people who are homeless. Housing comes first no matter what is going on in one's life, and the housing is flexible and independent so that people get housed easily and stay housed. Housing first can be contrasted with a continuum of housing "readiness," which typically subordinates access to permanent housing to other requirements. Housing first is a low-barrier entrance process that supports moving persons quickly into housing of their choice from settings such as the streets or shelters, without preconditions of treatment acceptance or compliance.

2. *Harm Reduction* -- A model of substance-use intervention that focuses on helping people who use substances to better manage their use and reduce the harmful consequences to themselves and others, including actively working to prevent evictions. In conjunction with housing first and supportive housing, using the harm reduction philosophy means that individuals do not have to be sober to be eligible to enter housing and are not evicted solely for a failure to maintain sobriety.
3. *Person-Centered Care* -- Where services are voluntary, customized and comprehensive, reflecting the individual needs of tenants, and, tenants have meaningful opportunities to engage in the community.
4. *Assertive outreach and engagement* -- Programs conduct assertive outreach to engage and recruit members of the target population. Programs will engage target population members and offer them the opportunity to obtain affordable housing along with health and social services. This form of service also translates to reductions in discharges from services. Active and creative engagement is used to find varying avenues for maintaining relationships when challenges arise rather than discharge from services.

Program Evaluation

Results of the PFS Initiative will be measured over an anticipated 4-year period using a third-party evaluation, which is a critical project design element. The purpose of the evaluation is to measure the impact of supportive housing on the PFS participants. This is important, not just to determine whether the project meets the outcome targets that form the basis for repayment, but also to help further develop the evidence base for supportive housing as an effective intervention. Regardless of the outcomes, the evaluation gives PFS partners in Anchorage the knowledge needed to further understand what works and what does not.

The selected service providers will be responsible for collecting and regularly reporting program outcome information to the Evaluator partner as well as accepting participant referrals as laid out in the final Evaluation Plan.

RFQ Submission Guidelines

All proposal items must be submitted ELECTRONICALLY by 5 pm Alaska Daylight Time on Tuesday September 25, 2018 to: anchorage@csf.org. Note: hard copies of proposal or application materials will not be accepted.

Proposal narrative must be submitted in Microsoft Word format and should not exceed eight (8) single-spaced pages using Times New Roman 12-point font and one-inch margins.

As described above, we are seeking information from potential partners interested in providing supportive services and/or housing to the targeted population in one of three roles:

1. Delivering Supportive Services – Supportive services including outreach/in reach, engagement, care coordination, Intensive Case Management and/or Assertive Community Treatment, integration of behavioral health, integration of primary care/medical home, vocational support, community support, education support and tenancy/housing support.
2. Providing Housing – Affordable, permanent housing in existing properties, units coming online in late 2018 and 2019 or future new housing development.
3. Providing Housing and Delivering Supportive Services

Organizations may respond individually or as part of a team. Multiple organizations may form a team for this application but should clearly identify the lead organization and the anticipated role(s) for each partner organization.

Respondents should address the following:

A. Organizational Background and Capacity

Provide 1-2 paragraph background on the organization's history, mission, core values and goals, areas served, and targeted demographic(s).

B. Proposed Role in Anchored Home PFS Project

Clearly identify the role(s) you propose to address and your capacity to take on this role. Responses may come from a team or partnership of organizations covering multiple roles, or from individual organizations addressing one or more roles.

- a. If proposing to deliver SUPPORTIVE SERVICES, please describe the core components of your anticipated service delivery model including the items below:
 - i. Number of new PSH clients that you could serve each month, starting in December 2018 through December 2021. If there are considerations or constraints in the provided ramp up rate, please describe them.
 - ii. Number of clients in total that you would like to serve over the life of this initiative up to the maximum of 270 anticipated to be served by the PFS project. It is anticipated that the project will reach full enrollment over 3 years.
 - iii. Description of the services to be provided to the clients, including outreach/in reach, engagement, care coordination, Intensive Case Management and/or Assertive Community Treatment, integration of behavioral health, integration of primary care/medical home, vocational support, community support, education support and tenancy/housing support.
 - iv. Roles/descriptions of current staff who will comprise the service delivery team or teams. Roles/descriptions of staff you plan to hire to join the service delivery team or teams.

Please note the total number of FTEs that will be dedicated to serving the number of clients you identified in item i and ii. Please also note how long you anticipate it would take to hire and onboard any new staff who would be required to fill these roles.

- v. Roles/descriptions of outside partners who would be part of the service delivery team.
 - vi. Location of the services to be delivered (mobile, on-site, telemedicine, etc.)
- b. If proposing to PROVIDE HOUSING, describe how you propose to provide units through one or some combination of the following:
- i. Existing properties- Location(s), total number of units, subsidy type/s, any needed renovations, known barriers to providing priority access, approximate annual turnover or other estimate of likely unit availability, description of community/service delivery space in property, and property access to transportation and other services.
 - ii. Units already planned to come on line in late 2018 or 2019- Location, total number of units planned, subsidy type/s and status of funding commitments, estimated start and completion of construction, number of units willing to commit to this effort, known barriers to providing priority access during initial lease up and ongoing basis, description of community/service delivery space in property, and property access to transportation and other services.
 - iii. New, previously unplanned development- Potential location, status of site control, status of appropriate zoning, potential total number of units, potential number of units for target population, likely or desired financing sources, timing for start of construction and construction completion, description of planned community/service delivery space in property and anticipated property access to transportation and other services.
- c. If PROVIDING HOUSING AND DELIVERING SUPPORTIVES SERVICES, please respond to items a. and b. above.

C. Current Experience

- a. If currently providing SUPPORTIVE SERVICES, please describe the role your organization plays:
- i. Describe how your organization has implemented the housing first and harm reduction models.
 - ii. Description of the services currently provided to clients, including outreach/in reach, engagement, care coordination, Intensive Case Management and/or Assertive Community Treatment, integration of behavioral health, integration of primary care/medical home, vocational support, community support, education support and tenancy/housing support.
 - iii. Describe any organization partnerships, formal or informal, your agency uses to deliver services.
 - iv. Describe any information management systems currently in use including HMIS (Homeless Management Information System), EHR (Electronic Health Record) or other data systems.
 - v. Provide the total number of individuals that you have delivered services to in supportive housing in the last two years. Also provide historical data on length of stability in housing for persons served and returns to homelessness from current service programs.
 - vi. Describe your ability to leverage Medicaid resources to finance some or all necessary services. Please include your experience in billing Medicaid for reimbursable services or partnering with entities that bill Medicaid and provide services to your tenants. Also, please identify other Municipality or state funding streams used to finance services.

- vii. Describe and demonstrate how your organization currently uses data to support decision-making and track results in existing programs and how that data was used to make significant programmatic changes in operations.
 - b. If currently PROVIDING HOUSING, please describe the role your organization plays:
 - i. Demonstrate prior experience with providing housing to individuals like the target population described in this RFQ.
 - ii. Demonstrate prior experience partnering with service agencies who provide support to individuals or families in your housing units.
 - iii. Describe and demonstrate how your organization currently uses data to support decision-making and track results in existing programs and how that data was used to make significant programmatic changes in operations.

D. References

Provide up to 2 references from organizations who can speak to your organization's capacity and experience as relevant to the initiative outlined in this RFQ. References are not included in the required page limit for the narrative.

E. Current Capacity

As outlined in this RFQ we are seeking partners interested in collaborating on Anchored Home Pay for Success. A key next step for providers, funders and outcome payors is participation in transaction structuring activities, which includes (but is not limited to) capacity-building, developing the project budget, setting the operations plan, and executing data sharing agreements. This project does not have resources to compensate agencies during the transaction structuring process. Please describe your agency's current capacity to participate in the transaction structuring phase, and if necessary identify additional support (financial or otherwise) you would need.

Selection Criteria/Process

All proposals will be reviewed and evaluated by a selection committee consisting of key staff from Anchored Home Pay for Success partnering agencies: United Way of Anchorage, Municipality of Anchorage, Anchorage Coalition to End Homelessness, Anchorage Homelessness Community Leadership Council, Social Finance, and Corporation Supportive Housing (CSH).

Submissions will be evaluated based on the following criteria and qualifications:

- Established track record of meeting the housing and service needs of vulnerable individuals like the target population (frequent users of criminal justice and crisis service systems who are experiencing homelessness with chronic health/mental health conditions).
- Experience with delivering services via an intensive team-based case management approach.
- Experience with delivering services using housing first and harm reduction approaches.
- Experience with delivering services in a supportive housing model.
- Clearly articulated service model for the Anchored Home PFS project and capacity to scale.
- Availability of quality housing units that could meet the needs of participants and the project timeline (for housing provider applicants).
- Experience with data, performance management and outcomes focused contracts of initiatives.
- Successful history of working collaboratively with diverse stakeholders.
- Potential to leverage Medicaid or other funding sources as future path to sustainable services funding.
- Description of staff with relevant background and experience.
- Quality of references

Conditions of Proposal Submission:

- Only one proposal will be accepted from any one organization. Organizations may respond individually or as part of a team. Multiple organizations may form a team for this application but should clearly identify the lead organization and the anticipated role(s) for each partner organization.
- All costs incurred in the preparation and presentation of the submitted proposal, in any way whatsoever, shall be wholly absorbed by the prospective contractor. Any material submitted by the prospective contractor that is to be considered confidential must be clearly marked as such.

Deadlines

This RFQ is being issued on Tuesday August 28th, 2018; and responses to it are due no later than 5pm AKDT on Tuesday, September 25th, 2018. You are strongly encouraged to submit a non-binding notice of intent to apply by Tuesday, September 11st, 2018 via email to anchoragerfq@csh.org. The notice of intent should state organization name and contact information (name, email, phone) as well as whether you are interested in delivering supportive services, housing or both. An informational session about this RFQ will be held on Tuesday, September 11th, 2018, at noon. Please email anchoragerfq@csh.org by September 10th to register to attend the informational session. Attendance is strongly encouraged but not mandatory.

All applicants will receive a response by October 16th, 2018.

Providers that are chosen must participate in an onboarding workshop (exact time and place TBD) in January, 2019.

Questions

Please submit all questions to anchoragerfq@csh.org.