

# **Request for Proposals (RFP)**

**for a**

## **Homelessness Prevention and Rapid Re-Housing Program (HPRP)**

**in the**

**City of Rochester and Monroe County, New York**

**An Initiative of Title XII of the American Recovery and  
Reinvestment Act of 2009**



**City of Rochester    County of Monroe**

Issued: Friday, May 22, 2009  
Due: Wednesday, July 8, 2009

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### **Bidder's Informational Meeting:**

**Wednesday June 3, 2009  
10:30 a.m. – 12:00 p.m.  
City Council Chambers, 3<sup>rd</sup> Floor  
City Hall, 30 Church Street, Rochester, NY 14614**

# **HEADING HOME Rochester: The Greater Rochester Homelessness Prevention and Rapid Re-Housing Program**

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### **Additional Resources:**

- 1. Title XII of the American Recovery and Reinvestment Act of 2009 Notice of Allocations, Application Procedures, and Requirements for the Homelessness Prevention and Rapid Re-Housing Program (HUD Website: [www.hudhre.info](http://www.hudhre.info))
- 2. City of Rochester Website: [www.cityofrochester.gov](http://www.cityofrochester.gov)
- 3. Monroe County Website: [www.monroecounty.gov](http://www.monroecounty.gov)
- 4. Housing Market Analysis Recommendations ([www.rochesterhousingstudy.com](http://www.rochesterhousingstudy.com))
- 5. Housing Options for All: A Strategy to End Homelessness in Rochester/Monroe County ([www.homelesssservicesrochesterny.org](http://www.homelesssservicesrochesterny.org))
- 6. Supportive Housing Production Implementation Plan: Rochester and Monroe County, NY 2008-2017 ([www.homelesssservicesrochesterny.org](http://www.homelesssservicesrochesterny.org))
- 7. NYS Office of Temporary and Disability Assistance Website: [otda.stat.ny.us/main/cgo/procurement bid.thm](http://otda.stat.ny.us/main/cgo/procurement%20bid.thm) (for HPRP NOFA)

## **The Greater Rochester HEADING HOME Program**

The City of Rochester, hereinafter referred to as the “City,” and the County of Monroe, hereinafter referred to as the “County” together seek proposals from qualified consultants to design and implement a comprehensive community service delivery program intended to ameliorate homelessness. This initiative has been named *The Greater Rochester Heading Home Program*, hereinafter referred to simply as **Heading Home**.

Based upon advance joint planning conducted by the City, County, Continuum of Care (CoC), United Way of Greater Rochester, and the Homeless Services Network (HSN), **Heading Home** is envisioned to expand the current array and availability of services and programs for individuals and families who are homeless or at risk for homelessness in the greater Rochester community. This one-time funding is seen as a strategic opportunity to make dramatic strides toward the goal of ending homelessness in the greater Rochester community. Thus, the City and County call for the creation of **Heading Home** in the greater Rochester community of the City of Rochester and Monroe County.

To that end, the City and County request proposals from local organizations to create and establish such a system with HPRP funding in the time frame allowed by the federal funding. Award(s) will be determined through a competitive RFP process. An organization may either manage the entire **Heading Home** program, or more likely, assume the role of lead agency in designing, implementing and overseeing the **Heading Home** program and service network composed of a network of sub-contracting providers of case management, housing coordination and legal services. (See Attachment G: **Heading Home** Process Flow Chart).

### **Community Collaboration Strongly Encouraged**

**As housing services network development is key to the envisioned HEADING HOME program, the City and County invite and strongly encourage local collaboration among traditional as well as non-traditional service and community organizations, groups and resources to respond to this RFP.**

## **Housing Coordination and Legal Services**

To achieve successful housing outcomes for homeless individuals and families and those at risk for homelessness, housing information, assistance and coordination and legal services and have been identified as critical inputs. **Heading Home** will need to engage organizations in the service network that can supply these services.

### **PART 1. HEADING HOME GOALS AND OBJECTIVES**

The goal of the **Heading Home** program is to lead the homeless to sustainable housing and prevent those at risk from becoming homeless via a plan to strategically leverage, and build upon, existing community resources in outreach, case management, housing and legal services. Priorities updated for 2009 by the Rochester/Monroe County Homeless Continuum of Care (CoC), a local collaboration of organizations convened to plan an end to homelessness in the greater Rochester community, must guide the development of **Heading Home** service goals and objectives (Attachments D). Further, **Heading Home** objectives must be designed to comply with and carry out the goals and initiatives of the City of Rochester Housing Policy (Attachment E), specifically to coordinate tenant services that reduce unwanted transiency, encourage accountability, and result in longer-term tenancies.

### **PART 2. BACKGROUND INFORMATION**

#### **Federal Funding for Homelessness Prevention and Rapid Re-Housing**

On March 19, under Title XII of the American Recovery and Reinvestment Act of 2009, the U.S. Department of Housing and Urban Development (HUD) allocated \$1.5 billion nationwide for the Homelessness Prevention and Rapid Re-Housing Program (HPRP). As an adjunct strategy to providing housing and services to individuals and families currently experiencing homelessness, HPRP funds are intended for use in creating permanent housing options to enable people at risk for homelessness to stay in or find suitable housing, and thereby avoid homelessness altogether. Eligible activities include short-term or medium-term rental assistance, housing relocation and stabilization services, mediation, credit counseling, security or utility deposits, utility payments, moving cost assistance, case management and

/or other appropriate activities for homelessness prevention and rapid re-housing of persons that have become homeless.

### **Eligible Population**

Eligible populations to receive funding through HPRP are those individuals and families, homeless or at-risk of homelessness, who meet three conditions:

- 1) The household income is at or below 50% of the Area Median Income (AMI);
- 2) The household lacks the financial resources and support networks needed to obtain immediate housing or remain in its existing housing;
- 3) No appropriate subsequent housing options have been identified

In addition, any individuals or family receiving rental assistance must have at least an initial consultation with a case manager to determine need.

### **Allowable Prevention Strategies**

HPRP prevention strategies include short-term financial assistance (ex., rent and utilities) to avoid becoming homeless or assistance to move to other housing. Rapid Re-Housing will serve those living on the street or residing in emergency or transitional shelters who need temporary assistance to obtain and retain suitable housing. HPRP funds are not allowed for mortgage assistance or to provide long-term or intensive supports.

### **Local HPRP Allocations and Spending Requirements**

HPRP funding available to Greater Rochester for the establishment of **Heading Home** is one-time funding based on a socio-economic population formula. HPRP funds must be spent over a three-year period starting September 30, 2009. HUD mandates that sixty percent (60%) of the funds be spent in the first two program years with an expected start date of October 1, 2009. The remaining forty percent (40%) is expected to be available through the end of the third program year (September 30, 2012) at the discretion of HUD.

### **Coordination of HPRP with existing ESG and HOPWA Programs**

Currently many Rochester and Monroe County area organizations provide services to homeless and those at risk of homelessness through two federally-funded programs, Emergency Shelter Grants (ESG) and Housing Opportunities for Persons With AIDS (HOPWA). Similar to HPRP, these programs are intended to alleviate or prevent homelessness and help people achieve housing stabilization for their respective target populations. Annually, the City oversees almost one million dollars in programs and services for the homeless or near homeless through the ESG and HOPWA programs. The County allocates approximately eighty-five thousand dollars in ESG funds and does not administer a HOPWA program. Recipients of ESG and HOPWA funds participate in two of HUD's program reporting systems: the Integrated Disbursement & Information System (IDIS) and the Homeless Management Information System (HMIS). IDIS and HMIS participation is a requirement for HPRP and will be required of the **Heading Home** service network. Of the award available, ten thousand dollars (\$10,000) is earmarked to cover the Consultant's costs associated with operating HUD-approved program and fiscal management information systems which will be required to collecting unduplicated counts of homeless persons and analyzing patterns of use of HPRP funds for data collection and evaluation.

### **City of Rochester Housing Policy**

Upon completion of a comprehensive housing market study in 2007, the City adopted a new housing policy to guide residential development (Attachment F). The City is currently working to align ESG and HOPWA services with the City of Rochester Housing Policy. With a reorganized administration to be initiated at the City on July 1, 2009, the new Department of Neighborhood and Business Development (DNBD) will administer City ESG and HOPWA programs as they continue, as well as this new HPRP program. At the County, the Department of Planning's Division of Community Development will administer HPRP funds as well as current/continuing ESG contracts.

**PART 3. SCOPE OF SERVICES: Development of the HEADING HOME Network:**

This section outlines the desired scope of the **Heading Home** service network in three main programmatic elements:

- I. Development, implementation and administration of the overall **Heading Home** service network by a lead agency (or agencies);
- II. Arrangement, oversight and coordination of the **Heading Home** support services network of community organizations; and,
- III. Coordination with housing support with legal service providers

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**I. Development, Implementation and Administration of the Overall HEADING HOME Service Network**

This includes comprehensive service system design and development featuring:

**1) Collaboration/Coordination**

- 1.1 Collaboration with homeless service agencies not currently linked with HMIS and/or not providing case management services
- 1.2 Optimal case work flow among **Heading Home** case management and housing coordination services
- 1.3 Identification of and assignment of collaborative role for new or emerging services (for example, see [www.projecthomelessconnect.com](http://www.projecthomelessconnect.com))

**2) Service Oversight, Data Collection and Reporting**

- 2.1 Heading Home program data collection
- 2.2 IDIS /HUD reporting
- 2.3 Monitoring of sub-contractors for progress toward **Heading Home** program objectives and regulatory compliance

- 2.4 Establishment of a common Client Assessment Tool (form) in current HMIS database for utilization throughout the Rochester/Monroe County Homeless CoC
- 2.5 Establishment of a Standard Housing Needs Assessment Form in current HMIS database for use by Housing Coordinators
- 2.6 Establishment of uniform methods for HMIS/**Heading Home** case data entry
- 2.7 Selection and purchase of hardware (computers) and software licenses (for non-HMIS agencies)
- 2.8 Other expanded uses of information technology
- 2.9 Other service oversight and reporting functions

### 3) **Education and Training**

Design of curriculum and scheduling and conduct of seminars and training for the community and **Heading Home** case managers and housing coordinators on:

- 3.1 **Heading Home** service network goals, objectives, policies and practices
- 3.2 **Heading Home** program regulatory requirements
- 3.3 Orientation to and usage of Common Assessment Tool Form
- 3.4 Orientation to and usage of Housing Needs Assessment Form
- 3.5 Data collection and reporting requirements (see below)
- 3.6 Provision of tenant educational training/workshops
- 3.7 Other identified training needs

### 4) **Administrative and Fiduciary Functions**

- 4.1 Contract compliance and financial oversight
- 4.2 Subcontractor payment processing/check disbursement
- 4.3 Other fiduciary functions (ex. direct payments)
- 4.4 Other administrative functions

## **II. Arrangement, Oversight and Coordination of the Heading Home Support Services Network of Community Organizations**

This includes identification and assignment of organizational and human resource roles required to implement the collaborative service network and features:

### **2.1 Outreach/Engagement**

To homeless and at-risk homeless persons and families who have not or cannot be engaged through existing system

- 2.1.1 Identification of homeless and at-risk populations that may be underserved or not served by the current service system (e.g., homeless youth, persons sanctioned from receiving DHS services)

### **2.2 Case Management**

- 2.2.1 Engagement of homeless agencies that do not currently link with HMIS and/or do not provide case management services
- 2.2.2 Conduct of household eligibility (income, etc.), certification (per required documentation)
- 2.2.3 Development of service plans
- 2.2.4 Linkage to community resources
- 2.2.5 Creation of HMIS records for each client
- 2.2.6 Tracking of cases (and case load)
- 2.2.7 Follow-up/after-care to ensure household is stabilized in permanent housing, in conjunction with original intake shelter or service center caseworker.

### **III. Coordination with Housing Support Providers: Housing Coordination and Legal Services**

#### **3.1 Coordination with Housing Services**

The **Heading Home** service network will engage community providers to furnish housing coordination and legal services. The community provider selected to offer **Heading Home** housing coordination services shall include the following functions:

- 3.1.1 Development and expansion of network of available rental units
- 3.1.2 Outreach to and engagement of landlords to expand program participation
- 3.1.3 Hiring, training and supervision of housing coordinators
- 3.1.4 Initiation of services (open cases) per case manager's and/or housing coordinator's client service plan
- 3.1.5 Confirmation of household eligibility certification per required documentation (income, etc.)
- 3.1.6 Facilitation of agreements and resolution of disputes between tenants and landlords
- 3.1.7 Oversight and scheduling of quality housing/move-in property inspections (health & safety standards)
- 3.1.8 Issuance of short term rental assistance payments
- 3.1.9 Follow-up with tenants, landlords and/or case managers (to ensure household has been stabilized in permanent housing)
- 3.1.10 Provision of expanded housing coordination services if required

#### **3.2 Coordination with Legal Services**

The **Heading Home** service network will engage community providers to furnish housing coordination and legal services. The community provider(s) selected to offer **Heading Home** legal services shall include the following functions:

- 3.2.1 Services to rapid re-housing clients whose required documentation delays service completion (i.e., DHS eligibility).

3.2.2 Preventive Services

3.2.2.1 Eviction prevention

3.2.2.2 Tenant counseling

3.2.2.3 Tenant rights and responsibilities

3.2.2.4 Tenant/Landlord mediations

3.2.2.5 Other legal services as needed

**PART 4. PROPOSAL SUBMISSION INSTRUCTIONS**

Proposals must be submitted to the City no later than **Wednesday, July 8, 2009 at 12:00 p.m. (noon)**.

Applicants must submit:

1. One (1) unstapled, copy-ready original proposal PLUS
2. **Ten (10) complete stapled or bound copies** of the proposal AND
3. An Adobe formatted PDF file of the proposal--on disk or via electronic mail

Via Postal Service:

Carol Wheeler, Manager of Housing  
City of Rochester Department of Neighborhood and Business Development  
City Hall, Room 028B  
30 Church Street  
Rochester, NY 14614

Via E-mail:

wheelc@cityofrochester.gov

## **PART 5. FEES**

A total of \$4,371,867 is available for the **Heading Home** service network. Under no circumstances will funds awarded exceed this amount. Federal regulations stipulate that no more than 5% of HPRP funds can be used for project administration. The City and County shall retain 2% and release 3% for use by the Consultant. The sum of \$142,299 is the maximum available to the Consultant for administration.

The amount agreed upon by the City, the County and the Consultant will compensate the Consultant selected for professional services, expenses, overhead, and profit. In no event will the sum disbursed by the City or County exceed this amount, unless approved by City Council and County Legislature, respectively, and agreed to in writing and in a manner required of the City and County by law. A disbursement schedule will be negotiated with the Consultant.

## **PART 6. HEADING HOME PROPOSAL ELEMENTS**

The proposal should include the following information in the order specified:

1. Cover Page  
See required form (Attachment B).
2. Proposal Checklist  
See required checklist (Attachment C)
3. Consultant Qualifications Brief  
Documented evidence of the Consultant's qualification for this project and capacity to perform the work should be described herein, including information about prior engagements similar to that being solicited. Include complete descriptions of any and all collaborative relationships with local organizations that are to be formed for this project.

4. Project Narrative

A project narrative that conveys the Consultant understands the requested services, includes the proposed methodology to arrange and furnish the services, and describes the value the Consultant will bring to the process. The requested **Heading Home** proposal must address at a minimum the following program elements:

- 4.1 Statement of Priorities and Policies regarding selection of and service to clients, including:
  - a. Intended impact of **Heading Home** services on homeless individuals and families and those at risk of homelessness
  - b. Alignment with the goals and priorities of the CoC and HSN, the plan to end homelessness in Rochester/Monroe County (*Housing Options for All*), and the City of Rochester Housing Policy.
- 4.2 Projected number(s) and profile of persons to benefit from **Heading Home** services (elderly, families, race/ethnicity, etc.)
- 4.3 Inputs identified in relationship to the outcomes and outputs of the proposed Heading Home service network, including:
- 4.4 A timeline that incorporates key dates set forth in this RFP and identifies appropriate assignments, tasks, and activities to achieve stated outcomes
- 4.5 Strategies and plan to leverage existing community resources in outreach, case management, housing and legal services.
- 4.6 Strategies and plan for engaging legal and housing coordination services in the **Heading Home** service network

5. Evaluation Description

A written description of the data collection and evaluation activities in which the Consultant will engage to insure project results meet stated objectives.

6. Team Profile

This required profile must describe in detail the roles of employees, sub-contractors, and, associates. Also, non-employee who will be involved in the project must be identified. At a minimum, this section must also include the individual name(s) and resume(s) of the Consultant's lead staff for **Heading Home**.

6.1 Staffing Plan

A detailed narrative outlining the project staff to be hired as direct employees of the lead agency plus detail on the number of caseworkers, administrative support staff and any other staff positions identified as necessary to carry out the project at either or both the lead and sub-contracting organizations. Note ability to provide direct client services in second language.

7. Budget & Budget Narrative

An itemized budget and succinct budget narrative including Consultant and staff hours, salaries and billing rates, equipment and supply purchases

7.1 Subcontracted Services

Include same for other and/or ancillary subcontracted services.

8. Letters of Support/Memoranda of Agreement

From the organizations that will participate in, or coordinate with, the **Heading Home** service delivery network.

**PART 7. REQUIRED PROPOSAL FORMAT**

For a proposal to be considered for review:

- 1) The document must be formatted with one inch margins and typed in 1.5 space format with a 12 point Arial font;

- 2) The Required Proposal Cover/ Page 1 (Attachment B) must be completely filled out and submitted as the first page of the proposal; and,
- 3) The Required Proposal Checklist (Attachment C) must be submitted with all the information requested.

The proposal should include the following elements, as listed, in the order specified:

1. Cover Page - See required form (Attachment B).
2. Proposal Checklist - See required checklist (Attachment C).
3. Consultant Qualifications Brief
4. Project Narrative
5. Evaluation Description
6. Team Profile
7. Budget & Budget Narrative
8. Letters of Support

#### **PART 8. PROPOSAL REVIEW AND SELECTION**

Award(s) will be determined through a competitive RFP process. Proposals will be reviewed by a panel convened by the City and County. Written proposals should provide sufficient information enable the review team to form a recommendation. The City and County reserve the right to reject any application that does not meet requirements as set forth in this RFP or fails to demonstrate feasibility to carry out the proposed activities in an effective and timely manner. The City and County reserve the right to request individual applicants to submit additional information needed to make final determinations.

Further, the City and County reserve the right to invite any or all respondents to an interview to explore further the possibility of an engagement. Participation in an interview upon such an invitation would be voluntary. Any expenses resulting from such an interview would be the sole responsibility of the Consultant.

Upon selection and mutual agreement, the Consultant will enter into written agreements with the City and County. The City and County do not discriminate in any aspect of contracting on the basis of age, creed, color, disability, gender, marital status, national origin, race, or sexual orientation.

**Timetable**

The timetable for the proposal review and selection process is as follows:

*Note: With the exception of the RFP issue and proposal due dates, all dates are approximate and subject to change.*

RFP issued	Friday, May 22, 2009
Bidder's informational meeting	Wednesday, June 3, 2009 – 10:30 a.m. City Hall, City Council Chambers Room, 3 <sup>rd</sup> Floor
Proposals due	Wednesday, July 8, 2009 – 12:00 p.m.
Execute agreements	September 2009
<b>Heading Home</b> begins	October 2009

**PART 9. PROPOSAL EVALUATION CRITERIA**

The City and County will select one or more proposals from those respondent organizations which have successfully demonstrated, to the satisfaction of the City, the greatest capacity to establish the **Heading Home** program and to fully comply with the conditions and requirements set out in this RFP.

Proposals will be evaluated on:

1. Comprehensiveness, soundness and efficacy of proposed **Heading Home** service delivery network design

2. Impact of **Heading Home** service projections on goals and priorities of:
  - i. CoC and HSN
  - ii. The plan to end homelessness in Rochester/Monroe County
  - iii. The City of Rochester Housing Policy
3. Feasibility of proposed **Heading Home** service delivery implementation plan
4. Consultant's demonstrated capacity for program implementation and management, including human resource functions and projections, as based on relevant experience and reference checks of the Consultant
5. Consultant's demonstrated mastery of technology and information system management

**Questions**

on this RFP may be e-mailed to:

Barbara Anne Zinker, City of Rochester Sr. Community Program Planner  
at:  
zinkb@cityofrochester.gov

E-mailed questions will be accepted through June 2, 2009 at 12:00 p.m.  
Written answers to all questions received will be distributed at the June 3 Bidders' Informational Meeting. At the conclusion of the Bidders' meeting, a Q & A document will be posted where the RFP originally appeared on the City and County websites at [www.cityofrochester.gov](http://www.cityofrochester.gov) and [www.monroecounty.gov](http://www.monroecounty.gov).

## Glossary of Terms

AMI	Area Median Income
ARRA	American Recovery and Reinvestment Act of 2009
Assessment Tool	Required by the HPRP, this is a locally developed form for use by all direct service providers for client intake
CoC	Rochester/Monroe County Homeless <b>Continuum of Care</b>
Consultant	Organization or individual, providing service(s) through an agreement/contract
DHS	Monroe County <b>Department of Human Services</b>
ESG	Emergency Shelter Grant Program funded by HUD
<b>Heading Home</b>	Name given to greater Rochester community's comprehensive community service intended to ameliorate homelessness
HMIS	Homeless Management Information System: HUD's common data base for each client. The summary of client data is reported in HUD's database of total performance and expenditures IDIS.
HOPWA	Housing Opportunities for Persons with AIDS funded by HUD
Housing Options for All: A Strategy to End Homelessness	Plan to end homelessness
HPRP	Homelessness Prevention and Rapid Re-Housing Program of Title XII of the American Recovery and Reinvestment Act of 2009
HSN	Homeless Services Network
HUD	United States Department of <b>Housing and Urban Development</b>
IDIS	Integrated Disbursement and Information System - HUD's data base of total performance and expenditures.
NBD	City of Rochester's new <b>Department of Neighborhood and Business Development</b>
RRHP	Rapid Re-Housing and Homelessness Prevention
Standard Housing Needs Form	A form developed locally for all Heading Home clients receiving Assessment housing coordination services

Proposal Application/ Page 1: Use this form only

**City of Rochester/County of Monroe  
Response to Request for Proposal**

**HEADING HOME ROCHESTER  
PROGRAM PROPOSAL**

Respondent Organization Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State & Zip: \_\_\_\_\_

Mailing Address if different from Street Address: \_\_\_\_\_

Contact Person: Name, Title: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ E-Address: \_\_\_\_\_

Fax Number: \_\_\_\_\_ Website URL: \_\_\_\_\_

A check indicates the following required documents are attached:

- 501 (c) 3 Certificate: \_\_\_\_\_
- Certificate of Liability Insurance: \_\_\_\_\_
- Certificate of Workers' Compensation & Disability Insurance \_\_\_\_\_

Taxpayer I.D. No.: \_\_\_\_\_

Description of Organization: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Office Hours/Days and Hours of Operation:

\_\_\_\_\_

## Proposal Checklist

This checklist is to be filled out and returned with the Proposal – no exceptions.

<b>Preparer's Initials</b>		<b><i>I certify the following actions have been taken in preparation of this submission:</i></b>
		The entire contents of this proposal package have been reviewed.
		All information requested on the required forms has been supplied in the required format.
		<b>The enclosed proposal is typed in 12 point Arial font with a 1.5 space format</b>
		All pages have been numbered sequentially.
		The required Proposal Cover Page is provided as the first page of the proposal, and followed by the requested information in the order specified on pages 13 and 14 of this RFP.
		All questions in the Proposal Narrative section have been answered directly and completely.
		Letters of Support are attached.
		Required Insurance Certificates are attached.
		Any additional information to the proposal has been marked as "Attachment".
<u>Yes</u>	<u>No</u>	A response has been made in the appropriate column to the left indicating whether an electronic version of the proposal has been sent to:  <b>wheelc@cityofrochester.gov</b>
		One (1) clipped, <b><i>unstapled</i></b> , copy-ready original and ten (10) complete stapled or bound copies of the proposal <u>along with an Adobe formatted PDF file on disk if not sent via electronic mail</u> are enclosed in this package that has been prepared for delivery to:  <b>Carol Wheeler, Manager of Housing and Programs City of Rochester Department of Neighborhood and Business Development 30 Church Street, Room 028 B Rochester NY 14614</b>

**Include this  
checklist  
with your  
submission**

**Rochester/Monroe County  
Homeless Continuum of Care  
2009 Priorities**

*The Rochester/Monroe County Homeless Continuum of Care 2009 funding priorities are in ranked order as follows:*

1. Increase the supply of permanent, affordable housing with support services for the chronically homeless (includes Shelter Plus Care and Housing First projects)
2. Increase the supply of permanent, affordable housing with support services for the homeless in general and targeted toward special needs populations (not in any ranked order):
  - Homeless families with children
  - Homeless with criminal and poor credit histories
  - Homeless with mental health and/or substance abuse issues and co-occurring disorders
  - Older homeless youth; pregnant/parenting older homeless youth
  - Transgender persons
  - Veterans (including female veterans) and their families
3. Maintain current inventory of HUD funded homeless housing and services at current levels (renewal projects)
4. Transitional housing for homeless special needs populations
  - i. Homeless, Re-Entry population, in particular for sex offenders
5. Support Services
  - i. Increase capacity and access to comprehensive case management services from entry into the homeless system through follow up services in unsupported permanent housing
  - ii. Employment/Job Placement services for persons with little or no employment history (including child care and transportation)
  - iii. Improve access to and capacity of permanent, supportive housing programs
  - iv. Outreach/engagement services for the chronically homeless and frequent users of the homeless system
  - v. Improvements to and coordination of discharge planning processes and protocols
  - vi. Increase Homelessness Prevention services

- vii. Community education and advocacy around issues of homelessness and housing
    - . Accessing mainstream services/systems advocacy
    - a. Cross systems approach to meeting the needs of the homeless
    - b. "Putting a Face on Homelessness," decreasing NIMBYism
  - viii. Increased funding/resources for medications, especially those with chronic diseases and MH meds
  - ix. Creation of loan funds/escrow accounts for security deposits, furniture/.household items, fix/purchase automobiles, and other wrap-around services
6. Implementation of this community's Ten Year Plan to End Homelessness, "Housing Options for All"

**City of Rochester**  
**Housing Policy**  
Adopted March 18, 2008

The City of Rochester will engage stakeholders and foster public/private partnerships to improve neighborhoods, create healthy real estate markets, stabilize and enhance the tax base, and provide a broad array of housing options to address the needs of diverse households. To accomplish the goals of this Housing Policy, the City shall:

1. Promote rehabilitation, redevelopment and new construction of housing through:
  - A. Maintenance, rehabilitation and/or historic preservation to enhance the well-built and diverse housing stock, which offers a variety of different products than are available throughout much of the region.
  - B. Redevelopment of residential, non-residential and mixed use structures to address market demand for currently underrepresented housing types in the existing housing inventory and/or provide for the preservation of historic structures.
  - C. Assembly of appropriate vacant land through management of the inventory of foreclosed properties, demolition of obsolete portions of the existing housing stock to reduce vacancy, and the strategic acquisition of land to create development opportunities and open space assets that enhance existing residential areas.
  - D. Development of new housing and/or the development of new housing types that address market demand. Efforts will include an emphasis on capitalizing on such unique assets as the Genesee River, Lake Ontario, and the Erie Canal; significant historical, architectural and landscape features; and economic, educational and cultural institutions.
  - E. Enhancement of existing and creation of new public and private financial products that support rehabilitation, redevelopment and new construction
  - F. Encouragement of environmentally sensitive rehabilitation, redevelopment, demolition and new construction methods.
  - G. Encouragement of housing development that supports neighborhood commercial corridors.

2. Promote home ownership through:
  - A. Helping homeowners retain their homes through the use of a variety of programs that prevent foreclosure and predatory lending.
  - B. Cultivating new homeowners through marketing, pre-and post-purchase counseling and training programs, encouraging the development of quality financial products, and developing housing types that create an inventory of housing options to address market demand.
3. Support efforts to strengthen the rental market through:
  - A. Support for owners of rental property to be successful business owners while being accountable for providing quality local management and maintaining housing quality standards.
  - B. Support for the coordination of tenant services that reduce unwanted transiency, encourage accountability, and result in longer-term tenancies.
4. Promote housing choice through:
  - A. Support for fair housing programs that offer housing opportunities to members of protected classes, low- and moderate-income households, people with disabilities, and a full range of age groups.
  - B. Working toward the de-concentration of poverty in City neighborhoods through efforts that attract more middle- and upper-income households and expand housing choices for lower-income households.
  - C. Ongoing efforts with other jurisdictions to ensure that a fair share of housing opportunities are available throughout the region for households with restricted choices.
  - D. Development of permanent supportive housing that meets the needs of populations requiring supportive services, and encouraging the fair share of such housing outside the City.
5. Support the implementation of neighborhood and asset-based planning through interdepartmental collaboration, and:
  - A. Ensuring that citizen-based planning is at the core of efforts to establish a neighborhood vision and plan, advise the City, and provide feedback on development projects.
  - B. Cost-effective use of federal and state grants in order to make dramatic improvements by identifying neighborhoods for the implementation of plans to improve housing market vitality, reduce code violations, decrease transiency, and increase assessed valuations.
  - C. Conducting data-based research and ongoing measurement and monitoring of outcomes to drive decisions on public investments.
  - D. Using market-based strategies as the foundation for all planning efforts.

**List of Current ESG and HOPWA Contracts**  
(City and County – combined)

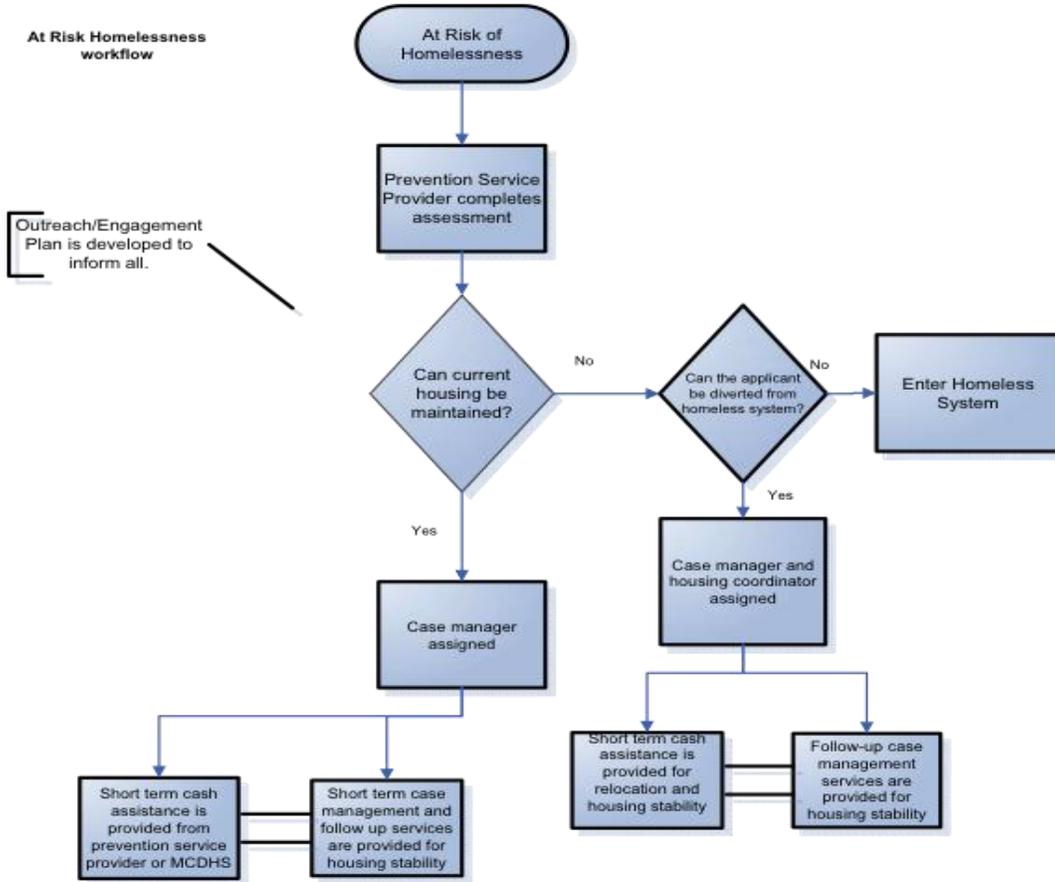
HOPWA

1. AIDS Rochester
2. Catholic Charities

ESG

3. Alternatives for Battered Women
4. Asbury Dining and Caring
5. Baden Street Settlement
6. Blessed Sacrament Church
7. Cameron Community Ministries
8. Catholic Charities
9. Catholic Family Center – Emergency Services
10. Catholic Family Center – Francis Center
11. Catholic Family Center – Sanctuary House
12. Catholic Family Center – Women’s Place
13. The Center for Youth Services
14. Community Place of Greater Rochester – PHANS
15. Dimitri House
16. Enriche House
17. Grace Urban Ministries
18. Hillside Children’s’ Center
19. HOPE Ministry
20. Catherine McAuley Housing – Families First
21. Catherine McAuley Housing – Melita House
22. Bridges for Brain Injury – Recovery House
23. Rochester Area Interfaith Hospitality Network, Inc. (RAIHN)
24. St. Martin’s Place
25. The Salvation Army – Booth Haven
26. The Salvation Army – Safe Haven
27. Sojourner House
28. Spiritus Christi Prison Outreach
29. Spiritus Christi – Nielsen House
30. Veterans Outreach Center
31. Volunteers of America
32. Wilson Commencement Park
33. YWCA

# Heading Home Process Flow Chart



# Homelessness workflow

Outreach/Engagement Plan is developed to inform all.

Homeless

Applicant is referred to MCDHS for placement

Is applicant eligible for MCDHS services?

No

Applicant referred to other emergency housing programs.

RRHP Assessment is completed by outreach component.

Yes

Applicant is placed in Emergency / Transitional housing programs (including hotel/motel placement)

RRHP Assessment is completed by Emergency/Transitional housing programs

Applicant is referred to the most appropriate housing option.

Service Plan is developed for all housing options to prevent future homelessness.

Independent Permanent Housing

Permanent Supportive Housing

Other (i.e. Half way house, Community Residence)

Rapid Re-Housing Program (RRHP)

## Homeless Prevention and Rapid Re-Housing Program workflow

