



Lake County Behavioral Health Services
Todd Metcalf, Director
PO BOX 1024, LUCERNE, CALIFORNIA 95458-1024
P 707-274-9101 F 707-274-9192



Request for Proposal (RFP)
Lake County HUB Model and
Coordinated Entry System

I. Overview

Lake County Behavioral Health Services (LCBHS) and Lake County Continuum of Care (LCCoC) are seeking one or more eligible organizations or entities capable of establishing a HUB within a Pathways Community HUB model with a Coordinated Entry System (CES) as a key component of the HUB model within Lake County, California.

This RFP is therefore comprised of two parts: HUB and CES.

The HUB model sought by the County follows the Pathways Community HUB model. This HUB model is a community care coordination system that supports, coordinates, and tracks the outcomes for all the agencies that provide varying supportive services to community members in need.

These are accomplished by first identifying and effectively assessing at-risk community members, then assigning a specific “pathway” that addresses the risk factors present and connects individuals to the appropriate community agency or agencies that will in turn address risk factors with best practice services and supports. Results are then tracked and measured to gauge the effectiveness of the entire process.

Through the implementation of these steps, a HUB will have the effect of creating a holistic type of care coordination where one care coordinator is responsible for any one client or client household and where a focus on metrics is established to engender risk reduction and prevention. Further, it is anticipated that the HUB will remove silos inherently created by separate sources at the local, state and federal levels meant to fund health and supportive services.

Contractors will use software as a tool to accomplish these tasks. For the Pathways HUB, [HealthBridge.care](https://www.healthbridgecare.com) will connect community members in need with County-based organizations that provide various supportive services and the Community Health Record, which acts as a Health Information Exchange

Lake County’s design has CES as a component of the HUB model, operating a system of homeless care for the Continuum of Care. The successful respondent shall leverage the existing local network of homeless service providers to establish a local referral response system with innovative coordination processes.

These CES processes are intended to help the County identify and thus prioritize the care of people who are most in need of resource assistance by strategically allocating current resources. The CES shall also provide information to the LCCoC and other stakeholders about service needs and gaps by identifying the need for additional resources.

LCCoC has established \$350,000 for a three-year period from a combination of the Whole Person Care Pilot Program and several other Continuum of Care grants. It is LCCoC's intent to identify at least one experienced, qualifying organization or local government, including tribal, which will establish a HUB and a CES in conjunction with the HUB.

II. HUB and CES Descriptions and Distinctions

LCCoC intends to support the establishment of a HUB and a CES for supportive services that will cover the entire County and be consistent with the guidance provided by the U.S. Department of Housing and Urban Development (HUD). The successful applicant will establish, manage and implement the HUB with a CES as its component as further described:

A. HUB

LCCoC seeks an organization or entity capable of establishing a HUB that will function as an administrative center for a community-wide network of care coordination agencies throughout Lake County that is modeled after the Pathways HUB. As such, the HUB shall provide the following:

- i. Information on health and social services to economically disadvantaged families, neighborhoods and communities. The HUB is responsible for developing and implementing an infrastructure to continuously support and monitor care coordination services as well as to provide nonprofits with a single point of contact system.
- ii. A process that will work across sectors of a community to reach at-risk individuals and connect them to evidenced-based interventions and services they need to have positive outcomes.
- iii. A centralized set of processes, systems and resources that enable communities to track individuals being served and providers a way to align payments and outcomes.

B. CES

LCCoC also seeks a qualified applicant to administer a Coordinated Entry System in conjunction with the HUB model as described above. A CES is described by HUD in § 578.3 Definitions of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH Act): Continuum of Care Program Interim Rule as follows:

- i. A "coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool."

ii. An effective, broadly utilized CES is an important piece of the HUB model. It should reduce the time that clients spend seeking assistance, reduce provider time in filling openings, and ensure improved targeting and better use of limited resources. The data from a well-functioning CES is useful to understanding the need and can be used to inform allocation decisions to make more opportunities to serve households in need.

iii. The CES will be implemented in alignment with HUD's Coordinated Entry Policy Brief and Housing First practices as follows:

EASILY ACCESSIBLE: When a client experiences a need for housing, they engage with our call center, multi-service centers/agencies, and outreach teams, all of whom are participating as entry points into our CES. By offering multiple entry points into the system, including phone and outreach options, clients throughout Lake County will be able to easily access culturally competent and relevant information on homelessness assistance.

ADVERTISING STRATEGIES: Information about our system will be shared widely, both electronically (LCCoC website) and via flyers, with LCCoC, homeless and housing service providers, tribal governments, and other mainstream partners—including hospitals, clinics, schools, the VA, and faith-based providers—to ensure that all homeless clients are aware of and able to access housing and services. Outreach teams and multi-service centers will distribute cards with information about the entry points into the system.

STANDARDIZED ASSESSMENT: The system will utilize an assessment tool that prioritizes clients based on history of housing & homelessness, risks, socialization & daily functions, and wellness. The database will be administered to clients who are receiving crisis services in interim housing (Emergency Shelter & Transitional Housing), at multi-service centers and via outreach teams.

APPROPRIATE HOUSING SERVICES: Once assessed, clients will be placed on our centralized housing placement list, which uses scores to prioritize clients for Permanent Supportive Housing or Rapid Rehousing based on need.

For additional information on coordinated entry, including the qualities of effective coordinated entry, applicants may review HUD's Coordinated Entry Policy Brief, published in February 2015

<https://www.hudexchange.info/resources/documents/Coordinated-Entry-Policy-Brief.pdf>.

C. HUB/CES Relationship and Key Distinctions

HUB

- HUB does not directly provide care across services.
- HUB is an organizing entity that supports, coordinates and tracks outcomes for

the agencies that provide direct on-the-ground care coordination.

- It addresses duplication by bringing all the care coordination agencies into one network.
- CES (Coordinated Entry System) is a key component of the HUB Model.
- There can only be one HUB in a given geographic area.

CES

- Pertains exclusively to homelessness and homeless-related services for the purpose of this RFP.
- Directly involves care coordinators such as health workers and social workers to provide assistance and care via the CES.
- Provides and maintains a referral record to pertinent housing and services providers.
- Establishes a referral management system.
- Maintains the By-Name-List
- Establishes and maintains a multi-disciplinary case conferencing system.
- Provides data quality/timeliness reporting to stakeholders.
- Evaluates CES quality and provides stakeholder reports.
- Provide a representative at LCCoC HMIS/CES committee as a member and attend required meetings.

III. Applicant Conference

Technical Assistance and questions regarding the grant and the application process will be addressed in a virtual Q and A Session on June 30, 2021 at 3:00 P.M.

Join Zoom Meeting:

<https://zoom.us/j/2814902260>

Meeting ID: 281 490 2260

One tap mobile

+16699006833,,2814902260# US (San Jose)

IV. Applicant Requirements

Eligible Applicants will meet the following minimum requirements:

- A registered 501(c)3 nonprofit organization, a local government including housing authority or a state or federally recognized tribal entity.
- At least two years of experience providing same or comparable services to the targeted population.
- The ability to establish, coordinate and maintain a HUB based on the Pathways Model and a CES- and linkage with all agencies and county services for homeless services.
- The proven capacity to access and manage public and private funding.
- Applicants will be required to participate in an on-going evaluation by the LCCoC in addition to State Quarterly reporting requirements.

- This is a collaborative process. As such, applicants will demonstrate the readiness/ability to work with LCCoC and other identified providers to carry out the CES as partnered sub recipients with shared clients and goals.

Applicants must be prepared to develop, adopt, and implement any needed guidelines, plans, and protocols to support the proposed supportive services.

LCCoC is seeking to fund potential awardee(s) with a track record of leadership in the community, and in developing and maintaining supportive relationships with the defined target population in Lake County.

V. Proposal Submittal Information

Applications must be electronically submitted to the LCCoC by July 16, 2021 by 5:00 pm to

scott.abbott@lakecountycal.gov. A complete application will include the following:

- Organizational details. Include organizational chart with resumes, a letter of support from the applicant governing Board and copy of nonprofit status, as appropriate. Include applicable experience in the administration of software/database of homeless and other supportive services. Applicable experience in the administration of homeless supportive services and housing
- A full description of the proposed project, including describing the operational and service delivery program and expected outcomes.
- Details on the population intended to be served and how the program will coordinate with other county, LCCoC programs and agencies.
- Operational details, including staff descriptions, training and a timeframe for operation.
A process for review and evaluation of outcomes.
- Operational budget. HUD has defined a CES as a Supportive Services Only (SSO) project and as such, a proposed budget can only include supportive services, homeless management information system (HMIS) costs, and administration costs that cannot exceed seven percent of the grant request. Funding for operations or rental assistance are NOT allowed by HUD. However, a funding request to operate a supportive service facility in a leased structure is allowed. The cost would be included in the supportive services budget. Please submit an operational budget detailing the CES request, other necessary funds and their sources, and whether the funding is secured, pending or proposed.

VI. Award Process

Scoring of Proposal:

A panel of RFP reviewers will score each proposal. Maximum of 100 points for each proposal is possible using the following scoring:

A. Program Narrative	40 Points
B. Budget	20 Points
C. Applicant Qualifications	40 Points

To be considered for an award, the proposal must have a minimum score of 75 points. Based on overall scores, RFP reviewers will recommend to the LCCoC Executive Board selection of the agency/agencies/awardee(s) to fund to implement the Coordinated Entry grant.

Applicants' Conference

All interested County and/or community-based providers are encouraged to participate in an applicant's web conference on June 30, 2021 @ 3:00 pm for any additional clarifications.

V. Rules and Considerations

- Cost of developing and submitting a proposal in response to this RFP is the responsibility of the applicants and will not be reimbursed through any contracts resulting from this RFP process or from any other county funds.
- LCCoC may issue an RFP amendment to provide additional data and/or make changes or corrections. The amendment will be sent to each applicant who attended the mandatory Applicants' Conference. LCCoC may extend the RFP submission date if necessary to allow applicants adequate time to consider such information and submit required data.
- The RFP process may be cancelled in writing by LCCoC prior to award if LCCoC determines cancellation is in the best interest of the County.
- The RFP process and any contract resulting from the process may be cancelled at any time if identified funding becomes unavailable.
- Any contracts awarded because of this RFP are subject to pending or perfected protests. The award is subject to cancellation or modification by LCCoC in accordance with the resolution of any such protest.
- Contractor(s) (whether by contract or county) will be required to participate, through the County, in federally mandated data collection efforts, including participation in the Homeless Management Information System (HMIS) and LCCoC Performance Review.
- Selected contractor(s) must adhere to the County's contracting process, providing all information as requested by LCCoC. Selected contractor(s) will also be informed of the County's insurance coverage requirements, where applicable, and the process for contract approval (where applicable) by the County of Lake.

VI. Additional Information

This RFP and all forms and materials for submitting a proposal are available on the LCCoC website: www.lakecoc.org.

LCCoC recognizes additional questions may arise after the Applicants' Conference. **To be fair to all applicants, additional questions after the Applicants' Conference must be submitted in writing.** Questions and answers will be disseminated weekly via email to all submitters as well as posted electronically to the LCCoC website (see schedule outlined below). Questions about the RFP should be submitted in writing to scott.abbott@lakecountyca.gov

All RFP submissions will be reviewed promptly. LCCoC's goal is to announce selection(s) or next steps by September 2021.

Applicants who are not selected may appeal LCCoC selection of awardee(s) within three business days of notification. Appeals must be addressed to the LCCoC Executive Board. Appeals must be in writing and shall be limited to the following grounds:

- The County failed to follow the RFP procedures, which affected the proposal scoring.
- The RFP evaluation criteria were not appropriately applied to the proposal.
- The LCCoC Executive Director will respond to the appeal within two business days and the decision of the LCCoC will be final and not subject to further review.

VII. Important Dates

Activities	Dates
Request for Proposals – Posted Online	June 23, 2020
Applicant Conference (Zoom information above)	June 30, 2020
RFP Proposal Due Date	July 16, 2021
Applicant Interviews	July 21, 2021
Recommendation to LCCoC Executive Board	July 23, 2021
Award Letter	July 23, 2021
Contract process begins	July 26, 2021