



# **EMERGENCY HOMELESS SHELTER GRANT REQUEST FOR PROPOSAL**

Mayor's Office of Homeless Services  
Released: February 28, 2020  
Amended: March 6, 2020

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**Proposal Deadline: Thursday, July 9, 2020 at 5pm**

**Table of Contents**

REQUEST FOR PROPOSAL OVERVIEW ..... 3

REQUEST FOR PROPOSAL TIMELINE..... 4

CITY REQUIREMENTS ..... 5

    Local Hiring

    Employ Baltimore

    Baltimore City Audit Policy

    Required Insurance Coverage

    Current Provider Information

    Funding Sources

    Provider Match

EMERGENCY HOMELESS SHELTER SERVICES ..... 8

STAFFING REQUIREMENTS..... 9

    Training

REPORTING AND RECORDKEEPING ..... 12

    Incident Reporting

    Recordkeeping

    Client Grievances

DATA COLLECTION AND FINANCIAL MANAGEMENT ..... 13

    Coordinated Access Requirements

    Payment Reimbursement and Invoicing

SHELTER SERVICES ..... 15

    Emergency Preparations

    Case Management Services

    Requirements to Incorporate Lived Experience Shelter Residents

MONITORING REQUIREMENTS ..... 17

MONITORING AND SECURITY ..... 18

FACILITY MANAGEMENT AND OPERATIONS ..... 19

    Food Services, Preparation, and Delivery

    Facilities, Equipment, Storage, and Supplies

    Waste, Recycling, and Pest Management

MATCH REPORTING REQUIREMENTS: ..... 20

DELIVERABLES ..... 20

    Criteria for the Acceptance of Deliverables

PERFORMANCE MEASURES ..... 21

APPLICABLE DOCUMENTS ..... 23

## **EMERGENCY HOMELESS SHELTER GRANT REQUEST FOR PROPOSAL OVERVIEW**

The Mayor's Office of Homeless Services (MOHS), on behalf of the Mayor and City Council of Baltimore, announces a request for proposal for the Emergency Homeless Shelter Grant to provide shelter services for persons experiencing homelessness within the City's Continuum of Care. The three (3) emergency homeless shelter sites, as described in further detail in the proceeding sections, shall be operated as a dignified residential setting that supports persons experiencing homelessness to successfully transition back to housing stability.

All applicants receiving this competitive grant award shall operate and offer services that follow the City's Continuum of Care Action Plan; to maintain the goal of making homelessness rare, brief, and nonrecurring. The applicant shall offer supportive services to include, but are not limited to:

- Management of day-to-day shelters operations (including basic maintenance certified food services, janitorial services, and shelter monitoring services);
- Case management;
- Complaint response/monitoring;
- Data collection and entry;
- Linkage and connection to other community support; and
- Supportive services.

To qualify for this award, applicants must be a registered, and in good standing, 501c nonstock non-profit organization with the State of Maryland and the United States Internal Revenue Service (IRS). This announcement requests all qualifying organizations to submit the following items to be considered for the award:

- Emergency Homeless Shelter Grant Application;
- Comprehensive Project Budget; (Budget template provided)
- Articles of Incorporation and Bylaws;
- Current Certificate of Good Standing from State of Maryland;
- Federal Tax Exemption Determination Letter;
- List of Board of Directors;
- Project Organizational Chart (must include name, title, email, and phone for each staff position at project);
- Match and Leveraging Documents; and
- Most Recent A-133 or Independent Financial Audit.

All services will be performed during the City's fiscal year 2021 (FY2021) for one (1) term beginning July 1, 2020, through June 30, 2021. Applicants may devise a scope of services and comprehensive budget that offers essential and reasonable service. Each project type will be considered as a separate project. Applicants may apply to one (1), a combination of or all three (3) projects as described in the [Emergency Homeless Shelter Services](#) Section. **The deadline to submit all applications is Thursday, July 9, 2020, 5:00 p.m. EST. Submissions must be in PDF format and emailed to [mohs.hsp.application@baltimorecity.gov](mailto:mohs.hsp.application@baltimorecity.gov).** Late or hand delivered submissions will not be considered.

## REQUEST FOR PROPOSAL TIMELINE

Below is a timeline for the City to collect, review, and announce the Provider(s) of the Emergency Homeless Shelter Grant Award.

**Friday, February 28, 2020** – Request for Proposal Release  
MOHS releases the RFP for public review and submission.

**Friday, March 6, 2020** – Request for Proposal Release  
MOHS amended RFP and application.

**Tuesday, March 24, 2020** – Pre Proposal Conference  
MOHS hosts a pre-proposal conference to present the Emergency Homeless Shelter Grant information. Applicants may register for the conference here: <https://www.eventbrite.com/e/mohs-emergency-shelter-grant-pre-proposal-conference-tickets-97373565957>

**Wednesday, April 1, 2020** – Frequently Asked Question Submission Deadline  
MOHS will collect and publish frequent asked questions from the pre-proposal conference.

**Wednesday, April 1, 2020 and Thursday, April 2, 2020** – Shelter Facility Tour  
MOHS will host facility tours on Wednesday, April 1, 2020 10:30 a.m. -12:30 p.m. and Thursday, April 2, 2020 2:00 p.m. - 4:00 p.m. at Pinderhughes Shelter, Weinberg Housing & Resource Center, and Monument Street Shelter. Applicants may register by emailing Angela McCauley at [angela.mccauley@baltimorecity.gov](mailto:angela.mccauley@baltimorecity.gov).

**Thursday, July 9, 2020 (5:00pm EST)**– Proposal Submission Deadline  
The deadline for all applications to be submitted to [mohs.hsp.application@baltimorecity.gov](mailto:mohs.hsp.application@baltimorecity.gov).

**July 13 – July 31, 2020** – Proposal Review  
MOHS will review, score, and meet with perspective providers on submitted proposals.

**Friday, August 7, 2020** – Emergency Homeless Shelter Grant Award Announcement  
Award Announcement.

Questions and inquires may be addressed to the Emergency Shelter Compliance Team:

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Mayor’s Office of Homeless Services  
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## **CITY REQUIREMENTS**

### **Local Hiring**

All contracts that exceed \$300,000.00 are subject to the City's Local Hiring requirements as established in Article 5, Subtitle 27 of the Baltimore City Code. This Code requires that the selected organization (should the project meet the contracting threshold) work with the Mayor's Office of Employment Development (MOED) to review the staffing needs created by the project.

The selected organization will need to:

- Meet with MOED within two (2) weeks after contract execution to complete an Employment Analysis;
- Post new jobs created by the project with MOED for seven (7) days;
- Utilize MOED's City resident recruitment services for new hires;
- Meet the goal: 51% of all new hires for City funded contracts must be City residents;
- Submit monthly employment reports with information on the number of current workers, New workers, and the number of Baltimore City residents working on the project.

More information on Local Hiring requirements is available at <https://moed.baltimorecity.gov/employer-services/hiring-strategies-local> .

### **Employ Baltimore**

The Employ Baltimore Executive Order, issued in December 2013, is applicable to City contracts greater than \$50,001.00 and up to \$300,001.00. Organizations are required to:

- Contact MOED to schedule a workforce meeting within two (2) weeks after the contract award;
- Post new jobs with MOED only for a period of seven days;
- Utilize MOED's recruitment services for new hires; and
- Submit bi-annual employment reports – submit placement reports as people are hired.

### **Baltimore City Audit Policy**

At any time during business hours and as often as the City may deem necessary, there shall be made available to the City for examination, the organization's records with respect to the activities awarded through this RFP. The organization shall permit the City to audit, examine and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, records of personnel, conditions of employment and other data relating to matters covered by this Agreement.

The organization shall be responsible for repayment of all applicable audit exceptions, which may be identified by City, State, or federal auditors or their designated representatives, and reviewed by the Provider.

## **Required Insurance Coverage**

The selected organization must currently carry or be willing to obtain the following insurance coverage as part of the project:

- Professional Liability Errors, and Omissions Insurance (minimum \$3 million policy)
- Worker's Compensation Coverage
- General Commercial Liability Insurance (minimum \$3 million policy)
- Business Automobile Liability Insurance (minimum \$1 million policy)
- Fidelity Coverage
- Cyber Liability Insurance (minimum \$1 million policy)

## **Current Provider Information**

Current Providers may apply for this grant, but cannot earn credit or selection preference for current services performed. If a current project did not spend 100% of funds allocated for fiscal year 2019 or is significantly underspending in fiscal year 2020, the City may reduce funding for renewal of the project. If applicable, a new contract shall be issued for performance of service for the new fiscal year. All current contracts will be terminated upon the completion of the designated term.

## **Funding Sources**

Funding sources may be a combination of the agency's approved federal, state, and local appropriation(s). The Mayor's Office of Homeless Services funds its Emergency Homeless Shelter Project by the City's General Fund, the Maryland State Homelessness Solutions Program (HSP), the Baltimore City Department of Social Services Shelter Program (DSS), and the U.S. Department of Housing and Urban Development (HUD) Emergency Solutions Grant (ESG) Program. All applicants receiving the award are subject to the applicable funding source laws and regulations in addition to requirements set by the Mayor's Office of Homeless Services. Awards are conditioned on availability of funds as approved by HUD, the State of Maryland, and the Board of Estimates. The Provider will be reimbursed expenses each month of the term.

## **Provider Match**

Applicants shall submit a budget including a minimum ten percent (10%) match. This match requirement can be met through a combination of cash match, in-kind services, and donated materials. In-kind donations and volunteer services and their monetary value should be tracked on a monthly basis and documented as a part of the invoicing for the contract. If in-kind donations and volunteer services do not provide ten percent (10%) of the annual budget, the applicant will be expected to provide additional cash match to meet this requirement.

Funding sources for this grant may be a combination of federal, state, and local funds. Applicants are required to comply with all federal, State, and local grant regulations. Applicants may not use related or unrelated grant awards to satisfy match funds. In kind donation of services must be substantiated with a legal binding contract or memorandum of understanding (MOU).

The Provider shall facilitate public/private collaborations to ensure that services are coordinated with other services provided throughout the Continuum of Care, and that the city's investments are used to leverage additional investments/donations to the maximum extent possible to address the needs of homeless families. The applicant shall be able to demonstrate direct and coordinated links to community partners.

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## EMERGENCY HOMELESS SHELTER SERVICES

The Baltimore City Continuum of Care (BCOC) is a collaborative body, consisting of Continuum Members. Continuum members include organizations that serve homeless persons, homeless and formerly homeless persons themselves, and other organizations and individuals that are interested in ending homelessness in Baltimore City. The Continuum promotes community-wide commitment and coordinates all stakeholders, systems, and resources available to comply with BCOC program requirements and to ensure that homelessness in Baltimore City is rare, brief, and nonrecurring. MOHS is designated as the Collaborative Applicant and Homeless Management Information System (HMIS) Lead. The continuum utilizes common project- and system-level performance measures to design and implement interventions, assess impact, and allocate resources.

In 2017, the Baltimore City Continuum of Care identified the emergency shelter and service enhancement as a key priority to increase access to resources and reduce lengths of stay in homelessness. Thereafter, the Continuum’s Lived Experience Advisory Committee collaborated with MOHS to review the quality and capacity of the emergency shelter system and identify areas for policy and practice improvements. In 2019, the Continuum developed a time-limited Action Plan on Homelessness that incorporates previous efforts under a new key strategy to comprehensively transform the emergency shelter system.

This Grant will be awarded based on the shelter criteria below. Applicants may apply to one (1), a combination of or all three (3) project types. Each project type is considered a separate project.

Project Type	City or Privately Owned	Site Location	Capacity	Overflow Capacity
Single Men / Single Women	City Owned	620 Fallsway, Baltimore, MD	175 Single Adult Male Beds 75 Single Adult Female Beds	15 Single Adult Male Beds 15 Single Adult Female Beds
Single Women / Families	City Owned	1200 N. Fremont Avenue, Baltimore, MD	70 Single Adult Female Beds 8 Family Beds	60 Single Adult Female Beds 50 Single Adult Male Beds 40 Family Beds
Families	Privately Owned	TBD	150 Family Beds	Not applicable

All applicants receiving an award (the Provider) are required to execute a formal Provider Agreement, which details all Emergency Homeless Shelter requirements, federal, state and local requirements. The City reserves the right to change the scope of services, service quantity, and requirements during the performance of the agreement. Requirements must be maintained throughout the term of the agreement. The City requires the Provider to maintain the following requirements.



- Provide services in the City of Baltimore that is central and easily accessible by the City’s homeless population. The Provider shall ensure any subcontractors performing services under this solicitation perform the requirements of their respective subcontracts in accordance with the provisions listed as requirements in this section and [Applicable Documents Section](#).
- Maintain active participation in the Baltimore City Continuum of Care, including at a minimum, active and up-to-date Continuum membership, regular attendance at all BCOC meetings, and participation in at least one (1) Continuum committee or workgroup.
- Maintain an office within Baltimore City of sufficient size and office equipment to support the management of the homeless services network and provide space for staff trainings, meetings, and files.
- Operate all programming according to Housing First Principles, maintain a professional work environment that promotes mutual respectful interactions between staff and clients.
- Coordinate resources to ensure community-level results align with the City’s priorities and meet client needs effectively.
- Provide service delivery that is trauma-informed and acknowledges the state of crisis characteristic of many clients experiencing homelessness.

The Provider shall review, explain, and provide each client with a copy of the MOHS approved Clients Rights and Expectations Policy for emergency homeless shelters during program intake. Shelter rules must be posted in common areas, including dining rooms, meeting areas, common hallways and administrative offices, in each building.

## **STAFFING REQUIREMENTS**

The Provider shall develop and submit, for MOHS approval, a code of conduct policy for all staff. The policy must ensure all staff service clients with a high standard of professionalism, dignity, safety, service quality, and respect. The Provider shall submit policy to the Program Administrator (PA) that includes the minimum requirements.

- |  |  |
|--|--|
| • Recruitment strategies;                  | • Organizational charts and management reporting system; and |
| • Employee retention & vacancy strategies; | • position descriptions and staffing qualifications.         |
| • Training, certifications and licensing;  |  |

The Provider shall ensure that criminal and/or financial background checks are completed for new hires and current employees. The City encourages the Provider to evaluate current employees on a consistent basis and reserves the right to require removal of any employee that has committed and/or been convicted of unlawful crime(s) from activities and service of the awarded project. The Provider shall update the PA within thirty (30) days when there is a change in personnel. If professional volunteers are used, all permanent employee policies, recordkeeping, training, qualification, certification, and code of conduct requirements shall apply.

The Provider shall ensure that sufficient professional staff are available to provide training, technical assistance, contract administration, financial management, oversight and monitoring for all provided services. The Provider shall ensure that all staff shall have a tuberculosis test.

The Provider shall submit a staffing plan to MOHS. At a minimum, the Provider's professional staff shall include:

- a) Program/Project Director (or equivalent): The Program Director must at minimum a Bachelor's Degree (or its equivalent in experience) in the Human Services field, and professional knowledge of the theories, principles, techniques, and practices of social service delivery systems. He/she must have a minimum of 4 years professional or supervisory and/or managerial experience in the human services and/or Medicaid service delivery.
- b) Residential Aide/Monitor (RA): The RA staff is responsible for the safety and security for the staff, clients and the facility. All shift personnel are required to be awake and alert during their duty hours. During each shift, RA staff shall patrol the facility to ensure client safety and property security.
- c) Case Manager: The Provider shall ensure the case management duties assigned to a staff member appropriately matches their qualifications, skills, and competence necessary to perform the case management tasks. Any individual without a degree in any of the human services fields who serves as case manager or any individual providing direct services must have documented minimum training and experience in the following areas within three (3) months of being employed by the Provider:
  - Knowledge of Health Insurance Portability and Accountability Act of 1996 (HIPAA) Standards;
  - Knowledge of the Coordinated Access System policies and procedures;
  - Knowledge of Americans with Disabilities Act of 1990 (ADA) and reasonable accommodation;
  - Motivational Interviewing;
  - Service Plan Development;
  - Clinical Documentation and Maintaining Case Records, including use of the HMIS;
  - Training in Cultural Responsiveness to Diverse Populations;
  - Knowledge Substance Abuse Disorders; and
  - Knowledge of Mental Health Disorders.

If the Provider serves minor children in the program, at least one (1) staff member must be assigned as the McKinney-Vento liaison. This liaison will be responsible for ensuring the educational rights of homeless students are met and that all children are provided with their federally-protected rights to school enrollment, transportation, participation in activities, and more (<https://www2.ed.gov/policy/elsec/guid/secletter/160726.html>).

Further, such individuals must have a minimum of two (2) years of experience with homeless programs or provision of social services. (Note, the two years of experience may be waived if the candidate for employment can document having experienced homelessness.)

The Provider shall identify at least one (1) staff member who will serve as an equity liaison. This liaison will be trained in cultural responsiveness to diverse populations and will coordinate with internal leadership as well as external agencies to ensure matters of diversity, equity and inclusion are handled accordingly.

The Provider shall maintain documentation of the names and reporting relationships of the key personnel that will be used to perform the work under the proposed contract. The Provider shall also maintain documentation that personnel possess adequate training, certifications, qualifications, and competence to perform the duties to which they have been assigned.

At minimum, the Provider shall ensure that each client that is experiencing homelessness with foreign language needs receives case management services without any interruption or delay in service delivery. The Provider shall ensure that individuals or families with bilingual needs meet the minimum case management requirements.

The key personnel specified in this solicitation are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified key personnel for any reason, the Provider shall notify MOHS at least thirty (30) calendar days in advance and shall submit justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact upon the contract. The Provider shall obtain written approval of MOHS for any proposed substitution of key personnel. MOHS reserves the right to demand a change in or removal of any staff or any subcontractors based on unsatisfactory performance at no additional cost to the MOHS.

## **Training**

The Provider shall be responsible for ensuring its employees and any subcontractors receive training on administrative procedures, program goals, policies and practices. The Provider shall provide MOHS with a training plan within thirty (30) days of award that describes trainings to be provided, schedule of trainings, and whether trainings will be provided by the Provider, MOHS, or other entity.

Trainings shall include, at a minimum, the following topics below:

- Homeless Management Information System
- Coordinated Access System;
- Coordinated Entry to Shelter (once available);
- Housing First;
- Reasonable Accommodations and ADA;
- Emergency Preparedness;
- Customer Service Training;
- Cultural Responsiveness (including LGBTQ cultural responsiveness);
- Trauma Informed Care;
- Motivational Interviewing;
- CPR First Aid; Blood-borne Pathogens Training
- Unusual Incident Reporting (UIR);

- Landlord-Tenant Rights and Responsibilities;
- Suicide Risk Assessment and Prevention;
- Language Access Line;
- Mental Health First Aid;
- Non-Violent Crisis Intervention;
- Boundaries and Confidentiality;
- Race Equity and Homelessness;
- Naloxone/overdose;
- Understanding Lived Experience of Homelessness.

## **REPORTING AND RECORDKEEPING**

The Provider shall submit monthly summary reports regarding the progress towards task completion and requirements. The monthly report shall include information on services provided to clients. The report shall be submitted with the required monthly expenditure report. That the report, at minimum, must include the number of clients served, services rendered to each client, and, if relevant, the name of the subcontractor providing the service.

The Provider shall report unusual incidents to MOHS no later than two (2) hours or the next business day of the incident if that incident happens outside of business hours in accordance with the incident reporting policy provided by MOHS.

### **Incident Reporting**

If an incident resulting in bodily injury requiring medical attention to any person(s) or substantial damage to personal and/or real property to such a degree it requires repair or replacement by the City, the Provider must provide a written report to the City within twenty-four (24) hours.

If an incident results in death or report of a missing child under the age of eighteen (18), the Provider shall 1) file an official police incident report; 2) notify the City within two (2) hours of the incident and; 3) Provide a copy of the incident report to the City within thirty (30) days upon completion of the police incident report and/or concluded investigation of the incident.

An unusual incident is an event that affects staff (Provider employees or network provider staff, or volunteers) or customers and is significantly different from the regular routine or established procedures. Examples of these incidents include, but are not limited to:

- a) Death;
- b) Injury;
- c) Unexplained absence of a client;
- d) Physical, sexual, or verbal abuse of a client by staff or other clients;
- e) Staff negligence;
- f) Fire;
- g) Theft, destruction of property, or sudden serious problems in the physical facility;
- h) Complaints from families of clients;
- i) Requests for information from the press, attorneys, or government officials outside of MOHS staff involved with the contract; and
- j) Client behavior requiring attention of staff not usually involved in their care;
- k) CPS involvement, termination of child custody during shelter stay.

The Provider shall submit a final, annual report to MOHS no later than the thirtieth (30<sup>th</sup>) day after end of current period of performance. This report will summarize all service delivery data, accomplishments, issues, outcomes, and recommendations.

### **Recordkeeping**

The Provider shall develop, within thirty (30) days of the award a system for maintaining records: The system shall ensure record maintenance covers all services and is responsible for ensuring all subcontractors adhere to the system. The system shall comply with the guidelines of the Office of Management and Budget (OMB) Super Circular A200.

The Provider shall maintain clients records at the emergency homeless shelters (or /subcontractor's office when applicable) electronically and/or non-electronically, which shall include basic case management forms and documentation, including but not limited to: Eligibility Determination (either homeless, disabled, or from a targeted population); Intake Information; Resident Contract; Program Rules (approved by MOHS); Listing of Rights and Responsibilities; Release of Information Form; Initial Assessment; Case Management Plan; and Case Notes. All information provided to the client (e.g., program rules, resident contract) should include a client-signed acknowledgement of receipt, which should also be maintained in the client file.

### **Client Grievances**

The Provider shall comply with all procedures for filing grievances and resolution according to the Rights and Expectations Policy. Grievances shall be reported to the City within twenty-four (24) hours of client submission. The Provider shall post these procedures in common areas, including in dining rooms, meeting areas, common hallways and administrative offices at each emergency homeless shelter. Any subcontractor(s) must adhere to the established uniform procedures for filing grievances. The Provider shall submit a monthly, electronic report of all grievances and resolution plans to the PA. The City reserves the right to demand a change in or removal of staff provided by the Provider or the subcontractors based on retaliation towards clients for soliciting feedback. Retaliation grievances shall be reviewed and substantiated by the PA before any demand is made. The Provider will comply with standards of care and race equity practices and policies as they are established by federal, state, and local regulations.

## **DATA COLLECTION AND FINANCIAL MANAGEMENT**

The Provider shall establish and maintain a financial management system for the monthly disbursement of payments to any subcontractors. The Provider financial management system, shall, at minimum, track disbursements and expenditures for each subcontractor by month, track expenditures for each subcontractor by quantity of goods and/or services and line item category. All federal earmarked funds used in monthly invoices must be detailed.

Expenditure reports shall be submitted to MOHS within eight (8) calendar days after the close of each month utilizing the template provided in the contract. Supporting invoices from the shall include, at minimum,

- Name and remittance address of the business concern;

- Other authorization for delivery of goods or services;
- Description of services, supplies, materials and equipment;
- Price and quantity of goods and services actually delivered or rendered;
- Backup documentation for each subcontractor expenditure and invoices; etc.

The quality of HMIS data is an important component of the Continuum of Care’s annual funding application, therefore as a community we strive to have ninety-five percent (95%) of the data elements in HMIS correct. Agency data quality will continue to be a consideration for future funding and periodic data quality monitoring will take place according to the schedule set in the HMIS Policies and Procedures.

The Provider and its subcontractors providing direct services to clients shall use HMIS to collect client-level data, including bed-lists, data collection, contact information, case management notes and supporting documentation to track progress in meeting milestones in clients’ housing and self-sufficiency plans. The Provider is required to complete entry and exit assessments for each client and submit an annual assessment of HMIS data. To be eligible for fund reimbursement during the performance period, actively participate in HMIS. Clients may not be refused services based solely on their refusal to provide personally identifying information for the HMIS. This is not meant to prevent agencies from collecting information required for eligibility screening or other internal Provider requirements. HMIS policies and procedures can be found on the Mayor’s Office of Homeless Services website (<https://homeless.baltimorecity.gov/governance>).

### **Coordinated Access Requirements**

The Provider shall ensure that case managers complete a Coordinated Access permanent housing assessment with every client who cannot self-resolve their homelessness and are in need of medium or long-term housing assistance. This assessment shall be completed within two (2) weeks of program entry and attempts to conduct the assessment shall be logged in HMIS. For clients that are considered “prioritized” by the Coordinated Access System for permanent housing assistance, the Provider must ensure that case managers provide clients with navigation services; assisting clients with obtaining complete homeless history documentation and verification of disability, and obtaining all required forms of identification.

### **Payment Reimbursement and Invoicing**

The Provider will be reimbursed expenses each month of the term. No amount of the award shall be issued without submission of the City’s approved Expenditure Report. The Provider shall submit invoices monthly to the City for work performed by using the monthly Expenditure Report. Payment is conditioned on the Mayor’s Office of Homeless Services reviewing and verifying that the Report is for services already rendered. The Provider expressly agrees that funds to be provided shall be fully applied to the purposes set forth in the approved budget. The payment request must be electronically submitted in addition to a signed hard copy by the eighth (8th) of each month following the report month. The Provider will be reimbursed for allowed expenses with supporting documentation.

## **SHELTER SERVICES**

The Provider shall provide twenty-four (24) hour seven (7) day (including all holidays observed by City and federal government) shelter services to clients experiencing homelessness who are preparing to move towards self-sufficiency and transition to permanent housing. Accommodations provided shall include a living space that has a bed, bed linen, storage for personal belongings, common areas (dining, group activities, designated outside smoking, and bathrooms), and administrative space. The Provider shall ensure that housing units are maintained and inspected weekly between the hours of 9:00 a.m. to 4:00 p.m. with reasonable notice of the planned inspection to ensure that minimal standards are met for unit upkeep.

The Provider shall utilize the designated number of overflow beds as a “safety net” to prevent shelter from refusing homeless persons during the non-winter shelter season (April 1 through October 14). During the winter shelter season (October 15 through March 31), the Provider will be expected to increase shelter service capacity to include the designated number of over flow beds.

### **Emergency Preparations**

The Provider shall establish and maintain the capacity to provide and implement Emergency Preparedness Plans for clients accessing homeless services in the event that there is a disaster or declared emergency. The Emergency Preparedness Plan shall provide guidance and direction that will enable all staff as well as residents and clients to respond effectively to emergency situations or conditions that may cause harm to staff, residents or visitors or damage property within or outside the facility. The Provider shall provide to the PA an Emergency Preparedness Plan within thirty (30) days of the contract award. The Provider shall provide Emergency Preparedness training to service provider staff to ensure readiness when there is a disaster or declared emergency.

The Provider shall maintain a back-up site that will ensure the continuation of operations in the event that a disaster or catastrophe destroys or makes unusable the administrative offices of the Provider. The Provider shall collaborate with MOHS in the implementation of the Emergency Preparedness Plan in the event of a disaster or declared emergency and provide the PA with a official plan thirty (30) days after the contract award.

### **Case Management Services**

Each Case Manager shall seek to engage clients at a minimum of twice per month. All engagements shall be fully documented in HMIS. Individualized Case Plans shall establish a timetable with clearly defined action steps that both the client and case manager view as reasonable and attainable, as reflected by the client and case manager signatures. A Housing Stabilization Plan is expected to contain multiple goals that reflect several life domains that will be worked on simultaneously. It is anticipated that clients will receive a copy of their Housing Stabilization Plan which may be updated frequently to depict the need for flexibility due to progression. The Provider shall provide case management services that:

1. Provide service delivery in a manner consistent with trauma informed practices, treating clients with dignity and respect, displaying sensitivity, acknowledging trauma and the state of crisis that a person experiencing homelessness may endure;
2. Provide skilled case management that is solution-oriented and strength-based. Case management should focus on competencies, empowerment and shared responsibilities to increase client self-sufficiency. Onsite case management services shall include assistance obtaining necessary documentation, apply and qualifying for benefits; participate in coordinated entry and connect case managed clients with appropriate agencies and available services;
3. Facilitate meaningful, coordinated connections to needed services and supports outside of the homeless system.

The Provider shall ensure that the case management approach emphasizes urgency and prioritizes prevention, diversion, and transition into housing.

### **Requirements to Incorporate Lived Experience Shelter Residents**

The lived experience and expertise of people experiencing homelessness is essential to effective planning, decision-making, and implementation of services. It is required that the Provider include a procedure for soliciting client feedback for the purpose of continuous programmatic improvement. The procedure must include strategies to solicit feedback directly and anonymously without the potential for retaliation from staff and ensure that participation is optional. feedback platforms may include

1. Customer satisfaction survey (this survey is a mandatory and to be submitted on a quarterly or annual schedule);
2. Participation of people with lived experience of homelessness on the Provider's board, advisory board, or a relevant planning committee (this participation is mandatory);
3. Town hall meetings;
4. A locked comment box;
5. Focus groups or collaborative planning sessions, residential council; or
6. Reports to the equity liaison.

The Provider is required to conduct an annual Customer Satisfaction Survey of the clients and provide to MOHS all Customer Satisfaction Survey responses within thirty (30) days of completion. The Provider shall submit a summary report of all survey findings. The survey methodology, at minimum, shall include sampling, questionnaire content, data analysis, and a plan to review results with residents.

The Provider is required participate in the City of Baltimore's annual Point-In-Time (PIT) count. Collaborate with the Baltimore City Continuum of Care's Lived Experience Advisory Committee in the following ways:

1. Post flyers in the facility to announce this opportunity to all clients.
2. Identify a representative to meet at least biannually with the Committee to jointly discuss progress and challenges.



3. Ensure that staff participate in available trainings organized by and/or led by representatives of the Committee.
4. Consult with the Committee on the development of procedures and client satisfaction surveys.
5. Through the PA, support the Committee's engagement with the shelter via participation in on-site shelter assessments and independent surveys.

## **MONITORING REQUIREMENTS**

The Provider shall ensure that all programs and services for which it operates or oversees maintains compliance of all applicable federal, State, and local regulations and program requirements. The Provider shall confirm the emergency homeless shelter has a Certificate of Occupancy, maintains safe facilities that are in compliance with fire safety requirements, Americans with Disabilities Act (ADA) accessibility and reasonable accommodations guidelines, required documentation, case records, personnel records, required staff training, provides case management services and customer satisfaction surveys.

The Provider shall conduct quarterly fire drills in accordance to Baltimore City law at the emergency homeless shelters, maintain fire inspection records, and comply with fire safety requirements at the emergency homeless shelters as specified below:

- a) **Fire Extinguishers:** The Provider shall have functioning fire extinguishers at all shelter programs in the following areas: kitchens, laundry rooms, and hallways or common open space. All fire extinguishers are to be serviced yearly by a licensed professional fire extinguisher company. When serviced, each fire extinguisher will be tagged and dated. A copy of the service contract shall be available to the PA upon request.
- b) **Smoke Detectors:** The Provider shall provide smoke detectors in all shelter facilities in the following areas: all sleeping areas, communal areas, laundry rooms, and kitchens. This includes both adult and family shelters. All battery-operated smoke detectors will be tested during the fire safety checks conducted by MOHS and the Provider. Hardwire smoke detectors are to be serviced annually by a licensed professional company. A copy of the service contract should be provided to the PA upon request.
- c) **Evacuation Plans:** The City of Baltimore shall provide the Provider with an evacuation plan for each facility. The Provider shall ensure that the plan is posted in all appropriate locations (i.e. near exit signs, elevators, hallways, stairwells).
- d) **Exit Signs:** The Provider shall have exit signs at all exits. Electrical exit signs shall have working lights bulbs and be operating correctly. Paper exit signs are to be properly posted and secured over or near exit doors.
- e) **Fire Drill Logs:** The Provider shall ensure that fire drills at all sites are conducted every month to ensure the safety of the residents and staff. Following each fire drill, a fire

drill form shall be completed by the Provider and filed for review in a fire drill logbook. Fire drill logs should include the following information on the form:

- Time and date of fire drill.
- Number of participants (staff and residents).
- Weather conditions.
- Signature line and a line with name printed of the person completing form and the organization they represent.
- How much time it took for everyone to leave the building.

The Provider understands that authorized representatives of the City of Baltimore shall have the right to monitor and conduct on-site inspections at the emergency homeless shelters. The City of Baltimore and MOHS reserve the right to conduct both announced and unannounced site visits, as deemed necessary. The Provider shall participate in and make staff and space available for all monitoring visits and shall make available any and all requested information (including information regarding resident feedback/satisfaction) during or prior to the inspection as requested by MOHS.

## **MONITORING AND SECURITY**

The Provider shall maintain an appropriate number of shelter monitors and trained security guards on all shifts to ensure client and employee safety and reinforce shelter policies. Monitor and/or security guard assignments may include, but are not limited to:

- |                                  |                                  |
|----------------------------------|----------------------------------|
| a) Access oversight;             | e) Traffic oversight;            |
| b) Package screening;            | f) Communications and            |
| c) Personnel screening;          | dispatching;                     |
| d) Surveillance, inspection, and | g) Frequent facility rounds; and |
| protection of all internal and   | h) Emergency and event response. |
| perimeter areas;                 |                                  |

The Provider shall ensure that monitors and/or security guards shall be mentally alert and physically ready to operate and enforce the access/egress oversight of common areas offices, restrooms, elevators, entrances and exits, and parking areas. Monitors and security guards must be trained in the basics of harm reduction, trauma informed approaches to client engagement, racial equity and cultural responsiveness, including LGBTQ cultures, to ensure appropriate interactions with diverse client populations.

Monitors and/or security guards shall perform daily package inspection when and/or as directed by the Program Manager, or as directed by MOHS in the event of an emergency or an elevated security posture. These inspections may be conducted using automated technology or by manual, visual surveillance and include, but are not limited to, inspection of packages, briefcases, purses, canisters, bags, valises, and other containers in the possession of clients. Admittance will be denied to those persons refusing to submit to a voluntary inspection, except for those persons exempted by specific government directive.

The Provider shall ensure that monitors and security guards will be required to perform other such functions as may be necessary in the event of situations or occurrences such as civil

disturbances, attempts to commit espionage, sabotage, or other criminal acts adversely affecting the security and/or safety of employees, clients, City personnel, or visitors.

## **FACILITY MANAGEMENT AND OPERATIONS**

The Provider shall be responsible for day-to-day operations at the emergency homeless shelter for which services are contracted. The Provider shall provide appropriate oversight of clients while in the facility and enforce Rights and Expectations Policy. The Provider shall retain a strong emphasis on customer service which may involve trauma informed care and other de-escalation and conflict resolution techniques. The Provider shall ensure that staff working an overnight shift stay awake and alert during their shift. If the Provider is performing service in a City owned property, all maintenance requests must be submitted through the City's online maintenance portal, Archibus, within twenty-four (24) business hours.

### **Food Services, Preparation, and Delivery**

The Provider shall provide and serve meals at standard and reasonable times to all shelter residents, twice daily, three hundred sixty-five (365) days a year. The Provider is responsible for all plating/serving food for clients, clean-up, and appropriate storage of any remaining items following the meal service. Compliance shall be maintained for all local, State, and federal food service laws, rules, and regulations regarding storage, inspection, and preparation of food. All meals shall be provided in accordance with the Food Guide Pyramid Serving Sizes. Food substitutions are required due to allergies, dietary restrictions, or religious reasons when requested within established protocol. This protocol shall be clearly posted and request forms should be visible and easily accessible.

### **Facilities, Equipment, Storage, and Supplies**

The Provider shall maintain its facilities, equipment, storage, and supplies and shall include the following:

- Maintain State or local health certification for the facility(s) used to prepare meals for the required food services;
- Maintain applicable license and permits required by USDA and other federal and local laws and regulations, or applicable jurisdiction;
- Maintain refrigeration equipment and equipment for food storage and preparation;
- Maintain adequate and appropriate facilities and storage space needed for the proper storage of food, utensils, equipment, hazard janitorial materials and chemicals, and supplies when not in use; and
- Maintain an adequate supply of detergents, sanitizers, sanitary- type towels, toilet tissue, and other materials required to maintain proper personal hygiene and to maintain proper sanitation of the equipment and premises these supplies shall be readily accessible in the places where they are normally needed.

### **Waste, Recycling, and Pest Management**

The Provider shall implement methods to prevent and suppress pest populations through sanitation, waste management, and assessment of the effectiveness of these methods from pest including, but not limited to:

- Plastic liner trash and recycling receptacles throughout the entire building, including but not limited to restrooms, office spaces, conference areas, clinic, kitchen and cafeteria shall be collected and removed throughout the day;
- Treatment and prevention of Indoor and outdoor populations of rodents such as rats, mice, squirrels, pigeons, and insects including cockroaches, bed bugs, arachnids, and other arthropods, and flying insects such as flies, bees, and wasps;
- Treatment and prevention of outdoor insects and other pest populations of potentially indoor-infesting species that are within the property boundaries;
- Treatment and prevention of all excluded pest populations that are incidental invaders inside the building, including winged termite swarmer's emerging indoors;

The Provider shall coordinate immediate pest control and quarantine measures with the PA to prevent and suppress further spread of pestilence. Employees shall immediately notify the shift supervisor and the PA if it notices any pests and shall assist in the control unless the PA instructs otherwise.

### **MATCH REPORTING REQUIREMENTS:**

The Provider shall submit documentation to substantiate the minimum ten percent (10%) match. This match requirement can be met through a combination of cash match, in-kind services, and donated materials. Match documents shall be submitted with expenditure reports on a monthly basis for all eligible expenses from the approved budget.

### **DELIVERABLES**

The Provider shall collect data in HMIS at program entry, exit, annually, and upon changes to document and attain the following service targets by the end of the agreement term.

- Increase of persons exiting to permanent housing.
- Increase in the number of homeless persons obtaining employment and/or increasing income.
- Reduction in the rate of recidivism of homeless persons.

The Provider shall demonstrate satisfactory progress towards each deliverable above through submission of the Monthly Status Report, as required in the [Reporting Section](#). In the event that Provider fail to make progress on the performance measure outlined above, the City reserves the right to monitor, make changes to service delivery, and if necessary terminate any agreement with cause or convenience.

### **Criteria for the Acceptance of Deliverables**

The HMIS report must support the services provided. The Provider will input data into the HMIS on clients served (including the types of services provided), submit the HMIS report with the monthly invoice and monthly activity reports. The HMIS report shall include the number of individuals and clients served during the reporting month and year to date, from date of execution of the contract.

The Provider must maintain documentation to support proof of service delivery, including but not limited to: receipts, case notes, homeless verification/eligibility forms, receipts for any direct client/shelter costs, etc.

## PERFORMANCE MEASURES

Performance measures will require that the Provider collect and enter baseline data into HMIS. Performance will be assessed based on improvements from established baseline data.

Strategy	Activity	Outputs	Outcomes	Performance Measure to Utilize
Reduction of homeless persons	Homeless Population Count (PIT) <b>OR</b> Implement workflow to assess client housing needs, eligibility, and goals <b>OR</b> Housing Stabilization or Financial Assistance	PIT Count <b>OR</b> <b>% of clients with a completed Coordinated Access assessment and % of assessments with completed navigation steps</b> <b>OR</b> Referral to housing providers <b>OR</b> # of clients stably housed with prevention or re-housing	Decrease in # of homeless persons <b>OR</b> % of clients diverted from shelters to permanent housing <b>OR</b> Increase % of clients stably housed or exiting to permanent housing	1.1
Increase the rate of employment and/or income	Complete financial assessment at entry, exit, annually, and upon changes to track employment and non-employment income status and changes  AND	Increase % of persons provided with, referred to, or engaged in workforce or benefits services	Increase # or % of persons with employment or increased employment <b>OR</b> Increase # or % of persons with income or increased income through mainstream benefits	1.2

	Implement workflow to refer clients to address employment and income needs, eligibility, and goals			
Mean Length of Homelessness	Rapidly Rehouse clients into Permanent Housing	# of clients who exited the shelter to permanent housing	Reduction in time spent in shelter  OR Decrease in the number of times homeless	1.3

**[Attachments to Follow]**

**APPLICABLE DOCUMENTS**

The following documents are applicable to this grant and are hereby incorporated by reference. The Provider(s) shall provide the required services in accordance with the following documents and any future revisions:

1	MOHS Document	MOHS Consolidated Shelter List	Most Recent
2	Federal Guidelines, Regulations, and Laws	The Americans with Disabilities Act of 1990 <a href="https://www.eeoc.gov/eeoc/history/35th/thelaw/ada.html">https://www.eeoc.gov/eeoc/history/35th/thelaw/ada.html</a>	Most Recent
3	Federal Guidelines, Regulations, and Laws	The 2015 Health and Human Services Poverty Guidelines	2019
4	Federal Guidelines, Regulations, and Laws	U.S. Department of Agriculture, USDA Model Food Code <a href="http://www.fda.gov/downloads/Food/GuidanceRegulation/RetailFoodProtection/FoodCode/UCM374510.pdf">http://www.fda.gov/downloads/Food/GuidanceRegulation/RetailFoodProtection/FoodCode/UCM374510.pdf</a>	2013
5	Federal Guidelines, Regulations, and Laws	HUD Minimum Habitability Standards for Emergency Shelters and Permanent Supportive Housing <a href="https://www.hudexchange.info/resources/documents/ESG-Emergency-Shelter-and-Permanent-Housing-Standards.pdf">https://www.hudexchange.info/resources/documents/ESG-Emergency-Shelter-and-Permanent-Housing-Standards.pdf</a>	2014
6	Federal Guidelines, Regulations, and Laws	HUD Minimum Habitability Standards for Emergency Shelters and Permanent Supportive Housing Checklist <a href="https://www.hudexchange.info/resources/documents/ESG-Emergency-Shelter-and-Permanent-Housing-Standards-Checklists.docx">https://www.hudexchange.info/resources/documents/ESG-Emergency-Shelter-and-Permanent-Housing-Standards-Checklists.docx</a>	2014

7	Federal Guidelines, Regulations, and Laws	Office of Management and Budget Circular A-122 and A-123 <a href="http://www.whitehouse.gov/omb/circulars">http://www.whitehouse.gov/omb/circulars</a>	Most Recent
8	Federal Guidelines, Regulations, and Laws	McKinney - Vento Homeless Assistance Act, Federal Law No. 42 USC 11302 <a href="https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf">https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf</a>	2009
9	Federal Guidelines, Regulations, and Laws	The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) <a href="https://www.hudexchange.info/resources/documents/HEARTH_ESGInterimRule&amp;ConPlanConformingAmendments.pdf">https://www.hudexchange.info/resources/documents/HEARTH_ESGInterimRule&amp;ConPlanConformingAmendments.pdf</a>	2009
10	Federal Guidelines, Regulations, and Laws	Homeless Management Information System (HMIS); Data and Technical Standards Final Notice; Notice <a href="https://www.hudexchange.info/programs/hmis/hmis-data-and-technical-standards/">https://www.hudexchange.info/programs/hmis/hmis-data-and-technical-standards/</a>	2017
11	Federal Guidelines, Regulations, and Laws	Occupational Safety and Health Administration 1910 <a href="https://www.osha.gov/pls/oshaweb/owastand.display_standard_group?p_toc_level=1&amp;p_part_number=1910">https://www.osha.gov/pls/oshaweb/owastand.display_standard_group?p_toc_level=1&amp;p_part_number=1910</a>	Most Recent



12	Federal Guidelines, Regulations, and Laws	Americans with Disability Act of 1990 <a href="http://www.ada.gov/pubs/adastatute08.htm">http://www.ada.gov/pubs/adastatute08.htm</a>	Most Recent
13	Federal Guidelines, Regulations, and Laws	Title VI of the Civil Rights Act of 1964 <a href="https://www.justice.gov/crt/title-vi-civil-rights-act-1964-42-usc-2000d-et-seq">https://www.justice.gov/crt/title-vi-civil-rights-act-1964-42-usc-2000d-et-seq</a>	Most Recent
14	Federal Guidelines, Regulations, and Laws	MD Minimum Wage and Overtime Law <a href="https://www.dllr.state.md.us/labor/wages/wagehrfacts.shtml">https://www.dllr.state.md.us/labor/wages/wagehrfacts.shtml</a>	Most Recent
14	Federal Guidelines, Regulations, and Laws	The Child Abuse Prevention and Treatment Act <a href="https://www.acf.hhs.gov/sites/default/files/cb/capta2010.pdf">https://www.acf.hhs.gov/sites/default/files/cb/capta2010.pdf</a>	Most Recent
15	Federal Guidelines, Regulations, and Laws	The Age Discrimination in Employment Act of 1967 <a href="https://www.eeoc.gov/laws/statutes/adea.cfm">https://www.eeoc.gov/laws/statutes/adea.cfm</a>	Most Recent
16	Federal Guidelines, Regulations, and Laws	Title IX Education Amendments of 1972 <a href="https://www.justice.gov/crt/overview-title-ix-education-amendments-1972-20-usc-1681-et-seq">https://www.justice.gov/crt/overview-title-ix-education-amendments-1972-20-usc-1681-et-seq</a>	Most Recent
17	Federal Guidelines, Regulations, and Laws	Rehabilitation Act of 1973 <a href="https://www.disability.gov/rehabilitation-act-1973/">https://www.disability.gov/rehabilitation-act-1973/</a>	Most Recent

18	Federal Guidelines, Regulations, and Laws	Drug-free Workplace Act of 1988 <a href="http://webapps.dol.gov/elaws/asp/drugfree/screen4.htm">http://webapps.dol.gov/elaws/asp/drugfree/screen4.htm</a>	Most Recent
19	Federal Guidelines, Regulations, and Laws	2 CFR 200 (Uniform Guidance) <a href="http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl">http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl</a>	Most Recent
20	Federal Guidelines, Regulations, and Laws	Food Guide Pyramid Serving Sizes <a href="http://www.fns.usda.gov/sites/default/files/fgp_sizes.pdf">http://www.fns.usda.gov/sites/default/files/fgp_sizes.pdf</a>	Most Recent
21	Federal Guidelines, Regulations, and Laws	Appropriate Placement for Transgender Persons in Single-Sex Emergency Shelters and Other Facilities <a href="https://www.hudexchange.info/news/hud-releases-notice-on-appropriate-placement-for-transgender-persons-in-single-sex-emergency-shelters-and-other-facilities/">https://www.hudexchange.info/news/hud-releases-notice-on-appropriate-placement-for-transgender-persons-in-single-sex-emergency-shelters-and-other-facilities/</a>	Most Recent
22	Federal Guidelines, Regulations, and Laws	Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity. <a href="https://www.federalregister.gov/documents/2012/02/03/2012-2343/equal-access-to-housing-in-hud-programs-regardless-of-sexual-orientation-or-gender-identity">https://www.federalregister.gov/documents/2012/02/03/2012-2343/equal-access-to-housing-in-hud-programs-regardless-of-sexual-orientation-or-gender-identity</a>	Most Recent
23	Federal Guidelines, Regulations, and Laws	Equal Access in Accordance with an Individual's Gender Identity in Community Planning and Development Programs Rule. <a href="https://www.federalregister.gov/documents/2016/09/21/2016-22589/equal-access-in-accordance-with-an-individuals-gender-identity-in-community-planning-and-development">https://www.federalregister.gov/documents/2016/09/21/2016-22589/equal-access-in-accordance-with-an-individuals-gender-identity-in-community-planning-and-development</a>	Most Recent
24	State Guidelines, Regulations, and Laws	Fairness for All Marylanders Act of 2014 <a href="http://mgaleg.maryland.gov/2014RS/chapters_noIn/Ch_474_sb0212T.pdf">http://mgaleg.maryland.gov/2014RS/chapters_noIn/Ch_474_sb0212T.pdf</a>	2014