



CITY OF TORRINGTON

PURCHASING DEPARTMENT
140 Main Street, Room 206
Torrington, CT 06790

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April 1, 2020

Mayor Elinor Carbone
Members of the City Council

RE: RFP #CDA-011-031720 Administrator for CDBG Public Service Grant City of Torrington

The City of Torrington one (1) proposal regarding Administrative Services for the CDBG Public Service Grant for the City of Torrington. The companies were:

Supportive Housing Works (SHW)
Bridgeport, CT

After reviewing the submitted proposal, the recommendation for City Council to authorize the Mayor to award the Administrative Services for the CDBG Public Service Grant to Supportive Housing Works, Bridgeport, CT.

Thank you for your consideration on this matter.


Pennie Zucco
Purchasing Agent



Date of Opening March 19, 2020 Time of Opening 11:00 AM

Supportive Housing Works
815 Main Street Ste 201
Bridgeport, CT 06604

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**CITY OF TORRINGTON
REQUEST FOR PROPOSAL
ADMINISTRATOR FOR CDBG PUBLIC SERVICE GRANT CITY OF TORRINGTON
CDA-011-031720**

APPLICATION DUE BY APRIL 17, 2020, 2:00 P.M.

In anticipation of receiving funding in the amount of \$170,000 from the CT Department of Housing (DOH) for the **Small Cities Community Development Block Grant (CDBG) for Public Service** (2020), the City of Torrington is issuing this Request For Proposal to secure a qualified agency to process application and provide program administration services. The Small Cities Funding will support the state's seven Coordinated Access Networks (CAN). The CAN is a collaborative system of service providers that ensures a standardized assessment and referral process to access community resources within a geographic region for people experiencing a housing crisis or homelessness. CDBG programs are federally funded through resources passed through the Department of Housing from the U.S. Dept. of Housing & Urban Development (HUD). As the principal state agency for the allocation and administration of Small Cities in CT, DOH has established that a priority use for Small Cities funding is to supplement the department's existing efforts to end homelessness in CT.

I. Small Cities Funding:

The City of Torrington will serve as a fiduciary for the funds and is currently accepting proposals from program administrators to process application, engage, contract and monitor the performance of subcontractors who will provide shelter diversion and/or short-term crisis housing services to the Northwest CAN service region.

The Northwest CAN service region includes: Barkhamsted, Bethlehem, Burlington, Canaan, Cheshire, Colebrook, Cornwall, Goshen, Hartland, Harwinton, Kent, Litchfield, Middlebury, Morris, Naugatuck, New Hartford, Norfolk, North Canaan, Plymouth, Prospect, Salisbury, Sharon, Southbury, Thomaston, Torrington, Warren, Washington, Waterbury, Watertown, Winchester/Winsted, Wolcott, Woodbury.

Organizations eligible to apply for this funding must be located within this designated jurisdiction and have demonstrated capacity to provide homeless diversion service oversight and short-term crisis housing oversight including staff training and program implementation. If awarded, the City of Torrington will administer the Small Cities funding selected under this RFP.

II. Total Funding Proposed for project: \$170,000

A. Purpose and Goal of the Project:

The purpose of this project is to add diversion specialist and a supervisor to ensure that the infrastructure of the Northwest CAN has sufficient capacity to provide effective shelter diversion. Furthermore, this project also provides for short-term crisis housing support services. This program will be aligned with goals to prevent homelessness for individuals, youth and families identified in the 2015 – 2019 Consolidated plan for Housing and Community Development DOH (http://www.ct.gov/doh/lib/doh/published_conplan_15-19.pdf). The Consolidated plan for 2020 is not yet available.

B. Expected Funded CAN Functions and Activities:

Funding is limited to increasing the staffing infrastructure to the Northwest CAN and cannot replace other DOH funding for CAN activities already in place. Funds are identified for use to increase the existing staffing infrastructure only; use of funds for financial assistance to homeless households is not permissible.

C. Funded Staffing Positions to be sub-contracted with Northwest CAN provider(s) include:

- 1) Up to two (2) FTE CAN Navigator/Diversion Specialists – position responsibilities may include but are not limited to:
 - Conduct CAN appointments as needed across populations (individuals, families) and communities in the CAN.
 - Attend statewide CAN meetings.
 - Conduct mobile assessments as needed.
 - Liaison with local shelters to create access to emergency shelter.
 - Conduct outreach to verify literal homelessness to determine shelter eligibility as needed.

Expected Role/Responsibilities of the City of Torrington (with the Assistance of the Northwest CAN Administrator):

- Implement a competitive process by which to identify a contractor to deliver services to the Northwest CAN. The City of Torrington could also elect to hire staff directly.
- Submit multi-jurisdictional application to Department of Housing and submit semi-annual reports to Department of Housing.
- Applications for CDBG-Small Cities Public Service will not interfere with other Small Cities funding requests.
- City of Torrington is eligible to apply for an administration fee.
- The City must implement a procurement process to identify a consultant. To hold a minimum of two public hearings, each at a different stage of the proposed program, for the purpose of obtaining citizens' views and responding to proposals and questions
- Obtain MOU/letter of support from partner municipalities within the Northwest CAN region.

D. Minimum Qualifications of Applicants

To be considered as a **sub-grantee** under this application, respondents must have the following minimum qualifications:

- Funding is limited to nonprofit providers **or program administrators** located in the Northwest CAN. Applicant awarded through this RFP must have experience with administering program funds preferably on behalf of the Northwest CAN. Agencies that will sub-contract with program administrator must have:
- Demonstrated ability to serve all households including households at risk of becoming homeless, youth/young adults experiencing homelessness, chronically homeless and literally homeless households and those fleeing or attempting to flee domestic violence as defined in Category 4 of the HUD definition of homeless.
- Sufficient knowledge regarding available resources in place to provide referrals to those in crisis timely and appropriately.
- Capability of serving multicultural, multilingual populations.
- Established partnerships and/or collaborations with housing resources and service providers in the Northwest Service region area specified in the respondent's proposal as a sub-grantee.
- Proposals that illustrate strong collaboration among providers will be given priority.
- The City of Torrington reserves the right to reject the submission of any respondent in default of any current or prior contract with DOH.

E. Staffing and Service Expectations

Program Managers/Sub-contractors awarded will be expected to hire staff capable of coordinating activities for shelter diversion in efforts to prevent homelessness and provide appropriate alternatives to shelter for those in search of immediate alternative housing arrangements.

Expected Funded CAN Activities of Diversion Specialists:

- Conduct Northwest CAN appointments and assess clients' needs related to housing security and stability
- Proactively engage all clients in diversion conversation to identify and secure safe, viable housing opportunities outside of homeless system
- Provide time-limited case management to clients accessing the Northwest CAN who are not currently receiving housing-related case management services, including clients on the Northwest CAN Individual Shelter Waitlist and the Northwest CAN Family Diversion Roster, with the goal of diverting clients from entering shelter whenever safe and appropriate to do so
- Ensure clients are referred to and successfully linked to all appropriate resources as quickly as possible, including emergency shelter openings when no viable diversion plan is actualized

- When appropriate, outreach and engage vulnerable and/or non-contactable homeless populations, including identification of and outreach to known "hot spots" where target population may congregate
- Work with households to collect all personal identification and documentation, income verification, homelessness verification, and disability verification (all when applicable and appropriate) and upload them into HMIS
- Timely entry and accurate maintenance of data accuracy in HMIS, Smart Sheet, and/or any other data infrastructure.

Additional Expected Funded CAN Activities:

- Facilitate training and development activities to meet NORTHWEST CAN outcome goals, including increasing positive outcome rates, decreasing average length of time on shelter waitlist, etc.
- Provide motivation, guidance, team building and support to navigators by regularly convening staff meetings, ongoing coaching and technique improvement exercises such as role playing and motivational interviewing practice skills
- Provide leadership and support necessary to ensure service delivery system is serving adult individuals, families, youth, and young adults equitably
- Provide other essential activities to support the structured collaboration of the Northwest CAN, including leadership, facilitation, technology, and community support to ensure the Northwest CAN are accomplishing its shared mission to end homelessness

F. INSTRUCTIONS FOR APPLICATION SUBMISSION

Proposal Timeline:

RFP Release	March 3, 2020
Deadline for questions:	March 9, 2020, 3:00 PM
Deadline for responses/applications	March 17, 2020 11:00 AM

All applications must be submitted as per the guidelines in the General Conditions section of this RFP.

In addition:

- All selected applicants must be available to participate in a panel interview (if determined necessary) to be scheduled by the City of Torrington. Date to be determined and based on volume of applications.
- Only one application to be scored from each sub-contractor applicant.

G. Please address all items in the Application

A responsive proposal must describe how the respondent will work collaboratively throughout the Northwest CAN region with community partners and other CAN subcontractors, to perform the activities required by this RFP.

1. Agency Name:

- **Contact Information:**
- **Name:**
- **Phone Number:**
- **E-mail Address:**
- **Address of principal place of business**

Regional Catchment Area. Identify the sub-region, cities, and towns where the Northwest CAN services will be provided:

- a. **Sub-region(s):**
- b. **Cities and Towns:**

2. Plan to Staff the Northwest CAN. Briefly describe the activities that will be under the proposed project. This should include a description of services to be provided, collaborations in providing services, client-to-staff ratio and other relevant details about program implementation.

3. Service Capacity. Describe your agency's plan to carry out the services described. In particular, include an assurance that staff will be in place and available no later than July 1, 2020 Describe the experience of the applicant and partners over the past three (3) years in the specified sub-region, emphasizing experience with:

- a) Shelter diversion, system navigation, staff training/supervision, and household stabilization services and
- b) Community collaboration specific to housing and/or homelessness and
- c) Activities regarding collecting and securing documentation, income verification, homelessness verification, and disability verification (all when applicable and appropriate) and HMIS proficiency and
- d) Outreach and engagement of program providers that address vulnerable and/or non-contactable homeless populations, including identification of and outreach to known "hot spots" where target population may congregate and
- e) Ensuring client satisfaction and appropriate resource referrals are made with collaborating partners and
- f) Gathering and conducting Northwest CAN meetings with a focus on efficient client needs' assessments related to housing security and stability. Include the current number of partnering agencies, how many clients served and outcome measures, when available. Include an additional summary of how your organization participates in the Northwest CAN.

4. References. Provide three (3) specific programmatic references.

Provide details for budget below related to this project.

- Agency Name
- Cost Breakdown for each FTE for this Project =
(See allocations for each position in section D)
- Hourly Rate Per Each
- Total Personnel Cost

Agency Name	
FTE for the CDBG Project =	
# Hours Per Week Per Staff Dedicated to Northwest CAN Project for FTE	
Hourly Rate Per Each	
Total Personnel Cost	



CITY OF TORRINGTON

ADMINISTRATOR FOR CDBG PUBLIC SERVICE GRANT CITY OF TORRINGTON CDA-011-031720

GENERAL CONDITIONS

- A.** The City will only accept questions, in writing, via e-mail regarding this RFP until 3:00 p.m. March 9, 2020. Please provide company name, address, phone number, e-mail address and contact person when submitting questions. Questions regarding the RFP shall be received via e-mail, and submitted to:

Pennie Zucco
Purchasing Agent
pennie_zucco@torringtonct.org

- B.** Delivery of Responses. Please submit one (1) original plus four (4) exact copies. Each response must be enclosed in a sealed envelope which is clearly marked with a reference to this RFP # **CDA-011-031720, ADMINISTRATOR FOR CDBG PUBLIC SERVICE GRANT CITY OF TORRINGTON**. The envelope shall then be placed in an outer envelope which shall be securely sealed and addressed to the Purchasing Department, Room 206, City Hall, 140 Main Street, Torrington, CT 06790. It shall bear the name and address of the Respondent. Please limit content of proposal to no more than 6 pages.

- i. The response shall be signed by an authorized official. The response shall also provide name, title, address, telephone number, fax number and email address for the individual, or individuals, with said authorization, and for those who may be contacted for the purpose of clarifying the information provided.
- ii. Responses shall be received by, **March 17, 2020, no later than 11:00 A.M.** at:

Purchasing Department
City of Torrington
Room 206, 140 Main Street
Torrington, CT 06790

No responses will be accepted after said hour.

- iii. E-mail or electronic attachments are **NOT** acceptable means of submitting a response and will be rejected as non-conforming.

- iv. Responses will be opened immediately after the submission deadline in a City Hall conference room. No decisions will be made at that time.

THE CITY OF TORRINGTON WILL REJECT RESPONSES WHICH ARE SUBSTANTIALLY INCOMPLETE, AND WILL NOT ALLOW THE SUBMISSION OF ANY ADDITIONAL WRITTEN INFORMATION AFTER THE RFP DEADLINE.

THE CITY OF TORRINGTON RESERVES THE RIGHT TO WAIVE ANY DEFECTS AND INFORMALITY IN ANY RESPONSE, TO REJECT ANY OR ALL RESPONSES FOR WHATEVER REASON AND TO ACCEPT THAT RESPONSE DEEMED TO BE IN THE BEST INTEREST OF THE CITY.

ASSIGNMENT OF RIGHTS, TITLES, AND INTERESTS

Any assignment of subcontracting for work to be performed related to this request, in whole or in part, and any other interest in conjunction with City procurement shall not be permitted without the express written consent of the City of Torrington.

HOLD HARMLESS CLAUSE

The consultant agrees to indemnify, hold harmless and defend the City from and against any and all liability for loss, damage or expense which the City may suffer or for which the City may be held liable by reason of injury, including death to any person or damage to any property arising out of or in any manner connected with the operations to be performed under an agreement with the City, whether or not due in whole or in part of any act, omission or negligence of the City or any of her representatives or employees.

NON-DISCRIMINATION

The respondent agrees and warrants that in the performance of the contract pursuant to this solicitation he/she will not discriminate or permit discrimination against any person or group of persons on the grounds of sex, race, color, religion, age, marital status, ancestry, national origin, past history of mental disorder, mental retardation or physical disability or other basis in any manner prohibited by the laws of the United States, the State of Connecticut or the City of Torrington.

INSURANCE REQUIREMENTS

Certificate of Insurance: All insurance policies must include a Waiver of Subrogation whereby the insured waives its right to subrogate against the City, its subsidiaries, employees, volunteers, directors and officers. Proof of proper insurance coverage, Workers Compensation Insurance, Liability and Property damage, and Vehicle Insurance shall be filed with the City of Torrington Purchasing Agent within 10 days after the award of the bid. The Certificate of Insurance must name the City of Torrington, 140 Main St., Torrington, CT, its subsidiaries, employees, volunteers, directors & officers as the "Additional Insured" and filed with the Purchasing Agent prior to commencement of work. Renewal Certificates of Insurance must be mailed to the Purchasing Agent 10 days prior to the expiration of the required coverage.

CANCELLATION OF AGREEMENT

The City reserves the right to cancel any contract/agreement, at any time, with thirty (30) days prior written notice to the consultant, should any of the following conditions exist:

- Funds are not appropriated by the City for continuance of this agreement.
- The City, through changes in its requirements, method of operation, or program operation no longer has a need for the service.

INCURRING COST

The City will not be held responsible for any costs incurred by the firm for work performed in the preparation and production of the proposal or for any work performed prior to the issuance of a contract.

REJECTION OF PROPOSAL

The City of Torrington reserves the right to accept or reject any or all Proposals; to waive any informalities or technicalities, to award the contract to a bidder other than the lowest bid and to negotiate and award a contract that it determines best meets their needs and best serve the public interests of the City of Torrington.

Any responses received after the above scheduled due date and time shall not be accepted or opened.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER
MBE's WBE's, and SBE's ARE ENCOURAGED TO APPLY

1. Agency Name: Supportive Housing Works (SHW)

Contact Information:

Name: Jessica Kubicki

Phone Number: (203) 258-4548

E-mail Address: Jessica@shworks.org

Address of principal place of business: 815 Main St., Ste 201 Bridgeport,
CT 06604

Regional Catchment Area. Identify the sub-region, cities, and towns where the Northwest CAN services will be provided:

a. **Sub-region(s):** NW CAN Catchment Area

b. **Cities and Towns:** Barkhamsted, Bethlehem, Burlington, Canaan, Cheshire, Colebrook, Cornwall, Goshen, Hartland, Harwinton, Kent, Litchfield, Middlebury, Morris, Naugatuck, New Hartford, Norfolk, North Canaan, Plymouth, Prospect, Salisbury, Sharon, Southbury, Thomaston, Torrington, Warren, Washington, Waterbury, Watertown, Winchester/Winsted, Wolcott, Woodbury.

2. Plan to Staff the Northwest CAN. Briefly describe the activities that will be under the proposed project. This should include a description of services to be provided, collaborations in providing services, client-to-staff ratio and other relevant details about program implementation.

As a result of SHW's success in building an effective Coordinated Access Network (CAN) system in Fairfield County, SHW was recently selected by the Northwest CAN to provide coordination activities in CT's Northwest region. In this role, SHW staffs the CAN Coordinator who is responsible for supporting the activities in planning, facilitating, and documenting an efficient and collaborative coordinated access process throughout Northwest region. The CAN Coordinator also works to maintain a collaborative and cooperative relationships with Northwest agencies and partner agencies of the CAN. This key role in the NW CAN system makes SHW expertly qualified to provide homeless diversion service oversight, including staff training and program implementation, as requested from this proposal.

As program administrator, SHW will prepare and issue a Request For Proposal (RFP) to providers that comprise the NW CAN system for the purpose of staffing two (2) diversion specialists that will be strategically located in the catchment area. Additionally, the RFP will include supervision services. The RFP will be noticed via email to the

approximately 20 providers on the NW CAN email distribution list. SHW will enter into subcontracts with providers who are selected through this RFP process. Sub-contractors awarded will be expected to hire staff capable of coordinating activities for shelter diversion in efforts to prevent homelessness and provide appropriate alternatives to shelter for those in search of immediate alternative housing arrangements. SHW will also monitor subcontractors for contract compliance including HMIS data reporting, and provide program reports to Torrington for submission to the CT Department of Housing.

Description of Services: Diversion Specialists will assess clients for safe, viable alternatives to the homeless system through financial support, conflict resolution, mediation, and creative problem solving techniques. Hired Diversion Specialists will have exhaustive knowledge of all security deposit and rental assistance programs and resources for households who may only need short financial assistance to secure housing. Developing and maintaining strong relationships with landlords, including knowledge of vacancies for clients with means to rent apartments, is another attribute of this dedicated position. Additionally, Diversion Specialists will engage with clients' family or friends to explore conflict resolution or mediation when appropriate to return clients to previous living situations or other alternative settings. SHW will identify access to flexible financial resources to incentivize family or friends to "take in" households temporarily while a longer-term housing plan is being developed.

Diversion Specialists will exhaust mainstream services with and on behalf of their clients. They will also connect clients to other resources not dedicated exclusively to the homeless population and include municipal assistance, public housing authorities and low income apartment rentals. Diversion Specialists work with clients to secure all personal documentation and verification to expedite the housing placement process once clients enter emergency shelter. Birth certificates, social security cards, photo IDs, and all other needed verifications are secured as soon as possible. Securing proper documentation also facilitates clients' ability to access mainstream resources such as TANF and SSI, SNAPs and programming under the regional Workforce Development Board. Diversion Specialists are also the accessible point of contact for clients who may have exited the CAN but are now experiencing additional instability. Likewise, Diversion Specialists will be called directly and early to resolve conflicts, connect to additional community resources, etc. to avert client's reentry into the system. Client to staff ratio will be approximately 25:1.

3. Service Capacity. Describe your agency's plan to carry out the services described. In particular, include an assurance that staff will be in place and available no later than July 1, 2020. Describe the experience of the applicant and partners over the past three (3) years in the specified sub-region, emphasizing experience with:

a) Shelter diversion, system navigation, staff training/supervision, and household stabilization services and

As described, SHW will issue a RFP for diversion services in May following confirmation of the DOH Small Cities CDBG award to Torrington to allow sufficient time to identify and select qualified agencies to provide staffing and supervision by July 1, 2020. In terms of experience, since 2013, SHW has led the homeless service providers across Fairfield County through the planning, operationalization, and implementation phases of coordinated access. SHW staff convened and facilitated, in a structured manner, a collaborative process providing essential oversight and training. Since 2018, SHW has advanced a comprehensive diversion infrastructure through critical funding from the DOH Small Cities funding through a strategic partnership with the Town of Westport who was the Small City CDBG Recipient for the Fairfield County area. The diversion infrastructure provided flexible, individualized case management services to clients unable to resolve their housing crisis independently.

Since 2016, SHW has facilitated all Housing Solution Meetings within the four sub-communities of Fairfield County (Greater Bridgeport, Greater Norwalk, Stamford/Greenwich, and Greater Danbury), along with regional Youth and Family Housing Solution Meetings. Staff manage the By-Name-List, collect documentation and review to ensure it meets HUD's criteria for eligibility to identified housing while collaborating with local homeless service providers. Currently, SHW is coordinating housing solution meetings in the Northwest area using the CAN approved process.

Facilitating the housing solutions meetings across the region is a key strategy to ensure positive exits to housing from the BNL remain high. Of note regarding the front end of the CAN system is the implementation of a regional housing plan that begins at a CAN appointment, is supported throughout the diversion process, and if subsequent entrance into shelter is necessary, transitioned to the shelter case management for continuation. Together, this ensures that households are working on a housing plan from "day one", that there is continuity of plan and service and a consistent sense of urgency regarding the client's housing solution, and that all efforts and outcomes are tracked accurately. That data is used both at a micro level to inform appropriate/alternative interventions, but also at a macro level to inform systemic improvements to address challenges.

b) Community collaboration specific to housing and/or homelessness and

Supportive Housing Works' (SHW) mission is to end all forms of homelessness by advancing a collective impact approach through dedicated staff, committed partners and effective leadership. Being the "backbone" organization for Opening Doors Fairfield County (ODFC) is at the core of Supportive Housing Works. ODFC represents a structured collaboration of over 140 regional stakeholders working collectively to end homelessness. SHW is proud to have been selected to advance this expertise into the Northwest region of CT. Expertise includes SHW conducting coordination efforts on behalf of the Continuum of Care and the CAN. On a routine basis, SHW staff are

responsible for meeting preparation, convening and facilitating regional meetings. In addition, partnership/ relationship building, including identifying, outreaching, engaging, and sustaining productive working relationships with key stakeholders, community providers, and potential and current funders, are a core function of SHW as a backbone organization. In terms of community collaboration and available resources in the NW-CT CAN, SHW will replicate its tenacity to ensure all resources are coordinated with maximum impact. SHW currently collaborates on a statewide level with Waterbury's Rapid Rehousing program that is funded through the Salvation Army and New Opportunities. SHW has strong connections with the Community Foundation of Northwest CT, the Berkshires Taconic Community Foundation and the Litchfield Hills Council of Governments and has connections with Housing Authorities in Torrington, Winsted and Waterbury as well as the United Way of Greater Waterbury. As mentioned, SHW has strong working relationships with state and federal homeless funders of the NW CT CAN that includes the Balance of State Continuum of Care, DOH, DMHAS and Western CT Mental Health (S+C), and the Melville Charitable Trust. SHW also has a relationship with the Waterbury Community Development Office, being an entitlement community, and will work to ensure HUD funding, particularly ESG funding currently being used for rapid rehousing activities and homelessness prevention programs, are effectively deployed through the NW CAN. SHW also has knowledge of The Gathering Place in Torrington and the Northwest Hills COG.

c) Activities regarding collecting and securing documentation, income verification, homelessness verification, and disability verification (all when applicable and appropriate) and HMIS proficiency and

As described previously, the CAN process includes securing all personal documentation and verification needed to expedite the housing placement process. Birth certificates, social security cards, photo IDs, and all other needed verifications are secured as soon as possible. Securing proper documentation also facilitates clients' ability to access mainstream resources such as TANF and SSI, SNAPs and programming under The Workforce Development Board.

In terms of HMIS proficiency, SHW serves in leadership roles locally and statewide related to data-driven decision making efforts. SHW's has facilitated on the ground trainings and demos of how to use HMIS reports to better understand the current state of the system, and how to identify data-driven opportunities for improvement. SHW also provides oversight to monitor for data completeness, accuracy, and timeliness, and to use data in their respective roles to improve system functioning.

d) Outreach and engagement of program providers that address vulnerable and/or non-contactable homeless populations, including identification of and outreach to known "hot spots" where target population may congregate and

SHW advances the coordination of outreach and engagement providers throughout Fairfield County and will continue this critical work in the NW CAN area operating in the context of a community wide strategy to address all types of homelessness. Federally

funded PATH outreach & locally funded outreach teams have been trained to ensure that individuals who are the most vulnerable have direct pathways to CAN housing resources. Working with these funded providers and other service agencies, SHW strives for an outreach and engagement capacity that quickly connects staff and participants to the CAN system. SHW works on coordination activities for staff from multiple agencies who identify "hot spots" to reduce redundancies and ensure effective operations.

e) Ensuring client satisfaction and appropriate resource referrals are made with collaborating partners and

Each client completing a CAN Appointment is provided with an opportunity to anonymously complete a satisfaction survey on site, or is provided with the URL on the client take away to complete it at a later time. They rate their experience with the individual CAN appointment location, staff, geographic location, available appointment times, clarity of information delivered, etc. to inform needed training, communication materials, intervention by supervisors, etc. All responses are reviewed by CAN Leadership, and ODFC Leadership when appropriate, to develop work plans to resolve any concerns and recognize best practices. These practices are currently being introduced to the NW region to ensure community resources and services are appropriate, responsive and optimized.

f) Gathering and conducting Northwest CAN meetings with a focus on efficient client needs' assessments related to housing security and stability. Include the current number of partnering agencies, how many clients served and outcome measures, when available. Include an additional summary of how your organization participates in the Northwest CAN.

As described, SHW is providing a critical role in the Northwest CAN by staffing the Northwest CAN Coordinator. Key responsibilities include coordinating the NW CAN's housing solution meetings, coordinating CAN functions with staff from the approximately twenty (20) participating agencies, maintaining accurate recordkeeping in HMIS, maintaining an up-to date housing inventory within the Waterbury/Litchfield area and making recommendations from leadership and advocates to the Department of Housing and other statewide partners. In terms of outcome measures for the Diversion program which is the subject of this RFP, Fairfield County initially set the benchmark that at least 30% of individuals and 50% of families accessing the CAN needed to be successfully diverted. Currently, our success rate is at 40% for individuals and 78% for families far exceeding our expectations. As program administrator for the NW CAN's Diversion Program, SHW will replicate our experience to advance the same success. Current household diversion rate for the NW based on Q2 FY'20 data is 24.1%.

4. References. Provide three (3) specific programmatic references.

Hilda Johnson, Chief Financial Officer, United Way of Coastal Fairfield County, 855 Main St., 10th floor, Bridgeport, CT 06604, 203-334-6322, hjohnson@unitedwaycfc.org
Jeffrey Scott, Program Assistance Specialist, 505 Hudson St., Rm. 238, Hartford, CT 06106, Jeffrey.Scott@ct.gov; John Merz, Co-Executive Director, AIDS, Connecticut, Inc., 110 Bartholomew Ave., Hartford, CT, 06106, 860-761-6699, JMerz@aids-ct.org

Provide details for budget below related to this project.

- Agency Name
- Cost Breakdown for each FTE for this Project =
(See allocations for each position in section D)
- Hourly Rate Per Each
- Total Personnel Cost

SECTION D

Agency Name	Supportive Housing Works
FTE for the CDBG Program= 2 area Division Specialist @ 60K .25 Program Supervision .2 Program Administration	\$120,000 25,000 20,000
# Hours Per Week Per Staff Dedicated to Northwest CAN Project for FTE	FTE's are based on 40 hours a week
Hourly Rate Per Each Diversion	\$22/hour 8+ 25% fringe + payroll tax, etc.
Program Supervision	\$40/hour + 25% fringe + payroll tax, etc.
Program Administration	\$40/hour + 25% fringe + payroll tax, etc.
Total Personnel Cost	\$165,000

Signature Authorization:



3-16-2020

David Rich, Executive Director, Supportive Housing Works, 815 Main street, Suite 201, Bridgeport CT 06604, P: (203) 579-3180 / (475) 319-1051 david@shworks.org.

Program contact: Jessica Kubicki, Program Director Supportive Housing Works, (203) 258-4548.