



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of the Mayor
Office of the Deputy Mayor for Planning and Economic Development



NEW COMMUNITIES

REQUEST FOR APPLICATIONS (RFA)
RFA# ODMPED-NCCM-FY2014

From:

District of Columbia
Executive Office of the Mayor
Office of the Deputy Mayor for Planning and Economic Development

Grant Title:

New Communities
Comprehensive Case Management Services

Announcement Date:

June 7, 2013

RFA Release Date:

June 24, 2013

Pre-Application Conference Date:

July 9, 2013 at 1:00p – 2:30p

1100 4th SW, 2nd floor Conference Room 200
Washington, DC 20024

Application Submission Deadline:

August 8, 2013 at 6:00 p.m.

Submit to:

DCGrantsGO.com
By 6:00p.m.

**District of Columbia
Office of the Deputy Mayor for
Planning & Economic Development**

FY14 Application

New Communities Comprehensive Case Management Services

SECTION I GENERAL INFORMATION

Introduction

The New Communities Initiative is a comprehensive partnership designed to improve the quality of life for families and individuals living in distressed neighborhoods in Washington, DC. The New Communities objective is a District-sponsored redevelopment of the physical and human architecture of neighborhoods troubled by concentrations of violent crime and poverty.

The New Communities Initiative provides resources so that the community, in partnership with public and private entities, can work to transform highly concentrated low-income neighborhoods into healthy mixed-income neighborhoods. The Initiative works with the community to address residents' social and economic needs by providing linkages to job training, asset-building, counseling, and other supportive human services.

The New Communities Human Capital Plan requires the development of comprehensive, strengths-based support services that address significant and immediate barriers to self-sufficiency among long time residents. The provision of comprehensive case management services is one of the cornerstones of the approach. Funded grantees will provide comprehensive case management services to heads of household and their families that is guided by a strengths-based case plan developed jointly by the case manager and consumer(s). The case plan will be tailored to the particular requirements and preferences of each consumer and will address immediate needs that may affect stability, as well as the achievement of self-sufficiency goals.

Target Population

The target populations for this initiative heads of households and their families residing in the designated New Communities areas. The Human Capital Team in the Office of the Deputy Mayor for Planning & Economic Development (DMPED) will work with grantees to verify that prospective clients are eligible for New Communities funded programs/services.

Eligible Organizations/Entities

Eligible entities include nonprofits, private/public entities, and faith-based organizations.

Source of Funding

The District's Council approved funding for New Communities Human Capital activities from local funds. These funds will be granted through DMPED.

Award Period

Funding to support case management services is available for twelve (12) months of service (October 1, 2013 – September 30, 2014) and may be renewed for one (1) year, subject to funding availability, satisfactory performance, and completion of a reapplication process.

Award Amounts

Award amounts shall be based on the number of consumers in each neighborhood.

Northwest One	167 households
Barry Farm	99 households
Lincoln Heights/Richardson Dwellings	123 households
Park Morton	46 households

SECTION II PROGRAM SCOPE

Overview

The New Communities Initiative seeks to revitalize distressed public housing sites by building mixed-income and vibrant communities. Although the expansion of mixed-income housing will allow for new residents on the site, a priority of this initiative is to build the capacity of existing residents to be self-sufficient in order for them to return and thrive in their new surroundings. As part of this goal, DMPED will enter into a grant agreement, with community based organizations, faith-based entities, and/or private/public agencies to provide a comprehensive case management program to serve a minimum total of 435 existing households consisting of: (single residents, or families and multiple persons in one housing unit) in all four New Communities sites during the grant period.

Best Practice Requirements

Grantees selected must meet the following minimum best practice requirements:

Knowledge of Population and Community

- experience/history working with the target neighborhood, low/moderate-income populations, including public housing residents, and people who have had contact with the criminal justice system
- experience/history working with seniors and people with disabilities/special needs

Familiarity of Service Approach

- demonstrated experience of effectively using a strengths-based or empowerment approach to support consumers in achieving self sufficiency gains
- capacity and experience to provide home-based case management and supportive counseling services
- ability and agreement to regularly provide services during non-traditional hours such as evenings, weekends, and provide an on-call capacity for emergencies (24 hours a day/7 days a week)
- working knowledge and experience with the web-based Tracking-At-A-Glance case management tool

Programmatic Capacity

- ability to provide culturally responsive traditional and non-traditional outreach to engage and retain consumers, especially individuals that may be distrustful of, or hesitant to enroll into case management given past experiences with case management/social services
- capacity to quickly and effectively link consumers to specialized service providers (e.g., senior services, specialized medical supports for chronic conditions, substance abuse services, mental health supports for adults and children, after-school programs, employment and training for people who have had contact with the criminal justice system, and credit/housing counseling etc.)
- ability to manage a program from a results-based accountability framework that will focus on consumers' measurable outcomes/achievements (consumers gaining employment, initiating entrepreneurship, completing training/education programs, consumer's increased income, consumers taking control of their health, children stabilizing school attendance); and not process counts (numbers served, visits completed)
- professional staffing that includes at a minimum preferably of one supervisory licensed social worker (LCSW) who will provide programmatic and practice leadership, and other trained and/or licensed (MSW, LISW, LGSW, or LSWA) case managers
- professional staffing that has the capacity to provide culturally competent clinical services to consumers, and the capacity to serve specialized populations, in particular seniors and people with disabilities/special needs, people who are in need of mental health services and substance addiction treatment, people who have had contact with the

criminal justice system and people who have been unemployed for significant periods of time

- ability to provide relocation services to targeted families (to encompass the scope of work necessary to provide a seamless transition throughout the relocation process. This will include but is certainly not limited to logistics such as: assisting with the application process for relocation, hiring moving company and purchasing moving supplies, assisting with utility service reconnection fees, facilitating meetings with families, property management and other key stakeholders)
- internal system for staff supervision and training
- existing crisis protocol
- policies and procedures related to consumer confidentiality
- significant linkages/partnerships/MOUs with other community service providers, churches, schools, and/or public and private institutions

Administrative Capacity

- track record of successful management of large grants and/or contracts (\$150,000 or more)
- if applying as a lead agency for a group of providers, demonstrated experience in managing subcontractors and adequate financial administration resources to manage the necessary transactions and meet reporting requirements
- technological capacity to meet data collection and outcomes based reporting requirement (reliable internet access, experience with Tracking-At-A-Glance case management tool and data reporting, wide diffusion of technology across the organization, experience with effectively tracking and reporting consumer gains)

General Requirements

Organizational Capacity: Grantees must have the organizational capacity – including the requisite infrastructure, expertise, staffing, strengths-based case management experience, outreach experience, partnerships/collaborations, and the technology and expertise to collect data and develop monitoring reports.

Contact Planning: Grantees have up to twelve (12) months to work with the enrolled consumers. Services beyond this timeframe will require reassessment and review of efforts to date. Upon case closure, the grantee is expected to establish, monitor, and maintain a follow-up plan. At a minimum, consumers with closed cases shall receive information regarding case management and community wide events and quarterly letters detailing how the consumer can re-enroll in case management. Proposed program and budget plans shall address the need for follow-up and provide for the tracking of progress through monthly reports.

Additional Service Referrals: In addition to serving persons identified through the outreach process, grantees will accept referrals from various publicly-sponsored programs (e.g., DHS, DYRS, RSA, and DCOA) of residents drawn from the New Communities sites. Applicants

must include in their program narrative a discussion of how they will adjust their plans in the event of an increased need for service(s).

Targeted Goals/Objectives: The applicant shall include a summary of consumer gains (health improvement, collaborative efforts with local agencies and programs to address the needs of consumers dealing with mental health challenges and substance addiction, educational progression, obtaining/sustaining employment, safer environment and youth educational gains, employment and increased participation in out of school time programs) and programmatic achievements reached during previous years of New Communities funding.

The applicant should describe how its past and/or current service/involvement has influenced the proposed programmatic approach for funding and specifically address how the approach shall serve families not just heads of household. For example, a proposal/application might include definitive plans to provide services during nontraditional hours if it has been the experience of the organization that their particular neighborhood experiences the most crises during non-traditional work periods.

The Grantee must also have a clear work plan that employs appropriate methods for achieving the goals, objectives and benchmarks needed to address the socio-economic challenges of the targeted population. The work plan must also include reporting processes for documenting enrollments; goals and objectives set for each consumer; progress and measurable health, education/employment, youth, housing and safety outcomes reached by consumers such as successful completion of educational training or drug counseling programs and linkages to mental health counseling/programs; and other related key data.

Job Developer

A job developer shall work in partnership with the case manager in each site to increase job readiness, enhance the youth employment experiences and connect job ready adults to employment and/or training that leads to a career pathway. The job developer shall be an employee of each site and report directly to the Project/Program Director or Coordinator.

The Job Developer(s) will demonstrate the following:

- ◆ In-depth understanding of barriers faced by low-income adults in achieving their educational and employment goals and the ability to organize the necessary supportive services to address these;
- ◆ In-depth understanding of the District's labor market including high demand industries with low barriers to employment;
- ◆ Established track record in the fields of employment training, adult education, supportive services and/or supportive services;
- ◆ Ability to create lasting partnerships between the community and industry leaders including pre-apprenticeship, apprenticeship and other training programs;
- ◆ Commitment to results-based program management and implementation;
- ◆ The ability to leverage additional resources from public, private and philanthropic sectors;

- ◆ Ability to use non-traditional approaches to engage and sustain engagement amongst hard to serve populations including ex-offenders, out of school youth, chronically unemployed and other special populations.

By the end of year one, the Job Developer(s) shall have achieved the following:

- Conducted a career assessment for 66% of unemployed, underemployed and/or job ready participants enrolled in New Communities case management;
- Implemented at least two community-based workshops for summer youth employment program, including 'Tools for Workplace Success' and 'From a Summer Job to a Career'
- Ensured that at least 66% of unemployed New Communities residents have completed a job readiness curriculum including a career assessment, soft skills training, information about employment resources and resume preparation;
- Linked at least 35 New Communities residents to employment and/or training leading to career pathways;
- Implemented at least two job fairs in each community or at least three New Communities-wide job fairs. This can be done in partnership with other New Communities grantees.

New Communities Outcomes

Additional Grantee Requirements

- Participate in New Communities-sponsored training programs, with subject areas such as results based accountability, Tracking-At-A-Glance, Overview of education and training services in the District, sensitivity (understanding and engaging families and at-risk youth), confidentiality, etc., that assist staff and assures DMPED that staff is adequately trained to work with targeted/referred families and at-risk youth.
- Provide the New Communities Human Capital Team with information such as positive outcome stories, information about special events, issues/concerns, challenges in meeting outcomes, etc., as needed.
- Provide data to New Communities Human Capital Team in a manner conducive with the Tracking-At-A-Glance case management system, as requested.
- Coordinate and maintain information for DMPED, other referral organizations, regarding the number of outreach contacts made, consumers enrolled, assessments completed, self-sufficiency plans completed, referrals made, outcome of referrals, progress made toward consumer goals measured against objectives, etc.

Based on the need and population to be served, provide DMPED with documentation that culturally sensitive activities are being utilized and culturally-trained staff is a part of the approach proposed.

- Agree to attend any training to obtain certification related to the prevention of child abuse and neglect as it is offered by Child and Family Services Administration (CFSA).

Staff Requirements

- A. Sub-contractors receiving funding of at least \$100,000, and any of their sub-contractors receiving at least \$50,000 of that award, shall ensure that employees working on this contracted program/project shall be paid a living wage of no less than \$11.75 an hour. This wage may be adjusted annually by the D.C. Department of Employment Services up to 3%. Adjustments in excess of 3% shall be approved by the Mayor.

Exemptions are provided as follows:

1. For employees under the age of 22 employed during a school vacation or enrolled as a full-time student working less than 25 hours per week.
2. For employees of non-profit organizations that do not employ more than 50 individuals.
3. Under an existing or future collective bargaining agreement, provided that the future collective bargaining agreement results in the employee being paid no less than the established living wage.
4. Under an existing or future collective bargaining agreement, provided that the future collective bargaining agreement results in the employee being paid no less than the established living wage.
5. Grantees that provide trainees with additional services including, but not limited to case management and job readiness services, provided that the trainees do not replace employees subject to this Act.

Upon site visits, Grantees must make available documents which demonstrate proof of exemption from the Act, or proof that staff members working on the program/project are being paid a living wage of at least \$11.75 per hour. In addition, Grantees shall make available examples of work performed by each employee that receives compensation directly from government assistance. Grantees shall demonstrate that each employee funded by the grant performs work regularly under the grant agreement.

- B. Each employee who receives compensation directly from the District of Columbia shall receive a copy of the Living Wage Act Fact Sheet, provided upon award.
- C. The Grantee shall ensure that the Living Wage Fact Sheet is posted in plain view in a conspicuous site in its place of business.
- D. The Grantee shall employ and maintain documentation and assure that staff possesses adequate training and competence to perform the duties which they have been assigned.
- E. The Grantee shall maintain each affiliated employee's payroll records created and maintained in the regular course of business for a period of at least three years. Grantee shall maintain affiliated employee payroll records in excess of three years until the final decision of any challenge to the payment of wages under the Act.
- F. The Grantee shall maintain a complete written job description covering all positions funded through the grant, which must be included in the project files and be available for

inspection on request. The job description shall include education, experience, and/or licensing/certification criteria, description of duties and responsibilities, hours of work, salary rate and performance evaluation criteria. When hiring staff for this grant project, the Grantee shall obtain written documentation of work experience and personal references.

- G. The Grantee shall maintain an individual personnel file for each project staff member. The file will contain the application for employment, professional and personal references, applicable credentials/certifications, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct, and Grantees' action with respect to all allegations, and date and reason if terminated from employment. All of these personnel materials shall be made available to the Grant Administrator upon request.
- H. The Grantee shall provide orientation sessions for each staff member with respect to administrative procedures, program goals, and policies and practices to be adhered to under the Grant Agreement.
- I. The Grantee shall maintain a current organizational chart which displays organizational relationships and demonstrates who has responsibility for administrative oversight and supervision over each funded service activity.
- J. Any changes in staffing patterns or job descriptions shall be approved in writing in advance by the DMPED Project Manager.

Additional Provision

Religious organizations are eligible, on the same basis as any other organization to participate as long as their New Communities funded services are provided consistent with the Establishment Clause and the Free Exercise Clause or the First Amendment to the United States Constitution, pursuant to 45 C.F.R. 260.34(b)(1).

No New Communities funds provided directly to participating organizations may be expended for inherently religious activities, such as worship, religious instruction, or proselytization. If an organization conducts such activities, it must offer them separately, in time or location, from the programs or services for which it receives direct New Communities funds under this part, and participation must be voluntary for the beneficiaries of those programs or services. *See* 45C.F.R. 260.34(c).

A religious organization that participates in the New Communities program will retain its independence from Federal, State, and local government and may continue to carry out its mission, including the definition, practice and expression of its religious beliefs, provided that it does not expend New Communities funds that it receives directly to support any inherently religious activities, such as worship, religious instruction, or proselytization. Among other things, faith-based organizations may use space in their facilities to provide New Communities -

funded services without removing religious art, icons, scriptures, or other symbols, In addition, a New Communities funded religious organization retains the authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis and include religious reference in its organization's mission statements and other governing document. *See* 45 C.F.R. 260.34(d).

The participation of a religious organization in, or its receipt of funds from, a New Communities program does not affect that organization's exemption provided under 42 U.S. 2000e-1 regarding employment practices. *See* 45 C.F.R. 260.34(e)

A religious organization that receives New Communities funds shall not, in providing program services or benefits, discriminate against a New Communities applicant or recipient on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to actively participate in a religious practice. *See* 45 C.F.R. 260.34(f)

A religious organization that receives New Communities funds are subject to the same regulation as other non-governmental organizations to account, in accordance with generally accepted auditing/accounting principles, for the use of such funds. Religious organizations may keep New Communities funds they receive for services segregated in a separate account from non-governmental funds. If religious organizations choose to segregate their funds in this manner, only the New Communities funds are subject to audit by the government under the program. *See* 45 C.F.R. 260.31(h)

SECTION IV APPLICATION SUBMISSION

Submission Date and Time

All applications must be submitted online at DCGrantsGO.com. **The deadline to submit applications online is August 8, 2013 at 6:00 p.m.**

Hand delivered, emailed or faxed applications will not be accepted.

Interested applicants are encouraged to attend the following Information Session on **Tuesday, July 9, 2013 at 1:00 p.m. to 2:30 p.m.** at the Department of Consumer and Regulatory Affairs building 1100 4th Street, SW, 2nd floor Conference room 200, Washington, DC 20024. There will be a limited amount of time given to the Q & A during the Information Sessions.

SECTION V REVIEW AND SCORING OF APPLICATIONS

Review Panel

The review panel will be composed of neutral, qualified, professional individuals who have been selected for their unique experiences in human service, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each applicant's proposal. Upon completion of its review, the panel shall make recommendations for awards based on the scoring process. DMPED shall make the final funding determination.

Scoring Criteria

Applicants' proposal submission will be objectively reviewed against the following specific scoring criteria.

Criterion A. Program Design (**Total 40 Points**)

1. The proposed includes a detailed narrative that speaks to the proposed activities, work plan (**Attachment F**); how it will result in timely project start-up, and how it will accomplish the project objectives and measurable outcomes. (**10 Points**)
2. The proposal clearly describes the case management approach and methods to be used with the selected target population including a detailed description of the approach to working with disabled and senior residents. As an appendix, the applicant should provide (1) sample consumer self-sufficiency plan detailing goal, activities/tasks to meet goals, recommended supportive and counseling services needed to accomplish activities and goals, and timelines of activities and goals; and (2) a sample of self-sufficiency goals and measurable outcomes appropriate for the target population. (**15 Points**)
3. The proposal includes information on how the applicant will conduct a multifaceted outreach effort to inform, recruit, and enroll consumers into their case management and/or other supportive services. The proposal should include the number of staff, number of outreach hours, and proposed activities. (**5 Points**)
4. The proposal clearly delineates the following: (1) targeted population(s) to be assisted through the service; (2) the areas of social services, employment, and education/training to be delivered; and, (3) specifies, via evidence of prior experience, the location of the proposed activities. (**10 Points**)

Criterion B. Organizational Capacity and Relevant Experience (**Total 35 Points**)

1. The applicant must demonstrate knowledge, experience, and linkages to the target population, as well as experience in providing the relevant services. (**10 Points**)
 - a. The applicant provides documented community ties including linkages/partnerships with other community-based organizations, experience working with the target population, and the capacity to successfully meet the responsibilities associated with this contract.
 - b. If no experience has been acquired, the applicant must describe how past or planned linkages to the community will prove beneficial in this undertaking.
2. Cultural competency and appropriateness (racial, ethnic, economic, gender, age, disability, etc.) of services are demonstrated. (**10 points**)
 - a. The applicant identifies and demonstrates an understanding of issues affecting the target population.
 - b. Letters of support from community-based organizations and/or advocacy groups are provided that speak to the organization's experience with specialized populations.

3. The applicant presents a clear plan that indicates that existing and prospective qualified employees possess or will possess the training and experience necessary to lead and implement the proposed scope of services and deliver the expected results. At a minimum, the leadership responsibility required for this case management contract must include the following: **(10 Points)**
 - a. Liaison with the organization and government entities.
 - b. Supervision of case management staff, review of consumer assessments, clinical support to improve case management services on a continuous basis, and implement quality assurance/evaluation efforts.
 - c. Oversight of neighborhood outreach activities. Maintenance and expansion of linkages with community organizations, private/public entities, and churches.
 - d. Development of outcome indicators for the program; collection, management, and analysis of program data; and preparation of reports.

4. The applicant also demonstrates technical and staffing capability through Tracking-At-A-Glance (TAAG) to maintain an information-base that has the capacity to report consumer results-based data including outcomes/achievements (consumers gaining employment, consumers increased income, consumers taking control of their health, children stabilizing school attendance and engaging in youth development activities); as well as process counts (numbers served, visits completed) **(5 Points)**

Criterion C: Sound Fiscal Management and Reasonable Budget (20 Points)

1. The applicant provides evidence of sound fiscal management and financial stability and documents the availability of resources other than the grant and contract funds that support the organization. **(10 Points)**
2. The applicant demonstrates that the proposed budget is reasonable, realistic and will achieve project objectives. **(10 Points)**

Criterion D: Overall Feasibility of the Project (Total 5 Points)

The applicant provides documentation that the proposed program will be fully supported by management and the governing body of the applicant (parent organization, if applicable), in that the project is compatible with the mission of the organization and will be effectively coordinated and integrated with its other activities. **(5 Points)**

Decision on Awards

The recommendations of the review panel are advisory only and are not binding. The final decision on awards rests solely with DMPED. After reviewing the recommendations of the review panel and any other information considered relevant, DMPED's Human Capital Team shall decide which applicants to award funds and the amounts to be funded.