

LEAD SAFE

CLEVELAND COALITION

REQUEST FOR QUALIFICATIONS FOR A

RELOCATION ASSISTANCE ADMINISTRATOR

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Background

The Lead Safe Cleveland Coalition (LSCC) was created in 2019 to address the public health crisis of lead poisoning. The cornerstone of the LSCC's work is supporting the City of Cleveland's Lead Safe Certification law which requires residential rental properties built before 1978 to be proactively certified as lead safe. Lead is an environmental toxin that affects the brain, heart, bones, kidneys, and nervous system, and there are no safe levels once it is in the bloodstream. Lead poisoning occurs when lead builds up in the body, often over months or years, causing serious problems. Unfortunately, many of these problems are not detected until years after exposure. The current system often requires a child to be poisoned *before* taking action. The LSCC is implementing an alternative, preventative approach that not only saves money, but also protects Cleveland's children from lead poisoning.

While the Lead Safe Certification is not a major driver of displacement, there are some Cleveland families facing displacement - largely temporary - due to lead, particularly those families with a Lead Hazard Control Order on their property. Our community has no system in place to help families facing displacement for any reason, let alone due to lead, outside of the homeless continuum of care.

Intent of this Request for Qualifications (RFQ)

To select one or more Administrators to improve monitoring of current and potential displacement and expand existing safety net and temporary or permanent housing resources for displaced families due to lead. This will be done by fully forming and launching the pilot program ideas developed by the City of Cleveland's Lead Safe Housing Action Board. These programs will also serve as proofs of concept to potentially help families facing other types of displacement.

Anticipated Contract Term

The anticipated term for contracts resulting from this RFQ may last up to four (4) years. Actual contract terms may vary, depending upon the scope of work and project needs. Applicants selected for the resulting contract must be available to commence work on January 1, 2023. The anticipated contract term for this RFQ is January 1, 2023, to June 30, 2026. An initial six-month ramp-up contract will commence on January 1, 2023, and end on June 30, 2023. The first full fiscal year will begin July 1, 2023.

Anticipated Budget

The anticipated budget for all executed contracts will total no more than \$2.65M over four years. The actual annual contract budget per Administrator may vary depending upon the scope of work, project needs, number of selected Administrators, and final Lead Safe Home Fund budget negotiations.

Non-assignment

The work and services associated with this RFQ will be performed by the selected Administrator(s). The Administrator(s) retains the right to employ any person required to assist with accomplishing the scope of work at the Administrator's expense.

Schedule

- August 29, 2022 – RFQ issued
- September 7, 2022, 3:00 pm ET – Pre-Response Conference
- **September 21, 2022, 12:00 pm ET – Deadline for RFQ Responses**
- On or around October 21, 2022 – Administrator(s) selected
- On or around November 4, 2022 – Selected Administrator(s) submit their preliminary scopes of work and budgets
- By December 31, 2022 – Administrator(s) under contract with Enterprise Community Partners, with work to begin on January 1, 2023

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II. BACKGROUND

A. Lead Poisoning

No amount of lead exposure is considered safe, yet a Case Western Reserve University study found over 25% of Cleveland children tested positive for lead poisoning prior to kindergarten. Cleveland’s lead poisoning rates are about four times the national average. The problem is even more severe in specific Cleveland neighborhoods like Glenville and Clark-Fulton, where a disproportionate number of children of color live, often in substandard housing.

At even low levels, lead exposure can damage a child’s developing brain and cause lifelong, often irreversible, problems that affect education, behavior, and health. A 2020 report released by Case Western Reserve University’s Center on Urban Poverty and Community Development underscored the downstream consequences of childhood lead poisoning.

The report detailed the findings from a research project that— using data over a 20-year period— tracked the life outcomes of more than 10,000 children in Cleveland with elevated blood-lead levels compared to a control group of students who did not have elevated lead levels. By comparing these

carefully matched groups, researchers were able to focus on the impact of lead poisoning on both people and public systems. The report found:

- 1) Children with elevated blood-lead levels had a 27% lower chance of being on-track for kindergarten than children who do not have elevated lead levels.
- 2) Children with elevated lead levels were 25-30% more likely to enter the juvenile justice system, and 34% more likely to be incarcerated as adults (age 18 to 23).
- 3) By age 23, those with elevated lead levels were more likely to have relied on public assistance programs, such as Temporary Assistance for Needy Families (53% more likely), homeless services (40% more likely), and Supplemental Nutrition Assistance Program (17% more likely).

Black children are disproportionately affected by lead poisoning compared to their white counterparts, and lead exposure was concentrated in areas of disinvested neighborhoods—areas historically tied to segregation, redlining, and subprime lending.

B. Lead Safe Cleveland Coalition

The Lead Safe Cleveland Coalition (LSCC) is an inclusive, public-private partnership formed in 2019 to address lead poisoning in the community. The LSCC represents more than 500 members and 140 organizations, state and local governments, and families impacted by lead. All these different leaders and organizations believe the same thing: No child should be poisoned by lead. The LSCC approach protects Cleveland's children by merging smart, adaptable public policies; knowledgeable agencies willing to collaborate; proven community programs and leaders; and public and private sector accountability.

The Coalition is led by a diverse Steering Committee composed of Committee Chairs, individuals directly impacted, civic leaders, at large members, and City of Cleveland representatives. The Steering Committee oversees the affairs of the Coalition, ensuring its viability while pursuing its mission, purpose, and guiding principles.

With community voice embedded in all aspects, to date, the LSCC has worked on:

- 1) Championing the successful implementation of Cleveland's lead safe certification;
- 2) Supporting, evaluating, and adapting workforce development, community engagement, and the hotline operations of the Lead Safe Resource Center;
- 3) Supporting, evaluating, and adapting home repair loans, grants, and incentives administration of Lead Safe Home Loans and Grants;
- 4) Setting and meeting fundraising goals for Lead Safe Home Fund;
- 5) Advocating for local, state, and federal investments and policies to create more lead safe spaces and lead poisoning interventions; and
- 6) Telling the story of lead poisoning prevention in Cleveland to bolster community engagement, strengthen the base, and expand membership.
- 7) Championing the successful implementation of Cleveland's lead safe certification;
- 8) Supporting, evaluating, and adapting workforce development, community engagement, and the hotline operations of the Lead Safe Resource Center;
- 9) Supporting, evaluating, and adapting home repair loans, grants, and incentives administration of Lead Safe Home Loans and Grants;
- 10) Setting and meeting fundraising goals for Lead Safe Home Fund;
- 11) Advocating for local, state, and federal investments and policies to create more lead safe spaces and lead poisoning interventions; and
- 12) Telling the story of lead poisoning prevention in Cleveland to bolster community engagement, strengthen the base, and expand membership.

C. Key Partners

Many organizations support the work of the LSCC. These organizations and their responsibilities are presented below.

- Enterprise Community Partners facilitates the LSCC and, on behalf of the LSCC, serves as the official contracting entity of the LSCC's main tool, the Lead Safe Home Fund.
- Mt Sinai Health Foundation, Enterprise Community Partners, and the United Way of Greater Cleveland are the three fiscal agents for the Lead Safe Cleveland Coalition. These organizations hold investments made to the Lead Safe Home Fund and make payments to administrators who execute the programs and services of the Fund based on the contracts administered by Enterprise Community Partners.
- Currently, there are two Administrators of the Lead Safe Home Fund. Environmental Health Watch serves as the Administrator for the Lead Safe Resource Center, which includes lead safe certification navigation, community engagement, and workforce development. CHN Housing Partners is the Administrator for the Lead Safe Home Loans and Grants.
- The City of Cleveland and other public sector partners are critical leaders and co-creators with the LSCC. The LSCC and its Lead Safe Home Fund largely exist to support the functions of the City of Cleveland, foremost including the Lead Safe Certification.
- Lead Safe Home Fund Investors come from every sector: public, private, corporate, and philanthropic. Collectively, their investments support all of the work of the LSCC and its Lead Safe Home Fund.
- Numerous other organizations and individuals participate as members of the LSCC, including leaders on the Steering Committee and working committees and subcommittees: Governance, Resource Development, Community Engagement, Research and Evaluation, Policy, Educational Interventions, Lead Safe Child Care Settings, Special Events, and Workforce Development.

D. Lead Safe Home Fund

One of the fundamental pillars of the LSCC's approach is the creation and capitalization of the Lead Safe Home Fund. The Lead Safe Home Fund is a first-of-its-kind, public-private solution to make homes lead safe. The Lead Safe Home Fund supports effective, enforceable, and equitable solutions for property owners and families. To date, it has achieved these solutions through two critical, interrelated functions: 1) a spectrum of Lead Safe Home Loans and Grants; and 2) a Lead Safe Resource Center to provide system navigation, workforce development, community engagement, and more.

The Lead Safe Home Fund is modeled on best practices and informed by a depth and breadth of research into the needs of property owners and the condition of their properties. Working in coordination with existing resources and programs, the Lead Safe Home Fund was originally built to:

- **Focus on prevention.** The Fund proactively improves living conditions so children do not ingest or inhale lead hazards in or around the home.
- **Be strategic.** The Fund provides access to Lead Safe Home Loans and Grants for property owners who lack the resources to remediate their homes.
- **Coordinate services and public education and engagement.** The Fund supports a one-stop-shop Lead Safe Resource Center to serve families, property owners, and the broader community on all things related to lead poisoning prevention.
- **Train and develop the workforce.** The Fund, through the successful implementation of the Lead Safe Resource Center, offers training courses to build a lead safe workforce.
- **Be flexible and responsive.** The Fund appropriately targets and maximizes resources through expert, third-party administrators.

- **Complement the Lead Safe Certification system.** The City of Cleveland adopted groundbreaking legislation requiring residential rental units built before 1978 to proactively achieve lead safety. The Fund provides resources and incentives to help property owners comply with the law.

In 2022, the Lead Safe Home Fund experienced a significant increase in funding due to a \$52.5M pledge from the Cleveland Clinic, a \$17M pledge from the City of Cleveland, and a \$1M federal earmark passed in March. With this new revenue, the Fund has approximately \$115.3M to spend over seven years. Given this new budget, the LSCC is expanding the Lead Safe Home Fund programming and capacity, now referenced as Lead Safe Home Fund 2.0. In broad strokes, expanded programming will encompass:

- **Additional workforce development.** To meet the accelerated and expanded Lead Safe Grants and Loans demand, the LSCC will build on its existing lead safe worker training curriculum and collaborate with community-based organizations to hire/train in-house lead safe workers.
- **Relocation assistance for families facing displacement (subject of this RFQ).** The LSCC will identify, fully form, and launch pilot programs that support families facing displacement due to lead. These programs will also serve as proofs of concept to help families facing other types of displacement.
- **Lead safe child care.** The LSCC will launch, analyze, improve, and scale a fully developed pilot program to become a best practice model for proactively protecting children from lead hazards in child care settings.
- **Additional grants to property owners.** The LSCC will deploy financial assistance for property owners to create lead safe homes.

E. Commitment to Racial Equity and Social Justice

The LSCC is unwavering in its commitment to racial equity and social justice. Recognizing that Black and Brown children continue to bear the disproportionate burden of lead exposure, the LSCC has structured itself to encourage unity, racial equity, inclusion, and power-sharing in the broader community.

The LSCC subscribes to 10 guiding principles. One principle (*Genuine Community Partnership*) calls for the LSCC to develop genuine community partnerships, where the voices of people directly affected by lead are full partners in the project design and implementation. Another (*Solidarity and Collaboration*) requires the LSCC to act in solidarity and collaboration with groups working on similar issues with compatible visions, treating each other with justice and respect, both on an individual and an organizational level. Lastly, the LSCC operates with *Integrity*, working in a mode of community-centeredness by “walking its talk.” The LSCC acknowledges that it must live out the values it is struggling for and work toward justice, peace, and community.

III. SCOPE OF WORK

A. Statement of Need

The LSCC is seeking one or more experienced Administrators to improve monitoring of current and potential displacement and expand the existing safety net and temporary or permanent housing resources for displaced families due to lead. This will be done by fully forming and launching the pilot program ideas developed by the City of Cleveland’s Lead Safe Housing Action Board. All programs will also serve as proofs of concept to potentially help families facing other types of displacement.

B. Scope of Work

The Relocation Assistance Administrator(s) will be responsible for the formation, structure, and launch of one or more of the following four pilot program ideas. These ideas include:

- **PILOT PROGRAM IDEA 1: Lead Safe Cleveland Coalition Stipend.** With funding support from the City of Cleveland and other sources, a stipend/subsidy for temporary relocation would be available through the LSCC. Modeled largely after the City of Cleveland Lead Hazard Control Program relocation assistance, the stipend would operate as a limited pilot program for those individuals and families engaged in the Lead Safe Home Loans and Grants program. If a certified lead safe worker, vetted by the Coalition, develops a lead remediation scope of work that requires temporary relocation, then affected families could request this stipend. The pilot would monitor need and evaluate the effectiveness of a more proactive, liberal approach to displacement assistance.
- **PILOT PROGRAM IDEA 2: Master Lease with Housing Provider(s).** With funding support from the City of Cleveland and other sources, a master lease with one or more housing providers would “hold” available, decent, safe units for temporary location. The master lease would set aside two market-rate units to provide a year-round temporary space for displaced families impacted by lead remediation or abatement efforts. Families could stay through the completion of remediation or abatement work for up to 6 months. The selected housing provider(s) would be responsible for establishing a process to identify what is included in a family support subsidy. The selected housing provider(s) must be chosen with unit bedroom size and location in mind. Units with multiple bedrooms must be available to families. Units must not be geographically concentrated but be available in different locations across the city. The pilot program would also address a need to provide “flex space,” as expressed by affordable housing providers. Current systems incentivize all properties to be rented, but this pilot program serves as an opportunity to create much-needed slack in the overall affordable housing ecosystem.
- **PILOT PROGRAM IDEA 3: Dedicated Single-Family Homes.** This pilot idea involves identifying and designating at least two single-family homes that could be acquired and permanently used as “swing spaces” for families facing displacement. Single-family homes could be well-suited to larger families or families facing long-term, but still temporary, displacement due to longer lead remediation or abatement efforts. Families could stay through the completion of abatement work for up to 12 months. This pilot offers the rare opportunity to monitor the interest and ability to transition families from temporary displacement into a permanent relocation. As a part of the pilot program, the administering entities would model the possibility of turning this into a long-term rental or homeownership pipeline. This pilot program would take advantage of existing but unused housing stock in the same neighborhoods impacted by lead. For example, there are 127 land bank homes in the Glenville neighborhood.
- **PILOT PROGRAM IDEA 4: Permanent Relocation Assistance / Housing Navigation.** This pilot idea entails identifying and designating community agencies to help families relocate to a comparable unit in the event of permanent relocation. Similar to the centralized intake process for families and individuals facing homelessness, this program would intervene before a family faces eviction or has to access an emergency shelter. Specialists would work directly with families to screen for need. Specialists would also work with private market property owners to build relationships and a database of accessible, safe, and affordable housing options. This pilot program is an opportunity to cultivate untraditional housing partners who do housing navigation work. For example, a number of community organizations are focused on assisting special populations, like refugees or survivors of domestic violence, and they often navigate families toward housing. This pilot would also identify a process by which a comparable new home can be found for a family leaving an unsafe, owner-occupied home. This pilot would also identify a

process by which permanent relocation needs to take place without sending a homeowning family through coordinated intake.

The Administrator(s) will publicly report on metrics to the LSCC as well as Lead Safe Home Fund investors, including all reporting requirements tied to public sector funding sources.

The Administrator(s) should be a trusted, mission-driven entity with a strong track record and, preferably, a long-term commitment to Cleveland. It should have social work experience and must know the resources available to families in transition. Lastly, the organization should have empathy, passion, and a deep interest in working with the community.

The Administrator(s) will be an active and critical partner in executing the details of the pilot programs and the subsequent implementation. The Administrator(s) will work closely with the LSCC, the City of Cleveland's Lead Housing Action Board, the existing Lead Safe Home Fund Administrators, and other community partners to achieve these objectives. Moreover, the Administrator(s) will be working in partnership at all levels and should have a history of healthy collaboration.

This scope of work is a general guide to the work expected to be performed and is not a complete listing of all services that may be required or desired. Additional pilot ideas and amendments to the suggested ideas are welcomed and encouraged.

C. Additional Program Background

The City of Cleveland established the Lead Safe Housing Action Board (Action Board) under [Ordinance 747-2019](#) for the purpose of "supporting families who must relocate as a result of a lead hazard control order, lead safe maintenance or lead poisoning." The ordinance indicates that the Action Board must include representation from nonprofit entities funded by the City that provide housing in Cleveland. The ordinance also states that the Action Board must be responsible for "maintain[ing] a list of housing units available for families forced to relocate and providing help with problems that arise as a result of forced relocation."

Four groups of individuals are impacted by relocation, or displacement, due to lead exposure. First are the individuals who experience displacement due to work being done to achieve the Lead Safe Certification mandate. The second group includes individuals experiencing displacement caused by an unaddressed lead hazard control order, known as a "placarded" home, when a child has been lead poisoned and the home has not been remediated as required by a public health investigation. A third group encompasses tenants who choose to move due to Lead Safe Certification non-compliance by their property owner. The last group includes tenants at risk of displacement, similar to how the community addresses homelessness.

Based on the lead safe approach and experiences in other communities, displacement is not expected due to the Lead Safe Certification. The lead safe approach, successfully deployed in other communities, requires a lower level, more cost-effective home repair intervention called interim controls. While just as effective at protecting children from lead hazards, a lead safe approach is more reasonable and scalable. A lead safe approach generally does not require a tenant to leave the premises while home repairs are underway. The LSCC nor the Lead Safe Advisory Board report any significant displacement concerns. The City of Cleveland and the Action Board members are also unaware of significant displacement concerns.

Through the work of Case Western Reserve University, the community has a vivid profile of Cleveland's

property owners as well as a deep understanding of the downstream effects of lead poisoning. This research sets helpful context for understanding and monitoring the issue of displacement. In addition to the data-based approach to monitoring displacement, there are three current systemic ways where displacement is being monitored on a person-to-person level.

First, the Lead Safe Advisory Board established a public comment online portal. This online portal, essentially an ombudsman feature, captures any and all input related to lead poisoning and the Lead Safe Certification, including displacement. Second, the Lead Safe Resource Center captures concerns and questions related to lead poisoning prevention from the community. It manages and directs community outreach and engagement related to lead poisoning through neighborhood canvassing, community events, and a hotline phone number. Third, the LSCC can collect feedback and concerns about displacement through its website.

Despite these current data-based and person-based approaches to monitoring, the data sources will not and cannot sufficiently track more nuanced rental housing issues, like displacement. The community needs stronger metrics to understand how much, if any, displacement is occurring. This stands true for displacement caused by lead, as well as other types of housing displacement.

Additionally, the community has limited resources to assist families facing displacement due to lead or other displacement pressures like affordability, discrimination, access to opportunity, other non-lead safety and health concerns, and neighborhood change. Nevertheless, it is important to acknowledge the resources that are available. A catalog of current resources will help tenants connect with resources. Further, it highlights programs that should be scaled and gaps in services that could be addressed through new programming.

The Housing Action Board recognizes two realities: 1) there is an overall lack of resources for affordable housing, and 2) there is a specific lack of resources and systems to address current and potential displacement due to lead. With these realities in mind, the Action Board developed four pilot program ideas to support tenants, and some homeowners, facing displacement. These pilot programs would help families who must relocate due to lead and allow the community to measure demand, need, and right-size assistance. It is important to note that the pilot programs would not replace the existing programs. The existing programs are the primary resources, and the pilot programs would be supplementary.

D. Budget and Timeline

The contingent budget and timeline for this work are *up to* \$2.65M over four years. Actual annual amounts available will vary depending on the scope of work, the availability of funds, number of selected Administrators, and funding parameters.

E. Additional Information

Below is a list of resources providing additional background for your response.

- [Lead Safe Cleveland Coalition](#)
- [About the Lead Safe Cleveland Coalition and its Guiding Principles](#)
- [Lead Safe Home Fund Investor Report, October 2021](#)

IV. SUBMISSION

A. Eligibility

This RFQ is open to mission-driven entities seeking to make a difference in the lives of Cleveland's children and families. Entities should have robust internal controls, a healthy financial position, and a strong track record. Additionally, the organization must demonstrate successful experience working in partnership with communities providing technical assistance, capacity building, program development, and/or organizational/program support or services.

Specifically, to be eligible to apply, respondents must:

- Have familiarity with Cleveland and its neighborhoods, and preferably a strong track record of work in Cleveland;
- Commit to program partnership for the entire term of the project;
- Have relevant program experience;
- Demonstrate financial strength and stability;
- Provide strong recommendations from the program and funding community; and
- Demonstrate clear support from their Board of Directors.

Respondents must offer services in an accessible and non-discriminatory manner regardless of race, color, religion, gender, national origin, citizenship status, age, disability, sexual orientation, gender identity, veteran status, or any other protected class.

The LSCC will not fund organizations that require membership in certain religions or advance a particular religious faith. Faith-based organizations may be eligible if they welcome and serve all members of the community regardless of religious belief.

B. Proposal Content

Interested entities should submit a response, which includes the following components.

- **A Cover Letter (One Page Maximum)**
- **A Table of Contents**
- **Organizational Contact Information (One Page Maximum)**
 - Share organization name, tax ID, address, phone number, and website.
 - State proposal contact person's name, title, address, phone number, and email address.
- **Project Understanding and Proposed Approach (Four Pages Maximum)**
 - Describe your understanding of the purpose and scope of this project.
 - Describe your approach to fulfilling the project's scope of work.
 - Identify existing and potential partners and partnership opportunities related to this project.
 - Outline the potential or anticipated project challenges and how they might be addressed.
 - Provide a preliminary administrative expense budget based on your approach and understanding of the project.
- **Prior Experience and Organizational Ability (Two Pages Maximum)**
 - Explain what makes your organization uniquely qualified to serve as the Relocation Assistance Administrator.
 - Detail the organization's previous experience relevant to this project.
 - Identify potential areas of operational opportunity for the organization and strategies to

address them as it relates to this project. Strategies may include but are not limited to adequacy of assigned staff, support staff, administrative resources, equipment, and research tools.

- **Project Management and Methodology (Six Pages Maximum)**

- Describe practices and measures used within the organization to manage complex projects, including, but not limited to, staff supervision, training and development, and relevant organization accreditations or certifications that would be deployed for this project.
- Describe the technical assistance the organization currently provides to consumers and partners in the community.
- Provide an overview of the organization's current partnerships and/or collaboration and identify the organization's role within the group. Describe how these partnerships and/or collaborations will inform the approach to partnership in the role of Administrator.
- Describe your project management approach, including your methods and infrastructure (e.g., software and technology) to track, measure, and report status, measure effectiveness, and demonstrate impact.

- **Attachments**

The following documents should be combined into one pdf document, starting with a table of contents.

- Organization leadership and biographies
- Board roster
- Board oversight policies and procedures
- Staff chart, including existing staff who will be assigned to this project and what positions will be created for this project
- Current year's organizational budget
- Current Certificate of Good Standing
- Statement of Diversity and Inclusion
- Most recent Form 990 and three years of audits
- Proof of insurance
- Two client references illustrating successful services provided within the last three years
- One letter of support signed by the Board President
- One letter of reference from one of the organization's top three funder partners

C. Response Package and Format

Complete but straightforward and concise responses are recommended for ease of review by the Review Committee. Documents should use a font size no smaller than 11 points and page margins of at least 1" on all sides (excluding headers and footers). Text in tables can be smaller but should still be readable. Marketing and sales-type information should be excluded. All parts, pages, figures, and tables should be numbered and clearly labeled.

D. Time and Place for Submission of Responses

Responses must be received by **12:00 pm ET on Wednesday, September 21, 2022**. Responses must be submitted electronically in pdf format via email to leadsafecleveland@gmail.com. The subject line of the email should read "Statement of Qualifications for LSCC Relocation Assistance Administrator." Late submissions will not be considered.

V. EVALUATION AND SELECTION

A. Evaluation Criteria

The RFQ responses will be evaluated based on the following criteria.

- Strong program and mission alignment with the LSCC’s mission to protect children and families from lead exposure;
- Proven track record in social work and knowledge of resources available to families in transition;
- Strong board and managerial leadership;
- Demonstrated commitment to racial equity, diversity, inclusion, and social justice;
- Ability and history of providing services in an equitable, accessible, non-discriminatory, and compassionate manner;
- Clear ability to articulate the programming needs of the Relocation Assistance program initiatives;
- Exceptional track record, ability to build program infrastructure, and ability to sustain organizational operations for 10+ years;
- Board of Directors and funder support to be a lead poisoning prevention implementation entity;
- Good financial health and standing according to generally accepted accounting practices;
- Track record of delivering stated outcomes in other programs or partnerships;
- Ability to serve as a spokesperson on projects with a high degree of public scrutiny;
- Ability to work in partnership to achieve goals; and
- Effective and efficient delivery of quality services is demonstrated in relation to the budget approach and allocation. The allocation is reasonable and appropriate.

B. Review Committee

Representation on the Review Committee will include Steering Committee, Fiscal Agent, and Executive Committee members from the LSCC; key investor representatives; and subject matter experts. This committee will be responsible for evaluating and rating responses, conducting interviews, and performing other reference checks and vetting as needed.

C. Selection Process

The Review Committee will evaluate responses based on the evaluation criteria and interviews if invited. If selected, the LSCC will negotiate the specific scope of services, budget, deliverables, and timeline with the Respondent. Once approved, contracts will be drafted and executed.

D. Timeline for Evaluation and Selection

The evaluation and selection timeline is as follows:

- September 21, 2022, 12:00 pm – Deadline for RFQ Responses
- September 22 – October 21, 2022 – Respondent reviews, scoring, and interviews take place
- On or around October 21, 2022 – Administrator(s) is selected
- On or around November 4, 2022 – Selected Administrator(s) submits their preliminary scopes of work and budgets
- By December 31, 2022 – Administrator(s) under contract with Enterprise Community Partners, with work to begin on January 1, 2023

VI. INQUIRIES

A. Questions

Questions regarding this RFQ should be emailed to Consultant Gretchen H. Kunkel at leadsafecleveland@gmail.com. No oral inquiries will be accepted.

B. Clarifications or Additional Information

Any clarification or additional information that may substantially affect the outcome of this RFQ will be posted on the [LSCC website](#). It is the Respondent's responsibility to check this website for any updates.