

# LEAD SAFE

## CLEVELAND COALITION

### REQUEST FOR QUALIFICATIONS FOR A

### LEAD SCREENING AND TESTING ADMINISTRATOR

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#### Background

The Lead Safe Cleveland Coalition (Coalition or LSCC) was created in 2019 to address the public health crisis of lead poisoning. The cornerstone of the Coalition'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 dust is by far the most common form of exposure for children in Cleveland. Lead poisoning occurs when lead builds up in the body, often over months or years, causing serious and long-term 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 Coalition is implementing an alternative, preventative approach that not only saves money, but also protects Cleveland's children from lead poisoning.

Since 1990, well over 40,000 children in Cuyahoga County have been poisoned by lead, with the overwhelming majority residing in Cleveland. These numbers hardly capture the extent of the problem because children at risk for lead poisoning in Cleveland are rarely tested at appropriate times - before the age of six, and particularly between the ages of 12 and 24 months. In 2023, the data show the blood lead testing rates in Cleveland have not bounced back to the testing rates pre-pandemic. Of the population of children ages zero to five, only 32% were tested for lead,<sup>1</sup> and approximately 3,500 fewer children were tested compared to 2019.<sup>2</sup>

#### Intent of this Request for Qualifications (RFQ)

To select one or more Administrators to conduct and strengthen programs that improve lead screening, testing, and early intervention for City of Cleveland residents, particularly children at the highest risk for lead exposure. The Administrator(s) will help identify and address reasons for Cleveland's low lead testing rates. The three programs include: 1) improving community-based lead screening and testing rates by establishing and utilizing pediatric medical homes that are serving City of Cleveland residents, 2) disseminating a streamlined, consistent lead safe training curriculum for all community-facing workers, and 3) collaborating with the City of Cleveland Department of Health and the Cuyahoga County Board of Health in investigating positive lead tests.

#### Anticipated Contract Term

The anticipated contract term for this RFQ is January 13, 2025, to June 30, 2026. The selected applicant for the resulting contract must be available to commence work on February 1, 2025.

#### Anticipated Budget

The total budget for all the executed contracts throughout the project's duration will not exceed \$1 million. The actual annual contract budget for the Administrator(s) will depend upon the scope of work, the number of administrators, and project needs.

#### Schedule

- October 24, 2024 - RFQ issued
- October 31, 2024, 1:00 - 2:00 pm ET – Pre-Response Conference
- November 13, 2024 - Submission Deadline
- On or around December 13, 2024 - Administrator(s) selected
- By January 13, 2025 – Administrator(s) under contract with Enterprise Community Partners, with work to begin no later than February 1, 2025.

<sup>1</sup> Case Western Reserve University Center on Urban Poverty and Community Development

<sup>2</sup> [Lead Poisoning Data Brief 2023 \(clevelandhealth.org\)](https://www.clevelandhealth.org/lead-poisoning-data-brief-2023)

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## **REQUEST FOR QUALIFICATIONS OVERVIEW**

The Coalition seeks one or more Administrators to oversee and enhance three programs dedicated to improving lead screening, testing, and early intervention for City of Cleveland residents. The project is slated to span 17 months, commencing in February 2025.

In 2023, the rates of lead blood testing were historically lower than in 2018 in the City of Cleveland. Even dating back to 2019, when Medicaid rules mandated testing at ages 1 and 2, only 50% of the children insured by Medicaid in Cuyahoga County were tested at age 1, and only 34% were tested at age 2.<sup>3</sup> Recent data in Cleveland show lower lead testing rates in eastern neighborhoods compared to western neighborhoods.<sup>4</sup> Furthermore, some eastside neighborhoods have testing rates that are about half of the 2019 rates.<sup>5</sup>

Ideal candidates for the Administrator role should possess in-depth knowledge of the following:

- Cleveland neighborhoods and the impacts of lead poisoning; and
- The local health care system, quality improvement strategies, early intervention partners, lead testing data, and data analysis.

## **SCOPE OF WORK**

The Lead Screening and Testing Administrator (Administrator) will identify and implement best practices and oversee three programs that focus on improving lead screening, testing, and early intervention for City of Cleveland residents. Over the course of the project, it is expected that a minimum of 500 City of Cleveland children will be screened and tested for lead poisoning as a result of the three programs proposed in this RFQ. The implemented programs will lead to the adoption of new practices that will elevate sustainable testing beyond the contract period.

1. The first program centers on improving community-based lead screening and testing rates by establishing and utilizing pediatric medical homes serving City of Cleveland residents. The Administrator will help to identify children who: 1) do not have a medical home, with a goal to connect them to one and ensure lead testing; 2) have a medical home but are not attending medical visits, with the goal of reconnecting them to care and ensuring lead testing; or 3) have a medical home and had a lead test ordered but not completed, with the goal of ensuring the test is done. The Administrator will evaluate gaps in lead testing, identify best practices to help close the testing gap, and ensure that a minimum of 500 children are screened and tested for lead poisoning.

A pediatric medical home is an approach to providing comprehensive and high-quality primary care. A pediatric medical home should be the following:

- **Accessible:** Care is easy for the child and family to obtain, including geographic access and insurance accommodation.

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<sup>3</sup>Anthony, E., Steh, S., Atwell, M. S., & Fischer, R. (2019). *Early childhood lead exposure in Cuyahoga County and the impact on kindergarten readiness*. Case Western Reserve University Center on Urban Poverty and Community Development. <https://dailymedia.case.edu/wp-content/uploads/2019/01/07095422/IIC-Lead-Report-.pdf>.

<sup>4</sup> [Lead Poisoning Data Brief 2023 \(clevelandhealth.org\)](https://www.clevelandhealth.org/lead-poisoning-data-brief-2023)

<sup>5</sup> [Lead Poisoning Data Brief 2023 \(clevelandhealth.org\)](https://www.clevelandhealth.org/lead-poisoning-data-brief-2023)

- **Family-centered:** The family is acknowledged as the primary caregiver and support for the child, ensuring all medical decisions are made in true partnership with the family.
- **Continuous:** The same primary care clinician cares for the child from infancy through young adulthood, providing assistance and support to transition to adult care.
- **Comprehensive:** Preventive, primary, and specialty care are provided to the child and family.
- **Coordinated:** A care plan is created in partnership with the family and communicated with all health care clinicians and necessary community agencies and organizations.
- **Compassionate:** Genuine concern for the well-being of a child and family is emphasized and addressed.
- **Culturally Effective:** The family and child’s culture, language, beliefs, and traditions are recognized, valued, and respected.

A pediatric medical home is not a building or place; it extends beyond the walls of a clinical practice. A pediatric medical home builds partnerships with clinical specialists, families, and community resources. The pediatric medical home recognizes the family as a constant in a child’s life and emphasizes partnership between health care professionals and families.

2. The second program prioritizes distributing a streamlined, consistent lead safe training toolkit, developed in partnership with Environmental Health Watch (the Lead Safe Resource Center’s Administrator) and the Lead Safe Cleveland Coalition. Families receive many different pamphlets, information sheets, and letters about lead testing from various sources across the county and state. Based on our work and feedback from LSCC, we recognized the need for a clear, unified message on lead poisoning and a comprehensive list of interventions that families can easily understand and use. We also identified the need for a toolkit with actionable steps for professionals working with these families.

Completed in September 2024 with input from the Coalition and its partners, the Lead Poisoning Prevention and Intervention Education Toolkit consolidates information into a single, easy-to-read resource. It is designed for both families and community-facing professionals, including clinicians, educators, child care providers, community health workers, home visitors, rental property owners, lead safe workers, and anyone engaging with families with young children. The goal is to ensure families have clarity in what lead poisoning is, how they can prevent it, and where they can seek intervention services should they need them.

The Lead Safe Resource Center oversees the toolkit’s implementation to ensure its integrity and relevance. The toolkit offers sector-specific information and messaging, enabling workers to share clear, concise guidance without overwhelming partners. It serves as a primary resource, outlining simple, consistent action steps to connect families with programs and services. The Administrator will participate in the Train-the-Trainer Program to learn how to effectively deliver the curriculum.

The Administrator, in collaboration with the Lead Safe Resource Center, is expected to:

- Use the toolkit to educate community-facing professionals and families on lead poisoning prevention and resources,
- Refer community members to the Lead Safe Resource Center for lead education training,
- Maintain the toolkit’s effectiveness by gathering feedback on its utility, and
- Share any feedback with the Lead Safe Resource Center and Coalition to support necessary updates.

3. The third program provides a centralized coordination point to work with the City of Cleveland Department of Health and the Cuyahoga County Board of Health to streamline processes to investigate positive lead tests. The Administrator will act as a navigator between the family, the health care system, and the city and county investigating positive lead tests. This may involve reaching out to families of children with lead levels of 3.5 µg/dL or higher to explain the next steps after a positive test and outline the public health lead investigation process, which includes identifying the source of lead exposure and conducting a risk assessment in the home where the child spends significant time. The Administrator will provide families with resources and tips for managing elevated blood lead levels, along with information on early intervention support.

In addition to the above three programs, other program suggestions are welcomed and encouraged in response to this RFQ. Any program ideas should include a description and program details in the response. All implemented programs will serve as proofs of concept to increase lead screening and testing rates in the City of Cleveland.

The Administrator will work closely with the City of Cleveland's Lead Screening and Testing Commission, led by the Department of Public Health. The Commission first met in April 2021 and is currently helping guide improvement in Cleveland's 1) lead blood test screening rates, 2) patient follow-up of children with elevated blood lead levels, and 3) culturally competent communications and messaging around blood lead tests.

The Commission was created as part of the 2019 Lead Safe Certification legislation (Ordinance 747-2019) to establish best practices for efficient and effective coordination of screening and testing services for families that are at-risk or have been exposed to lead hazards. The law included a provision for the Commission to partner with the Lead Safe Cleveland Coalition and the former members of the Early Childhood Screening, Testing and Services Subcommittee to implement screening and testing recommendations and coordinate and share lead screening and testing data among appropriate entities.

Commission members include representatives from the Cleveland Department of Public Health, the Cuyahoga County Board of Health, Metro Health, the Cuyahoga County Office of Early Childhood, Bright Beginnings, Case Western Reserve University's School of Nursing, Neighborhood Family Practice, and the Cleveland Metropolitan School District. Moreover, the Administrator will collaborate closely with the Coalition and its other Administrators to ensure seamless service delivery.

The Administrator will perform program reporting, measurement, and evaluation as needed or required. Respondents to this RFQ should be comfortable serving as a spokesperson for the Lead Screening and Testing program, which includes addressing inquiries from the Coalition, its partners, elected officials, and the public. Respondents should demonstrate a proven history of authentic community engagement, collaboration with health care entities, data analysis, and administering citywide services or programs.

Please note that this scope of work provides a broad overview of expected responsibilities and is not an exhaustive list of all potential services that may be necessary or preferred.

## **ADDITIONAL PROGRAM BACKGROUND**

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. In Cleveland, the primary source of lead exposure for children is lead-based paint in deteriorating housing stock. The history of redlining and

disinvestment in neighborhoods where families of color live have resulted in a disproportionate number of Black and Brown children being exposed to lead hazards, resulting in elevated blood lead levels.

Families are often unaware of lead testing requirements or how the lab testing process works. It is crucial for them to understand the steps involved, the different types of tests, and how to prepare their child for testing. Lead tests include capillary and venous methods: the capillary test, or finger prick, involves taking a small blood sample from the child's finger or heel. This type of test can provide fast results but is not accurate enough to confirm an elevated lead level. If the capillary result is high (above 5 µg/dL), a more accurate venous test is required, which involves drawing blood from the child's vein, typically at a lab facility, with results available after a few days. This venous test can either confirm elevated levels detected in the capillary test or be done independently without a prior capillary test.

To learn more, the following items include links to additional resources about this work.

- [City of Cleveland Public Health Childhood Lead Exposure in Cleveland, Oh Data Brief.](#)
- [HHAC + LSCC Subcommittee on Early Childhood Screening/Testing and Services: Summary of landscape and subcommittee work, December 2020.](#) Although this document is four years old, it provides data and information that informed the rationale for developing this RFQ.
- [Lead Screening and Testing Commission website.](#) This website provides recordings of the Commission meetings from 2022 to 2024.
- [Cuyahoga County Board of Health website.](#) This website shows Cuyahoga County lead testing data.
- [Lead Safe Cleveland Coalition Data Dashboard \(povertycentercle.github.io\).](#)

## **BUDGET AND TIMELINE**

The contingent budget and timeline for this work are up to \$1M over 17 months. Actual annual amounts available will vary depending on the scope of work, the availability of funds, and funding parameters.

## **ABOUT THE LEAD SAFE CLEVELAND COALITION**

The Lead Safe Cleveland Coalition was created in 2019 to address the public health crisis of lead poisoning. The cornerstone of the Coalition'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.

To support the Lead Safe Certification and broader lead poisoning prevention effort, the Coalition created and capitalized the Lead Safe Home Fund. This fund is a first-of-its-kind, public-private solution to make homes lead safe. Its primary function is to provide financial assistance to property owners to perform mitigation work on properties in Cleveland, Ohio.

Many organizations contribute to the Coalition's efforts. Enterprise Community Partners facilitates the Coalition and acts as the official contracting entity for the Coalition's Lead Safe Home Fund. Several organizations administer programs within the fund. CHN Housing Partners (CHN) oversees Lead Safe Home Loans and Grants; Environmental Health Watch (EHW) manages Relocation Assistance and the Lead Safe Resource Center, which includes certification navigation, community engagement, and workforce development. Cleveland Neighborhood Progress (CNP) also administers workforce development programs in partnership with several Community Development Corporations (CDC). CNP, Fairfax Renaissance Development Corporation (FRDC), and Famicos Foundation manage additional grants for property owners. Lastly, Starting Point administers the Lead Safe Child Care program.

## **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;
- Have knowledge of Cleveland and Cuyahoga County's health care system and providers;
- 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 Coalition 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.

## **SUBMISSION CONTENT AND DEADLINES**

Interested entities should submit a response that 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 partnerships that could help advance the project's goals.
  - 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 Lead Screening Administrator.
  - Detail the organization's previous experience relevant to this project.

- **Project Management and Methodology (Six Pages Maximum)**
  - Describe practices and measures used within the organization to manage complex projects, such as staff supervision, training and development, and relevant organization accreditations or certifications that would be deployed for this project.
  - Describe your project management approach, including key operational and IT processes, software, and infrastructure to track, measure, and report status and measure effectiveness.
  - Describe the organization's data management policies and procedures for handling and securing sensitive information, data/system integration capabilities with health care and other systems, and staff's technical expertise.
  - Describe the technical assistance the organization currently provides to consumers and partners in the community.
  - Provide an overview of the organization's present partnerships and identify the organization's role within the group. Describe how these partnerships will inform your approach as an Administrator.
  
- **Organizational Financial Internal Controls (Two Pages Maximum)**
  - Describe the structure of your finance department, including the names, titles, qualifications, and responsibilities of key personnel responsible for financial functions and reporting.
  - Indicate the frequency with which your Board of Directors reviews the organization's financial reports and internal policies.
  - Indicate how often the organization is audited and what types of audits are conducted.
  
- **Attachments**

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

  - Organization leadership and biographies
  - Organizational chart
  - Positions designated for this project, along with the staff members who will be assigned to each role and their resumes. Please indicate if any positions require recruitment and hiring.
  - Board roster
  - Board Conflict of Interest and/or Code of Conduct policies
  - Current year's organizational budget
  - Most recent Form 990 and three years of audits
  - Current Certificate of Good Standing
  - Statement of Diversity and Inclusion
  - 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

### **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.



## **Time and Place for Submission of Responses**

Responses must be received by **Wednesday, November 13, 2024**. Responses must be submitted electronically in pdf format via email to [leadsafecleveland@gmail.com](mailto:leadsafecleveland@gmail.com). The email's subject line should read "Statement of Qualifications for LSCC's Lead Screening and Testing Administrator." Late submissions will not be considered.

## **EVALUATION AND SELECTION**

### **Evaluation Criteria**

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

- Strong program and mission alignment with the Coalition's mission to protect children and families from lead exposure;
- 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 Screening and Testing 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
- The budget approach and allocation demonstrate effective and efficient delivery of quality services. The allocation is reasonable and appropriate.

### **Review Committee**

Representation on the Review Committee will include Lead Screening and Testing Commission members, Coalition Steering Committee and Executive Committee members, key investor representatives, and subject matter experts. This committee will evaluate and rate responses, conduct interviews, perform other reference checks, and vetting as needed.

### **Selection Process**

If selected to serve as an Administrator, the Coalition will negotiate the specific scope of services, budget, deliverables, and timeline with the Respondent. Once approved, contracts will be drafted and executed.

### **Timeline for Evaluation and Selection**

The tentative evaluation and selection timeline are as follows:

- November 13, 2024 – Deadline for RFQ submissions.
- November 14 – December 11, 2024 – Reviews, scoring, and interviews take place.
- On or around December 13, 2024 – Administrator(s) selected and announced.
- By January 13, 2025 – Administrator(s) under contract with Enterprise Community Partners, with work to begin no later than February 1, 2025.

## **CLARIFICATIONS OR QUESTIONS**

Any clarification or additional information about this RFQ will be posted on the [Coalition website](#). It is the Respondent's responsibility to check this website for any updates.

Questions regarding this RFQ should be emailed to Consultant Gretchen H. Kunkel at [leadsafecleveland@gmail.com](mailto:leadsafecleveland@gmail.com). No oral inquiries will be accepted.

## **APPENDIX**

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### **THE LEAD SAFE CLEVELAND COALITION**

The Lead Safe Cleveland Coalition is an inclusive, public-private partnership formed in 2019 to address lead poisoning in the community. The Coalition represents more than 500 members and 150 organizations, state and local governments, and families impacted by lead. These different leaders and organizations believe the same thing: No child should be poisoned by lead. The Coalition 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. Learn more about the Coalition on its [website](#).

### **BACKGROUND AND HISTORY**

No amount of lead exposure is considered safe. 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 (CWRU) Center on Urban Poverty and Community Development underscored the downstream consequences of childhood lead poisoning:

- 1) Children with elevated blood-lead levels had a 27% lower chance of being on track for kindergarten than children without 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 (ages 18 to 23).

Another CWRU 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. 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.

In 2019, the City of Cleveland adopted groundbreaking legislation requiring residential rental units built before 1978 to be proactively certified as lead safe. In response, the Coalition created and capitalized the Lead Safe Home Fund, a first-of-its-kind, public-private solution to make homes lead safe. It is intended to support the Lead Safe Certification and broader lead poisoning prevention efforts.

The Lead Safe Home Fund advances effective, enforceable, and equitable solutions for property owners and families. It achieves these solutions through four critical, interrelated functions: 1) a spectrum of Lead Safe Home Loans and Grants; 2) a Lead Safe Resource Center to provide system navigation, workforce development, and community engagement; 3) Lead Safe Child Care, which implements best practices to protect children from lead hazards in child care settings; and 4) Relocation Assistance to support families displaced due to lead exposure.

### **LEAD SCREENING AND TESTING COMMISSION**

This RFQ partially results from the work carried out by the former Healthy Homes Advisory Council (HHAC) and the LSCC Subcommittee on Early Childhood Screening/Testing and Services from November 2019 to December 2020. This subcommittee was formed at the confluence of three lines of work: 1) the long-term work of the Healthy Homes Advisory Council’s medical subcommittee to streamline lead testing practices and improve testing rates; 2) the work of the Coalition’s Policy Committee, which at its

inception was interested in identifying policy solutions to improve lead testing rates; and 3) a January 2019 report<sup>6</sup> by CWRU's Poverty Center showing only one-third to one-half of young Cuyahoga County children covered by Medicaid were being tested for lead at the mandated ages.<sup>7</sup> Invest In Children, who commissioned the CWRU report, convened an ad hoc group of clinical, public health, policy, and early childhood professionals to improve lead screening and testing rates. This group initially operated as a subcommittee of LSCC's Policy Committee. Given the overlap in the desired outcome of the subcommittee and the HHAC, the groups agreed to merge in Fall 2019. The new HHAC + LSCC Early Childhood Screening/Testing and Services subcommittee began meeting in November 2019.

The mission of this subcommittee was to improve lead testing rates for high-risk children<sup>8</sup> ages 0-2 and connect families to the services and support to which they are entitled until Cleveland's housing is lead safe. They also sought to identify and address the reasons for the low testing rates. This goal became even more critical with the July 2019 policy change, which makes Ohio children under age 3 with elevated blood lead levels automatically eligible for early intervention services. This allows them to receive support to mitigate the impact of lead on their development, even if they are not yet showing developmental delays.

The subcommittee recognized that primary prevention—making homes lead safe, if not lead free—is the only way to prevent lead poisoning. Yet, because this work takes time, the subcommittee understood children would continue to be exposed to and poisoned by lead in the meantime. Early identification of children with elevated blood lead levels was, and is, critical for reducing their future exposure to lead and facilitating early intervention.

Through November 2020, this subcommittee focused on five areas aimed at enhancing testing rates among young, high-risk children: 1) messaging about the effects of lead and the importance of testing; 2) using data to monitor rates and inform strategies; 3) improving service and care coordination; 4) collaborating with and advocating to Medicaid managed care organizations; and 5) identifying potential changes within health systems. These broad, collective efforts were designed to recognize the dynamic nature of family residential mobility within and across city boundaries, recognizing that the systems involved in lead testing often extend beyond these geographical limits.

In December 2020, the subcommittee sunsetted and passed the agenda to the newly created Lead Screening and Testing Commission led by the City of Cleveland to continue the work.

## KEY PARTNERS

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

- Enterprise Community Partners facilitates the Coalition and, on behalf of the Coalition, serves as the official contracting entity of the Coalition'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 Coalition. These organizations hold investments made to the Lead Safe Home Fund and pay administrators who execute the programs and

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<sup>6</sup> Anthony, E., Steh, S., Atwell, M. S., & Fischer, R. (2019). *Early childhood lead exposure in Cuyahoga County and the impact on kindergarten readiness*. Case Western Reserve University Center on Urban Poverty and Community Development. <https://dailymedia.case.edu/wp-content/uploads/2019/01/07095422/IIC-Lead-Report-.pdf>.

<sup>7</sup> <https://medicaid.ohio.gov/FOR-OHIOANS/Programs/Lead/Provider-Lead>

<sup>8</sup> The Ohio Department of Health requires targeted, rather than universal, testing of high-risk children. The Healthy Homes Advisory Council of Greater Cleveland develops guidance for local clinicians in line with ODH requirements.

services of the fund based on the contracts administered by Enterprise Community Partners.

- The Coalition's Steering Committee oversees the affairs of the Coalition, ensuring its viability while pursuing its mission, purpose, and guiding principles. It comprises Committee Chairs, individuals directly impacted by lead exposure, civic leaders, at large members, and City of Cleveland representatives.
- CHN Housing Partners is the Administrator for the Lead Safe Home Loans and Grants.
- EHW serves as the Administrator for the Lead Safe Resource Center, which includes lead safe certification navigation, community engagement, and workforce development. CNP is also an Administrator for Additional Workforce Development in partnership with CDCs to hire in-house lead safe workers to offer lead services.
- CNP, FRDC, and Famicos are administrators for Additional Grants to Property Owners.
- Starting Point serves as the Administrator for Lead Safe Child Care.
- EHW is the Administrator of the Relocation Assistance program.
- The City of Cleveland and other public sector partners are critical leaders and co-creators with the Coalition. The Coalition 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 Coalition and its Lead Safe Home Fund.

## **COMMITMENT TO RACIAL EQUITY AND SOCIAL JUSTICE**

The Lead Safe Cleveland Coalition 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 Coalition has structured itself to encourage unity, racial equity, inclusion, and power-sharing in the broader community. The Coalition acknowledges that it must live out the values it is struggling for and work toward justice, peace, and community.

## **CONTRACTUAL REQUIREMENTS**

Administrators are expected to comply with several contractual requirements as required by the Coalition's multiple federal, state, and local funding sources. Some of these requirements are presented below.

**Conflict of Interest:** The Respondent covenants that it presently has no interest and shall not acquire any personal or financial interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this RFQ. Respondent further covenants that no person having any such interest shall be employed in the performance of services presented in the RFQ. Secondly, personnel whom the Respondent employs may not serve as a member of the Board of Directors of any of the Key Partners described above. Thirdly, personnel whom the Respondent, either full-time or part-time, employs and whose personnel or other associated costs are funded in part or full under the Master Contract associated with this RFQ may not engage in other employment with the City of Cleveland or organizations funded by the City of Cleveland unless they receive the prior approval by Enterprise Community Partners. Lastly, Respondents must have a written conflict of interest policy in its regulations explaining how interested parties will be handled and which policies must not conflict with applicable laws or regulations.

**Debarment, Suspension, or Ineligibility:** The Respondent warrants that neither it nor its principals are  
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debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in the services of this RFQ.

**Delegation or Assignment:** The work and services outlined in this RFQ and subsequent contract will be carried out by the selected Administrator(s). The Respondent may not delegate duties or assign rights without prior written approval from Enterprise Community Partners. Delegating performance does not absolve the Respondent of its responsibility to perform or liability for any contract breaches. The Administrator(s) reserves the right to hire any personnel needed to fulfill the scope of work at the Administrator's expense.

**Equal Opportunity Employer:** The Respondent, as Contractor, will be required to comply with all terms, conditions, and requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a), 60-741.5(a), and the Equal Employment Opportunity Ordinance, Section 187, inclusive, of the Codified Ordinances of the City of Cleveland. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities. They also prohibit discrimination against all individuals based on their age, race, color, religion, sex, sexual orientation, gender identity or expression, ethnic group, national origin, or Vietnam-era or disabled veteran status. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to age, race, color, religion, sex, sexual orientation, gender identity or expression, ethnic group, national origin, protected veteran status, or disability.

**Flow-down provisions:** The Respondent must adhere to all applicable flow-down provisions or other funding requirements from all Lead Safe Home Fund funding sources, including the City of Cleveland. Flow-down provisions address areas such as recordkeeping, subcontracting, confidentiality, codes of conduct, and audits and inspections.

**Insurance:** The Respondent, at its expense, shall at all times during the term of the contract resulting from this RFQ, maintain comprehensive general public liability, property damage and indemnity insurance, hazard insurance policies covering fire and extended coverage, Worker's compensation and employer's liability insurance, automobile liability insurance, and statutory unemployment insurance for all employees. The insurance company(ies) providing the required insurance shall be authorized by the Ohio Department of Insurance to do business in Ohio and rated "A" or above by A. M. Best Company or equivalent. The Respondent shall provide a copy of the policy or policies and any necessary endorsements, evidencing the required insurances upon execution of the contract. These certificates must name Enterprise Community Partners, the Coalition's Fiscal Agents, and selected funders as additional insured.

**Reporting:** The Respondent is expected to provide reports as required by Enterprise Community Partners.