



Winston-Salem

## Request for Proposals

### **Continuum of Care Grant Consultant**

**Proposals will be received by**

**12:00 Noon, Monday, March 18, 2019**

IN

**Purchasing Department, City Hall Building**

**101 North Main Street, Suite 324 Winston-Salem, NC 27101**

### **ADVERTISEMENT FOR PROPOSALS**

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Sealed proposals endorsed **Continuum of Care Grant Consultant** for the City of Winston-Salem will be received by the City/County Purchasing Department in Suite 324, City Hall Building, 101 North Main Street, Winston-Salem, NC **until 12:00 Noon, Monday, March 18, 2019**. Instructions for submitting proposals and/or receiving the complete RFP document specifications may be obtained during regular office hours at the same location, or by contacting Jerry Bates via email [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org) (Email is preferred) or phone 336-747-6939. The City reserves the right to reject any or all proposals.

Jerry Bates  
Purchasing Director

**This document IS NOT the complete proposal. To obtain the completed proposal specifications contact Jerry Bates via email [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org), by phone 336-747-6939, or visit the Purchasing Department, City Hall Building, Suite 324, 101 North Main Street, Winston-Salem, NC during regular office hours.**

## **INSTRUCTIONS TO PROPOSERS**

### **INTRODUCTION:**

This entire set of documents constitutes the RFP. The proposer must return the RFP with all information necessary to properly analyze the proposer's response in full, in the same numerical order in which it was issued. Proposer's notes, exceptions, and comments may be rendered on an attachment, provided the same format of this RFP text is followed.

### **Proposer Questions and Inquiries**

Proposer Questions and Inquiries relative to this RFP must be submitted **in writing only** by **12:00 Noon, Monday, March 11, 2019**, to Jerry Bates, City/County Purchasing Director, 101 North Main Street, Winston-Salem, NC 27101 or email: [jerryjb@cityofws.org](mailto:jerryjb@cityofws.org) (**Email is preferred**), Fax: (336) 727-2443. The City will provide written responses to all inquiries received by this date, and responses will be made available to all recipients of this RFP. Any oral responses made by any representative of the City may not be relied upon. Any supplements or amendments to this RFP will be in writing and furnished to potential bidders.

### **RFP Response Submission**

**All proposals shall be returned in a sealed container or envelope containing one original proposal (please mark document as original) showing original signatures and seals and one (1) copy of the complete proposal marked Continuum of Care Grant Consultant.** In addition to the two (2) paper copies, **please include one (1) electronic copy of your proposal in PDF format** on flash drive, CD, or other electronic media containing only the information included in the hard copy version of the proposal and clearly labeled with the Company Name and RFP name. Proposals must be submitted to the City/County Purchasing Department in Suite 324, City Hall Building, 101 North Main Street, Winston-Salem, NC, no later than **12:00 Noon, Monday, March 18, 2019. Late proposals will not be considered. Submittals will not be accepted by fax or electronic mail.**

The City will not be obligated for the expenses of any provider arising out of preparation and/or submittal of responses to this RFP. Any and all proposals to this RFP are to be prepared at the cost and expense of the respondents, with the express understanding that there may be no claims whatsoever for the reimbursement of any costs, damages, or expenses relating to this procurement from the City or any other party for any reason (including the cancellation of this RFP).

Proposals must be made in the official name of the individual, firm, or corporation under which the business is conducted (showing official business address) and must be signed in ink by a person duly authorized to legally bind the business entity submitting the proposal.

All proposals should be complete and carefully worded and must convey all of the information requested by the City. If errors or exceptions are found in the proposal, or if the proposal fails to conform to the requirements of the RFP, the City will be the sole judge as to whether that variance is significant enough to reject the proposal.

Proposals should be prepared simply and economically. All data, materials, and documentation shall be available in a clear, concise form. The City reserves the right to reproduce proposals for internal use in the evaluation process.

Proposers are expressly forbidden from contacting any other city employee or city of Winston-Salem elected official regarding this Request for Proposals. Any such outside contact may result in disqualification from the request for proposal process.

The City reserves the right to hold proposals open for a period of sixty days (60) days after due date before making awards.

## **City of Winston-Salem Scope of Work For Continuum of Care Grant Consultant**

The City of Winston-Salem seeks proposals for a Continuum of Care (CoC) Grant Consultant to work with City and local agency staff in development of the 2019 Continuum of Care grant application to be submitted to the U.S. Department of Housing and Urban Development (HUD), and to provide consultation on other reports and submissions related to the grant application.

### **IX. Background**

Annually, the U.S. Department of Housing and Urban Development (HUD) publishes a Notice of Funding Availability (NOFA) for Continuum of Care (CoC) funding. Communities apply competitively for CoC funding to meet the needs of homeless persons and families. The City has submitted CoC applications on behalf of local agencies and projects in Winston-Salem/Forsyth County annually since 1994. In 2018, 12 project proposals were submitted to HUD with a total amount requested of \$2,311,632

### **II. Roles and Responsibilities**

The City's Community Development Department (CD) coordinates the CoC grants process in cooperation with the Winston-Salem/Forsyth County Continuum of Care (CoC). The CoC Consultant will be responsible for completing the Continuum of Care Consolidated Application and Project Priority Listing, project exhibits for all projects, and related grant submission elements. The CoC Consultant will also provide technical assistance on related work items including the System Performance Measures, Longitudinal Systems Analysis, point-in-time count and housing inventory count. The CoC Consultant will play an important role, as all HUD CoC grant funding is based on the quality and completeness of the application and the related submissions to HUD

### **III. General Scope of Work**

The work on the grant application includes:

1. Completion of all agency project application;
2. Completion of the CoC Consolidated Application, which may include but not be limited to information on:
  - a) Continuum of Care coordination, engagement and participation;
  - b) The CoC governance structure, committees, policies and processes;
  - c) The project review, ranking and selection process, which will include development of a process narrative, as well as pulling performance reports and creating rankings, based on a performance scoring rubric. The consultant will review the current rubric in relation to requirements specified in the NOFA, as well as HUD system performance measures and other factors and make recommendations for any changes needed to the rubric;
  - d) The Homeless Management Information System (HMIS), including structure, policies, compliance, geography, funding, bed inventory and coverage, data quality and utilization;
  - e) The housing, shelter, and services inventory in the CoC system;
  - f) The point-in-time count of homeless persons, including data methods and data quality;
  - g) Policies for systems that discharge persons to homelessness including foster care, health, mental health and corrections;
  - h) Coordination policies related to the Consolidated Housing and Community Development Plan, Emergency Solutions Grants, homelessness prevention and recidivism, education, public housing, overcoming housing barriers, affirmative marketing of housing, coordinated intake and assessment, and use of a housing first approach;
  - i) Coordination with the federal plan to end homelessness, "Home, Together";
  - j) Efforts to address safety of victims of domestic violence;
  - k) Efforts to address homelessness of unaccompanied youth;
  - l) Efforts to engage and assist unsheltered homeless persons who sleep on the streets;
  - m) Efforts to combat homelessness of veterans;
  - n) Setting of baselines and tracking of performance on system performance measures; and
  - o) Any other information required by HUD or the City.

3. The CoC Consolidated Application also covers progress on strategic planning objectives, including:
  - a) Increasing progress towards ending chronic homelessness;
  - b) Increasing housing stability;
  - c) Increasing project participants' income;
  - d) Increasing the number of participants obtaining mainstream benefits; and
  - e) Using rapid rehousing as a method to reduce family homelessness.
  
4. The CoC grant application work also will include:
  - a) Review of HUD's Grants Inventory Worksheet (GIW) to confirm project information;
  - b) Coordination with project sponsor agencies for Annual Performance Report and other performance data;
  - c) Review and analysis of the Notice of Funding Availability (NOFA), webcasts and other materials and resources applicable to the CoC Program;
  - d) Entry of CoC, Applicant and project sponsor data and information into HUD's ESNAPS system, and coordination of processing steps in ESNAPS;
  - e) Update of the Renewal Project Performance Scorecard based on new federal/national standards and/or available reports/data; use HMIS reports for all CoC projects to calculate, compile, process, and analyze project performance data; prepare spreadsheet and other related documents for the Project Rating Panel and CoC, as part of the CoC Project Priority Rating and Selection Process; attend Rating Panel meetings and provide support as needed.
  
5. Additional work will include:
  - a) Analyze ServicePoint HMIS output for data issues that affect data quality and/or usability;
  - b) Consultation to the City for preparation and submission to HUD of the required System Performance Measures report, expected to be due to HUD in summer, 2019;
  - c) Consultation to the City for preparation and submission of the Longitudinal Systems Analysis (LSA) to HUD for the year ending September 30, 2019 (expected to be due to HUD in December, 2019);
  - d) Consultation to the City for collection of the January, 2020 point-in-time count and housing inventory count data and preparation of the data for submission to HUD and other parties, projected to be due to HUD in April 30, 2020, including assisting the HMIS Project Supervisor with bed count calculations and prorating.

As an example of a previously submitted CoC grant application, the 2018 Continuum of Care Consolidated Application is available for review at <http://www.cityofws.org/Departments/Community-Development/Planning/Homelessness>

The relative responsibilities of the CoC and agencies, Consultant and the City are shown below in Table 1.

CoC and Agencies	CoC Consultant	City
Provide data on needs, resources and gaps for the Consolidated Application.	Participate in CoC meetings and events, and document the processes in the Consolidated Application.	Develop and monitor the timetable for all grant activities.
Keep HMIS information up-to-date	Update CoC Consolidated Application.	Issue a Request for Proposals for project proposals and review projects; present new projects to a rating panel and other groups.
Provide information on proposed projects.	Track progress on performance measures and action steps.	Collect all support, match and leveraging letters and confirm match and leveraging amounts.
Participate in development of strategies and action steps.	Oversee compilation of strategies and action steps.	Review, edit and approve all sections of the grant application.

<p>Plan and organize processes and events to collect information as needed.</p> <p>Promote and participate in an inclusionary and participatory process.</p>	<p>Provide recommendations for system and project assessment. Aggregate and process data for project performance ranking.</p> <p>Collect, review and edit all new and renewal project proposals from agency project sponsors.</p> <p>Provide support to the project Rating Panel.</p> <p>Package the grant for the City to submit to HUD.</p>	<p>Obtain authorization to submit the application.</p> <p>Submit the completed grant application to HUD.</p> <p>Review and submit the Longitudinal Systems Analysis, PIT count and HIC to HUD.</p> <p>Submit all Annual Performance Reports to HUD.</p>
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Work is projected to begin upon selection of the Consultant and is estimated to continue for approximately twelve months, with the option to extend the contract, as described later in this document. The scope of work may be subject to change, based on the requirements in the NOFA or other requirements set by HUD. When deadlines are announced by HUD for various steps of the process, the City and Consultant will negotiate mutually agreeable timelines for specific tasks.

**IV. Additional Information on Continuum of Care**

According to the National Alliance to End Homelessness, a Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. HUD states that a CoC also is “a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency.” Each community’s system should at a minimum encompass (1) Outreach, engagement, and assessment, (2) shelter, housing, and supportive services and (3) homelessness prevention strategies.

The Continuum of Care is a key element of communities’ efforts to end chronic homelessness in their communities. Information on Continuum of Care planning, programs and competitive grants process may be found at <https://www.hudexchange.info/coc/>. Continuum of Care programs currently are funded under the McKinney-Vento Act, which was reauthorized in 2009 under the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. More information on the HEARTH Act is found at <https://www.hudexchange.info/homelessness-assistance/earth-act/>. Information on Homeless Management Information Systems may be found at <https://www.hudexchange.info/hmis>.

Continuum of Care planning is an element of the Consolidated Housing and Community Development Plan, which also is found at <http://www.cityofws.org/Departments/Community-Development/Planning/Reports>. The Winston-Salem/Forsyth County Continuum of Care’s Strategic Plan may be found at: <https://forsythendhomelessness.org/>.

**V. Submission Requirements**

**Proposals must include:**

1. The Consultant’s name, mailing address, email address, and telephone numbers.
2. A list of all of the persons (including the principal and any employees or subcontractors) to be involved in carrying out the proposed work, describing each person’s qualifications and proposed involvement in specific tasks. Attach a resume for each person.
3. The proposed contract amount and a proposed payment schedule. You are encouraged to show detailed work hours and pricing related to the scope of work.
4. A list of all other work and projects to which the Consultant anticipates to be committed during the period of performance, including the estimated period of time of the work and an estimate of the projected percentage of full-time equivalency in work hours required for such other work.
5. A list and description of similar work completed in the last five years. Describe any proposals written and/or experience in initiatives involving multiple entities and collaborative approaches.

Specifically describe all experience with HUD CoC grant applications, HMIS, Annual Homeless Assessment Reports (AHAR)/Longitudinal Systems Analysis, HUD CoC Systems Performance Measures, point-in-time and housing inventory counts, and CoC project implementation and/or evaluation.

6. Contact information for references from at least one organization for which work similar to that proposed has been done. Include the reference's name, organization, telephone number and email address. For each reference, please describe how the work compares to that proposed.
7. A paper or electronic copy of a grant application, study or other document which illustrates research and writing style and ability.
8. Any additional information or materials relevant to the Consultant's availability, qualifications and capacity to do the work.
9. Authorization for the City to verify references.

## **VI. Qualifications and Preferences**

1. Availability of and proficiency in using a computer with Microsoft Word, Excel, Adobe Acrobat, Internet browsers, and email. Familiarity with ServicePoint software or other HMIS database software is preferred.
2. Ability and willingness to be trained to use the Homeless Management Information System. The City will provide funding for a user license for the Consultant.
3. Demonstrated writing ability and a record of successful grant-writing, with a preference for success with Federal grants.
4. Demonstration of research and analysis skills, including quantitative analysis.
5. Experience with proposal and initiatives involving multiple entities.
6. Familiarity with the social service system in Winston-Salem/Forsyth County is preferred.
7. Knowledge or experience with local homeless shelters and services and Continuum of Care planning and grants is preferred.
8. Ability to start work immediately upon execution of a contract with the City.
9. Availability and commitment to attend all required meetings and meet all deadlines.
10. The City of Winston-Salem is committed to spending funds within the local economy and with local Minority/Woman Business Enterprise (M/WBE) businesses. Local vendors are defined as any business with a physical address location (not including Post Office boxes) within the corporate limits of Winston-Salem.
11. The City of Winston-Salem does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability in its employment opportunities, programs, or service.

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## **VII. Selection Process and Evaluation Criteria**

### **A. SELECTION PROCESS**

The City reserves the right to act as sole judge of the content of the proposals submitted for the City's evaluation/selection.

### **B. EVALUATION PROCESS**

Proposals will be evaluated for quality, completeness, and price value to the City of Winston-Salem by an Evaluation Panel. Selection shall be made from all offers deemed to be fully qualified and best suited among those submitting proposals based on the evaluation of factors included in the RFP, including price. Price shall be considered, but need not be the sole determining factor. The Evaluation Panel may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reason why a particular proposal was not deemed the most advantageous.

The City reserves the right, as part of the selection process, to request on-site (or virtual) demonstrations and/or presentations. In the event that such demonstrations or presentations take place, proposers will be selected for this process based on scores derived from the scoring matrix, which includes M/WBE participation, local availability, and all other applicable criteria. The scoring of the demonstration or presentation must be based upon the criteria from one or more of the original evaluation factors. After the demonstrations or presentations, each proposer will then be re-graded on the same criteria. The number of proposers chosen to take place in the demonstration/presentation process is subject to administrative discretion.

## **B. EVALUATION CRITERIA**

Below is a description of the evaluation criteria that will be used to evaluate the proposals. To be deemed responsive, it is important for the firm's proposal to contain appropriate detail to demonstrate satisfaction of each criterion and compliance with the performance provisions outlined in this RFP. The proposal will be the primary source of information used in the evaluation process. Proposal must contain information specifically related to the proposed services requested in this RFP. Failure of any firm to submit information requested may result in the elimination of the proposal from further evaluation.

- **M/WBE Commitment:** Proposer's efforts to comply with all the terms and conditions of the City of Winston-Salem's Minority and Women Business Enterprise (M/WBE) Program through award of subcontracts to minority and women-owned business enterprises and utilization of minority and women owned business enterprise suppliers to the fullest extent consistent with the efficient performance of this contract.
- **Location of Business:** "Location of Business: (A) Presence in Winston-Salem: Proposer must have a physical office within the corporate limits Winston-Salem (PO Box does not qualify). For proposals submitted to a City/County joint department, a physical office within Forsyth County is acceptable. (B) Presence in North Carolina: In order to determine a proposer's presence or presence/location within the State of North Carolina, the proposer or at least one of the proposer's employees must have a physical office location in North Carolina and the proposer must submit under confidential cover with his/her proposal, evidence that as the employer, the proposer has paid payroll taxes in North Carolina for at least one employee, (i.e. North Carolina Income Tax Withholding Form). Said employee(s) must work in an office, which may be an office physically located within the employee's home in North Carolina. If it is a home office in North Carolina, then the proposer must also submit with his/her proposal, evidence of a valid home occupation permit for said office, or evidence that said home office is not in violation of any zoning requirements in the event the applicable city does not require a home occupation permit."
- **Qualifications and Work Experience-** Experience with HUD CoC grant applications, HMIS, Annual Homeless Assessment Reports (AHAR)/Longitudinal Systems Analysis, HUD CoC Systems Performance Measures, point-in-time and housing inventory counts, and CoC project implementation and/or evaluation.
- **Writing/Proposal quality:** Writing sample/proposal quality and record of successful grant-writing, with preference for Federal grants, especially Continuum of Care grant experience.

- **Experience with Multiple Entities:** Writing sample/proposal quality and record of successful grant-writing, with preference for Federal grants, especially Continuum of Care grant experience.
- **Knowledge of Services in Winston-Salem/Forsyth County:** Preference for knowledge of social services and homeless services system in Winston-Salem/Forsyth County
- **Price Value:** Reasonableness/competitiveness of proposed fee and/or benefits to the City of Winston-Salem, although the Evaluation Panel is not bound to select the respondent who proposes the lowest fees or most benefits for services. The Evaluation Panel reserves the right to negotiate fees and/or benefits to the City of Winston-Salem with the selected respondent(s).

The following weighted scale will be utilized by the Evaluation Panel to evaluate and score each proposal:

<b>Evaluation Criteria</b>	<b>Weight</b>
MWBE Commitment	20.00
Location to City of Winston Salem	20.00
Qualifications and Experience	20.00
Writing/Proposal Quality	10.00
Experience with Multiple Entities	10.00
Knowledge of Services in WS/FC	10.00
Price Value	10.00

#### VIII. Contract Period

The successful bidder to the RFP can expect an initial contract for a term of 1 year, with the options for the City to extend this Agreement for as many as two (2) additional twelve (12) month periods, provided that both parties are in agreement and funds are made available for this purpose.

#### IX. Timeline (Subject to changes)

Question Period Ends	March 11, 2019
Deadline to receive proposals	March 18, 2019
Proposal evaluations by review panel	March 19-20, 2019
Panel Meeting	March 21-22, 2019
Consultant begins work under contract (tentative)	April 1, 2019

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