

**City of Winston-Salem
Request for Proposals
For Continuum of Care Consultant**

**Community Development Department
City of Winston-Salem
100 E. First Street- Suite 423
Winston-Salem, NC 27102**

**Issued: January 10th 2022
Deadline for Submitting Proposals: February 1st, 2022 by 12:00pm (Noon)**

**Contact Person: Mellin Parker, Planning Development Senior Project Supervisor
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The City of Winston-Salem is seeking proposals for a qualified Continuum of Care (CoC) consultant to assist in development of Continuum of Care grant applications through the United States Department of Housing and Urban Development (HUD). The consultant must demonstrate expertise in providing planning and technical assistance to organizations that are responsible for assisting persons with homelessness. The consultant should have strong writing skills and have a background working with federal, state, local, and or community-based organizations in grant writing.

I. Background

Each year, 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 annually since 1994.

The HUD Continuum of Care (CoC) Program (24 CFR part 578) is designed to:

- Promote a community-wide commitment to the goal of ending homelessness,
- Provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals, families, and persons fleeing domestic violence,
- Promote access to and effective utilization of mainstream programs, and
- To optimize self-sufficiency among those experiencing homelessness.

Over time, CoC responsibilities have evolved from traditional grants management to a more holistic view of addressing and ending homelessness. Congress embodied this outlook in the HEARTH Act, which was passed in 2009. The purposes of the HEARTH Act are to consolidate homeless assistance programs, codify the Continuum of Care planning process, and establish a goal of ensuring that families who become homeless return to permanent housing within 30 days. Additionally, its intent is to transform homeless services into a coordinated system of service delivery.

The HEARTH Act emphasizes that communities should develop more formal and inclusive governance processes and create their CoC Boards for executive decision-making. It also focuses on communities moving towards the use of data to make allocations based on proven performance, and to set and work toward strategic allocation of resources.

II. General Scope of Work

The consultant must accomplish the following:

1. Review the NOFA and related materials published by HUD and attend all CoC webinars and meetings to be presented by HUD and the CoC.
2. Perform all research, data-collection and writing necessary to complete the Continuum of Care project applications, including new, renewal, and bonus funding application.
3. Complete the Housing Inventory Chart ensuring it matches the Homeless Management Information System (HMIS).
4. Develop project proposals on behalf of local project sponsors.
5. Ensure that the Continuum of Care project proposals have consistent information.
6. Participate in, and document, the work of the Continuum of Care and collect documentation of the work of other committees and groups pertinent to CoC activities.
7. Other duties related to the NOFO as assigned.

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

Table 1: Responsibilities		
CoC Committee	CoC Consultant	City
Provide data on needs, resources and gaps for the Housing Inventory Chart	Participate in all CoC Committee meetings and events and document the processes in the CoC timeline and application.	Develop and monitor the timetable for all grant activities.
Provide information on proposed projects.	Update the Housing Inventory Chart of the CoC application.	Collect all support and leveraging letters and determine 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.
Plan and organize processes and events to collect information as needed.	Reconcile the Housing Inventory Chart to the	Obtain authorization to submit the application.
Promote an inclusionary and		

<p>participatory process.</p>	<p>Homeless Management Information System (HMIS).</p> <p>Aggregate and process data for project performance ranking.</p> <p>Complete, review and edit all new, renewal, and bonus project proposals from agency project sponsors.</p> <p>Provide support to the project Rating Panel.</p> <p>Present project proposals for review and vote to the Rating Panel, CoC Operating Cabinet, and Commission on Ending Homelessness.</p> <p>Complete the grant in the ESNAPS system for the City to submit to HUD.</p>	<p>Obtain assurances of all required matching funds from agencies.</p> <p>Submit the completed grant application to HUD.</p>
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IV. Specific Workload and Timeframe for Completion

Work is projected to begin immediately upon selection of the Consultant. Although the work to be done is subject to the requirements of the NOFO, ongoing CoC activities require participation of the Consultant to begin prior to issuance of the NOFO. Draft documents are shared among the Consultant, City and other entities via email using spreadsheets and documents however, HUD requires submission of the final grant application using an on-line system called E-SNAPS. The Consultant is responsible for entering all data in E-SNAPS. Typically, the NOFO is published in the spring, with a deadline of 60 days after publication. However, the publication and deadline have varied over the years. A detailed scope of work for the Consultant is shown below in Table 2. The scope of work is subject to change, based on the requirements in the NOFO.

Table 2: Scope of Work

A.	Review NOFA, CoC application materials, view webinars, and review E-SNAPS and HUD Housing Resource Exchange (HRE) resources.
B.	Facilitate/participate in CoC Committee meetings, Homeless Council meetings, and other CoC-related meetings including Project Rating Panel; and conduct meetings and/or phone conferences with City, project sponsor agency contacts, state Department of Health and Human Services, North Carolina Coalition to End Homelessness, and North Carolina Housing Coalition, as needed to complete CoC documents.
C.	Research, analyze, and input data for the electronic Housing Inventory Chart (e-HIC), Point-in-Time (PIT) count, housing performance, mainstream income, and other performance data; Write and edit narrative responses; and ensure application completeness. Other activities associated with completing documents including developing action steps; ensuring consistency in data and text throughout document; updating and inputting CoC member organizations and CoC committees, preparing documents/surveys for circulation via email or in meetings; collaborating with CoC staff; data collection/analysis; reconciling e-HIC and PIT; review of Consolidated Plan objectives and efforts; research by phone/email exchange with City and agency contacts, and others associated with the CoC
D.	Consult with HUD's Annual Homeless Assessment Report (AHAR) staff and City HMIS Lead staff to research all HMIS related issues. Analyze HMIS and Annual Progress Report (APR) data. Inform CoC Committee on results of HMIS research and analysis. Work with Lead HMIS staff to reconcile all HMIS data.
E.	Prepare and present spreadsheet and other related documents for the Project Rating Panel as part of the CoC Project Priority Rating Process.
F.	Research/write/edit project funding proposals, which includes data analysis and phone/email exchange with project sponsors and the City. Complete all project exhibits on HUD's on-line E-SNAPS system

V. Qualifications

To accomplish the scope requested the consultant will need to possess the following qualifications:

- Demonstrated experience successfully completing grant writing applications on behalf of for-profit organizations, nonprofit organizations, local and/or federal governments.
- Strong facilitation and writing skills.
- Demonstrated experience working with homeless services systems.
- Experience working with CoCs is preferred.
- Demonstrated experience soliciting input and information from individuals.
- Demonstrated experience gathering and utilizing data to inform analyses.
- Current and active registration with the NC Secretary of State or willingness to obtain within 60 days.

Submission Requirements

Proposals must include:

1. The Consultant's name, mailing address, email address, and phone and fax numbers.

2. A list of all of the persons 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. A detailed work plan that contains a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including: the specific activities to be conducted at each stage, a timeline for the activities at each stage, milestones and deliverables tied to those activities and a detailed budget for each stage, along with a proposed payment schedule tied to project milestones and deliverables. The payment schedule should include an all-inclusive amount that covers all labor, materials, communications, and any costs associated with the project. You are encouraged to use the scope of work in Table 2 as a basis for pricing and a payment schedule.
4. A list of all other work and projects to which the Consultant will be committed during calendar year 2022-2023, including the period of time of the work and an estimate of the projected percentage of full-time equivalency in work hours required for such work.
5. A listing of any other potential conflicts such as planned travel or existing commitments.
6. A description of the consultant's experience in preparing analyses, studies, and reports and experience completing grant applications to support persons experiencing homelessness.
7. A description of any specialized knowledge, training, experience, and professional competence in serving/supporting persons experiencing homelessness.
8. Résumé describing qualifications to work on the project. The résumé should document relevant experience in consulting for organizations that administer homeless services;
9. A list and detailed description of similar work completed in the last five years. Describe any grant proposals written and/or experience in completing grant applications.
10. Three references of individuals from federal, state and/or local government or private/nonprofit organization clients that have received services from Consultant similar to those described in this request and who can speak to Consultant's experience conducting projects of this scope. References should include the name, address, telephone number, and email address of the person responding. For each reference, please describe how the work compares to that proposed.
11. Participate in and facilitate, community conversations to help enhance the homeless service delivery system and recommendations for implementation, taking into consideration the services offered (overnight, day centers, public health centers) and organizational relationships of the CoC.
12. A copy of a grant application, study or other document which illustrates research and writing style and ability.
13. Any additional information or materials relevant to the Consultant's availability, qualifications and capacity to do the work.

14. 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/Reader, reliable internet search engine and provider and email required. Must be able to attach and send and receive files by email. Must be able to navigate on the internet and use on-line data entry systems such as ESNAPS and HMIS.
2. Demonstrated writing ability required, with successful Federal grant-writing experience preferred.
3. Demonstration of research and analysis skills required.
4. Some familiarity with the social service system in Winston-Salem is preferred, with a preference for knowledge or experience relative to local homeless shelters and services and the Ten-Year Plan to End Chronic Homelessness. Preference for experience with Continuum of Care planning and grants.
5. Ability to start work immediately upon execution of a professional services contract with the City.
6. Availability and commitment to attend all required meetings and meet all deadlines.

VII. Review Process

Information from reference checks will be evaluated using the following criteria. The evaluation will be labeled as satisfactory or unsatisfactory.

- The reference would hire the consultant again.
- The original scope of Services was completed within the specified timeline.
- Interim deadlines were met in a timely manner.
- The consultant was responsive to the reference's needs.
- The consultant anticipated problems and solved them quickly and effectively.
- The original Scope of Services was completed within the project budget.

Final candidates will be required to participate in an interview to further gauge their fit and ability to work on this project. Consultant selection will be based on the consultant's experience, written proposal, interview, and reference check.

The City will review all proposals against the qualifications, preferences, submission requirements and scope of work described above in this RFP. In addition, proposals will be reviewed for the reasonableness of projected costs and allocated time, in relation to available resources.

Scoring

Proposals that meet the minimum requirements will be scored on a 100-point scale:

Rating Factors	Basis of Rating	Points
Qualifications	The consultant has the qualifications needed to successfully complete the scope of work. The consultant has prior experience working on similar projects.	20
Scope of Proposal	The proposal demonstrates an understanding of the project objectives and desired results. The proposal illustrates an approach to the scope of work that will likely lead to the successful development of an actionable strategic plan. The proposal illustrates the consultant's ability to successfully execute the proposed approach. The proposal includes an appropriate process to interact with key members and stakeholders.	30
Work Plan	The proposal adequately details project activities and milestones or deliverables associated with each stage of the scope of work. The proposal includes a detailed timeline for each stage. The work can be completed within the project timeline.	35
Budget	The proposal includes a detailed budget for each stage of the scope of work. Proposed costs are reasonable. Proposed schedule of payments corresponds appropriately with tasks, milestones, or deliverables.	15

SUBMISSION PROCEDURE

Proposers must complete and email completed proposals to Mellin Parker at mellinp@cityofws.org. Applicants are encouraged to provide as much detailed information as possible to assist the City in determining the qualifications of the applicant.

For any questions please contact Shereka Floyd at sherekaf@cityofws.org or 336-734-1305.