

Request for Proposals

For the Facilitation and Coordination of a System-Wide Analysis and Planning Process.

Through this Request for Proposals the Tri-County Homeless Interagency Council, the homeless continuum of care for Brunswick, Pender, and New Hanover County is seeking proposals from qualified applicants to conduct an analysis of the homeless service system and facilitate a planning process that will result in strategic funding and project development activities over a period of 5 years that will enhance positive outcomes and address unmet needs in the homeless community.

Date of Issue: October 13, 2017

Submissions Due: November 3, 2017

Project Contact:

Cecelia Peers

Cape Fear Council of Governments

1480 Harbour Drive

Wilmington NC, 28401

cpeers@capefearcog.org

Tel: 910-395-4553 ext. 202

Fax: 910-395-2684

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8. **Purpose**

The Tri-HIC homeless continuum of care for the City of Wilmington, Brunswick, New Hanover and Pender Counties seeks to engage a consultant (herein referred to as the “candidate”) in the analysis of homeless service programs, their outcomes related to HUD system performance measures, and cost effectiveness for the purpose of developing a 5 year strategy to improve housing placement and retention while serving the greatest number of homeless individuals and families. The CoC expects the candidate to utilize the System Wide Analytics and Projection Tool developed by FOCUS Strategies and the National Alliance to End Homelessness. This tool takes aggregate program performance and financial data, and projects impacts on the overall homeless population correlated with funding and capacity changes. The Tri-HIC expects to use these projections to develop funding goals, strategies to improve system performance, and assist programs with overall performance by highlighting policies and practices of high performing programs.

1. **Background**

The Continuum of Care is an alliance of service providers, local government agencies, and other public interests whose common goal is the prevention and reduction of homelessness in the Cape Fear Region. The CoC is made up of general members, who have voting authority on matters related to the CoC structure and funding decisions, and an Advisory Board, which supports the cross-communication and planning with elected leadership and other service systems and community organizations. Under the HEARTH Act, the CoC became the driving force in developing a systematic response to homelessness that makes data-driven funding decisions. Prior to the HEARTH Act, the administrative arm of the CoC was our 10 Year Plan to End Homelessness, hosted at United Way. With the sun setting of the 10 Year Plan, our CoC has place an Administrator at the Cape Fear Council of Governments to oversee CoC activities, grant application processes, reporting and compliance.

On an annual basis, our CoC brings in over $817,000 in federal and state funds to provide emergency services and housing to individuals and families who are homeless. This is used to serve the approximately 1200-1300 people per year that are homeless and seeking services through one or more shelter, transitional housing, and permanent housing programs. During the January 2017 Point In Time Count, a one day count of those who are literally homeless, there were 322 people identified as homeless. Over the past 6 years, our community has seen a continued reduction in the number of sheltered and unsheltered homeless, however the number of homeless people in families has grown in 2015 and 2016. Two years ago, CoCs began reporting on a series of system performance measures related to those who are newly homeless, overall homelessness, length of time homeless, income from employment and other sources, and returns to homelessness from permanent housing. During the latest submission of system performance measures, the CoC saw a reduction in the percentage of people with earned income, an increase in length of stay in shelter and transitional housing, and an increase in people who are newly homeless.

The CoC seeks a new planning process that is aligned with the goals of Opening Doors, the federal strategic plan to end homelessness, is right-sized to the needs of the regions homeless population, and driven by outcomes and cost efficiency. The CoC would like to use individual project performance to help develop strategy around improving overall system performance.

1. **Project Overview**

The candidate is expected to introduce the process to both the CoC General Membership and Advisory Board, outlining the goals of the process, how the SWAP tool supports those goals, participation expectations in order to make the process effective, a timeline for completion, and what the anticipated outcomes will be. The oversight of the process will be done by an advisory committee made up of representatives from the general membership and advisory board. The candidate will assemble this advisory committee, facilitate regular meetings with established agendas and progress updates, and assist the committee is developing a strategic plan based on the outcomes and projections generated by the SWAP Tool.

The candidate is expected to work with the CoC Administrator, CoC interns and other volunteers, who will be responsible for gathering the data and financial documents needed to populate the SWAP tool. The candidate will hold the primary responsibility in understanding the operation of the tool and how to develop projections based on changes to funding and capacity. The candidate will assist the advisory committee in using the tool to make projections that improve our crisis response system. The candidate, as needed, will work with organizational leadership to support involvement from all possible CoC partner agencies.

The candidate will gather feedback from the advisory committee and prepare a 5 year strategy for improving overall system performance, training and capacity building for organizations or specific project types, and possible funding strategies to match our system needs.

The budget for this project is expected to range from $9,000 - $11,000, with costs not to exceed $11,700.

1. **Scope of Work**

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| Initial Activities |
| Review SWAP tool and supporting material on what is needed to populate the tool as well as how to conduct projection once the tool is complete. |
| Develop timeline for each phase of the project – introduction, data and financial documentation gathering, information input, projection and planning, and recommendations to the CoC. |
| Develop list of CoC funded agencies who are able to participate and establish an advisory committee from CoC General Membership and Advisory Board representatives who will oversee the project. |
| Participation Phase |
| Introduce the tool to the CoC General Membership and CoC Advisory Board. Provide clear and concise materials explaining the purpose of the project, who is expected to participate, what is involved in participation, and anticipated outcomes. |
| Meet with directors of each organization that has projects that can be evaluated as part of the process. Address expectations and concerns with the goal of gaining full participation from all agencies serving the homeless in the region. Meet key staff involved in providing data and financial documentation. |
| Data and Information Gathering |
| Work with the CoC Administrator to obtain HMIS data and reports associated with project bed/unit capacity, utilization, and participant outcomes. |
| Coordinate with CoC Intern and agency staff to obtain necessary financial documentation related to the projects being included in the analysis.  |
| Ensure all necessary data is provided as per Focus Strategies SWAP tool guidelines or work with agency leadership to develop a formula for establishing cost allocation when direct project costs are not available. |
| Work with CoC Administrator and CoC Intern to ensure that the SWAP tool is correctly populated with performance and financial data as per SWAP Tool guidance. Obtain assistance, as necessary from FOCUS Strategies to ensure full functionality of the tool. |
| Meet with the System Wide Planning Committee regularly, as determined necessary by the committee, to review progress,  |
| System Wide Analysis |
| Provide performance and financial analysis on each project to the managing agency and respond to questions. Obtain information regarding agency operations that may have an impact on performance results. |
| Obtain information from similar communities regarding performance standards for comparison. |
| Provide an overview of performance by project type with the advisory committee. Obtain input about the results and overall system-wide performance. |
| System Wide Projection and Planning |
| Using the CoC gaps analysis and Annual Homeless Assessment report, provide information to the advisory committee regarding where the system has sufficiently met the needs of sub-sets of the homeless population, where there are more resources than necessary, and where there are gaps. |
| Assist the committee is developing areas of focus and specific funding goals to address all groups within the homeless population.  |
| Provide the committee with information regarding current and potential sources of funding to meet those goals. |
| Assist the committee in utilizing the SWAP tool to project changes in funding to meet the goals and how those changes will impact levels of service and performance outcomes. |
| Develop a 5 year plan that encompasses the finding of the initial analysis, areas of focus and goals established by the committee, recommended changes and additions to projects within the system that will meet those goals, funding sources that align the recommended changes, and policy and practices that will enhance the service system. |
| Present the 5 year plan to the CoC General Membership, CoC Advisory Board, and local municipality boards as needed.  |

1. **Timeline**

The Continuum of Care is expecting the RFP, contracting and project to follow the timeline below:

 Request for Proposals Issued: October 13, 2017

 Written Question and Response Period closes: October 27, 2017

 Proposals Due: November 3, 2017

 Announcement of Candidate: November 10, 2017

 Execution of Contract: (on or before) December 1, 2017

 Completion of Contract June 30, 2018

The deadline to submit proposals is November 3, 2017 at 5pm EST. Proposals will be considered received by e-mail timestamp or by postmark on the date indicated. Proposals should be submitted to the e-mail or mailing address listed at the top of this RFP. No proposals will be accepted by fax. All proposals will be considered confidential and detail of proposals, outside of proposing organization name, will not be shared outside of the project selection committee and the funding agency upon request.

Questions regarding this RFP should be submitted via e-mail to the e-mail address listed on the top of this RFP. Responses to all questions received by 5pm EST on 10/27/17 will be made available to any candidate who requests them in writing.

1. **Evaluation of Proposals**

Proposals will be evaluated based primarily on the candidate’s ability to provide the services requested in the time frame desired, and will also take into consideration cost, staffing plan, experience, and professional references.

Proposals are expected to include the following in order to demonstrate ability to provide the services requested:

Organizational Overview and Capacity

* Summary of the organization, including length of time in business, leadership and staffing, and brief description of at least 3 recent/relevant projects the organization has worked on.
* Explanation of interest in the CoC System-wide Analysis project.
* Three references including contact information from previous clients.

 Understanding of the Project

* Description of how the candidate sees their role in managing the project and facilitating the processes involved.
* Statement of any potential concerns or issues that could affect the project completion and how the candidate might overcome these obstacles.
* Demonstration of the ability to convene multiple stakeholders and solicit agency participation in an evaluation process.
* Understanding of the SWAP Tool, approach to utilization of the tool, and capacity to assist the stakeholders in interacting with the tool.

 Management Plan

* Project timeline with major tasks and milestones.
* Anticipate staff assigned to the project their qualifications.
* Detailed budget and overall cost associated with the project.
1. **Response to Proposals**

All candidates submitting a proposal will receive a response as to whether their proposal has been accepted or not, or if more detail is needed from a candidate in order to approve a proposal, a provisional acceptance, by November 10, 2017.