



# City of Winston-Salem

Community Development  
Department

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
CityLink 311 (336.727.8000)  
Fax 336.727.2878  
[www.cityofws.org](http://www.cityofws.org)

## Request for Proposals to Perform an Assessment of the NC-500 Continuum of Care

Issued: August 2, 2021

Deadline for Submitting Proposals: September 3, 2021 by 12:00 pm (Noon)

Contact Person: Mellin Parker, Planning Development Senior Project Supervisor  
Email: [hcsd@cityofws.org](mailto:hcsd@cityofws.org) Phone: 336-734-1252

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City of Winston-Salem  
100 East First Street, Suite 423, PO Box 2511  
Winston-Salem, NC 27102



**REQUEST FOR PROPOSALS (RFP)**

**City of Winston- Salem and Forsyth County**

## **Background:**

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 is 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.

## **Purpose**

Through this RFP, the City of Winston-Salem is seeking a qualified consultant to conduct an operational assessment of the NC-500 Continuum of Care (CoC). The consultant must demonstrate expertise in providing planning and technical assistance to organizations that are responsible for assisting persons experiencing homelessness. The consultant must have a background working with federal, state, local and/or community-based organizations in the planning and implementation of complex and integrated homeless service delivery. The consultant will employ a comprehensive, data-driven, and equitable engagement process that will strengthen the homeless and supportive services provided for our unhoused and at risk homeless residents.

The CoC assessment should analyze the following:

- Current NC-500 goals and strategies, along with those of its member agencies;
- Whether programs and services are provided equitably, including in distribution and levels of support;
- Availability, quality, and accessibility of services;
- Policies and procedures governing the CoC;

- Program performance of agencies funded to provide services to persons experiencing homelessness, including programmatic and fiscal compliance and organizational capacity;
- CoC compliance with HUD initiatives and mandates;
- Quality control systems for customer service;
- CoC and member agencies' proficiency in accessing, coordinating, managing and creating community resources and supportive services;
- CoC and member use of data to ensure program- and system-level performance;
- Member agencies' connections to mainstream agencies to address gaps in service provision to individuals experiencing homelessness;
- CoC and member agencies' use of various funding streams, including private fundraising and philanthropic contributions, to support service provision;
- Member agencies' community outreach, engagement and participation in the CoC;
- CoC and member agencies' utilization of best practices and innovative solutions to end homelessness.

The consultant should accomplish the following:

- Provide a clear compilation of current services, needs and gaps present;
- Recommend best practices that will contribute to a holistic approach to end and prevent homelessness including best practices for triage and assessment, rapid rehousing and housing stability services;
- Facilitate a strategic visioning and goal setting process as part of the development of an overarching 10-year affordable housing plan;
- Recommend an actionable five- to ten-year implementation plan, including a projected budget for its implementation;
- Recommend plan implementation strategies and support structure(s);
- Recommend measurable goals and strategies with clear timelines;
- Recommend short, medium, and long-term strategies to address homelessness, including strengthening the shelter system and the CoC's homeless service network;
- Facilitate, and participate in, community conversations to help enhance the homeless service delivery system and recommendations for implementation taking into consideration the following:
  - Organizational relationships
  - Size/ Scale/ Capacity
  - Services (overnight, day centers, public health center)
  - Infrastructure and capital needs.
- Assess the current structure and its effectiveness including the following outcomes:
  - Access to housing
  - Improving individuals housing stability
  - Building partnerships with mainstream systems and
  - Leveraging mainstream resources.

These tasks should be accomplished through a combination of activities such as: focus groups; interviews and/or any other method useful in receiving community and partner input; facilitated group meetings with partners; and review of available data, strategic plans, relevant research and best practices. The Consultant will also coordinate and collaborate with a consultant team leading the creation of a ten (10) year housing plan for the City of Winston-Salem, of which the results of this engagement will be incorporated.

The consultant should also address the rapidly changing needs of the homeless community, as well as the financial and economic impacts of the global pandemic and how it has affected services in any way. For instance, in response to COVID-19 pandemic, the City of Winston-Salem and the local NC-500 CoC created a medically fragile shelter to comply with CDC recommended social distancing guidelines to reduce the transmission of COVID-19. The City contracted for local hotel rooms to provide support to persons experiencing homelessness who may be medically fragile and at higher risk of death if exposed to COVID-19. During this time the unsheltered population continued to grow, increasing the numbers of those who are sleeping outside. Through the effort of creating the medically fragile shelter it became apparent that while dedicated to the community and focused on providing services, the CoC can increase its ability to operate as a system by mobilizing shared resources in the community.

The implementation plan should identify how the changes in need will be addressed by the CoC. The consultant should use buy-in among the Winston-Salem community, homeless service providers, various City departments, individuals who are currently and have previously experienced homelessness, and other key stakeholders will be critical to the success of this implementation plan.

The consultant will attend and facilitate, at minimum, the following meetings:

- Pre-development meeting with the City's Homelessness Plan Team. The team consists of City staff.
- Individual interviews of elected officials concerning their homelessness concerns and proposed solutions.
- Three stakeholder meetings involving homeless service providers, community organizations, churches, City officials, County Departments, and others identified by City staff.
- One meeting open to the general public.
- One session of the Community Development/Housing/General Government Committee of the City Council, and possibly one meeting of the full City Council;
- One wrap-up meeting with the City team;
- Meetings will be held both in-person and virtually.

The engagement is expected to last approximately six (6) months.

## **Qualifications**

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

- Demonstrated experience successfully performing programmatic and organizational assessments, including analysis of organizational financial and sustainability systems;
- Strong facilitation and writing skills;
- Demonstrated experience working with homeless services systems and issues;
- Experience working with CoCs is preferred;
- Demonstrated experience creating an equitable environment for, and soliciting input from, individuals from various sectors and disciplines;
- Demonstrated experience gathering and utilizing data to inform analyses and recommendations;
- Current and active registration with the NC Secretary of State or willingness to obtain within 60 days.

Proposals must include the following:

- A brief profile of the consultant firm, including the types of services offered, number, size and location of offices and number of employees;
- A description of the consultant's experience in preparing analyses, studies, and reports and experience outlining strategies to support persons experiencing homelessness;
- A description of the consultant's experience in working with a variety of community groups and elected officials;
- A description of any specialized knowledge, training, experience, and professional competence in serving/supporting persons experiencing homelessness;
- Résumé describing qualifications to work on the project. The résumé should document relevant experience in consulting for organizations that administer homeless services;
- If a firm/organization, résumés of the person who will manage the project and all key staff who will work on the project, including a description of capacity to perform the work and an organizational chart;
- Detailed information of similar work completed within the last five years;
- 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. (Travel accommodations and meals must be in accordance with the City of Winston-Salem's Travel Policy and Procedures for City Employees and Contractors).
- Evidence of general and/or professional liability insurance, including amount, period of coverage, and any limitations;
- 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.

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.

**Scoring**

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

<b>Rating Factors</b>	<b>Basis of Rating</b>	<b>Points</b>
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**

Proposals must complete and email completed proposals to Mellin Parker at [mellinp@cityofws.org](mailto: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.

**CONTACT INFORMATION**

*Questions may be emailed to [hcsd@cityofws.org](mailto:hcsd@cityofws.org) and in the subject line include “RFP-Consultant.”*