



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

**Sacramento City & County Continuum of Care
Request for Proposals (RFP) for Consulting Services:
HUD CoC Program NOFA Competition and Year-Round Performance Review**

I. BACKGROUND

A. Purpose/Intent

The purpose of this Request for Proposals (RFP) is to solicit proposals from interested and qualified consultants to support the Sacramento City and County Continuum of Care (CoC) to prepare and submit the annual CoC Consolidated Application to the US Department of Housing and Urban Development (HUD). The selected consultant will work closely with the CoC Advisory Board and its Performance Review Committee to develop all materials for the annual Notice of Funding Availability (NOFA) competition, as well as to establish and facilitate year-round processes for system and project performance review.

This RFP seeks consulting services for an initial term of three years, with the option for two one-year extensions and a maximum term of five years before a new RFP must be released for additional services.

B. History

Sacramento Steps Forward has been the Sacramento City and County CoC's Lead Agency and Collaborative Applicant since incorporation as a nonprofit organization in 2011. The Sacramento CoC Advisory Board has been responsible for the annual HUD CoC Program NOFA competition review and rank/Project Priority List since 2012. To formalize a more robust review and ranking process informed by system-level and in-depth understanding of projects, the CoC Advisory Board established a year-round Performance Review Committee in 2015.

The CoC Performance Review Committee is responsible for the projects competition component of the annual HUD CoC NOFA Consolidated Application. The Performance Review Committee develops all competition policies and procedures, including the scoring criteria used by non-conflicted members to review and rank projects submitted by community providers. The Project Priority List established by the non-conflicted members of the Review Committee is then presented to the CoC Advisory Board for final approval, as are all policies and procedures adapted by the committee.

Since its formation in 2015, the Performance Review Committee's primary focus has been the scoring criteria for each upcoming NOFA competition. However, it is the goal of the CoC Advisory Board and the Performance Review Committee to use the year-round meeting schedule to gather information that will allow for the development of

better scoring tools and performance review techniques that align with service priorities and address major gaps. In the upcoming contract term, the CoC Advisory Board and the Performance Review Committee seek support from a consultant to design a year-round process that moves the Performance Review Committee toward this goal.

C. Key Participants

Sacramento Steps Forward-

Sacramento Steps Forward is a nonprofit organization, the issuer of this RFP, and the subsequent entity with whom the successful proposer will contract. Sacramento Steps Forward is also the HUD CoC Lead Agency, Collaborative Applicant, and HMIS Lead Agency.

Sacramento City and County Continuum of Care (CoC) Advisory Board-

The Sacramento CoC Advisory Board fulfills the HEARTH Act requirements, including the annual NOFA competition.

Performance Review Committee-

The Performance Review Committee is a standing committee of the CoC Advisory Board charged with developing all the tools, policies, and procedures for conducting the annual NOFA competition for approval by the CoC Advisory Board.

II. Scope of Work

The following scope of work provides the essential expertise and skills of the ideal proposer, as well as a description of services to be provided.

A. Essential Expertise and Skills

- HUD CoC Program expertise
- Strong facilitation skills
- Professionalism
- Neutrality
- Ability to communicate clearly with a variety of stakeholders
- Excellent customer service

B. Description of Services

1. Support the Performance Review Committee and CoC Advisory Board- The ideal consultant will provide the Performance Review Committee and the CoC Advisory Board with expert guidance on HUD requirements and expectations, research and analysis on how other CoCs are addressing community needs and HUD requirements, and will possess superior facilitation and consensus-building skills to move the committee and board through the review and ranking process in a meaningful and efficient manner.
 - a. Prepare materials for, attend, and participate in monthly 2-hour meetings of the Performance Review Committee. Depending on the selected consultant's location, some meetings may be attended remotely.

- b. Provide the research, information, and expertise required to lead the Performance Review Committee in its work to develop NOFA competition scoring criteria and policies.
 - c. Provide clear and accurate guidance on project review and ranking requirements set forth in the CoC Program NOFA annually and in regulations.
 - d. Serve as the expert on HUD expectations as gleaned from sources supplemental to NOFAs and formal regulations, such as webinars, conferences, FAQs, trainings, etc.
 - e. Provide examples of best practices for performance review from other CoCs, especially high performing CoCs.
 - f. Provide meeting materials far enough in advance to allow Performance Review Committee and CoC Advisory Board members to attend meetings prepared to have a productive discussion.
 - g. Conduct a thorough debrief of the NOFA competition process with the Performance Review Committee and CoC Advisory Board after the completion of each competition.
2. Support to the Performance Review Committee's Review and Rank Panel- The ideal consultant will support the Review and Rank panel in its development of the Project Priority List, in a process that is equitable, independent and efficient.
- a. During each competition cycle, facilitate a two-day review and rank process for the non-conflicted members of the Performance Review Committee who constitute the Review and Rank Panel.
 - b. Provide web-based or otherwise easily accessible tools designed to maximize the efficiency of the review and rank process.
 - c. Design a provider interview methodology that adds value to the review and ranking of projects and enables providers to sufficiently prepare.
3. Provide Training and Technical Assistance to CoC Program Providers- The ideal consultant will work supportively with CoC Program providers to offer training and technical assistance that prepares them to submit high-quality applications for the local and federal NOFA competition.
- a. Provide clear and accurate guidance on project requirements set forth in the CoC Program NOFA and in regulations.
 - b. Provide clear, accurate, transparent, and easily understood guidance on the local competition application requirements and process.
 - d. Work with CoC Program providers in a supportive and collaborative fashion.
 - e. Conduct the annual training/Kick-Off Conference on the HUD NOFA and local competition requirements as soon as possible after the release of the NOFA to allow maximum time for preparing applications.
 - f. Provide 1:1 technical assistance to providers in a manner that addresses project-specific challenges requiring custom guidance.

- g. Create and publish FAQs based on individual technical assistance requests to ensure consistent guidance and efficient sharing of information on common inquiries.
- h. Conduct a thorough debrief of the NOFA competition process with CoC Program providers after the completion of each competition.

III. Pre-Proposal Information

A. Rolling Q & A Schedule

Questions and requests for clarification will be accepted on an ongoing basis until Tuesday, December 11, 2018 at 5:00 PM (48 hours before the proposal deadline) via email to contracts@sacstepsforward.org. Responses will be posted to the Sacramento Steps Forward website every Wednesday. Proposers are asked to put “CoC Consultant RFP” in the subject line of the email. Details on the Q & A schedule are as follows:

Questions Received (by 5 PM)	Responses Posted (by 5 PM)
Monday, November 12, 2018	Wednesday, November 14, 2018
Monday, November 19, 2018	Wednesday, November 21, 2018
Monday, November 26, 2018	Wednesday, November 28, 2018
Tuesday, December 4, 2018	Wednesday, December 5, 2018
Tuesday, December 11, 2018	Wednesday, December 12, 2018

B. RFP Addenda & Updates

It is the responsibility of each proposer to check the Sacramento Steps Forward website for any RFP addenda, Question & Answer postings, and other updates posted regarding this RFP. While this responsibility ultimately lies with the proposer, Sacramento Steps Forward will send electronic reminders and updates to any proposer that requests them via email to contracts@sacstepsforward.org.

IV. Proposal Requirements

A. RFP Timeline & Submission Requirements

1. RFP Timeline

Activity	Date(s)
RFP Release	Thurs., November 8, 2018
Proposals Due Date	Thurs., December 13, 2018 at 5:00 PM
Proposals Threshold Review	Fri., December 14, 2018
Proposer Interview Schedule Published	Mon., December 17, 2018 by 5:00 PM
Proposals Review & Proposer Interviews	Wed., December 19, 2018
Award Announcement	Fri., December 21, 2018 by 5:00 PM
Contract Start Date	Tues., January 15, 2019

2. Submission Requirements

Proposers shall submit one electronic PDF of the proposal package to Sacramento Steps Forward. The electronic file name should include the Proposer Name followed by the RFP Title. The file must be submitted via email to contracts@sacstepsforward.org no later than 5:00 PM on the proposal due date of Thursday, December 13, 2018. Any proposal attachments that cannot be combined into a single PDF should be appropriately named and numbered (e.g. Proposer Name RFP Title Attachment 1 of __). An email confirming receipt of the proposal will be provided automatically. Late submissions will not be considered. Supplemental documents or revisions sent after the proposals deadline will not be accepted.

B. Proposal Submission Format

Proposers must submit a proposal narrative in accordance with stated requirements set forth in Section IV.C. below. Two templates have been provided and must be used: (1) Funding Competitions Experience and (2) Budget Worksheet.

C. Proposal Contents

1. Proposal Cover Page

Provide a cover page that includes the following: Organization Name, Address, Director/President/CEO and Contact Name, Email, Phone Number, Annual Proposed Budget Amount, Subcontractor Information (if applicable)

2. Minimum Qualifications

Proposals shall document minimum qualifications by completing the Funding Competition Experience template outlining experience with the HUD CoC Program, and other relevant federal, and state funding opportunities.

Minimum qualifications include items a-d below.

a. Experience with federal and/or state grants, including:

- At least three years of federal and/or state grant writing and submission experience, including successful federal and/or state grant award applications.
- At least three grant writing and submissions to funders that resulted in an award in the last five years.
- At least three years of experience providing technical assistance to provider agencies on federal and/or state funding stream regulations.

b. Experience with collaborative decision-making processes:

- At least three years of experience working within a committee decision-making structure to accomplish goals.

c. The ability to either attend monthly Performance Review Committee meetings in person or to provide a means of participating remotely through the use of technology. The proposer should describe the use of such technology in this section.

d. Commitment to participate in specific annual activities in person, including:

- Two CoC Advisory Board meetings, including support for the presentation by the Performance Review Committee Co-Chairs to approve HUD CoC Program NOFA competition tools, policies, and procedures and the presentation of the Project Priority List, the ranked list of projects developed by the review and rank panel, for approval the CoC Advisory Board.
- The annual NOFA competition Kick-Off Conference for all new and renewal project applicants.
- The two-day convening of the review and ranking panel to review all project applications and develop the recommended Project Priority List for approval by the CoC Advisory Board.

3. Organizational Capacity

Proposers shall describe organizational capacity to deliver the consultant services requested via an organizational chart, job descriptions and resumes associated with the staffing plan in item (d), and a sample CoC NOFA Review Tool if available. Organizational Capacity includes items a-d below.

- a. Describe the agency's experience developing and implementing NOFA application processes. Experience with HUD CoC Program NOFA application processes is of particular interest. The applicability of experience with other NOFAs to the HUD CoC Program NOFA should be explained. Proposers that have experience with HUD CoC NOFAs should provide a sample Projects Scoring Tool for review.
- b. Describe the agency's experience providing technical assistance to providers regarding regulations governing federal and/or state funding streams and the application requirements and processes associated with them. Technical assistance to HUD CoC Program providers is of particular interest. The applicability of experience with other federal funding streams and applications to the HUD CoC Program should be explained.
- c. Describe the agency's experience providing technical assistance and analysis regarding regulations governing federal funding streams. Experience providing assistance and analysis on HUD CoC Program regulations to committees and/or advisory bodies and collaborative applicants is of particular interest. The applicability of experience with other federal program regulations should be explained.
- d. Describe the staffing plan for this project. Attach the job descriptions for key program positions and provide the resumes for the staff who will fill those positions. Provide a written commitment to provide notice to and seek input from Sacramento Steps Forward, the CoC Advisory Board, and the Performance Review Committee before individuals listed as occupying the key project positions are reassigned to another project or substituted with other personnel.

4. Approach

Proposers shall describe the approach to delivering the consulting services sought, including the key components of the scope of work, measurable objectives and reporting, and program quality improvement. Approach includes items a-e below.

- a. Describe the agency's plan to prepare and develop an annual HUD CoC Program NOFA projects competition application process and year-round performance review.
- b. Describe the agency's plan to provide technical assistance to CoC Program providers related to the CoC application process.
- c. Describe the agency's plan to provide technical assistance to the Performance Review Committee related to year-round performance review.
- d. Propose at least two outcome objectives by which success of the delivery of services could be evaluated and how they would be met and reported.
- e. Describe the agency's process for ongoing evaluation and refinement of the consulting services being delivered.

5. Budget

Proposers shall complete the Budget Worksheet template and provide a budget narrative. Budget includes items a-b below.

- a. Complete the Budget Worksheet template, providing direct expenses for all proposed costs to be supported through this contract for a three-year term.
- b. Provide a budget narrative that clearly explains the basis for each expense listed on the Budget Worksheet template.

6. References

The ideal consultant will provide references from key CoC stakeholders, including one person from each of the following groups that has worked with the staff proposed. If the proposer has not worked on a CoC Program NOFA competition, similar references should be identified.

- a. CoC governing body membership
- b. CoC provider/ recipient or subrecipient
- c. CoC collaborative applicant

D. Proposal Package Checklist

✓	Item	Section
	Proposal Cover Page	IV.C.1.
	<i>Narrative</i>	
	Minimum Qualifications	IV.C.2.
	Organizational Capacity	IV.C.3.
	Approach	IV.C.4.
	Budget Narrative	IV.C.5.
	<i>Templates</i>	
	Budget Worksheet Template	IV.C.5.
	Funding Competitions Experience Template	IV.C.2.
	<i>Attachments</i>	
	HUD CoC NOFA Competition Projects Scoring Tool	IV.C.3.
	Organizational Chart	IV.C.3.
	Job Descriptions for Key Program Positions	IV.C.3.
	Resumes for Key Program Staff	IV.C.3.
	References	IV.C.6.

V. Contractor Selection

A. Minimum Qualifications/Threshold Review

Sacramento Steps Forward will conduct a threshold review of proposals received by the submission deadline. Proposals will be evaluated for completeness and confirmation of references, with all successful proposals transmitted to the CoC Performance Review Committee for substantive review.

B. Proposal Evaluation

Proposals will be evaluated by the CoC Performance Review Committee. Proposals will be evaluated based on minimum qualifications, organizational Capacity, approach, and budget. In addition to the review of written materials, the CoC Performance Review may also interview proposers.

1. Organizational Capacity Evaluation Criteria

- a. Agency clearly demonstrates it has the capacity to develop and implement a NOFA application process.
- b. The agency clearly demonstrates that it has the capacity to provide technical assistance to providers regarding federal regulations and NOFA processes.
- c. The agency clearly demonstrates that it has the Capacity to provide technical assistance and analysis regarding federal regulations to Sacramento Steps Forward, the CoC Advisory Board, and the Performance Review Committee.
- d. The agency clearly demonstrates the ability to facilitate collaborative decision-making within a committee structure.

- e. The agency clearly demonstrates it has the organizational structure needed to provide the services required in the RFP and the staffing pattern is clear, reasonable, and well matched to the services required in the RFP.
- 2. Approach Evaluation Criteria
 - a. The proposed plan is clear, reasonable, and provides a well thought out approach to prepare and develop an annual NOFA competition and year-round performance review.
 - b. The proposed objectives are specific, measurable, and realistic; the plan to meet, report, and incorporate data into the program is clear and reasonable.
 - 3. Budget Evaluation Criteria
 - a. The budget provided is clear and reflects good allocation of resources and matches the program requirements and proposed staffing structure.
 - b. The budget narrative is clear and provides justification for budget line items.

C. Interviews & Award Announcement

Proposals will be reviewed by the CoC Performance Review Committee on Wednesday, December 19, 2018. Interviews will be conducted with the strongest proposers the same day. All proposers should reserve 12:00 PM to 4:00 PM on December 19, 2018 to potentially participate in an interview with the Performance Review Committee. A more specific one-hour interview time will be provided by 5:00 PM on Monday, December 17, 2018.

The Performance Review Committee will select the successful proposer and the award announcement will be made by Friday, December 21, 2018.

VI. Agreement Requirements

The successful proposer will be required to enter into a contract agreement with Sacramento Steps Forward. Immediately upon award announcement, Sacramento Steps Forward and the successful proposer will begin contract development, with a target contract start date of Tuesday, January 15, 2019. The successful proposer will immediately begin working with the Performance Review Committee to prepare for the FY2019 HUD CoC Program NOFA competition.