

**Fort Worth/Arlington/Tarrant County
TX-601 Continuum of Care**

Strategic Visioning and Planning

Request for Proposals

July 2018

TIMELINE

July 9, 2018	Release Request for Proposals
August 15, 2018 By 5:00 PM CST	Proposal deadline: Proposals to be submitted via email to Tammy McGhee at tammy@ahomewithhope.org
Week of August 20, 2018	CoC Board Executive Committee Review proposals
August 27, 2018	CoC Board Selects Consultant
Week of August 27, 2018	Notify applicants and execute contract
Week of September 3, 2018	Initial meeting with consultant
January 2018	CoC Board approves final Community Strategic Plan

BACKGROUND AND LEADERSHIP

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, 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.

Locally, the geographical area covered by the CoC is Tarrant and Parker Counties. In January 2018, the Fort Worth/Arlington/Tarrant County CoC Board adopted a new charter to help establish new leadership to direct the community response to develop a systemic response to reshape and improve the delivery of homeless services. The CoC Board of Directors has appointed the Tarrant County Homeless Coalition (TCHC) to serve as the CoC lead agency to be responsible for the operations of the homeless services system of care. TCHC is also appointed by the CoC Board to serve as the Collaborative Applicant for the CoC Program Grant and the Homeless Management Information System (HMIS) Administrator for the CoC.

PURPOSE

Through this RFP, the CoC Board of Directors seek a professionally-qualified consultant to work with them and TCHC to create a five- to ten-year strategic plan through a comprehensive, data-driven, and participatory planning process. The **community wide strategic plan** should have the following foundational effects:

- Strengthening governance to support community-driven decision processes and workgroups.
- Improving the use of data to ensure program- and system-level performance.
- Create meaningful connections to mainstream agencies to address gaps in service provision to individuals experiencing homelessness.
- Expand private fundraising and exploration of public resources to increase the level of funding available.
- Improved community engagement and participation in the CoC.
- Implementation of best practices and innovative solutions to end homelessness.

SCOPE

The consultant shall, at minimum, accomplish the following:

Planning Activity and Final Deliverable

Working with CoC partners, the consultant will:

1. Provide a clear outline of what the current services are and the needs and gaps present
2. Design and execute a strategic visioning and comprehensive planning process.
3. Develop an actionable five- to ten-year strategic plan, including a projected budget for its implementation.
4. Develop recommendations regarding the plan's implementation and support structure.

Research

It is anticipated that these tasks will be accomplished through a combination of activities, such as:

- Focus groups, interviews, and/or any other method that will be useful in receiving partner and community input,
- Facilitated group meetings with partners to create consensus regarding a strategic vision and strategic plan (including goals, objectives, strategies, and tactics), and
- Review and present available education-related data and partner strategic plans as well as any relevant research and best-practices.

ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

While the CoC partners seek the consultant's recommendations regarding the best process to develop an actionable strategic plan, the partners envision the scope of work being conducted in stages.

Stage 1. Vision and key goals with CoC Leadership Groups.

This stage includes consensus building among the CoC partners to:

- a) create a ***shared strategic vision*** that:
 - is clearly stated
 - is compelling
 - is timely
 - describes a clear and present need
 - motivates people to act
 - is a worthwhile challenge
 - is audacious
- b) identify ***three to five key CoC goals***.

Stage 2. Research - Needs assessment, gaps analysis, SWOT analysis, HUD research, etc.

- This stage includes the identification and analysis of information so that the CoC partners better understand the "status" of homeless services, the array of efforts targeted at addressing issues associated with homelessness, and opportunities for enhancing the homeless system in Tarrant and Parker Counties.

Among the key questions:

- What is the current status of homeless services in Tarrant and Parker Counties (in total, stratified by population, stratified by geography, etc.)?
- What efforts are underway (i.e. inventory)?
 - What is working?
 - Is the current effort meeting the need?
 - What changes are necessary (e.g., programs, cultural changes, etc.)?

- What don't we know and what else do we want to know?
- What is needed?
- What is actionable?
- How does the CoC get there (e.g., coordination of programs, implementation of programs, etc.)?

This stage should produce the substantive documentation and solutions needed for informing the strategic planning process.

Stage 3. Write the strategic plan, including detailed budget

Utilizing information from the first two stages, this stage will include the development of an actionable strategic plan that will serve as the overall blueprint for the CoC's work. This plan should include:

- An Executive Summary
- A comprehensive, detailed plan that identifies:
 - Shared vision
 - Goals
 - Objectives
 - Strategies
 - Tactics
 - Responsible Partners and their Roles
 - Measures
 - Outcomes

This plan should **also** include:

- Resource development strategies

Stage 4. Development of implementation recommendations

This stage includes the development of recommendations regarding the implementation phase of the CoC's work. Included within this phase should be recommendations regarding:

- A detailed budget to implement the plan
- Infrastructure integrations with TCHC (as backbone organization) needed to support the CoC's implementation phase
- CoC Board Committees structure needed to act on the plan
- Data tracking

CONSULTANT QUALIFICATIONS

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

- Experience at successfully developing consensus-based strategic plans
- Knowledgeable of collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Knowledgeable of homeless systems and issues
- Experience working with other CoCs is strongly preferred
- Experience at creating a neutral environment for, and soliciting input from, individuals from various sectors
- Experience at gathering and utilizing data to inform the strategic planning process
- Knowledgeable of budgeting

- Knowledgeable of resource development
- Knowledge of local capacity and resources

PROPOSAL

Proposals must include the following:

General Information

The CoC Board understands that the scope of work requested may be conducted by a single consultant, a consultant group, or by a partnership of consultants. The proposal should provide the name, title, address, telephone number, and email address for each person engaged in scope activities. Further, if a consultant group or partnership of consultants is proposed, the proposal should indicate who will serve as the “point” person for the purposes of this RFP and the engagement.

Consultant Qualifications and Roles

The proposal must describe the consultant’s qualifications to conduct the RFP scope of work activities, including his/her expertise, knowledge, and experience. Experience should include examples of conducting similar or related work (i.e., working with other collaborative or collective impact initiatives to create a strategic vision and strategic plan).

If a consultant group or partnership of consultants is proposed to conduct the RFP scope of work, the proposal must indicate which activities each consultant will conduct as well as information about their level of expertise, knowledge and experience to conduct those specific activities.

Work Plan

The proposal should contain 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/or deliverables.

References

The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference should include the individual’s name, address, telephone number and email address.

Previous Work Product

The proposal should include at least two examples of written work similar to the scope of work requested within this RFP (e.g., strategic plan).

GENERAL APPLICATION INFORMATION

Inquiries and Point of Contact

The Tarrant County Homeless Coalition (TCHC) is serving as the point of contact for inquiries related to this RFP. All questions/inquiries regarding this RFP may be directed to Tammy McGhee at tammy@ahomewithhope.org or 817-637-7716.

Proposal Submission

Applications must be submitted by email to Tammy McGhee at tammy@ahomewithhope.org by 5:00 PM on August 15, 2018.

APPLICATION REVIEW CRITERIA

The proposals will be reviewed and evaluated based on the following criteria:

Qualifications
(35 Points)

- The consultant has the qualifications needed to successfully complete the scope of work
- The consultant has prior experience working on similar projects

Scope of Proposal
(30 Points)

- 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 committee members and community stakeholders

Work Plan
(25 Points)

- 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

Budget
(10 Points)

- 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

REFERENCE CHECKS

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

References

(Satisfactory/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

Consultants may be asked to participate in an interview to further gauge their fit and ability to work on this project. If needed, interviews will be scheduled to take place the week of August 20, 2018.

Consultant selection will be based on the consultant's written proposal and the results of the reference checks.

Nothing in this RFP shall be construed to create any legal obligation on the part of TCHC or any respondents. TCHC reserves the right, in its sole discretion, to amend, suspend, terminate, or reissue this RFP in whole or in part, at any stage. In no event shall TCHC be liable to respondents for any cost or damages incurred in connection with the RFP process, including but not limited to, any and all costs of preparing a response to this RFP or any other costs incurred in reliance on this RFP. No respondent shall be entitled to repayment from TCHC for any costs, expenses or fees related to this RFP. All supporting documentation submitted in response to this RFP will become the property of TCHC. Respondents may also withdraw their interest in the RFP, in writing, at any point in time as more information becomes known.