



GRAND RAPIDS/WYOMING/KENT COUNTY MI-506 CONTINUUM OF CARE REQUEST FOR QUALIFICATIONS: STRATEGIC VISIONING AND PLANNING

Statement of Work:

The Grand Rapids Area Coalition to End Homelessness, also known as Grand Rapids/Wyoming/Kent County Continuum of Care (CoC), seeks statements of qualifications for professional services to facilitate and prepare a strategic visioning and planning process for the Continuum of Care. It is expected that the end product of the process will include guiding principles, a vision statement, shared values, and a framework the group agrees to work within.

Background information of the Grand Rapids Area Coalition to End Homelessness:

The Grand Rapids Area Coalition to End Homelessness, also known as Grand Rapids/Wyoming/Kent County Continuum of Care (CoC), is an independent, non-incorporated membership entity comprised of numerous organizations and individuals.

It was formed in response to federal requirements in the McKinney-Vento Homeless Assistance Act of 1987 Transition (HEARTH) Act of 2009 for administration of US Department of Housing and Urban Development (HUD) funding to address homelessness as described in 24 CFR Part 578.5. The CoC Governance Charter and subsequent amendments are approved, consistent with 24 CFR Part 578.5, by the CoC membership. Governance decisions on behalf of the CoC are made by a Steering Council elected from the membership, in accordance with the CoC Governance charter. Annually the Continuum of Care applies to the HUD Continuum of Care (CoC) Program for funding to address homelessness.

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.

The Coalition is a community collaborative that is actively working on systems change in the area of homelessness. The goal of the Coalition is to prevent and end systemic homelessness in

Kent County, guided by the values and philosophy set forth in the original 10-year community developed plan, the Vision to End Homelessness, which was developed in 2004. However, the Coalition recognizes that significant changes have occurred in the community since the implementation of the Vision to End Homelessness and has identified the need for renewed strategic vision to move forward on its efforts in ending homelessness.

PURPOSE

Through this RFQ, the CoC Steering Council seeks a professionally qualified consultant to complete Phase 1 of an anticipated phased Strategic Plan process (see attached document “Anticipated Process for Strategic Plan Development”) and scope of work as defined in the RFQ below.

FOUNDATIONAL ELEMENTS

- Consultant will include strategy and impact of systems change within the context of the CoC and grounded in the work of [Opening Doors: Federal Strategic Plan to Prevent and End Homelessness](#).
- Process informed by other community planning efforts regarding homelessness and housing needs
- Engagement of the following:
 - Persons with lived experience of homelessness and/or housing insecurity including CoC Action Board members
 - Members of Coalition
 - Committee members
 - CoC staff
- Equity-focused process facilitation

Scope of Services/Deliverables

Phase 1 of the Anticipated Process for Strategic Plan Development as outlined below.

Phase 1: Vision and Values

- Design and execute a strategic visioning process
- Development of shared values with clarifications of definitions
- Refine strategic vision
- 1-year implementation plan for values and vision

PROPOSAL SHOULD INCLUDE:

- **Consultant Qualifications and Roles:** The proposal must describe the consultant’s qualifications to conduct the scope of work activities, including their 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 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.

- **Demonstrated ability to use process-facilitated approach to strategic planning** - include description of methodology (process, roles, and activity timeline) in response.
- **Description of how an equity focus will be used in consultant's process.**
- **Work plan detailing:**
 - specific activities with detailed descriptions,
 - a timeline for the activities, and
 - milestones and deliverables tied to those activities.
- **At least 3 references** who can speak to their experience with the consultant in conducting projects of similar scope.
- **Examples of past work similar in scope.**
- **Budget expectations and timelines** - The expectation is that the strategic visioning process will be completed 90 days from the point of engagement with the CoC. The proposed budget should not exceed \$16,000.
- **[Signed Conflict of Interest Statement](#)**
- **Additional considerations:** The CoC is required to follow HUD requirements for contracting per 2 CFR 200. Responses shall include, if appropriate, a description of efforts to subcontract, joint venture, or otherwise enter into business arrangements with Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs). Affirmative steps will be taken to assure that MBE/WBE firms are utilized to the extent possible.

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, highly preferred
- Proven ability to appropriately engage vital stakeholders
- Demonstrated focus on systemic change and equitable outcomes and opportunities

PROCESS FOR PROPOSAL SELECTION

Proposals are due no later than Friday, February 14, 2020 by 5pm and should be e-mailed as a pdf to Courtney Myers-Keaton at cmyers-keaton@hwmuw.org.

All proposals within budget will be considered. While cost is a consideration, the CoC is not limited to selecting the lowest bid, as this is a qualifications-based decision. The CoC will score all qualified proposals using the following criteria:

Factor	Points
Experience and qualification of consultant in providing facilitation of strategic visioning and/or planning services with a demonstrated focus on systems change and equitable outcomes or other similar planning processes or initiatives.	40
Consultant's qualification and experience in providing the requested services as demonstrated by consultant's references.	15
Proposed project approach	35
Total project cost	10
Total Possible Points	100

ADDITIONAL INFORMATION

1. All legal rights and obligations between the successful consultant and the CoC will come into existence only when a contract or agreement is fully executed by the parties.
2. Each consulting firm preparing or submitting a response to this RFQ agrees that any costs incurred resulting from the preparation of the response to this RFQ are at the consultant's sole cost and expense. Each consultant agrees that proposals and all documentation and supporting materials submitted with a proposal shall remain the property of the CoC.
3. The proposed activity will be partially or completely funded with HUD funds in accordance with federal laws and regulations which require that all contracts with consultants for activities utilizing HUD funds adhere to all applicable requirements, including but not limited to a drug-free workplace, non-discrimination, equal employment opportunity, and training and business opportunity. The selected consultant shall certify that they meet all applicable federal requirements.
4. The CoC seeks responses to this RFQ from small businesses, including but not limited to, micro local business enterprises (Micro-LBE), veteran owned small business (VOSB), minority owned business enterprises (MBE), and women owned business enterprises (WBE). The selected consultant will be expected to utilize small businesses, micro-LBE, VOSB, MBE, and WBE whenever possible.
5. The CoC collectively reserves the right to accept or reject any and all of the responses, in whole or in part; to alter the selection process in any way; to postpone

or cancel the selection process for its own convenience at any time; to waive any defects/informalities; to disregard all non-conforming, non-responsive or conditional responses; and/or to issue a new RFQ at any time.

INQUIRIES AND POINT OF CONTACT

Courtney Myers-Keaton, CoC Coordinator at the Grand Rapids Area Coalition to End Homelessness, will serve as the point of contact for inquiries related to the RFQ. All questions may be sent to cmyers-keaton@hwmuw.org or call 616.752.8624.

Addendum:
ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

The CoC Steering Council seeks a professionally-qualified consultant to work with them and the CoC to create a strategic plan through a comprehensive, data-driven, and participatory planning process.

While the CoC seeks the consultant's recommendations regarding the best process to develop an actionable strategic plan, the CoC envisions the scope of work being conducted in phases, which are described below.

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

This phase includes consensus building among the CoC partners to:

- a) Create a ***shared strategic vision*** that:
 - a. is clearly stated
 - b. is compelling
 - c. is timely
 - d. describes a clear and present need
 - e. motivates people to act
 - f. is a worthwhile challenge
- b) Create guiding principles and shared values.
- c) Development of framework the group can work within.

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

This phase 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 Kent County.

Among the key questions:

- What is the current status of homeless services in Kent County (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 doesn't the CoC know and what else do we want to know?
- What is needed and what is actionable?

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,

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- Facilitated group meetings with partners to create consensus a strategic plan (including goals, objectives, strategies, and tactics), and
- Review and present available related data and partner strategic plans as well as any relevant research and best-practices.

Phase 3. Written Strategic Plan, including budget

Utilizing information from the first two phases, this phase 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

The plan should also include resource development strategies

Phase 4. Development of implementation recommendations

This phase 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 needed to support the CoC's implementation phase
- CoC Board Committees structure needed to act on the plan
- Data tracking

Planning Activity and Final Deliverable

Working with CoC partners, the consultant will:

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