



Proposal for Consulting Services
City of Greensboro, N.C.
October 08, 2021

Purpose of Consulting Services

The City of Greensboro (City) is seeking long-term technical assistance in its coordinated efforts to increase the efficiency and effectiveness of the City's investment in Permanent Supportive Housing (PSH) with a focus on developing and operating high-quality housing and services and building the capacity of staff, housing developers and service providers to meet the needs of individuals and families experiencing homelessness, center equity and lift up the voices of Persons with Lived Expertise (PWLE).

Planned Activities

CSH will work closely with the City of Greensboro and its partners to achieve the above stated purpose through the following activities and tasks:

Activity 1: Provide Support and Technical Assistance to the City and its Partners to develop a framework and business case for a new PSH project for Chronically Homeless Individuals.

Approx. Timeline: November – December 2021

CSH will provide support and technical assistance to the City on developing a project framework, talking points, and a business case for the return on investment of quality permanent supportive housing (PSH) utilizing national research, PSH development models and best practices.

Activity 2: Provide Technical Assistance on PSH Project Development, and Support and Guidance on Identifying and Securing a Project Lead Agency and Partnership Agreement/MOU.

Approx. Timeline: November – March 2021

To support the implementation of the City's investment in and long-term development goals for high-quality supportive housing, CSH will provide technical assistance around project development, as well as support and guidance to the City and its partners to develop an RFP to identify a project lead agency, set quality benchmarks, formalize an agreement, and provide training and technical assistance to develop and maintain high quality supportive housing and services.

Task 1: Provide project development support and offer technical assistance to enhance quality housing and service standards and develop policies and procedures for project partners (city, developer, property manager and services provider).

CSH will:

- Utilize the Dimensions of Quality Supportive Housing Self-Assessment and other tools developed by CSH to provide technical assistance on best practices for quality supportive housing project development, including developing an effective Supportive Service Plan, staffing plan, operating policies and procedures, and centering equity and including the voices of Persons with Lived Expertise (PWLE) in project development.
- Provide ongoing one-on-one technical assistance to supportive housing project partners to ensure alignment with quality supportive housing standards.
- Schedule, develop agenda, facilitate regular calls and memorialize action items and next steps in follow-up emails.
- Develop a flow-chart to track modifications to documents.

City will:

- Facilitate the communication coordination to secure final drafts and approvals on project standard operating policies and procedures.

Task 2: Provide Technical Assistance to create an RFP for a project lead agency

CSH will support the City of Greensboro staff through regular bi-weekly consulting calls and technical assistance in developing, writing and editing a request for proposals for a new supportive housing project that meets best practices and industry standards for quality supportive housing as outlined in CSH's Dimensions of Quality Supportive Housing, and provide clear guidance on the RFP process.

CSH will:

- Work with the city to develop and implement an RFP process for a project lead agency.
- Work with the city to develop and disseminate an RFP for a project lead agency.
- Schedule, develop agenda, facilitate monthly calls and memorialize action items and next steps in follow-up emails.
- Develop a flow-chart to track modifications to documents.

City will:

- Utilize guidance provided by CSH to develop a Lead Agency partner RFP.
- Facilitate the communication coordination to secure final drafts disseminate the RFP.

Task 2: Provide Guidance to Develop a Formal Agreement between Partners

CSH will:

- Provide examples and clear guidance on the mechanics, structure, and major components of a formal partnership agreement/MOU between jurisdictional partners for the City and partners to consider.
- Prepare for and facilitate meetings to devise a strategy for aligning funding to create and operate high-quality supportive housing.
- Schedule, develop agenda, facilitate monthly calls and memorialize action items and next steps in follow-up emails.
- Develop a flow-chart to track modifications to documents.

City will:

- Utilize guidance provided by CSH to write and construct a partnership agreement.
- Facilitate the communication coordination to secure final drafts and signatures of agreements.

Activity 3: Dimensions of Quality Supportive Housing Learning Collaborative

Approx. Timeline: March – October 2022

By working closely with the City of Greensboro and its partners to deliver training and capacity building support to City staff, developers, operators, and service providers for providing quality supportive housing and lowering barriers to entry, CSH will strengthen and reinforce the City's investment in and development of high-quality supportive housing and services:

Task 1: Supportive Housing 101 Training

CSH will:

- Prepare for and conduct a series of four (4) – Six (6) interactive, virtual trainings on Housing First, Permanent Supportive Housing basics and standards for developing and operating high quality supportive housing, provision of High-Quality Supportive Services, Case-Management Strategies and Best Practices and/or other topics as determined by the City.

- Develop and tailor content to meet the needs of the community.
- Provide PowerPoint presentations and training materials for distribution.

City will:

- Manage the participant registration process.
- Hold partners accountable to participating.

Task 3: Learning Collaborative Online Office Hours

CSH will:

- Conduct monthly one-hour office hours to provide examples of best practices based on the training topics.
- Allow for a question and answer session during the office hour to provide technical assistance of concepts discussed in trainings.
- Encourage peer-to-peer discussion and dialogue to brainstorm ideas and leverage resources.

Activity 4: New Project Specific On-Call Technical Support

By working closely with the supportive housing project partners through one-one technical assistance, CSH intends to build capacity and reinforce the City's investment in high quality supportive housing:

Task 1: Individual Developer/Provider Technical Assistance

CSH will:

- Provide up to 50 hours of ongoing individual technical assistance to developer and provider partners throughout project development.
- Conduct virtual, conference calls, and provide technical assistance that supports the development of operational logistics, technical support through the project development process, and assist with developing long-term vision.

City will:

- Connect CSH to the developer and provider partners.

Project Timeline

Consulting services will begin in November, 2021 through October, 2022. As the initial scope of work comes to a close, CSH will work with the City to evaluate progress and develop a Scope of Work and budget for ongoing technical assistance and tasks following the initial year of support.

Project Budget

CSH estimates that the total cost for CSH to complete the activities and tasks outlined above will not exceed **\$85,000**. Additional on-call technical assistance (TA) can be provided at a rate of \$170-200/hour (rates vary by staff). If additional TA is requested, CSH will work with the City of Greensboro staff to create a new Scope of Work and budget that meets the City's needs.

Next Steps

Thank you for the opportunity to submit this proposal. We welcome feedback and would be happy to modify the Scope of Work in order to best meet the City's needs. If the City wishes to move forward with the proposed Scope of Work, CSH will draft a form of agreement using a CSH template or one that the City prefers, as applicable. Please contact Robyn Andrews, CSH Senior Program Manager at robyn.andrews@csb.org or 904-556-2496 to discuss next steps.

CSH Background and Relevant Experience

Founded in 1991, CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. The Corporation for Supportive Housing's (CSH) mission is to advance solutions that use housing as a platform to deliver more effective services in order to improve the lives of the most vulnerable people, maximize public resources, and build healthy communities. Our 2019-21 strategic plan lays out three goals:

1. Address the root causes of inequity,
2. Engage communities in planning for services that help people thrive in and beyond supportive housing (SH), and
3. Use a data-driven systems change approach to help communities generate measurable results.

CSH blends 30 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions.

Below is a snapshot of our core services and programs, as well as relevant experience related to this proposal:

- **Practitioner capacity-building.** CSH provides the industry with training courses on a variety of topics in numerous locations nationally. Training topics include: Introduction to supportive housing (SH), SH Development, Operations, Service Planning, Funding, Systems Change, Coordinated Entry, Housing First, Property Management, Advocacy, Assertive Community Treatment, Veteran SH, Reentry SH, Youth SH, SH for Families, Building Community Support, and Harm Reduction in SH. Our curriculum is customized based on audience and local interests, and create interactive, relevant trainings that engage participants and offer content that is directly applicable to their day-to-day work.
- **System Change and project-specific technical assistance.** CSH provides intensive TA to supportive housing stakeholders guiding them in developing project plans, analyzing and recommending solutions for system gaps, identifying available public and private funding, conducting feasibility studies, and assessing sites.
- **CSH is a HUD TA Provider.** Currently, CSH has seventeen HUD TA contracts, valued at over \$20 million, to work with communities across the country as a national HUD Homeless TA Provider. Our recent projects include work in Miami, Florida; Houston, Texas; Washington D.C; Portland, OR; and Detroit, MI, to analyze the performance of programs related to expected Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act outcomes and system performance measures, implement effective Coordinated Entry, and improve data systems and data quality. CSH has also assisted HUD to create user guides and guidance documents for CoC Program Interim Rule and several Notices establishing requirements on prioritization of chronically homeless individuals and families. More recently, we assisted HUD with creating guidance around new requirements for Coordinated Entry design and implementation.

Under our HUD contracts, we provide one-on-one TA and group learning TA to communities on crisis response system design, supportive housing programs, CoC structure, data and evaluation, and HMIS.

CSH is a national leader helping communities create and support quality supportive housing. Additional information is available at www.csh.org