

Hampton Roads Community  
Foundation  
And  
The City of Virginia Beach  
Department of Housing and  
Neighborhood Preservation

Request for Proposals

A Study and Recommendations Regarding  
The Virginia Beach Housing Crisis Response System  
including  
Providers, Facilities and Services and  
Regional Systems, Connections and Partnerships

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

The Hampton Roads Community Foundation  
And  
The City of Virginia Beach  
Department of Housing and Neighborhood Preservation

Seek Proposals for a Study and Recommendations Regarding

The Virginia Beach Housing Crisis Response System  
including  
Providers, Facilities and Services and  
Regional Systems, Connections and Partnerships

Hard and electronic copy proposals must be received no later than October  
22, 2012 at 5:00PM at the offices of the  
Hampton Roads Community Foundation  
101 W. Main Street, Suite 4500  
Norfolk, VA 23510

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

## Summary

*The Hampton Roads Community Foundation, in partnership with the City of Virginia Beach through its Department of Housing and Neighborhood Preservation (DHNP), seeks the services of a consultant to perform a review of the Virginia Beach housing crisis response system, including related regional agencies and programs, and provide recommendations for enhancement of the system. Included in this study will be a detailed review of certain agencies and services. In addition we seek limited training and technical assistance in formulating strategies to adapt to new federal funding paradigms for approximately five area service providers.*

Multiple factors have led the City of Virginia Beach and its partners to recognize the need to study and enhance our system of helping the homeless and responding to housing crises. These factors are:

- Significantly increased community interest and participation in joint efforts to address homelessness that have resulted in the formation of the BEACH Community Partnership, a coalition of faith, non-profit and government agencies working together to address homelessness.
- New federal regulations that require significant changes to the housing crisis response system itself as well as the way in which service providers operate and cooperate.
- Significant successes in creating new housing for the previously homeless as well as the creation of new services, including nationally-recognized work to create four regional Single Resident Occupancy (SRO) apartment complexes within the Hampton Roads region.
- The recession, as well as reductions in federal community development and housing funding, has limited local funding opportunities and significantly curtailed providers' abilities to simply maintain existing services. In addition, the region's inability to adequately serve people with mental health issues is adding increased complexity to the homelessness service system.
- A shift in make-up of the homeless population (more families and youth) and increasing number of homeless families, adults and individuals is taxing the capacity of the current homelessness service system to deliver desired outcomes.
- A desire to move Virginia Beach toward becoming a national model for community solutions to end homelessness.

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

- The potential opportunity to construct a Housing Resource Center to replace the existing day services center and serve as a hub for critical elements of the new system.

## Desired Outcomes of the Study

- A plan describing an updated housing/homeless crisis response system model that will enhance our community's current services system and align it with federal regulations and plans. The recommended system will be based on nationally recognized best practices, will incorporate partnerships with regional agencies and be integrated with regional systems whenever appropriate and beneficial, and will be suited in scope and character to local needs and providers.
- The process of developing the system, as well as its focus on outcomes, will inspire a sufficient level of trust and confidence within the public, the provider community, key regional partners, and city leadership to ensure that the system plan will be highly likely to be approved and implemented.
- The scope of services and facilities proposed will both adequately meet the needs of the Virginia Beach community and be sustainable over the long-term.
- The plan will embody a level of excellence that will be recognized as a regional, if not national, model and will attract a superior level of continuing investment from the local and regional community.
- The plan will reflect the development of a consensus in the community about a common approach to the goals of the plan, including a philosophy directed toward helping people achieve self sufficiency to the greatest degree possible.
- The technical assistance services will help existing organizations align their service delivery models with the new plan and the new federal and state funding paradigms.
- The plan will include a specific ongoing evaluation process, which will allow the plan to adapt as necessary to continue achieving outcomes (families/individuals secure and maintain housing).

## The Consultant

We seek proposals from consultants with expert knowledge of federal regulations and best practices for systems that prevent and end homelessness and keep people from returning to homelessness, including related mainstream benefit systems. The consultant should have the ability and experience to be able to:

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

- Diagnose service system gaps and obstacles
- Project future system capacity needs
- Identify effective strategies for regional cooperation
- Work with the leadership of local non-profits and local government departments to inspire confidence in and support for change implementation
- Develop service programming and best practice building design recommendations for homeless service facilities
- Study and make recommendations for how to govern, coordinate and support the recommended system
- Effectively listen to and communicate with a wide range of stakeholders, including service providers as well as city and regional leaders

## **Outline of Work to be Performed**

The consultant will:

- Propose a process for how the plan will be developed
- Propose the outline of the finished plan in detail
- Participate in defined elements of writing the plan as well as review portions of the plan that will be created by DHNP staff
- Conduct interviews with all appropriate stakeholders
- Conduct detailed studies and recommendations of identified agencies and systems
- Define and recommend system changes
- Draft an implementation plan
- Provide a final draft report for review and approval by the City and Foundation
- Assist in presenting the report to the Hampton Roads Community Foundation, City of Virginia Beach staff leadership and possibly City Council, as well as others to be identified
- Provide training and technical assistance services to approximately five service providers to help align the service models with the plan and with the new federal and state funding paradigms

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

## Specific Requirements

### Community-wide System Assessment and Re-Design

1. Propose a draft process plan, which will outline the steps that will be taken to arrive at a Virginia Beach community-wide, outcome-based housing/homeless crisis response system model.
2. Assist DHNP staff in developing a Virginia Beach housing/homeless crisis response system model. Considerations contributing to the development of the system model will include:
  - Existing conditions: Review and update those portions of the 2010 South Hampton Roads Regional Housing Needs Assessment report that pertain specifically to the Virginia Beach homeless assistance system. Draw upon current data sources to update selected portions of the report in order to develop a current, functional inventory of existing Virginia Beach system components (providers, facilities, services, shelter beds, etc.)
  - Gap analysis: identify gaps, inefficiencies, obstacles, or outdated practices in the system, including but not limited to providers and their capabilities, services, facilities, governance and any other relevant components of the system.
  - Federal requirements: Identify elements of the system that need to be changed in order to comply with federal requirements and provide recommendations on how to address those changes, with potential for both local and regional changes.
  - Regional context: Assess those elements of the Virginia Beach homeless crisis response system that have a regional component – either because they serve a regional population, are part of an agency serving multiple localities, are part of a regional service system, or which provide a service that is already regional – with a primary focus on partnership opportunities between Virginia Beach and the cities of Norfolk, Chesapeake and Portsmouth. A key stakeholder and resource in this activity should be the Planning Council.
  - Future need: Provide estimates of projected system capacity requirements and system needs over a 10-year horizon (or other reasonable time period).
  - Local service providers: Work with the Executive Directors and Boards of Directors of a selection of key non-profit service providers within the Virginia Beach (and possibly regional) system to:
    - Solicit input contributing to development of the system model.
    - Identify unique strengths that may be demonstrated by local service providers in order to help providers move toward becoming specialized in a particular service

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

[become a “**Center of Excellence**”] which the provider can then offer at an economy of scale to other agencies throughout the region.

- Educate the non-profits regarding best practices, evolving public policy, current regulatory and funding realities, community-wide objectives, the benefits of cooperation, etc.
  - Inspire confidence in a new philosophy and a new system model.
3. Assist DHNP in developing a Virginia Beach homeless crisis response system implementation plan.
  4. Review and provide direction on a draft update of the Virginia Beach 10-Year Plan to End Homelessness. The plan update should:
    - Identify opportunities for collaboration, service coordination, and/or facility sharing with regional partners, where such collaboration would serve to optimize system effectiveness and efficiency.
    - Include revised plan elements (vision, goals, objectives, measures of success, initiatives, execution plan and oversight plan, etc.) where necessary, to support successful implementation of the revised homeless crisis response system model.
  5. Identify which system-wide capacity building and technical assistance activities will be needed in order to support successful implementation of the updated system model.
  6. Identify process steps for local non-profits to build on existing strengths and develop into specialized “Centers of Excellence” that can serve the entire region.
  7. Provide an outline and recommendation for additional steps needed to support full implementation of the system model.

## III. TERM OF SERVICES

The contract for consultant services will likely be for the period of November 15, 2012 through February 28, 2013.

## COMPLIANCE

The respondent must comply with all city, state and federal rules, regulations and laws.

## IV. PROPOSAL CONTENT

The respondent will furnish satisfactory evidence of capability to provide the services stated in this Request for Proposals. To meet this requirement respondents should:

- Provide evidence that the respondent has capacity and experience in performing analyses of community-wide housing/homeless crisis response systems.

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

- List a minimum of three (3) current and past clients along with the names and telephone numbers of contact persons and a description of services provided (as references).
- List names of staff member(s) who will provide direct services. Include the educational background of all staff members named and professional licenses held.

## **TASK/ACTIVITY PLAN**

Please provide a sample work plan for completing the requested study, training and technical assistance and recommendations including timeline for each activity listed.

## **COST**

Please provide a detailed budget for providing the requested services.

## **PROPOSAL FORMAT**

Each proposal shall be limited to 20 pages, including brief resumes and supportive information. Additional information on the firm, work samples and full resumes may be included in an appendix outside of the 20 page limit.

**COVER LETTER** (clearly stating the name of the firm and name, address and telephone number of the respondent's representative)

1. INTRODUCTION AND EXECUTIVE SUMMARY
  - A. TECHNICAL APPROACH (including a task/activity plan)
  - B. FIRM OVERVIEWS
  - C. ORGANIZATIONAL STRUCTURE
2. STATEMENT OF QUALIFICATIONS
  - A. RESUMES OF TEAM MEMBERS
  - B. PROJECT PROFILES
  - C. METHODS AND ANALYSIS
  - D. EXAMPLE OF TEAM'S FINAL WORK PRODUCT
  - E. CLIENT REFERENCES
3. FEE SCHEDULE (Please provide a detailed budget for providing the requested services)

## **V. PROPOSAL EVALUATION**

Proposals will be evaluated based on:

- Overall experience of the firm in successfully delivering similar types of studies on time and within budget.
- Qualifications and experience of personnel to be assigned to the project.
- Quality of the technical approach to evaluating current systems and understanding of suitable best practice comparisons and ability to provide a road map for incorporating best practices into the current system.

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

- Suitability of the fee schedule/project budget for the work proposed.
- Demonstrated ability to stay on schedule and on budget.
- Other factors deemed relevant by the selection committee, including references, current workload and presentation of proposal.

## VI. CONDITIONS FOR SUBMISSION OF PROPOSAL

All proposals in response to this request must meet the following conditions to be considered:

- Proposal must include a cover letter clearly stating the name of the firm and name, address, telephone number and email address of the respondent's representative.
- Proposal must address all of the service requirements as stated in this Request for Proposals.
- The Hampton Roads Community Foundation reserves the right to reject any and all proposals and to negotiate portions thereof.
- The Hampton Roads Community Foundation reserves the right to select any proposal, considering the quoted estimated fee and other factors.
- The Hampton Roads Community Foundation will not pay for or reimburse any cost incurred in the preparation of proposals; and
- The Hampton Roads Community Foundation may ask respondents to send the representative(s) who will provide direct services under the contract for an in-person interview. The Hampton Roads Community Foundation will not pay for or reimburse any of the costs incurred by the respondent in connection with such interview.

## VII. PROCEDURES FOR SUBMITTING PROPOSALS

DELIVERY (Hand or Mail Delivery)

Responses to the request for proposal should be addressed to:

Christine Morris

Vice President of Initiatives

Hampton Roads Community Foundation

101 W. Main Street

Suite 4500

Norfolk, VA 23510

(757) 622-7951

cmorris@hamptonroadscf.org

**Proposals must be received no later than October 22, 2012 at 5:00PM to the offices of the Hampton Roads Community Foundation.**

# Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement – RFP

## **NUMBER OF COPIES OF PROPOSAL**

Deliver one (1) original, one (1) paper copy and one (1) electronic copy of proposals