

**Request for Qualifications (RFQ)
Development and Operation of the Oak City Center**

Date of Issue: **April 27, 2015**

Due Date: **July 31, 2015**

OBJECTIVE

The City of Raleigh, Wake County and the Raleigh Wake Partnership to End and Prevent Homelessness (Partnership) are seeking Statements of Qualifications (SOQ) from private sector organizations to partner with them in the development of a multi-services center for homeless and marginalized people residing in Wake County. The Center will serve as the main point of entry for coordinated assessment and referral for individuals and families seeking homeless services in Wake County. The successful respondent will operate the center and will have the primary role in designing the coordinated assessment infrastructure.

This RFQ is issued solely for the purpose of securing an operating partner for the Oak City Center. This request for information does not commit City of Raleigh, Wake County or the Partnership to contract for any service whatsoever.

IMPORTANT DATES

- April 27, 2015** **Requests for Qualifications issued**
- May 14, 2015** **Pre-Submittal Meeting**
Thursday, May 14th; 10:00 am.
Oak City Outreach Center
215 South Person Street
Raleigh, NC 27601
- May 28, 2015** **Questions due**
Submit questions by email to Shana Overdorf, Executive Director, Partnership to End and Prevent Homelessness, at Soverdorf98@gmail.com
- June 4, 2015** **Responses to questions provided**
- July 31, 2015** **Submittals due**
Deliver submittals to:
Sebrena English
Executive Secretary
Wake County Housing and Community Revitalization
Waverly F. Akins Wake County Office Building
336 Fayetteville St, Room 449
Raleigh, NC 27601
Photo identification is required to enter building.
BRING PHOTO ID.

BACKGROUND

In the fall of 2013, the City of Raleigh’s Mayor assembled the Moore Square Food Distribution Task Force. After a series of community conversations, the Task Force presented short and long-term recommendations to the Raleigh City Council. The short-term recommendation was to open a temporary food distribution center near Moore Square, which would be in operation for no more than 5 years. The long-term recommendation was that City, County and Partnership develop a plan for a

coordinated intake center that would offer crisis stabilization services, connect people more efficiently to local homeless services, and eliminate the way-finding issues currently confronting consumers to provide an improved system for delivering services to the homeless. The food distribution activities at the temporary location would be moved to the new Center when opened and the temporary location would be closed. Raleigh City Council approved these recommendations unanimously in December 2013. The short-term recommendation was realized June 14, 2014 when the Oak City Outreach Center opened as a temporary food distribution site. Discussions on developing the “one stop shop” began early in January 2014 among the City, County and Partnership. The product of these meetings was the document *Oak City Outreach Center: Program of Space Needs*, by Ratio Architects, attached to this RFQ.

The Oak City Outreach Center

The Oak City Outreach Center (OCOC) represents a unique collaboration between local government, private faith-based and advocacy organizations. The building is a City-owned, 3,200 square foot facility located directly across from Moore Square Park in downtown Raleigh. The Center has brought community groups together that had never collaborated before to provide meals, hygiene kits, and other resources for those who are unstably housed or homeless in Wake County. The Center currently serves 350-400 unduplicated persons (men, women, and children) each weekend. It has provided more than 50,000 meals in its first nine months of operation.

Oak City Center

The City, County, and Partnership envision the proposed Oak City Center as a facility that will continue the collaborative engagement practiced at OCOC. The Oak City Center will connect people with existing community resources more efficiently. The facility will not duplicate services currently provided elsewhere; rather, it will provide assessment of needs, referrals, and assistance accessing situation appropriate services.

There is currently no one location in Wake County where individuals can learn about and be directed to multiple avenues of assistance. While collaboration among service providers is common, there is no direct and clear access point for consumers to learn about all available resources or for providers to connect consumers to services. There is no uniformity in assessment procedures. Individual clients seeking services may be assessed multiple times, an inefficient use of their time and agency staff time. There is also limited sharing of electronic data since many service providers do not use the HMIS system.

The goal of the new Center is to provide access on any given week day to professional intake coordinators who can assess client needs and inform the client of service and assistance options with clarity, dignity and integrity. The Partners envision a system of point-to-point transportation that will carry clients from the Center to the appropriate location to which they have been referred. The centralized services and coordination of resources will alleviate the burden on the client of having to

navigate the system on their own.

The *Program of Space Needs* created by Ratio Architects provides a framework for the proposed Oak City Center facility by documenting the space, functions, and building costs needed to deliver that access in one location. The purpose of the document is to present a framework for initial planning and is anticipated to evolve once the successful respondent is brought onto the team with the City, County, and Partnership. The *Program of Space Needs* is attached to this RFQ.

The development schedule for the Oak City Center—from contract signing with successful respondent to Certificate of Occupancy—is anticipated to be three years. The City of Raleigh, Wake County and the Partnership will play significant roles in the planning stage. The City, County, the Partnership, and the successful respondent will raise the capital to construct the facility; ownership of the land and improvements is yet to be determined. The completed facility will be managed and operated by the successful respondent.

OBJECTIVE

The new Center will provide coordinated access to the countywide homeless services system during weekdays. The well-trained and knowledgeable intake coordinators will assess each person’s most immediate needs and create a file on the client in HMIS. The intake coordinator will inform the client of service and assistance options available to them with clarity, dignity and integrity. The centralized services and coordination of resources will alleviate the burden on the client of having to navigate the system on their own. On weekends, a section of the Center will be open to provide food distribution and other activities by private, charitable organizations similar to what is currently ongoing at the Oak City Outreach Center.

SCOPE OF WORK

Expectations of the successful respondent can be divided into two phases: I) Selection / development of the site; and II) Managing the completed facility / providing coordinated assessment services. The successful respondent will demonstrate the financial and administrative capacity to successfully accomplish the following:

I. Selection and Development of the Site

1) Be a significant member of the team selecting the site for the new multiservice center.

- a. Work with City, County, and Partnership (the Partners) on selecting an appropriate site.
- b. Assist with a public information campaign and handle media relations.

2) Provide support in a capital campaign that will raise one-third of all funds necessary to render the new site ready for services to be provided.

- a. Develop a strategy, with the Partners, for a successful and efficient capital campaign. It is anticipated that capital for development of the Center will be roughly divided one-third City, one-third County, and one-third capital campaign.

II. Managing the Facility and Providing Coordinated Assessment

3) Design a system—an optimum service delivery structure—that will operationalize coordinated assessment meeting or exceeding HUD required standards and using published best practices.

- a. The coordinated assessment system should have the following characteristics:
 - i. Ensure that persons with the greatest needs receive priority.
 - ii. Does not screen people out for assistance because of perceived barriers to housing or services.
 - iii. Incorporates participant choice, which may be facilitated by questions in the assessment tool or through other methods.
 - iv. Does not delay access to emergency services such as shelter.
 - v. Standardizes access and assessment.
 - vi. Makes referrals to all programs receiving Emergency Solutions Grants (ESG) and CoC Program funds, including Emergency Shelter, Rapid ReHousing, and Permanent Supportive Housing, as well as other housing and homelessness programs.
 - vii. Incorporates feedback from individuals and families experiencing homelessness or recently connected to housing through the coordinated assessment process using surveys, focus groups, and other means to continuously improve the process.
 - viii. Ensures that all people within Wake County have fair and equal access to the coordinated entry process.

4) Provide and train all staff necessary to manage the facility and offer qualified assessment and referral, the Center’s core function.

SUBMISSIONS

Respondents must submit five (5) hardcopies and one digital copy (flash drive or CD) of their Statement of Qualifications (SOQ) no later than **3:00 PM, July 31, 2015.**

Deliver submittals to:

**Sebrena English
Executive Secretary
Wake County Housing and Community Revitalization
Waverly F. Akins Wake County Office Building
336 Fayetteville St, Room 449
Raleigh, NC 27601**

If proposals are hand-delivered, you must have photo identification to enter the building. REMEMBER TO BRING PHOTO ID.

Late submittals will be rejected.

The focus of the SOQ should address the Scope of Services. Submittals should be clear and succinct.

The SOQ must follow the format outlined herein. The City, County, and Partnership may reject as non-responsive at its sole discretion any response or any part thereof that is incomplete, inadequate, or departs in any substantive way from the required format.

The SOQ shall be organized in the following manner:

1. Submission checklist / Cover letter / Letter of Intent
2. Applicant Qualifications
3. Project Understanding, Approach and Schedule
4. Team Organization, Experience and Certifications/Qualifications

Lack of response to any of the criteria may constitute a non-responsive SOQ.

All SOQs will be evaluated on the completeness and quality of the content. Only those providing complete information as required will be considered for evaluation.

SUBMITTAL FORMAT

Submittals shall be formatted as indicated below. The submitter agrees and shall comply with all provisions and specifications as stated in this RFQ. Failure to respond to these requirements will result in the submittal being considered non-responsive.

APPLICATION SUBMISSION CHECKLIST

To be considered complete, the proposal must also include the following supporting documents. **The submission checklist should be used as a coversheet for your proposal with all attachments in the order as listed below.**

- ❖ Cover letter briefly describing the proposed project and population to be served.
- ❖ Signed, notarized affidavit of no conflict of interest or a statement of disclosure of conflict of interest (see Attachment)
- ❖ Audited financial statements for the past 2 years, including tax identification number
- ❖ Description of supportive services offered to tenants, including provider of services, history of providing services to the proposed population, and annual budget for the supportive service delivery

Nonprofits must provide:

- ❖ By-laws
- ❖ Articles of incorporation
- ❖ 501(c)3 determination letter
- ❖ Copy of NCHFA Supportive Housing Development Program application, if applicable
- ❖ Current year operating budget for the developer
- ❖ List of board members with terms
- ❖ Copies of the minutes from the most recent 3 board meetings

SUBMITTAL

1) Cover Letter

1. Project understanding
2. General qualifications
3. Willingness to perform the Scope of Work outlined herein
4. Authorized officer's signature

2) Applicant Information

1. Company name
2. Legal name (if different)
3. Years in business
4. Primary contact person (and authorized representative to conduct contract negotiations, if different from the contact person)
5. Full mailing address
6. Telephone number, fax number, and email address
7. Number of full-time employees
8. Listing of any pending, anticipated, or settled litigation in which the firm was involved during the past five (5) years
9. Demonstrate the organization's financial stability / ability to fulfill the Scope of Work.

3) Project Understanding, Approach, and Schedule

1. Explain general approach to fulfilling the Scope of Work, including site selection process, public relations and outreach, the capital campaign, and development of administrative structure at the Center and its relationship to other service providers.
2. Provide a general overview of the capital campaign, including recommended groups to approach and nature of outreach. Include broad strategy and implementation timeline.
3. Outline the administrative structure for running the center and the level of training proposed for each staff position, including the positions for intake / assessment / referral. The operator will not be responsible for weekend food distribution: the organizations currently providing food, clothes, etc. at OCOC will continue at the new location.
4. Include techniques and procedures used to work collaboratively with various stakeholders, in particular homeless service providers.

4) Team Organization, Experience, and Certifications/Qualifications

1. Organization of Team

- a) Organization Chart showing all contractual relationships and names of specific team members proposed for this project, including their titles.
- b) Responsibilities of each team member assigned to the project.
- c) Indicate any new hires required to fulfill the Scope of Services, including job titles, responsibilities, and justification for the position.

2. Project Personnel Qualifications and Certifications

- a) Detailed resumes of project personnel
- b) Number, description, and justification of new staff positions needed if selected
- c) Experience with the following:
 - i) Financial management
 - ii) Human Resource Management / Staffing
 - iii) Contracts Management
 - iv) Facility Management
 - v) Volunteer Management
 - vi) Knowledge of mainstream resources and Continuum of Services
 - vii) Connections within the local community. If none, explain how those connections will be established.

3. Team Experience

- a) To the extent possible and applicable, summarize at least one project of similar scope for which this team was primarily responsible within the last three (3) years. Include at least one example that draws on different experiences that would apply to operation of the proposed center. Include each team member's experience working with persons

experiencing homelessness and with federal funding. Each project summary shall include the following:

- i) Project description, including size and scope
- ii) Key staff involved, along with their assigned responsibilities
- iii) Description of each team member's role

4. Project References (Use for all references)

- a) References: All SOQs must provide three (3) references who can speak to the organization's capacity, work, experience, and ability. References will be contacted; please verify information before submitting.
- b) Company/Entity Name
- c) Address
- d) Name of contact person and title/role.
- e) Telephone number
- f) E-mail address of contact person
- g) Dates and duration of projects

EVALUATION CRITERIA

Submittals will be evaluated based on but not necessarily limited to the following criteria:

Evaluation Criteria	Possible Score
Applicant Qualifications	25
Financial Capacity	25
Project Understanding and Approach	20
Team Organization and Experience	15
Project References	10
Cover letter / Letter of Intent	5
Total Points Possible	100

Attachment

CONFLICT OF INTEREST POLICY: That the board of directors or program administrators include in the agency's bylaws or adopt by resolution a conflict of interest policy. The policy should state that the board members and employees shall avoid conflicts of interest and any conduct which may suggest the appearance of impropriety when exercising their responsibility to the AGENCY. This statement should preclude board members and employees from benefiting directly or indirectly from the agency's activities except in their role as board members or employees.

ACKNOWLEDGEMENT

State of North Carolina

County of Wake

I, _____, a Notary Public for Wake certify that _____ personally came before me this day and acknowledged that he/she is

_____ of _____, and that as _____,

being authorized to do so, executed the foregoing on behalf of and as a binding act of

_____.

Witness my hand and official seal, this the ___ day of _____, 20__.