



**THIS CONTRACT is hereby made, entered into, and effective as of July 01, 2023, by and between GUILFORD COUNTY, a body politic and corporate of the State of North Carolina, hereinafter referred to as the “COUNTY,” and Corporation for Supportive Housing, hereinafter referred to as the “CONTRACTOR,” and also collectively referred to as the “Parties.”**

**W I T N E S S E T H:**

**WHEREAS, for the purpose and subject to the terms and conditions hereinafter set forth, the COUNTY hereby contracts for the items, goods, service or services of the CONTRACTOR and the CONTRACTOR agrees to provide the items, goods, service or services to the COUNTY in accordance with the terms of this Agreement.**

**WHEREAS, the COUNTY is in need of Consulting & Facilitation - BID 20123, and**

**WHEREAS, the CONTRACTOR has submitted a proposal to provide such goods and/or services.**

**NOW, THEREFORE, in consideration of promises mutually exchanged the Parties agree as follows:**

- 1. GOODS AND/OR SERVICES.** CONTRACTOR will provide the goods and/or services as set forth in the Specifications (Attachment A) and Proposal (Attachment B), attached hereto and incorporated herein by reference. All items and/or services shall be provided in a competent, workmanlike and professional manner acceptable to the COUNTY. Should there be any discrepancy between the CONTRACTOR'S Proposal (Attachment B) and the Specifications (Attachment A) and/or the Contract, the Contract and/or the Specifications (Attachment A) shall prevail and control.
- 2. PAYMENT AND PRICING.** As full compensation for the CONTRACTOR'S delivery of the goods and/or services, the COUNTY agrees to pay the amounts for the goods and/or services as set out herein and in Attachment B, which is attached hereto and incorporated herein by reference. Payment will be made by the COUNTY to CONTRACTOR within thirty (30) days of receipt of a correct invoice and proper documentation that the goods and/or services have been delivered or provided in accordance with this Contract.
- 3. MAXIMUM EXPOSURE/PRICE ONLY CONTRACT.** As to the Consultation Fee, the maximum financial exposure to the COUNTY under this Contract will not exceed \$439,507.00. As to Travel Expenses, the financial exposure to the COUNTY under this Contract is not expected to exceed \$59,279.00. Payment will be made only from budgeted funds in accordance with N.C.G.S. Chapter 159.
- 4. APPROPRIATION.** This Contract is subject to annual appropriation of funds by the GUILFORD COUNTY Board of Commissioners or other funding source, pursuant to N.C.G.S. Chapter §153A-13.
- 5. TERM.** Unless terminated as provided herein, this Contract shall be in effect for two (2) years, beginning July 01, 2023, and ending June 30, 2025, with the option to extend for three (3), one (1) year renewals at the same pricing and terms and conditions upon mutual written agreement of both Parties.

**6. AMENDMENTS.** The terms of this Agreement may only be modified or revised with a written Contract executed by both Parties.

**7. TERMINATION.**

**TERMINATION WITHOUT CAUSE.**

COUNTY may terminate this Contract without cause or penalty upon serving a 30 day written notice to the CONTRACTOR. Subject to this Contract's provisions regarding breach, all construction and repair work provided and accepted as of the date of termination will be paid; similarly, amounts paid in advance, if any, for which work has not been provided and accepted by COUNTY will be promptly refunded to COUNTY by CONTRACTOR within thirty (30) days of date of termination of this Contract.

**TERMINATION FOR CAUSE.**

If, through any cause, the CONTRACTOR shall fail to fulfill its obligations under this contract in a timely and proper manner, the COUNTY shall have the right to terminate this Contract by giving written notice to the CONTRACTOR and specifying the effective date thereof. In that event, all finished or unfinished deliverable items prepared by the CONTRACTOR under this contract shall, at the option of the COUNTY, become its property and the CONTRACTOR shall be entitled to receive just and equitable compensation for any satisfactory work completed on such materials, minus any payment or compensation previously made. Notwithstanding the foregoing provision, the CONTRACTOR shall not be relieved of liability to the COUNTY for damages sustained by the COUNTY by virtue of the CONTRACTOR'S breach of this Agreement, and the COUNTY may withhold any payment due the CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due the COUNTY from such breach can be determined. In case of default by the CONTRACTOR, without limiting any other remedies for breach available to it, the COUNTY may procure the contracts services from other sources and hold the CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by the CONTRACTOR shall be an act of default under this Contract.

**8. BREACH.** If, through any cause, CONTRACTOR or COUNTY ("the breaching party") shall fail to fulfill its obligations under this Contract in a timely and/or proper manner ("breach"), either in whole or in part, and such breach has continued for a period of more than ten (10) days after the other party ("the non-breaching party") has notified the breaching party of such breach, in addition to the right to terminate the Contract upon notice to the breaching party, the non-breaching party shall have all legal, equitable, and administrative rights available under applicable law. Without limiting other remedies, where COUNTY is the non-breaching party COUNTY may: Withhold any payment due CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due COUNTY from such breach can be reasonably determined (at which time that amount shall be deducted from any payment(s) otherwise due to CONTRACTOR) and/or procure the contracted for services or goods from other sources and hold CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by CONTRACTOR shall constitute an act of breach under this Contract.

**9. EQUAL EMPLOYMENT OPPORTUNITIES - AFFIRMATIVE ACTION.**

**GUILFORD COUNTY** and the awarded Vendor shall comply with Equal Employment Opportunities (EEO) requirements, and to take affirmative action to ensure that all individuals have an equal opportunity for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status under the Guilford County EEO Plan, as amended, implemented pursuant to 41 CFR Part 60-2.10(a)(3), 41 CFR §60-741.44(a) and 41 CFR §60-300.44(a), and in accordance with the following laws, as amended: Title VII and Title IX of the Civil Rights Act of 1964; The Equal Pay Act of 1963; Executive Order 11246; the Age Discrimination in Employment Act of 1967; the Rehabilitation Act of 1973, as amended (Section 503); the Americans with Disabilities Act of 1990; the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA); the Civil Rights Restoration Act of 1988; NC General Statutes Chapters 116 and 126 and Title II of the Genetic Information Nondiscrimination Act of 2008, the North Carolina Equal Employment Opportunity Policy effective June 1, 2015, along with all other applicable federal and state laws governing equal employment opportunities.

**10. FEDERAL FUNDING – UNIFORM GUIDANCE.** The Parties agree that when utilizing federal funding in the performance of this Agreement, the Parties shall comply with all applicable provisions of 2 C.F.R. §200.326 and 2 C.F.R. Part 200, Appendix II, (Uniform Guidance), including, but not limited to: The Equal Employment Opportunity Clause (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland “Anti-Kickback” Act (40 U.S.C. §3145, as supplemented by Department of Labor (DOL) regulations, 29 C.F.R. Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708, as supplemented by DOL regulations at 29 C.F.R., Part 5. See 2 C.F.R. Part 200, Appendix II(E); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549(1986) and 12689(1989) at 2 C.F.R. Part 180 and the DHS’ regulations at 2 C.F.R. Part 3000 (Nonprocurement Debarment and Suspension); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. Part 200, Appendix II(J) and §200.322); Rights To Inventions by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements (37 C.F.R. Part 401); Record Retention Requirements (2 C.F.R. §200-324); and subsequent amendments, which are incorporated herein by reference.

**11. NOTICES.** All notices pursuant to this Agreement shall be in writing and delivered personally or mailed by certified mail, registered mail, postage prepaid, with return receipt requested, at the addresses appearing below, but each Party may change such address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt. Mailed notices will be deemed communicated as of three (3) days after mailing.

Michael Halford, Guilford County Manager  
GUILFORD COUNTY  
P.O. Box 3427 (zip code 27402)  
301 West Market Street  
Greensboro, NC 27401

Corporation for Supportive Housing  
Mailing Address: 61 Broadway, Suite 2300  
City,State,Zip: New York, NY 10006

**12. INDEPENDENT CONTRACTOR/INDEMNIFICATION** CONTRACTOR shall operate as an independent contractor for all purposes. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between the COUNTY and either the CONTRACTOR or any employee or agent of CONTRACTOR. CONTRACTOR is an independent contractor and not an employee, agent, joint venture or partner of the COUNTY. The Parties agree to each be solely responsible for their own acts or omissions in the performance of each of their individual duties hereunder, and shall be financially and legally responsible for all liabilities, costs, damages, expenses and attorney fees resulting from, or attributable to any and all of their individual acts or omissions to the extent allowable by law.

**13. ASSUMPTION.** If CONTRACTOR should undergo merger, acquisition, bankruptcy or any change in their ownership or their name for any reason, CONTRACTOR must immediately notify GUILFORD COUNTY in writing of these changes and provide the COUNTY with legal documentation supporting these changes, such as an Assumption Agreement, Bill of Sale, Articles of Incorporation, Articles of Amendment, sales contract, merger documents, etc. Further, CONTRACTOR will submit the name and address of the assuming CONTRACTOR’S registered agent for service of process and/or all notices required under this Contract.

**14. SEVERABILITY.** If any provision of this Contract is held unenforceable, then such provision will be modified to reflect the Parties' intention. All remaining provisions of this Contract shall remain in full force and effect.

**15. FORCE MAJEURE.** Neither Party shall be liable to the other Party for any failure or delay caused by events beyond such Party's control and not due to its own negligence, provided that such Party uses commercially reasonable efforts to resume performance as soon as reasonably practicable. The non-performing Party shall notify the other Party of the force majeure event within twenty-four (24) hours of the onset thereof. In the event that a force majeure event precludes CONTRACTOR from performing services and/or providing goods for a period of ten (10) consecutive business days, the COUNTY shall have the right to: (a) procure replacement goods and/or services from an alternative source and/or (b) terminate the Contract or portion(s) of Contract upon written notice to CONTRACTOR.

**16. HEADINGS/TITLES/WORDING.** Inclusion of titles of paragraphs or section headings, capitalization of certain words or phrases and/or bold face typestyle of certain words or phrases in this Contract are for convenience purposes only and shall not be used to interpret or construe the provisions of this Agreement. The terms "Contract" and "Agreement" have the same meaning and may be used interchangeably throughout this document. The terms "Attachment" and "Exhibit" have the same meaning and may be used interchangeably throughout this document.

**17. GUILFORD COUNTY LIABILITY INSURANCE REQUIREMENTS.**

**WORKERS COMPENSATION:** CONTRACTOR agrees to maintain coverage to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include employer's liability with limits of at least \$1,000,000.00 for each accident, \$1,000,000.00 for each employee, with at least a \$1,000,000.00 aggregate policy limit.

**COMMERCIAL PROFESSIONAL LIABILITY:** CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence, per location, single limit for bodily injury liability and property damage liability, with at least a \$2,000,000.00 aggregate limit, per location. This shall include premises and/or operations, independent contractors, products and/or completed operations, broad form property damage and explosion, collapse and underground damage coverage, and a contractual liability endorsement.

**BUSINESS AUTO LIABILITY:** CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per accident combined single limit for bodily injury liability and property damage. This should include owned vehicles, plus hired and non-owned vehicles.

**COMMERCIAL GENERAL LIABILITY:** CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence, per location, single limit for bodily injury liability and property damage liability, with a \$2,000,000.00 aggregate limit, per location. This shall include premises and/or operations, independent contractors, products and/or completed operations, broad form property damage and explosion, collapse and underground damage coverage, and a contractual liability endorsement.

**UNDERWRITING, ADDITIONAL INSURED, AND CANCELLATION NOTICE REQUIREMENTS:** All insurance shall be written by companies with an AM Best rating "A" or higher. GUILFORD COUNTY shall be named as an additional insured on CONTRACTOR insurance policies, which shall be primary and not contributory to any other insurance that may be available to the COUNTY. Such certificates shall require that the policies shall not be canceled or reduced in coverage until thirty (30) days written notice of such cancellation or reduction has been received by CONTRACTOR and GUILFORD COUNTY.

**MAINTENANCE OF INSURANCE COVERAGE AND RENEWAL DOCUMENTATION:** CONTRACTOR original insurance policies or certified copies of policies may be required by COUNTY at any time. Current, valid insurance policies meeting the requirements stated herein shall be maintained for the duration of the Agreement. Renewed policies shall be sent to the COUNTY at the above address thirty (30) days prior to any expiration date.

Upon the COUNTY'S offer of award of this Agreement, CONTRACTOR will provide Certificates of Insurance for meeting the required insurance provisions. The Certificate of Liability shall state, "Guilford County is added as an additional insured as evidenced by the endorsement attached to this Certificate." CONTRACTOR will provide copies of insurance certificate(s) Guilford County Purchasing with their award package.

All insurance documents required under this Contract shall be forwarded to:

GUILFORD COUNTY

Attention: Risk Management

301 West Market Street

Greensboro, NC 27401

Reference: GUILFORD COUNTY CONTRACT NO. **90005238**

With CONTRACTOR'S NAME: Corporation for Supportive Housing

In the event CONTRACTOR fails to maintain and keep in force for the duration of this Contract the insurance required herein, the COUNTY may cancel and terminate this Contract without notice.

**18. ENTIRE AGREEMENT.** This Contract, including the Exhibits and/or Attachments, if any, sets forth the entire Agreement between the Parties. All prior conversations or writings between the Parties hereto or their representatives are merged within and extinguished. This Contract shall not be modified except by a writing subscribed to by all the Parties.

**19. JURISDICTION.** The Parties agree that this Contract is subject to the jurisdiction and laws of the State of North Carolina. The CONTRACTOR will comply with bid restrictions, if any, and applicable laws, including N.C.G.S. §143-129(j) regarding E-Verify. Any controversies arising out of this Contract shall be governed by and construed in accordance with the laws of the State of North Carolina. An Affidavit Regarding E-Verify is attached hereto and incorporated herein by reference as Attachment B.

(The remainder of this page is intentionally left blank.  
This Contract continues with signatures on the following page.)

WITNESS the following signatures and seals all pursuant to authority duly granted, effective as of the day and year first above written.

**GUILFORD COUNTY**

ATTEST:

\_\_\_\_\_  
Victor Isler Date  
Assistant Guilford County Manager

\_\_\_\_\_  
Robin B. Keller Date  
Guilford County Clerk to Board

**Corporation for Supportive Housing**

ATTEST:

\_\_\_\_\_  
Date  
Title: \_\_\_\_\_  
Print Name: \_\_\_\_\_

\_\_\_\_\_  
Date  
Witness  
Print Name: \_\_\_\_\_

As to the Consulting Fee, this instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

As to the Travel Expenses, this contract does not create an obligation to purchase and, therefore, has not been pre-audited.

\_\_\_\_\_  
Donald Warn Date  
Guilford County Chief Financial Officer

\_\_\_\_\_  
Donald Warn Date  
Guilford County Chief Financial Officer



Request for Proposals

For

**Homelessness Consultative  
&  
Taskforce Facilitation Services**

Bid Number: 20123

**REBID #1**

Commodity Code(s):

90664, 91820-21, 91826-27, 91863, 91890, 91892, 95237,  
95255, 95278, 95292, 95296

Guilford County Purchasing Department  
Greene Street Building, Basement-Suite 072  
201 South Greene Street  
Greensboro, NC 27402

# PROPOSAL SCHEDULE

(Note: The dates below are subject to change)

Request for Proposal  
for  
**Homelessness Consultative  
&  
Taskforce Facilitation Services**

Bid Number 20123

## **REBID #1**

Advertisement Date	January 11, 2023
Non-Mandatory Pre-Proposal ZoomGov Meeting	January 18, 2023 at 1:00 P.M., Eastern Time
Last Day for Questions	January 25, 2023 at 2:00 P.M., Eastern Time
Proposal Due Date	February 3, 2023 at 2:00 P.M., Eastern Time

**I. Introduction**

Guilford County Purchasing Department is soliciting proposals from qualified firms to provide consultative and facilitation services for the development of a cross-county homelessness and housing taskforce in effort to develop a multi-year strategic framework. The County invites all interested and qualified firms who meet the requirements below to submit a response to this RFP.

The award of a contract under this solicitation will be paid with American Rescue Plan Act (ARPA) funding. Provider(s) will need to be licensed to do business in North Carolina and certify that they are NOT debarred from doing business with the Federal government.

**II. General Information**

**A non-mandatory Pre-Proposal ZoomGov Meeting will be held on, *January 18, 2023 at 1:00 P.M., as instructed below. You may join the ZoomGov Meeting from your computer, tablet or smartphone***

For best results, use Chrome as your web Brower:

Please join my meeting from your computer, tablet or smartphone

<https://www.zoomgov.com/j/1603825429?pwd=cHYyT1lXVkyQ21TMlVuU2JiZm9hdz09>

Meeting ID: 160 382 5429

Passcode: 937430

One tap mobile

+16692545252,,1603825429# US (San Jose)

+16468287666,,1603825429# US (New York)

Dial by your location

+1 669 254 5252 US (San Jose)

+1 646 828 7666 US (New York)

+1 669 216 1590 US (San Jose)

+1 551 285 1373 US

833 568 8864 US Toll-free

833 435 1820 US Toll-free

Meeting ID: 160 382 5429

Find your local number: <https://www.zoomgov.com/u/acnNTxg4tE>

Join by SIP

[1603825429@sip.zoomgov.com](mailto:1603825429@sip.zoomgov.com)

Join by H.323

161.199.138.10 (US West)

161.199.136.10 (US East)

Meeting ID: 160 382 5429

Passcode: 937430

**Terms of Contract**

The selected Provider will enter into a contract with the County as outlined in this RFP. The initial contract will be for two (2) years with the option to renew for three (3) additional one (1) year renewals for a total contract period of up to five (5) years.

**A. Causes for Cancellation and/or Termination**

1. That the contract was secured by a fraudulent act, statement or material fact or that a fact concerning the firm was not disclosed at the time of contract award, if known and would have caused the refusal to enter into a contract by the County.

2. The Provider has not complied with all the provisions and requirements set forth in the Request for Proposal or the contract with the County. If non-compliance occurs, contract may be revoked and will not be reinstated during the current contract cycle.
3. The Provider has violated any of the regulations established by the Federal and State laws.

**B. No bid deposit or performance bonds are required**

**C. Funding Source:** Payment for services under contract by this solicitation will be paid with federal funding. Funding is contingent upon compliance with all terms and conditions of the funding award.

**D. Compliance by Awarded Provider:** The awarded Provider (s) shall comply with all applicable federal laws, regulations, executive orders, ARPA requirements, specifically 2 CFR, Part 200, and the terms and conditions of the funding award. In addition, Provider (s) providing submittals shall be responsible for complying with state law and local ordinances.

**E. Certification Regarding Debarment:** By submitting a proposal under this solicitation, the Respondent certifies that neither it or its principals are presently debarred or suspended by any Federal department or agency from participation in this transaction.

**III. Bid Requirements for Electronic Events**

1. All Respondents, who plan to submit a proposal must register in the Guilford County's Vendor Self Service (VSS) System. Instructions to register as a Vendor, update registration and submit bids are available at: <https://www.guilfordcountync.gov/our-county/purchasing/vendor-self-service-vss-program>.
2. Electronic responses should be made through Guilford County's Vendor Self Service automated bidding system at: <https://guilfordcountync.munisselfservice.com> . Click on Vendor Self Service and use the arrow button in the top righthand corner to Login and submit your bid response. Click on the Bid Number to open it, then Click on Create Bid and follow the instructions for each tab. All responses must be submitted electronically by the event date and close time. There will be **NO EXCEPTIONS**. The system cannot accept late submittals.
3. All questions pertaining to this RFP must emailed to the Guilford County Purchasing Department at [DG\\_Purchasing@guilfordcountync.gov](mailto:DG_Purchasing@guilfordcountync.gov) in accordance with this event schedule. The bid number and title of the project must be referenced in the email. Each question asked will be answered for all Respondents to view by way of an Addendum and posted in the automated bidding system. No question will be considered after the Q&A close date and time. **NO EXCEPTIONS**. Please note it is the Respondent's responsibility to review all questions, answers and attachments prior to submitting their response.
4. Respondents are strongly encouraged to submit their proposal with all required documentation at least twenty-four (24) hours in advance. The County will not be responsible for any technical difficulties that may occur and result in the inability to submit.
5. Respondents are responsible for checking the event for any addendums prior to completion and submission of their response. Addendum acknowledgement and requirements, if any, must be included in each submittal.
6. To complete the items portion of a submittal in Vendor Self Service, open the items tab to enter pricing for each line. Use the provided line description, unit of measure and quantity to complete the entries for each line. Upload all additional documentation required in the RFP document as an attachment(s) to your response.
7. To complete an electronic submittal, be **sure to click the "Submit Bid" button**. Your response will not be part of the submitted responses until submitted via the "Submit Bid" button.

8. To receive future notification, you must be registered as a Vendor in the Guilford County's Vendor Self Service System under Commodity Code 90664, 91820-21, 91826-27, 91863, 91890, 91892, 95237, 95255, 95278, 95292, 95296. Please note, Vendors registered under the selected commodity code prior to the opening of this event will receive electronic notification(s) of the activity regarding changes made to the event; however, it is your responsibility to view the event for changes and updates.

#### **IV. Minority and Women Business Enterprise (MWBE) Requirements**

One primary responsibility of the County is the proper use of public revenue to purchase the various items, services, construction and repairs needed to operate. All expenditures of County funds must be in accordance with the North Carolina laws. The responsibilities of auditing and compliance with this law is that of the awarding authority, which in this case is the County.

On March 5, 1990, the County established its verifiable minority participation goal of ten (10) percent. Respondents must make good faith efforts to contact minority businesses to allow each an equal opportunity to quote on the particular work involved. Any proposal that does not include MWBE information and documentation may be considered non-responsive.

A minority business is defined as ownership of 51% or more by a minority. Minorities are officially defined as:

- (a) Black, that is, a person having origins in any of the black racial groups in Africa;
- (b) Hispanic, that is, a person of Spanish or Portuguese culture with origins in Mexico, in South or Central America, or the Caribbean Islands, regardless of race;
- (c) Asian American, that is, a person with origins in any of the original peoples of the Far East, Southeast Asia and Asia, the Indian subcontinent, or the Pacific Islands;
- (d) American Indian, that is, a person having origins in any of the original Indian peoples of North America; or
- (e) Female.

#### **V. Evaluation and Selection Process**

An Evaluation Committee will have responsibility for reviewing and evaluating all proposals and required documents submitted in response to this RFP. All proposals properly submitted and received will be evaluated against the award criteria outlined in this RFP. The absence of required information may result in exclusion of the proposal from further analysis or evaluation.

The County reserves the right to reject all proposals or waive technicalities in order to award a contract, which may be determined to be in the best interest of the County. The County also reserves the right to make the award in whole or part. The County reserves the right to include outside consultants to assist in the evaluation process.

#### **VII. Award Criteria**

It is the intent of Guilford County to make an award to a single Provider deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in this RFP. Price shall be considered but shall not be the sole determining factor. Once the proposals are ranked and the most qualified Provider(s) are determined, the County may conduct further negotiations, and/or request presentations from Provider(s) to further assist in the clarification of information and selection process. ***An award of a bid is not an acceptance of contract terms provided by Vendor unless expressly accepted by County.***

The Evaluation Committee will be guided by the following point system, which has 100 points as the maximum total:

Category	Points
Experience/Qualifications/References	0 to 30
Technical/Work Requirements	0 to 30
Cost Proposal/Pricing	0 to 20
Staffing Requirements	0 to 10
MWBE Requirements	0 to 10
Financial Stability	Pass/Fail
Possible Total	100

**[The remainder of this page has been intentionally left blank]**

**PROJECT TITLE: Homelessness and Housing Consultative & Taskforce Facilitation Services**  
**SCOPE OF WORK**

This Bid and Scope of Work cover the requirements for services to be performed and will become an integral part of the contract between Guilford County and the Provider. The Provider must comply with the Scope of Work as outlined. All services shall be provided in a competent, workmanlike and professional manner acceptable to the County.

1.0 **Purpose:** The purpose and intent of the Request for Proposal (RFP) is to solicit proposals from qualified firms to provide consultative and facilitation services for the development of a county-wide, cross-jurisdictional and -sector homelessness and housing taskforce in effort to develop a multi-year strategic framework. The county, municipal, and local Continuum of Care (CoC) partners recognize the need to develop a broad framework to further establish a comprehensive system of care service delivery model, to promote increased probability of housing stability for those experiencing homelessness, and to proactively implement strategies to address the impact of limited affordable housing.

There is a commitment to implement an approach that addresses the need to support residents experiencing the crisis of homelessness as well as those for whom stability is threatened due to the cost burden of housing. Collective impact tactics are of value and the selected qualified firm must ensure the taskforce establishes a common agenda, shared measures, collaborative coordination in action planning, integrates values of equity and inclusion, continuous communication methods, and backbone support. The workstreams for consideration are prevention; emergency shelter & transition services; long-term & wraparound supports; affordable housing; healthcare; vulnerable populations; policy; sustainability; data & continuous quality improvement; engagement & advocacy; communication; and public & private-sector partnerships (PPP).

2.0 **Background:** Since 2021, Guilford County, the City of High Point, the City of Greensboro, and the Guilford County Continuum of Care (CoC) have convened to explore strategies to address the hardship of homelessness. There is mutual recognition of the need to develop a strategic framework that represents a full continuum of services and is upstream in its approach as the lack of affordable housing is the greatest threat to housing stability. The prevalence of people experiencing homelessness and housing instability is concerning, and the current demands and projected needs require leveraging resources and best practices. The CoC is comprised of more than 55 agencies working to address homelessness, housing instability, and related factors. Issues pertaining to accessibility of services, crisis stabilization and wrap-around supports, substance misuse and persistent mental illness, landlord engagement and incentives, life skills/case management, and affordable housing have been discussed on an ongoing basis. The need for these discussions and subsequent action is supported by the most recent Point-In-Time (PIT) count, the prevalence of unsheltered people in local parks, the number of eviction filings on a rolling basis, and the community's increasing advocacy for additional services and support.

In February 2022, the Guilford County CoC's PIT count identified 426 people experiencing homelessness in Guilford County. About 22% of those surveyed were families with children. There were approximately 30 family households experiencing homelessness on the night of the PIT count. Another 15% of those surveyed were children under the age of 18. About 81% of those counted were staying in a shelter or transitional housing. About 19% of those counted were unsheltered and living on the streets. Approximately 15% of the 426 counted were considered chronically homeless, as they had been experiencing homelessness for more than a year (or repeatedly) while struggling with a disabling condition including substance misuse, serious persistent mental illness or a physical disability. Also, 15% of those surveyed were Veterans. These numbers do not fully account for people who frequently must remain at hospitals due to a lack of safe housing after discharge. The ever-growing eviction dockets speak to one aspect of housing instability in Guilford County. From mid-September 2022 through mid-October 2022, there were more than 640 eviction-related cases scheduled for hearing. There were as many as 104 eviction-related cases scheduled to be heard in Guilford County in a single week in the month of September 2022. In the month of September 2022, of the tenants who were present for their court cases, approximately 66% received eviction clinic services and of those, approximately 74% avoided eviction, and – of the 43 clients who were evicted – the clinic was able to provide post-court services for 36 (approximately 84%) of them.

Housing instability is also a frequent topic among members of the local school system, Guilford County Child Welfare Services, Guilford County Aging and Adult Services, local behavioral health and substance abuse treatment providers, and law enforcement, as their interactions with individuals and families who are experiencing homelessness continues to increase. The local Salvation Army reports that between July 19, 2022 and September 7, 2022, their offices received calls from 598 households who reported experiencing various housing-related issues and crises. These issues ranged from needing rental assistance to disclosure of sleeping in places not meant for habitation.

The Guilford County CoC is in the process of completing a Needs and Gaps Analysis, which is utilized to obtain the feedback of those experiencing homelessness, local homeless service providers, and the business community. The survey of service providers will assess the following: feedback on which systems work best for assisting people experiencing homelessness, needed system improvements, coordination of services between agencies, and agency communication regarding referral outcomes. The survey of business owners will assess: the willingness of business owners to partner with local service providers to address issues surrounding people experiencing homelessness, suggestions regarding better support of businesses, encounters between business owners and people experiencing homelessness, and overall satisfaction with service providers and street outreach teams. The Guilford County CoC projects to receive the official report by the end of November 2022.

### 3.0 **Work Requirements:**

3.1 The objective and desired deliverables for the strategic planning and facilitation processes are:

1. Identify taskforce participants, establish a charter agreement and governance structure to support the strategic framework of the taskforce.
  - a. Ensure vested parties, particularly the CoC and local government entities, have role clarity regarding the role of “backbone” to the various workstreams of the taskforce’s strategic framework.
2. Review the relevant reports and data, survey those with lived experience and other stakeholders, develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and recommend workstreams and the associated key action items, strategies, interventions and tactics based on Housing and Urban Development (HUD) guidelines and best practices.
  - a. Work with taskforce participants in consensus building to establish the needed workstreams based on data informed decision making and consideration of best practices to include, but not exclusive to, integrated service delivery, low barrier, housing first, trauma informed, and harm reduction practices within first six months of the project timeline;
  - b. Facilitate workstream activities until operational sufficiency is established by the taskforce;
  - c. Provide recommendation on immediate action items regarding service delivery needs for those experiencing homelessness within the first six months of the project.
3. Establish key community indicators and performance metrics to support a continuous quality improvement framework and workstream outcomes.

### 3.2 Provider Shall

- Have appropriate subject matter knowledge of and experience in national homelessness and affordable housing service and development models with a special interest understanding the landscape in North Carolina;
- Have experience with federal, state and local government operations and regulations specific to HUD with a preference for North Carolina-specific experience;
- Be able to develop impactful, customer-focused, evidence-based strategies and changes to homelessness services and affordable housing, and ascertain various approaches to data that supports the process;

- Be able to conduct coordinated and simultaneous or overlapping strategic planning and stakeholder engagement processes in the identified areas;
- Develop a project plan including timeline, necessary resources, and key milestones that the County and taskforce can use for oversight and progress tracking;
- Track any travel expenses and submit discreet bills for these amounts each month in addition to regular payments or invoices.

3.2 The County Shall

- Ensure appropriate community members are made available for meetings, focus groups, and other activities within a reasonable timeframe as the provider request;
- Work with the Provider to provide contacts and, as appropriate, schedule meetings with stakeholders or stakeholder groups including assisting with scheduling appropriately sized and located spaces for these meetings;
- At its discretion and with appropriate notice of need by the Provider and response by the County, make temporary working space available to staff of the Provider on a limited basis.

4.0 **Schedules/Timelines:** Services will begin upon award of Contract.

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## QUALIFICATIONS AND SUBMISSION REQUIREMENTS

In order to facilitate the analysis of responses to this RFP, all Respondents are required to prepare their proposals in accordance with the instructions outlined in this section. To be considered for selection, upload your proposed package into the County's Vendor Self Service System and submit all required supplemental information electronically. Proposals should be prepared as simple as possible and provide a straightforward, concise description of the Respondents' capabilities to satisfy the requirements of the RFP. All pages in your response shall be properly formatted and provide the following basic information:

### **Tab 1: Cost Proposal and Attachments**

To complete the Items portion of a submittal in Vendor Self Service, open the Items tab to enter pricing for each line. In addition, be sure to download and complete the Cost Proposal Form - **Attachment 1** back in the system to your online response. Should there be any discrepancy between the Cost Proposal Form-Attachment 1 and the submission of pricing entered in the items portion of Guilford County's Vendor Self Service automated bidding system, the online submission of pricing shall prevail and control. Therefore, please review your pricing information carefully prior to submission.

### **Tab 2: Executive Summary**

This section of the response to the RFP should be limited to a brief narrative highlighting the Provider's proposal. Within this section, the Provider should highlight briefly their abilities and inabilities upon the requirements requested.

### **Tab 3: Provider's Qualifications**

Complete the Provider Qualifications Form - **Attachment 2** to provide specific information as requested and upload as an attachment to your response. In addition, list the number of team members assigned to this project. Provide resumes for the Project Manager and for other team members assigned. Briefly describe the role and percentage of time the team member will spend on this project. Include name (s) of subconsultant and list their role (if applicable).

### **Tab 4: Proposed Services to be Provided**

The Provider shall present, in detail, features and capabilities of their proposed services to be provided. The Provider should state what implementation services will be provided, processes, control points and time frames for the on-going services. In addition, please describe all services that their company performs. If other ancillary services are available that may be deemed pertinent to the process, please describe in full detail.

### **Tab 5: References**

Utilize the References Form – **Attachment 3** to provide a listing of references to include phone numbers and contact names.

### **Tab 6: MWBE Participation Requirements**

Respondents are required to submit information about participating MWBEs on the MWBE Affidavit forms provided with this RFP. Utilize the MWBE Affidavit Forms - **Attachment 4**

**Documents to provide with the bid proposal** – Under North Carolina General Statutes (N.C. GS 143-128.2 (c) the undersigned bidder shall identify **on its bid** (Identification of Minority Business Participation Form) the minority businesses that it will use on the project with the total dollar value of the contract that will be performed by the minority businesses. **Also** list the good faith efforts (**Affidavit A**) made to solicit minority participation in the bid effort **OR** (**Affidavit B**) the Provider's statement of the intent to self-perform all work under the contract and sign and notarize the form.

**NOTE:** A Provider that performs all the work with its own workforce shall submit an Affidavit (B) to that effect **in lieu of Affidavit (A) required above**. The Provider's intent to perform contract with own workforce does not require the Provider to make good faith efforts and the self-performing Provider will not need to submit additional affidavits after the bid opening.

The Minority Business Participation Form must still be signed, notarized and submitted in lieu of Affidavit A even there is zero participation.

**Documents to provide after the bid proposal evaluation** - Upon notification of being recommended as the most qualified firm for award of a contract, the Provider, if they are not self-performing all of the work, must submit the following to the MWBE Director within 72 hours of the notification:

An Affidavit (C) that includes a description of the portion of work to be executed by minority businesses, expressed as a percentage of the total contract price, which is equal to or more than the established goal of 10% and documented evidence of all good faith efforts made to meet the goal and Affidavit D is not necessary **OR** if less than the 10% goal, Affidavit (D) of the Provider's good faith effort to meet the goal.

The document must include **evidence** of all good faith efforts that were implemented including those identified on Affidavit A. Include any advertisements, solicitation phone, email and/or fax logs, and other specific actions demonstrating recruitment and selection of minority businesses for participation in the contract. Because faxing may be less reliable than email, solicitation outreach via fax should include a follow up phone call to the potential subcontractor.

**Tab 7: Other Bid Event Forms**

Please download to complete, sign and date the attached forms. Be sure to upload the forms back in the system to your online response. If no Addendum was issued, please indicate N/A for Not Applicable on the Addendum form.

W-9 Form - **Attachment 5**

Addendum Acknowledgement Form - **Attachment 6**

Non-Collusion Affidavit - **Attachment 7**

Affidavit of Compliance (E-Verify) - **Attachment 8**

Certification Regarding Debarment and Suspension – **Attachment 9**

**Tab 8: Other Attachments**

Please reference the following attachments for information purpose only:

- Basic Insurance Requirements
- Sample Contract

*(Note: An award of a bid is not an acceptance of the contract terms provided by vendor unless expressly accepted by County)*

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**Addendum #1: (Bid 20123 – REBID #1) Non-Mandatory ZoomGov Meeting**  
**Homelessness Consultative & Taskforce Facilitation Services**

**Online ZoomGov Meeting, January 18, 2023 @ 1:00 PM**

<b>Name</b>	<b>Company</b>	<b>Email</b>
Christol Murphy	Guilford County Purchasing	<a href="mailto:cmurphy@guilfordcountync.gov">cmurphy@guilfordcountync.gov</a>
Tiffany Johnson	Guilford County Purchasing	<a href="mailto:tjohnso4@guilfordcountync.gov">tjohnso4@guilfordcountync.gov</a>
Chrystal Braswell	Guilford County Purchasing	<a href="mailto:cbraswell3@guilfordcountync.gov">cbraswell3@guilfordcountync.gov</a>
Williette Moore	Guilford County Purchasing	<a href="mailto:wmoore2@guilfordcountync.gov">wmoore2@guilfordcountync.gov</a>
Patrick McCray	Guilford County Purchasing	<a href="mailto:pmccray@guilfordcountync.gov">pmccray@guilfordcountync.gov</a>
Cynthia Barnes	Guilford County Administration - MWBE	<a href="mailto:cbarnes1@guilfordcountync.gov">cbarnes1@guilfordcountync.gov</a>
Maria Miles	Guilford County Administration – MWBE	<a href="mailto:mmiles2@guilfordcountync.gov">mmiles2@guilfordcountync.gov</a>
Amanda Mclver	Guilford County Administration - MWBE	<a href="mailto:amciver@guilfordcountync.gov">amciver@guilfordcountync.gov</a>
Alex Smith	Guilford County Department of Health and Human Services	<a href="mailto:asmith7@guilfordcountync.gov">asmith7@guilfordcountync.gov</a>
Cheri Neal	Guilford County Department of Health and Human Services	<a href="mailto:cneal@guilfordcountync.gov">cneal@guilfordcountync.gov</a>
Adrian Atkinson	K.L. Scott & Associates	<a href="mailto:Adrian.Atkinson@klscottassociates.com">Adrian.Atkinson@klscottassociates.com</a>
Beverly Foster	Fountainworks	<a href="mailto:beverly@fountainworks.com">beverly@fountainworks.com</a>

Dannae White	A Step-Up Genetics	
Walter Szyperski	IBM	<a href="mailto:sypersk@us.ibm.com">sypersk@us.ibm.com</a>
Saket Jain	IBM	<a href="mailto:jain@us.ibm.com">jain@us.ibm.com</a>
Chela Schuster	Focus Strategy	<a href="mailto:chela@focusstrategies.net">chela@focusstrategies.net</a>
Vanessa Fenley	Focus Strategy	<a href="mailto:vanessa@focusstrategies.net">vanessa@focusstrategies.net</a>
Charlotte Barns	HIGOL	<a href="mailto:terib@higol.com">terib@higol.com</a> & <a href="mailto:charlotte@higol.com">charlotte@higol.com</a>
Cassiopia Tinsley		
Quanda Banks	Balance To Health & Wellness, LLC.	<a href="mailto:info@balancetohealthandwellness.com">info@balancetohealthandwellness.com</a>

**Addendum #2: (Bid 20123 – REBID #1) Questions from Bidders**  
**Homelessness Consultative & Taskforce Facilitation Services**

1. What is the projected contract award date and start date for this work? **Start date – as soon as possible following contract finalization and board approval.**
2. Is there a specific target budget for this work? **No price range or budget has been established at this time.**
3. Are subawards allowed? If so, what information should a successful bid include about subcontractors? **Yes, subawards are allowed. In addition to information required per the documents such as MWBE status, subcontract experience and area(s) of work should be provided.**
4. Tab 3: Provider Qualifications – is there a word count for the text box in the form? **No**
5. Tab 3: Provider Qualifications – can the bidder attach additional information on a separate page to ensure all requested information is provided? **Yes**
6. Where can the bidder find Affidavit A & B? **Attachment 4 – MWBE Affidavits**
7. Will preference be given to bidders located in North Carolina? **No, It is the intent of Guilford County to make an award to a Provider deemed to be fully qualified and best suited among those submitting proposals on the bases of the evaluation factors included in this RFP.**
8. Regarding sub awards, are there limitations on the amount or percentage of funds that can be allotted for a subcontractor? **There are no limits to amount or % allocated to subcontractor(s).**
9. What role, if any, does Raftelis play in the scope of work identified in the RFP? **Assisting in setting up governance structure, by-laws, and similar for the taskforce.**
10. Does the County/Taskforce have an interest in proposals to support subject matter expertise on homelessness and housing only, as opposed to both facilitating the taskforce process and providing subject matter expertise?
  - a. If yes, is there an opportunity to connect with the selected consultant/facilitator to assess potential fit for partnering to achieve the full scope of work? **The County needs a single prime consultant for the entire scope of work outlined in the bid.**
11. What are the expectations of the consultant for in-person versus virtual facilitation of the Taskforce and workstreams? **On-site or in-person attendance is expected for least 50% of meetings/events.**
12. Is a recording of the non-mandatory Pre-Proposal Zoom Meeting held January 18, 2023 available to be disseminated and shared? **No**
13. RE: Attachment 6 – Addendum Acknowledgment; the website only shows Addenda #1 as a Zoom Sign-In Sheet. Are there other Addenda related to RFP #20123 (Rebid #1) generated? **Not at this time; however, Respondents are responsible for checking the event for any addendums prior to completion and submission of their response.**
14. Does the County intend for Bidders to provide a sample contract or is that document merely included as a template for information to be filled out and required should we be selected? **The sample contract is for information purpose only.**

15. Will it be feasible to receive background, an overview and/or staff feedback around the Needs and Gaps Analysis currently underway by the Guilford County CoC at the initiation of the project? **Yes, the latest version and any needed information on development process, etc., will be provided to the consultant.**
16. With which division(s) of Guilford County will the selected consultant work on this project and who will be the primary point of contact? **The point of contact will be Assistant County Manager Victor Isler. The primary divisions of Guilford County will be the County Manager's Office and Department of Health & Human Services.**
17. What are the various entities and county divisions within Guilford County that are custodians of data related to homelessness and what provisions exist to provide easy access to the county-level data? **County departments and programs will share de-identified data as available and needed.**
18. How will the County facilitate access to current and historical HMIS data and other empirical data captures? **The County will work with the CoC and the HMIS lead agency to provide access to information. The Continuum of Care Chair and Vice Chair are both members of the taskforce as well.**
19. Of the three deliverables, which elements have already been under development by the County and will those plan, and formulations be available at the early stage of the project? **A governance structure for the Taskforce should be in place, subject to review and revision at the advice of the consultant. The Continuum of Care gaps analysis will also be available.**
20. What is the price range budgeted and established for this project? **No price range or budget has been established at this time.**
21. Can subcontracted consultants be engaged as beneficial to create opportunities for community inclusion, especially for minority and other under-represented voices to be part of the planning? **Yes, subcontracted consultants can be engaged for this process.**
22. Are there active agreements (MOU) in place with countywide partners (county, municipal, local CoC)? If so, can and how would copies be disseminated? **The Continuum of Care has a charter (a copy of the charter will be made available to consultant), and the CoC contracts with the County to serve as Collaborative Applicant. No other formal MOUs or agreements are in place.**
23. Is the expectation for the taskforce to offer 'regular updates' to a 'standing government body(ies)' – to help shape, inform, guide housing policy? If so, which existing committee(s) and the anticipated frequency? **Yes, the Taskforce will work with the Continuum of Care, City and County boards to provide updates at least every six months with a preference for quarterly updates, subject to negotiation.**
24. As the project lead and taskforce establish metrics as part of the framework, what technology resources are available to support maintaining community indicators, performance metrics, etc.? **Guilford County has multiple information and data systems currently in place and may evaluate new or additional as needed for this work in with consultation and support from the County's Chief Data Officer and IT Department.**

**Addendum #2: (Bid 20123 – REBID #1) Bid Due Date Change**  
**Homelessness Consultative & Taskforce Facilitation Services**

Date Change for Bid Response  
*(February 10, 2022 @ 2:00 P.M.)*

The Bid Proposal Due Date for this project has changed to Friday, February 10, 2023. Bid Responses must be received electronically through the Guilford County's Vendor Self Service (VSS) System at <https://guilfordcountync.munisselfservice.com> by the event close date and time on February 10, 2023, Eastern Time.



May 2, 2023

Guilford County Government  
 DHHS Administration  
 Attn: Alex Smith, Human Services Business Manager  
 1203 Maple Street  
 Greensboro, NC 27405

*Via electronic email: [asmith7@guilfordcountync.gov](mailto:asmith7@guilfordcountync.gov)*

**Subject: CSH’s Amendment to Guilford County Request for Proposal for the Homelessness Consultative and Taskforce Facilitation Services | Bid Number: 20123 REBID #1**

Dear Mr. Smith and County Officials:

Thank you for providing Corporation for Supportive Housing (CSH) the opportunity to supply additional information for our proposal in response to Bid Number: 20123 REBID #1. CSH stands ready to support Guilford County and the Department of Health & Human Services in its “Successful People” vision and planning to implement a holistic, aligned strategy that empowers residents for positive and sustained outcomes.

For further consideration, we offer this proposal modification that recognizes a streamlined approach for both the Project Launch and Environmental Scan tasks, yielding a total reduction of 110 project hours. To be able to commit to this restructured approach, CSH would need a commitment from Guilford County to a dedicated County point of contact and ensure access to the county-level data reports and related teams who led the Gaps-Needs Analysis project.

In addition, and per request, CSH offers the attached projects and summary as examples of similar work completed by CSH.

- Broward County Roadmap to End Homelessness: “A Way Home” Strategic Plan
- The City of Detroit (MI) Continuum of Care - Homeless Action Network of Detroit (HAND) Program & Financial Modeling.

### Revised Timeline

The six (6) tasks remain the same as outlined in the original proposal response; based on the current timing and status of activities for the Bid, the timeline **reflects a shift for project initiation to July 2023 and completion by the end of June 2025**. We anticipate further discussion to solidify mutual agreement on the final timeline.

Task(s)	July 2023 (project begin)	Year 2023	Year 2024	Year 2025	June 2025 (project end)
1. Project Launch/ Ongoing Coordination					
2. Environmental Scan/ Resources-Data Analysis					
3. Establish Taskforce – Charter Agreement					
4. Service Delivery Recommendations/ SWOT Analysis					
5. Planning Workgroups					
6. Strategic Plan & Metrics/ Outcomes					

## Original & Revised Pricing/Budget

### Costs & Timeline (Amended)

- Total costs to complete the scope of work is **\$498,786.00**.
- The estimated timeline is **July 1, 2023 – June 30, 2025**. (Based on mutual agreement between CSH & Guilford County)
- Detailed breakdown of costs and hours by task are below.

PROJECT TASKS	Total Cost	Total Hours	Amended Cost	Amended Hours
Ongoing Coordination (project management)	\$52,350.00	270	\$52,350.00	270
Project Launch/ Kick off	\$79,560.00	408	<b>\$75,691.00</b>	<b>388</b>
Environmental Scan: Resources & Data Analysis	\$44,050.00	235	<b>\$28,025.00</b>	<b>145</b>
Establish & Facilitate Taskforce	\$84,100.00	430	\$84,100.00	430
Service Delivery Recommendations / SWOT Analysis	\$45,025.00	230	\$45,025.00	230
Establish & Facilitate Planning Workgroups	\$82,050.00	410	\$82,050.00	410
Strategic Plan & Metrics/ Outcomes	\$41,750.00	210	\$41,750.00	210
<b>Total Cost for All Tasks</b>	<b>\$428,885.00</b>	<b>2,193</b>	<b>\$408,991.00</b>	<b>2,083</b>
OTHER DIRECT COSTS	Total Cost	Notes		
CSH Hosted Meeting Expenses	\$500.00			
Travel Expenses	\$59,279.00	50% travel for primary team members; each trip is a 2 day-site visit (by up to 3 staff), including airfare, lodging for 2 nights, ground transportation, meals and incidentals at GC per diem rates.	\$59,279.00	
Persons with Lived Experience Stipends	\$14,550.00	Contracts with two (2) Lived Experience Consultants for 71.5 hours each @ \$100. Per hour. Additional PLE will participate in (5) interviews @\$50/hour with Overhead.	\$14,550.00	
Supplies for the Project	\$500.00		\$500.00	
<b>Total Other Direct Costs</b>	<b>\$74,829.00</b>		<b>\$74,829.00</b>	
TOTAL BUDGET	Request to Funder		Request to Funder	
All Proposed Tasks	\$428,885.00		<b>\$408,991.00</b>	
Other Direct Costs	\$74,829.00		\$74,829.00	
CSH 20% Indirect on Direct Costs	\$14,966.00		\$14,966.00	
<b>Total Proposed Budget</b>	<b>\$518,680.00</b>		<b>\$498,786.00</b>	

*The Amended Proposed Budget reflects adjustments to projected time for the initial Project Launch/Kickoff activities as well as the Environmental Scan: Resources & Data Analysis. With recently completed County system data analyses, the project team anticipates access and availability of the resources and reports to support this phase of work. The proposed budget reflects a reduction of 110 project hours overall based on preliminary feedback from Guilford County.*

As CSH expects to take a consultative approach to this project and communicate regularly with Guilford County project leads, the Scope of Work as originally envisioned and with the updated additions will be driven by concentrated collaboration and time commitment from Guilford County staff, partners, and other community stakeholders. If the Evaluation Committee has additional questions or requires anything further, please contact me as noted below. Thank you for further consideration of CSH's proposal and we look forward to hearing from you.

Sincerely,



**Deirdre Bolden**

CSH Director, Southeast | [deirdre.bolden@csch.org](mailto:deirdre.bolden@csch.org) | 404-576-4077

**Attachments**

*CSH Proposal as Amended May 1, 2023*

*CSH Related Project Examples Summary*

**PROPOSAL MODIFICATION 05.02.2023**

**Originally submitted 04.10.2023**

Corporation for Supportive Housing

Homelessness Consultative and Taskforce Facilitation Services

Bid Number: 20123 REBID #1

**Due: February 10, 2023 @ 2PM via VSS Portal**

Guilford County Government

Purchasing and Contracts Purchasing

**TAB 1: COST PROPOSAL AND ATTACHMENT 1**

Enter Information within VSS Portal

INSERT ATTACHMENT 1 COST PROPOSAL FORM HERE.

*SEE MODIFIED COST PROPOSAL BELOW*

## **Executive Summary**

Corporation for Supportive Housing (CSH) is well positioned to advance the requirements of this RFP to offer Homelessness Consultative & Taskforce Facilitation Services for Guilford County, North Carolina. CSH will be able to draw on its 30-year history of cross-sector work that has focused on ending homelessness and promoting supportive housing. As shown below, there are not any elements of the services that CSH would not be able to provide.

CSH fulfills its mission to advance housing solutions that use housing as a platform for services to improve the lives of the most vulnerable people, maximize public resources, and build healthy communities. Founded in 1991, CSH is the nation's leading catalyst for supportive housing (SH) development and strives to solve homelessness by making SH work for the most vulnerable people in communities, including chronically homeless people, veterans, children aging out of foster care, the elderly, people with HIV/AIDS, and formerly incarcerated people. From our New York City headquarters and field offices, CSH offers a comprehensive portfolio of services that boosts the value and impact of work in communities throughout the United States. We work in 48 states and 300 communities and have done work in North Carolina for many years.

**Impact.** CSH drives impact through innovation, systems change and policy reform, catalytic financing, education and thought leadership. Specifically, CSH accomplishes our mission through four core services: (1) TRAINING AND EDUCATION to build the supportive housing industry's capacity; (2) LENDING for pre-development and development gaps for new supportive housing; (3) CONSULTING AND TECHNICAL ASSISTANCE to develop new, evidence-based supportive housing models; and (4) POLICY REFORM to streamline resources for supportive housing. CSH helps public agencies to better coordinate services and to target their limited resources to the most vulnerable individuals and families. As the leading catalyst for supportive housing creation and innovation nationally, CSH has committed more than \$1B in loans and grants since 1991 to support the creation of supportive and affordable housing nationally.

**Collaboration.** CSH collaborates with public, private and nonprofit stakeholders to solve the toughest problems. CSH partners with communities on long- and short-term special initiatives to solve local housing and homelessness problems. CSH understands the importance of working inside of community to be most effective. Here at CSH, travel is a normalized part of project management. CSH deploys project teams so that we are able offer customized tools, trainings and teams of experts to help the local champions map out the best plan for addressing homelessness and housing instability in community.

**Taskforce Coordination.** Individuals and families experiencing a crisis due to housing instability need increased access to supports/services in order to sustain their rental payments, stabilize, and thrive in their housing. Part of a larger framework, the formation of a taskforce is the spring board towards the larger community initiative – similar to a community coalition, a local or other government committee. A taskforce infrastructure can facilitate establishing a cohesive vision and agenda, shared measures for impactful outcomes, collaborative coordination in action

planning, while integrating values of equity and inclusion, continuous communication methods, and backbone support. Broadly, the anticipated homelessness taskforce design and efforts will:

- Increase and leverage capacity of systems (public, social services, homeless, healthcare) to connect people experiencing or people who have recently experienced homelessness to services tailored to meet their unique types of support;
- Improve communication and collaboration between public social services, workforce and homeless systems representatives to improve their ability to effectively serve people experiencing unsheltered crisis;
- Involve people in decisions that will affect their lives (Person with Lived Experience & Expertise). Those decisions are likely to address the issue more realistically, and to take into account the legitimate needs of the groups affected; and
- Garner multisector participation. Collaborating across systems of care benefits the larger initiative and the community as it brings together individuals and groups who might not, under other circumstances, have much interaction with one another. In the work of the task force, there is the opportunity to learn about one another, leverage resources, serve more people, and develop mutual trust and respect.

As an expert intermediary, CSH brokers strong collaborations between agencies and community stakeholders and guides partners in program design, client-centric approaches, and best practices in creating housing, designing services, and undertaking large-scale systems change. Our consulting and technical assistance focuses on the latest practices and cutting-edge techniques, allowing the industry to keep moving forward. Similarly, we invest in projects that represent innovation in the sector. Because we are not a membership organization, we regularly challenge the status quo among housing providers and funders alike and push for raising the bar for quality and equity in the industry.

**Relevant Experience.** Below are several examples of CSH's work demonstrating our expertise and capacity to implement the Scope of Work detailed in the RFP. Additional examples can be furnished upon request.

**National Housing Taskforce:** On a national level, CSH has partnered with other social impact champions as a part of The North / Northwest Suburban Task Force on Supportive Housing. Current partners of the national taskforce include: The Kenneth Young Center, Thresholds, UP Development, LLC, The Alliance to End Homelessness, and the National Alliance on Mental Illness. The mission of the Housing Task Force is to be the catalyst to create safe, affordable, permanent supportive housing for individuals living with serious mental illness. The task force advocates for families with high vulnerabilities every day to provide SH solutions. Additional information can be accessed here: <https://www.housingtaskforce.org/team>

**Stakeholder Engagement and Facilitation:** CSH regularly brings together diverse stakeholders with an interest in ending homelessness, including people who work in the field, interested community members, community members with lived experience of homelessness, and elected

officials to facilitate a community-wide conversation about local needs and the best way to address them. Our highly interactive approach to community facilitation ensures active participation from a wide range of stakeholders such as homeless funders, elected officials, policymakers, and stakeholders from housing, health, services, corrections, and other backgrounds.

**Assisting in Creation of Action Plans to End Homelessness and Program Modeling:** CSH has helped communities across the country develop new Plans to End Homelessness and improve/refine existing plans. CSH conducts a comprehensive assessment of local market conditions/needs and provides TA to groups to help them identify broad goals for the system, create a housing unit production goal, identify populations and appropriate housing approaches, determine support service needs, develop production strategies and implementation timelines, and synthesize this information into a comprehensive strategic plan document.

**CSH Commitment to Centering People with Lived Experience/Expertise (PWLE):** At CSH we understand that those who are closest to issues are best positioned to understand needs and set the course for potential solutions. At the organizational level, we engaged people with lived experience (PWLE) in the development of our strategic plan and our Dimensions of Quality Supportive Housing standards. Our current Board of Directors includes members who are PWLE. Through our signature Speak Up! Program which has trained over 100 participants, we continually engage PWLE supporting SH tenants using their voices to advance SH issues through advocacy efforts at local, state and federal levels. While we do not have a Speak Up! program operational in North Carolina, learnings from these advocacy efforts inform our local work.

Since 2017, CSH has analyzed racial disparities among our staff and hiring practices, promoting the inclusion of staff members, consultants and contractors who have lived experience. CSH conducts an annual workforce talent review session, during which we review development and career opportunities using a racial equity lens, ensuring that BIPOC staff are given intentional and equal opportunities for leadership and advancement. Additionally, CSH currently has two fellowship positions specifically for PWLE. Led by CSH's Senior Advisor to the President for Diversity, Equity, Inclusion and Belonging, our 24-member Racial Equity Design and Implementation Team (REDIT) leads staff efforts using data to identify and address equity issues in the communities and systems in which we work. Monthly conference calls are held company-wide to keep topical issues of race equity, diversity and inclusion centered in our work.

Across CSH and relative to engagements within the Southeast Region, centering lived experience and expertise is built into all of our engagements, either through direct interaction or partnerships with community-based, and/or minority-led, culturally specific organizations. We also routinely consult PWLE to advise and guide our work, review and conduct our trainings, and participate in surveys and focus groups. We also advise local partners and providers on best practices to engage PWLE in their work.

**Knowledge of systems and cross sector opportunities and challenges to manage large-scale systems change:** CSH uses its expertise in data and service arrays to conduct assessments of the continuum of housing and service interventions needed for multiple high-need populations, including individuals involved in justice systems. Recognizing that a comprehensive understanding of need is the most powerful lever for change, CSH conducts market scans in a way that positions stakeholders to leverage findings and build new relationships with the sectors that touch populations in need of tailored support services and/or housing to prevent or end crisis (e.g., addiction, education, labor, child welfare, healthcare, corrections, etc.).

CSH's experience includes helping communities to enact major systems change through multi-sector collaboration between the housing, health, criminal justice, child-welfare, and other sectors. This work includes helping communities collect data from Homeless Management Information Systems (HMIS) and other sources, analyzing subpopulations, projecting unit needs, conducting financial modeling, and assessing system inflow and outflow. CSH regularly engages with public agencies to craft programs and administer resources that are used for supportive housing development and operations. We work closely with communities to design, implement, and refine coordinated entry systems to prioritize the most vulnerable for efficient referral to housing and services.

**HOME-ARP Brief:** In October 2021, CSH released a brief titled "HOME-ARP and Supportive Housing: A Great Pairing." The brief details how communities can use HOME-ARP funds to braid together capital, operating, and services to create a supportive housing pipeline and meet their communities' goals to end homelessness. It provides links to HUD fact sheets, as well as CSH tools, including the Supportive Housing Needs Assessment, that *can provide valuable data to help communities identify needs across their public systems and help communities set goals to address racial and other disparities and equitable allocation plans for populations being served.* The brief can be accessed here: <https://www.csh.org/2021/10/home-arp-and-supportive-housing-a-great-pairing/>.

**Strong grasp of U.S. Department of Housing and Urban Development (HUD) guidelines and best practices:** Over the past 10 years CSH has been awarded (24) HUD TA contracts, valued at over \$38 million, assisting Continuums of Care (CoCs), HUD customers, public housing authorities (PHAs), government stakeholders, and nonprofits in creating affordable housing and ending homelessness for a range of populations (chronic, veterans, families, and youth). CSH has worked closely with HUD Headquarters and local offices, under the demand response system, responding to HUD-identified needs and customers' requests for TA nationally. CSH has pioneered efforts to improve the health and housing stability of residents of HUD-assisted housing, and we are a nationally recognized leader in establishing effective models and best practices in housing and services for populations experiencing homelessness.

**Local North Carolina Impact:** On a local level, CSH actively partners with the City of Greensboro in its coordinated efforts to increase the efficiency and impact of the City's investment in Permanent Supportive Housing (PSH) with a focus to develop and operate high-quality PSH and

build the capacity of staff, housing developers and service providers to meet the needs of individuals and families experiencing homelessness. Activities have incorporated the voices of Persons with Lived Expertise (PWLE) through various mediums such as focus groups, surveys, and local convening of stakeholders. CSH also supports Alliance Health, that covers five (5) major counties in NC, as it implements best practices at the intersection of health care and housing. Social Determinants of Health (SDOH) efforts include supporting a community engagement strategy for Community Based Organizations (CBOs) and community members. Community member participation is driven by engaging CBOs, contracted providers, healthcare partners, and PWLE who are collaborating with Alliance to address need in the communities they serve. Additionally, to drive positive housing outcomes for its members, CSH had completed training and consultation to behavioral health provider agencies around best practices for tenancy supports and housing stabilization.

**Metrics & Tracking of Performance:** Quality initiatives utilize appropriate targets to help ensure better outcomes for residents within the homeless response system. CSH has enabled communities to design the desired results of systems redesign and collaborative planning. Through system data analysis, this could include metrics that forecast the number of people to benefit from the expended resources and programs; establish goals for housing units to be created with available funding; calculate the reduction of public system costs when supportive housing interventions are deployed, and others. CSH's work with any jurisdiction interested in pursuing outcomes/key performance indicators is always customized to the specific needs and stage of that particular community. Developing Key Performance Indicators renders cogitation as follows (not limited to):

- (a) Understanding the community roles (stakeholders, service providers, intermediaries, community partners, etc.)
- (b) Use of Data
  - Review data analysis
  - Identify strengths and areas for improvement (SWOT)
- (c) Evaluating Target Population impact
- (d) Defining Success
  - Grounding the work in outcomes and impact
  - How will we measure and define success?

## **Provider's Qualifications**

**CSH Project Team.** CSH has a breadth of expertise within the organization relevant to the Scope of Work outlined in the RFP. CSH will identify staff with the appropriate skillset to deliver the requested work, which may include staff listed or other staff as determined by the project team leads. Throughout the duration of the proposed contract, project team staff can leverage information, expertise, and resources from CSH staff across the organization. Thus, the project will benefit from having both national perspectives as well as local knowledge. This organizational structure maximizes our ability to successfully implement a Scope of Work, enabling us to achieve the greatest impact.

**Deirdre Bolden, Director, CSH Southeast,** leads efforts to expand affordable housing and support services through collaboration with local governments, housing authorities, funders, property developers and other community service providers in Florida, Georgia, North and South Carolina as well as the US Virgin Islands Territory. Deirdre drives new business engagement that enables CSH to support and elevate a broad range of community-based needs, with a focus on racial equity and leaning on those with expertise for meaningful change.

Prior to CSH, Deirdre served as Program Manager with the Housing Authority of the City of Atlanta (AH), which provides affordable housing and human development services for more than 24,000 low-income households. Most notable of her time at AH, Deirdre managed the HAVEN Program, a pioneering platform of supportive housing initiatives that encompasses rental subsidy programs to reduce or prevent homelessness within Atlanta. In early years with AH as part of the Policy & Strategy team, Deirdre supported internal and external communication of the agency's priorities and maintained annual reporting requirements for its Moving to Work regulatory program under the U.S. Department of Housing and Urban Development (HUD). She holds a Bachelor of Business Administration from the University of Georgia Terry College of Business.

*Deirdre will have an active oversight role with the project to support the CSH leads, facilitate community outreach and stakeholder engagement elements of the project; she will also assist and serve as additional liaison with the county staff, contract administration, data analysis and technical assistance.*

**Charlesy Nance, Senior Program Manager, CSH Southeast,** draws on over 10 years of experience in the social services field. She has provided direct services to clients of diverse socioeconomic and cultural backgrounds, working in an administrative capacity to develop, monitor, and improve service quality, effectiveness, and efficiency. Her dedication to the cause of ending homelessness has led her to various homeless advocacy roles in Arkansas and Florida. Ms. Nance has provided training and technical assistance to more than 300 homeless services providers in the fields of HUD Compliance, Outreach, Coordinated Entry, and the Homeless Management Information System (HMIS), among others. She also has project management experience that includes the coordination of the annual Point-In-Time Homeless Count and the annual Homeless Symposium for the Broward County Homeless Continuum of Care, as well as its Keeping Families Together Initiative. Ms. Nance holds a Master of Science from Nova Southeastern University in the area of Law & Policy; and a Bachelor's Degree in Economics/ Pre-

Law from Arkansas State University. She is presently a Six Sigma Greenbelt and looks forward to pursuing educational aspirations of attending law school to pursue advocacy law.

*Charlesy will serve as Project Co-Lead and will be involved in all aspects of the work as well as overall administration and performance monitoring all aspects of the project; she will handle liaison duties with county staff, partners and serve as the primary contact for the agency.*

**Maya Saxena, Program Manager, National Consulting** is a solutions-oriented social worker with six years of experience in housing and homelessness. As Program Manager for CSH's National Consulting Team, Maya takes lead on multiple projects for the organization. She lifts racial equity work in the form of data analysis and recommendations, trainings, and strategic planning. She has conducted racial equity data analysis for the Illinois Department of Human Services' Statewide Referral Network, developed and facilitated racial equity trainings for the Chicago Flexible Housing Pool and Atlanta Continuum of Care, and co-lead CSH's strategic workgroup on racial equity. She has created and facilitated multiple trainings on topics including: Permanent Supportive Housing and Moving on Strategies, Reasonable Accommodations, Tenant Skill-Building, and developed a series of trainings for the Illinois Statewide Referral Network.

Prior to joining CSH, Maya was an independent contractor, focused on analyzing and making recommendations on the racial equity of various state and city-wide housing programs. Her experience spans working as an outreach worker at a drop-in center for youth in Florida, where she connected youth experiencing homelessness to local and national resources, healthcare, education, and housing. She also worked as a case manager at a multi-county shelter in Florida, where she served individuals experiencing chronic homelessness, offering supports in accessing healthcare, legal aid, insurance, benefits, and permanent housing. Maya holds a Bachelor's of Social Work from Florida State University, as well as a Master's of Social Work from the University of Chicago.

*Maya will serve as Project Co-Lead and will be involved in all aspects of the work as well as overall administration and performance monitoring all aspects of the project; she will handle liaison duties with county staff, partners and serve as the primary contact for the agency.*

**Ambrosia Crump, Senior Program Manager, National Consulting** has been in public service for almost 15 years, both as a direct service provider and in driving and informing community programs and practice, leveraging insights from her lived experiences of poverty, foster care, and homelessness. Currently a Senior Program Manager for the National Consulting Team, Ambrosia works as a project manager and subject matter expert to support transformation through system-wide engagement and collaboration. Ambrosia's direct care experience comes from a variety of settings, including behavioral and medical healthcare, the juvenile justice system, education, foster care, and homeless services., Ambrosia most recently worked as a clinical social worker providing case management and clinical intervention for Veterans experiencing homelessness for the US Dept. of Veterans Affairs. Prior to this, Ambrosia provided project management and staffing support for the Southern Nevada Continuum of Care, spearheading the SOAR (SSI/SSDI Outreach Access and Recovery) project for her state, which included developing and delivering training, providing technical assistance and quality assurance for providers, and

engaging stakeholders and local leadership in expanding capacity and systems level coordination. Ambrosia is a Licensed Clinical Social Worker and has earned Bachelor's and Master's degree in Social Work as well as a Master's in Public Administration from the University of Nevada, Las Vegas. *Ambrosia will support stakeholder engagement and assist in the development of the taskforce.*

**Eva Lerner, Senior Program Manager, National Consulting** is an equity focused public health and social policy professional with an expertise in the social determinants of health. Currently a Senior Program Manager on the National Consulting Team at CSH, Eva lends her experience in healthcare and management to a diverse array of projects that bridge the gap between housing and health. She works closely with the Director for Health Systems Integration and the Regional Hubs to advance initiatives that center housing as a critical tool to promoting healthy individuals and communities. Prior to CSH, she worked in population health management across two NYC hospital systems and served as a direct practice social worker with individuals experiencing homelessness in Chicago. At New York-Presbyterian Hospital, Eva launched the first integrated universal screening and community referral initiative for social determinants of health. As the Senior Project Manager for the NYC Health + Hospitals Test & Trace Corps, she led NYC's strategy to provide health, social, and financial resources to New Yorkers affected by COVID. Her passion for health and social policy grew out of her time helping the unhoused navigate complicated housing and social welfare systems in Chicago. Eva has a Master of Social Work from Columbia School of Social Work, a Master of Public Administration from Columbia School of International and Public Affairs, and a Bachelor of Arts from the University of California, Davis. *Eva will assist with data analysis and collection, stakeholder engagement and assist in the development of the taskforce.*

**Nhaomie Douyon, Associate Program Manager-Data & Analytics, Strategy & Impact** is an innovative problem solver with about 3 years of experience in the housing and homelessness field. As an Associate Program Manager for Data and Analytics on the Strategy and External Affairs team at CSH, Ms. Douyon takes part on various teams to support data efforts. Nhaomie is working on projects with HRSA, QAPs, Keeping Families Together, Strong Families Fund, and Scaling Supportive Housing Knowledge Network. Prior to working for CSH, Ms. Douyon worked on the Coordinated Access and HMIS team for Baltimore City where she was responsible for YHDP programs, Flex Funds, Re-Entry programs, and the RRH revamping program. Before joining Baltimore City, Nhaomie worked as a Program Coordinator at a core agency in DC, focusing on both mental health, homelessness, and housing. With Nhaomie's expansive background, she is able to add value from different points of views of the housing field. Nhaomie has a Master's in Public Health, with a focus on Behavioral and Community Health, from University of Maryland College Park. *Nhaomie will oversee data analytics and methodology development for the proposed project.*

**Lived Experts, TBD** CSH has many years of experience training supportive housing tenants in public policy and advocacy through our Speak Up! program. CSH is also committed to equitable compensation, in a person-centered approach. CSH Speak Up! advocates in Ohio and across the country have engaged with elected officials (including US Senator Sherrod Brown,) presented at conferences and a variety of public events, and serve on statewide advisory groups including the Attorney General's Taskforce on Criminal Justice and Mental Health. Their work has shaped legislation and policy and made a meaningful impact on those who work alongside tenant advocates. *CSH intends to recruit, train and supervise lived experts to serve in impactful roles throughout the planning process.*

**Garrett Lloyd, Content Manager, Strategic Communications** is a creative strategist with over ten years of experience in marketing and communications. Garrett is responsible for managing multiple projects and campaigns that support strategic communication initiatives across different CSH teams and business lines with a particular focus on optimizing the organization's digital channels (website, email, social media, video and SEO). He leads communications for Health Resources and Services Administration (HRSA) work under CSH's Federal TA team, including managing content calendar and coordinating content production. Garrett has led marketing and communications efforts for numerous non-profit organizations, most recently serving as the Digital Media Manager at The Community Builders. He has two bachelor's degrees from the University of Massachusetts, Boston in marketing and communication media. *Garrett will produce collateral material, manage promotion and publicity, and assist with development and distribution of the project's final report.*

**Nicole Brookshire, Director, National Consulting** is a Diversity, Equity, and Inclusion Chief Strategist with over twenty-years of experience in driving enterprise-wide transformational change, targeting social and programmatic impact across communities. Nicole is currently the National Consulting Director at CSH. Mrs. Brookshire is responsible for offering consulting support to Field Operation offices, leadership, also providing technical assistance and project management support to national supportive housing projects. Prior to joining CSH, Mrs. Brookshire was the Inaugural Executive Director for Milwaukee County's Office on African American Affairs, serving as the County's catalyst to being the first in the nation to declare Racism as a Public Health Crisis. She also worked as the Vice President of Operations for Junior Achievement of Wisconsin, growing education programs and partnerships; as the Grant Compliance Manager for the City of Milwaukee, spear-heading housing efforts to address homelessness and community development. She serves as a health equity collaborative member to RH3 Milwaukee, and as a Board of Director member for: MENTOR Greater Milwaukee and Commonbond Communities. *Nicole will serve in an internal consultation role for the project team.*

## **Tab 4: Proposed Services**

Outlined project activities are designed to assess current structure and resources, as well as build the knowledge and capacity of the County, community, and regional partners through multiple strategies – data research, one-on-one, group conversations – to yield opportunities for collaboration. Throughout activities, CSH also facilitates exchanges with peers across the country to inform local approaches and decisions. By aligning the elements of the homeless response system from initial outreach to permanent, affordable housing with services, communities can move away from crisis, optimize public resources, and ensure a better future for everyone.

**A high-level timeline** included below aligns project tasks and respective activities that will render the desired deliverables:

### **Task 1. Project Launch | Ongoing Collaboration**

Deliverable: Develop project work plan in collaboration with Guilford County.

### **Task 2. Environmental Scan: Community Resources and Data Analysis**

- ✓ Deliverable: Review the relevant reports and data, survey those with lived experience and other stakeholders.

### **Task 3. Establish Taskforce | PWLE/Stakeholder Engagement**

- ✓ Deliverable: Identify taskforce participants, establish a charter agreement and governance structure to support the strategic framework of the taskforce.

### **Task 4. Service Delivery Recommendations/ SWOT Analysis**

- ✓ Deliverable: Develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and recommend work streams and the associated key action items, strategies, interventions, and tactics based on Housing and Urban Development (HUD) guidelines and best practices.

### **Task 5. Planning Workgroups**

- ✓ Deliverable: In collaboration with delineated taskforce workgroups, outline a locally-based cohesive system of care; develop outcome-focused workplan(s).

### **Task 6. Strategic Plan & Metrics/ Outcomes**

- ✓ Deliverable: Establish key community indicators and performance metrics to support a continuous quality improvement framework and work stream outcomes.

Task(s)	<i>July 2023 (project begin)</i>	Year 2023	Year 2024	Year 2025	<i>June 2025 (project end)</i>
1. Project Launch/ Ongoing Coordination					
2. Environmental Scan/ Resources-Data Analysis					
3. Establish Taskforce – Charter Agreement					
4. Service Delivery Recommendations / SWOT Analysis					
5. Planning Workgroups					
6. Strategic Plan & Metrics/ Outcomes					

**Task 1. Project Launch | Ongoing Coordination**

Working with Guilford County point(s) of contact, complete initial planning, goal, timelines, and methodology corroboration. Interactions will help to reach mutual agreement to determine databases needed to collect the relevant data and key stakeholders; attending relevant activities (including CoC meetings, stakeholder meetings, etc.) that will garner further insight into the community at large.

- Activity 1: Organize initial kick-off meeting, conduct regular meetings and communication between the county and project team to manage project coordination and delivery.
- Activity 2: Attend CoC Meetings and other relevant partnership meetings.
- Activity 3: Create work plan(s); establish coordination, meeting frequency, and relevant logistics with Guilford County.

**Task 2. Environmental Scan: Community Resources/Data Assessment**

In collaboration with County staff, host several interactive sessions (virtual or in-person) with community agencies in the areas of health, homeless services and economic security, community residents with lived experience, and affordable and emergency housing community providers and/or advocates within the Guilford County region to solicit input and foster understanding around resident need, system interaction, goals, priorities, and targeted outcomes. CSH encourages strength-based approaches with community discussions to identify and minimize barriers to supportive housing practices and housing development. CSH will conduct **up to six (6)**

informational interviews with members of Guilford County CoC, Community Collaborators (PWLE), housing and social service advocates, and other relevant stakeholders within the region.

*Working in partnership with Guilford County, use of existing county level data reference materials, i.e.: gaps & needs analysis reports, dashboards, etc. will be incorporated during this phase of work.* CSH will analyze the collected data in order to drive stakeholder conversations and help determine needs for pending tasks, including the county-level needs assessment study and supportive housing recommendations. This phase of the project will entail review and compilation of the feedback and information gathered during stakeholder engagement as well as data-related input.

- Activity 1: Informational interviews w/ GC CoC, PWLE, and other identified relevant stakeholders.
- Activity 2: Review HMIS data, needs assessment, and other relevant documents to understand current workflows, policies, priorities, and population-specific need.

### **Task 3. Establish Taskforce – Charter Agreement**

CSH will facilitate the implementation of a county-wide, cross-jurisdictional and -sector homelessness and housing taskforce in efforts to develop a multi-year strategic framework. Members of the taskforce are anticipated to participate in planning workgroups assigned specific focus areas of the strategic initiatives and plan development.

- Activity 1: Identify and invite cross-jurisdictional and –sector Taskforce participants.
- Activity 2: Establish coordination, meeting frequency, and relevant logistics.
- Activity 3: Develop and establish, by consensus, Taskforce Charter Agreement and Governance Structure.
- Activity 4: Manage and run Taskforce and use group for planning

### **Task 4: Service Delivery Recommendations and SWOT Analysis**

This phase of the project will entail review and compilation of the feedback and qualitative information gathered during stakeholder engagement as well as quantitative data-related input to compose overall recommendations for a system-driven, resident-focused strategy to eliminate overall homelessness in the region. The project team and taskforce will also assess community capacity to develop and sustain quality supportive housing. CSH will utilize qualitative data from the strategy sessions and survey responses to conclude the following related to Strengths, Weaknesses, Opportunities, and Threats.

- Activity 1: Service Delivery Recommendations; submit a report (in an agreed upon format) regarding housing and services delivery needs
- Activity 2: Develop SWOT Analysis, share with taskforce and planning workgroups and adjust as needed

### **Task 5. Planning Workgroups**

The planning workgroups will be convened to help steward participation in strategic initiatives implemented by Taskforce. CSH will seek participation of one to two taskforce members for each workgroup (WG) to offer local housing and homelessness knowledge to the development of goals and strategic outcomes. Standing representation in the workgroup is intended to cross key leadership roles in different teams and areas of focus and may be flexible based on the topic and over time. Also, a cadence will be established for non-taskforce engagement. Workgroups will coalesce to establish a comprehensive system of care service delivery model that promotes increased probability of housing stability for those experiencing homelessness, and to proactively implement strategies that factor the impact of limited affordable housing. CSH will assist workgroups review and interpretation of key findings to inform the target community need, establish key community indicators and performance metrics, and develop the related recommendations of each workgroup for the strategic plan. Dependent on member bandwidth/availability, along with additional project nuances, A workgroup cadence will be determined at a later time.

- Activity 1: Establish Comprehensive System of Care (SOC) Model (WG)
- Activity 2: Proactive Strategies to Address Impact of Limited Affordable Housing (WG)
- Activity 3: Recommend Cross-Jurisdictional and -Sector Workstreams (WG)

### **Task 6: Strategic Plan & Metrics/ Outcomes**

To understand its impact over time and provide a mechanism for accountability, progress must be tracked and reported. Tracking and reporting are important so that:

- the community can identify what is working and leaders can make mid-course corrections when needed.
- information to help leaders and stakeholders identify resources for this work is readily available, and
- a transparent implementation process is in place, therefore increasing trust across partners and with the public.

As a part of the Taskforce, CSH will collaborate to establish key community indicators and performance metrics to support a continuous quality improvement framework and work stream outcomes.

- Activity 1: Establish community indicators and performance metrics to support a CQI framework based on GC Needs Assessment & other data points.
- Activity 2: CSH + Taskforce will review charter to date; make amendments (if needed).
- Activity 3: CSH will provide data analysis of Taskforce's impact- from the time of Taskforce inception, until present time.

### **Processes.**

CSH project managers use solid techniques and tools to create efficiencies, hold all related contributors accountable, track project hour/budget utilization and drive the successful

completion of the project. As a Co-lead of the project, Ms. Nance, is the holder of her Six Sigma Green Belt certification(s). She possesses the expertise to forecast, budget, manage expectations and assess project focal points as well as deviation. Through this lens, wastes are identified and removed creating space, so resources are optimized more fully.

The CSH project team plans to work diligently to monitor and manage the execution of the above scope tasks, by hosting regular in-person (50%) and virtual meetings (50%) and email communications with Guilford County and identified stakeholders to establish the Homelessness Taskforce and planning workgroups. The CSH project team anticipates an increased frequency of in-person travel may be needed at project launch and will work to establish a meeting frequency with Guilford County, for the remainder of taskforce virtual and in-person meetings. Once established, the Taskforce will also serve as the nucleus for coordinating project related activities, with taskforce designees supporting workgroup planning meetings to offer local context on housing and service delivery needs (i.e., service delivery recommendations, planning workgroups, and establishing key performance indicators). CSH would plan to attend monthly Guilford County CoC meetings to remain apprised of on-going housing and homelessness needs. The CSH project team would timely work with Guilford County to obtain access to housing and homelessness related data sources, and ancillary housing market reports. Hosting informational interview sessions, CSH would compile and share feedback of sessions, integrating results into taskforce and work planning meetings. In collaboration with taskforce member (or designee), CSH will facilitate the workgroup meetings to help inform the group of homelessness data, confirm the exact needs and goals, and develop and submit recommendations for the strategic plan.

CSH works in partnership with persons with lived expertise (PWLE) to co-create and guide our work. Working with Guilford County and local providers to identify possible community collaborators, CSH will partner with PWLE through interviews in the environmental scan phase of this project to better understand the realities of navigating systems and processes within Guilford County and will bring up to 2 PWLE on board to actively participate in the Taskforce and subsequently established workgroups. CSH reserves the right to work with subcontractor(s) for media support.

The CSH project team would share updates to the taskforce on each workgroup's progress and milestones achieved. CSH would plan to share project updates as requested by Guilford County, at minimum, work to establish monthly or quarterly updates on the project's workplan.

**Control Points.** To provide quality implementation of the project, there are areas that warrant control points specific to project nuances. In partnership and collaboration, CSH acknowledges that Guilford County is a resource in this undertaking, and thus community experts; in their own right. CSH will adhere to further advisement from Guilford County in addition to the Control points considerations below (but not limited to):

- County Point of Contact – Guilford County staff member(s) will be appointed as a primary point of contact specific to this project for the duration of the contract and provide timely communications on CSH correspondence.

- Guilford County standard practices- Standard County practices/procedures as it relates to publication, and public facing document disbursement.
- Data Accessibility (storage | maintenance)- Contingent upon receiving data, CSH acknowledges the following:
  - Data Security control- CSH will adhere to cyber security measures set by Guilford County. Should a security measure limit data sharing, CSH will work with Guilford County to ensure relevant data is provided in a timely manner, not disrupting the process of project activities.
  - Data receipt anticipation- CSH will work with Guilford County for receipt of data aligning with corresponding project task(s).
  - Data storage/ maintenance- CSH will work with Guilford County to determine where data should be stored (CSH drop box, etc.) to ensure that the transfer of information is safe & confidential.
- Office Space/ Meeting space (for onsite activities)- dedicated community space for taskforce and workgroup planning meetings, for CSH's project team and/or ad hoc taskforce needs and convenings, etc.
- Miscellaneous (On site supplies, nutritional provisions, etc.) - CSH will work with Guilford County in planning and preparation for convenings, that nutritional provisions will be provided; discussion of site resources (microphone, audio/visual equipment -projector, easels, printer, and other workshopping instruments) that are at the project team's disposal.

**Project Timeline** Consulting services are proposed to begin in *July 2023 and run through June 2025. The exact timeline will be based on a mutual agreement between Guilford County and CSH.* As the project comes to completion, CSH will work with Guilford County to evaluate progress and develop a Scope of Work and budget for ongoing technical assistance and tasks following the two (2) initial years of support. CSH acknowledges that the tasks (as follows) will be completed in the first (6) months of project launch as requested by Guilford County: A) Work with taskforce participants in consensus building to establish the needed workstreams based on data informed decision making and consideration of best practices to include, but not exclusive to, integrated service delivery, low barrier, housing first, trauma informed, and harm reduction practices within first six months of the project timeline; B) Facilitate workstream activities until operational sufficiency is established by the taskforce; C) Provide recommendation on immediate action items regarding service delivery needs for those experiencing homelessness to increase connection to wraparound support services, housing interventions and other life-sustaining services.

#### **AMENDED**

**Project Budget** The work outlined is **estimated at a total cost of \$498,786.00 including staffing costs, travel, and costs for contracted services from Community Collaborators (local residents with lived experience)** to offer participation and input on the project from the perspective of those with lived experience. CSH hourly rates range from \$165-\$225/hour. The breakdown of hours and consulting rates by CSH project team are provided in the second table below. Specific to this project request, 50% travel is anticipated to fulfill the project requirements. A traveling cadence will be established, and project team members will participate in onsite activities specific to their project role. The total costs can be adjusted if needed based on the anticipated funding allocation for this project. *Staff are available in June* to begin work and are open to working with Guilford County on a timeline.

**Costs & Timeline (Amended)**

- Total costs to complete the scope of work are **\$498,786.00**.
- The estimated timeline is **July 1, 2023 – June 30, 2025**. (Based on mutual agreement between CSH & Guilford County)
- Detailed breakdown of costs and hours by task are below.

<b>PROJECT TASKS</b>	<b>Total Cost</b>	<b>Total Hours</b>	<b>Amended Cost</b>	<b>Amended Hours</b>
Ongoing Coordination (project management)	\$52,350.00	270	\$52,350.00	270
Project Launch/ Kick off	\$79,560.00	408	<b>\$75,691.00</b>	<b>388</b>
Environmental Scan: Resources & Data Analysis	\$44,050.00	235	<b>\$28,025.00</b>	<b>145</b>
Establish & Facilitate Taskforce	\$84,100.00	430	\$84,100.00	430
Service Delivery Recommendations / SWOT Analysis	\$45,025.00	230	\$45,025.00	230
Establish & Facilitate Planning Workgroups	\$82,050.00	410	\$82,050.00	410
Strategic Plan & Metrics/ Outcomes	\$41,750.00	210	\$41,750.00	210
<b>Total Cost for All Tasks</b>	<b>\$428,885.00</b>	<b>2,193</b>	<b>\$408,991.00</b>	<b>2,083</b>
<b>OTHER DIRECT COSTS</b>	<b>Total Cost</b>	<b>Notes</b>		
CSH Hosted Meeting Expenses	\$500.00			
Travel Expenses	\$59,279.00	50% travel for primary team members; each trip is a 2 day-site visit (by up to 3 staff), including airfare, lodging for 2 nights, ground transportation, meals and incidentals at GC per diem rates.	\$59,279.00	
Persons with Lived Experience Stipends	\$14,550.00	Contracts with two (2) Lived Experience Consultants for 71.5 hours each @ \$100. Per hour. Additional PLE will participate in (5) interviews @\$50/hour with Overhead.	\$14,550.00	
Supplies for the Project	\$500.00		\$500.00	
<b>Total Other Direct Costs</b>	<b>\$74,829.00</b>		<b>\$74,829.00</b>	
<b>TOTAL BUDGET</b>	<b>Request to Funder</b>		<b>Request to Funder</b>	
All Proposed Tasks	\$428,885.00		<b>\$408,991.00</b>	
Other Direct Costs	\$74,829.00		\$74,829.00	
CSH 20% Indirect on Direct Costs	\$14,966.00		\$14,966.00	
<b>Total Proposed Budget</b>	<b>\$518,680.00</b>		<b>\$498,786.00</b>	

*The Amended Proposed Budget reflects adjustments to projected time for the initial Project Launch/Kickoff activities as well as the Environmental Scan: Resources & Data Analysis. With recently completed County system data analyses, the project team anticipates access and availability of the resources and reports to support this phase of work. The proposed budget reflects a reduction of 110 project hours overall based on preliminary feedback from Guilford County.*

Team Member Name	Hourly Rate	# of Hours estimated for project
Director	\$225.00	266
Director	\$225.00	105
Senior Program Mgr. (Co- lead)	\$200.00	498
Senior Program Mgr.	\$200.00	274
Senior Program Mgr.	\$200.00	294
Program Mgr. (Co- Lead)	\$180.00	498
Associate Program Manager	\$165.00	157
Content Manager	\$165.00	43
Administrative (Support Staff)	\$165.00	58
Persons with Lived Expertise (PLE)*	\$100.00	143

### Next Steps

CSH appreciates the opportunity to submit this *amended proposal* and welcomes feedback and further conversation to refine the approach and respond to questions.

### Primary Point of Contact:

Deirdre Bolden, Director, Southeast Region

[deirdre.bolden@csh.org](mailto:deirdre.bolden@csh.org) | 404.576.4077, cell | Remote Office – Palm Beach County, FL

CSH Corporate Address: 61 Broadway, Suite 2300, New York, NY 10006-2807

*All other prior attachments remain the same.*

**Tab 5: References**

City of Philadelphia

Georgia Department of Health

Evergreen (Pierce County, Washington)

**Tab 6: MWBE Participation Requirements**

Insert Attachment 4 HERE

**Tab 7: Other BID Event Forms**

Insert Attachment 5 HERE

Insert Attachment 6 HERE

Insert Attachment 7 HERE

Insert Attachment 8 HERE

Insert Attachment 9 HERE

**Tab 8: Other Attachments**

Insert Basic Insurance Attachment HERE

Insert Referenced Sample Contract Attachment HERE

**ADDENDUM ACKNOWLEDGEMENT**

Homelessness Consultative & Taskforce Facilitation Services

Title of Project

20123 (REBID #1)

Bid Number

Receipt of the following Addendum is acknowledged:

Addendum no. 1 Date 01/18/23

Addendum no. 2 Date 01/26/23

Addendum no. 3 Date 01/26/23

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Signature:  Date: 02/08/2023

Title: Chief Development Officer

The Corporation for Supportive Housing  
Name of Firm



**COST PROPOSAL FORM**

In accordance with the attached instructions, terms, conditions, and Scope of Services we submit the following proposal to the Guilford County.

**TOTAL PROPOSED COST**

Consultant Fee	\$ 459,401 _____
Estimated Travel Cost	\$ 59,279 _____

**Should there be any discrepancy between this Cost Proposal Form and the submission of pricing entered in the Items portion of Guilford County's Vendor Self Service automated bidding system, the online submission of pricing shall prevail and control.**

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: 02/08/23

Authorized Signature:

Nancy McGraw  
Name

Chief Development Officer  
Title

The Corporation for Supportive Housing  
Firm Name

**CERTIFICATION REGARDING DEBARMENT AND SUSPENSION**

The Use of any Contractor that has been declared debarred by the office of Federal Contract Compliance Programs (OFCCP) is prohibited. Further the use of subcontractor(s) that has been declared debarred by OFCCP is prohibited. A complete list of federally disbarred contractors can be found at [www.sam.gov](http://www.sam.gov). It is the sole responsibility of the Contractor to ensure that subcontractor(s) are in good standing with the OFCCP and not on the disbarment list.

The undersigned applicant certifies to the best of his or her knowledge and belief, that he applicant and its principals:

- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal Department or agency;
- (b) have not within a 3-year period preceding this proposal been convicted of or had a valid judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) are not presently indicted or otherwise criminally or civilly charged by a governmental entitle (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) have not within a 3-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

Should the applicant not be able to provide this certification, an explanation as to why should be placed after the assurances page in the application package.

The applicant agrees by submitting the proposal that it will include, without modification, the clause titled "Certification Regarding Debarment, Suspension, in eligibility, and Voluntary Exclusion-Lower Tier Covered Transactions" in all lower tier covered transactions (i.e., transactions with sub-grantees and/or contractors) and in all solicitations for lower tier covered transactions.

Nayman (Seal of Corporation )  
Signature

Title: Chief Development Officer  
Date: 02/08/23



**NOTARIZE**

SUBSCRIBED AND SWORN TO BEFORE ME, This  
8<sup>th</sup> day of February, 2023

NOTARY PUBLIC Margaret Fields.

My Commission Expires: November 13, 2023

MARGARET FIELDS  
NOTARY PUBLIC, STATE OF NEW YORK  
Registration No. No. 01F16177148  
Qualified in Nassau County  
Commission Expires November 13, 2023

STATE OF NORTH CAROLINA

**AFFIDAVIT**

COUNTY OF GUILFORD

\*\*\*\*\*

I, Nancy McGraw (the individual attesting below), being duly authorized by and on behalf of The Corporation for Supportive Housing (CSH) (the responding entity hereinafter "Employer") after first being duly sworn hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with NCGS §64-25(5).

2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCGS§64-26(a).

3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. Mark "Yes" or "No":

a. Yes \_\_\_\_\_;

b. No X.

4. Employer's subcontractors comply with E-Verify, and if Employer is awarded a contract for this project Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer.

This 10 day of February, 2023.

Nancy McGraw

Signature of Affiant

Print or Type Name: MARGARET FIELDS State of New York County of New York

Signed and sworn to (or affirmed) before me, this the 10<sup>th</sup> day of February, 2023.

My Commission Expires:

November 13, 2023 Margaret Fields

Notary Public

(Affix Official/Notarial Seal)

MARGARET FIELDS  
NOTARY PUBLIC, STATE OF NEW YORK  
Registration No. No. 01F16177148  
Qualified in Nassau County  
Commission Expires November 13, 2023

ATTACH TO BID

State of North Carolina --AFFIDAVIT B-- Intent to Perform Contract with Own Workforce.

County of New York

Affidavit of Nancy McGraw, Chief Development Officer (Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the contract. (Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform all elements of the work on this project with his/her own current work forces; and

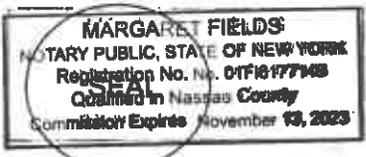
The Bidder agrees to provide any additional information or documentation requested by the owner in support of the above statement. The Bidder agrees to make a Good Faith Effort to utilize minority suppliers where possible.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Bidder to the commitments herein contained.

Date: 02/08/2023 Name of Authorized Officer: Nancy McGraw

Signature: [Handwritten Signature]

Title: Chief Development Officer



State of New York, County of New York. Subscribed and sworn to before me this 6th day of February 2023. Notary Public Margaret Fields. My commission expires November 13, 2023.

**NON-COLLUSION AFFIDAVIT**

**STATE OF (North Carolina)**

( ) **SS.**

**COUNTY OF ( New York )**

I, Nancy McGraw, of New York

New York, In the County of New York and the State of New York, of full age, being duly sworn according to law on my

oath depose and say that:

I am Chief Development Officer, of the firm of The Corporation for Supportive Housing (CSH), making the Proposal for the above- named authority.

My submission of a response to this event certifies that I agree to the non-collusion agreement contained below:

1. The submitter of this document is acting as an agent for their company who is the respondent that has submitted the attached bid response.
2. The undersigned person is fully informed concerning the preparation and contents of the attached response and of all pertinent circumstances related to it and is authorized to sign this affidavit. This affidavit is given under penalty of perjury as provided by law.
3. Such bid response is genuine and is not collusive or sham in anyway whatsoever.
4. Neither the person responding nor any of its officers, partners, owners, agents, representatives, employees or parties in interest; including the signer of this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other respondent, firm or person to submit collusive or sham response in connection with the contract for which the attached response has been submitted or to refrain from responding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other responder, firm or person to fix the price, or cost to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the Board of County Commissioners, Gullford County or any person interested in the proposed contract.
5. The price or prices quoted in the attached response are fair and proper and are not derived by any collusion, conspiracy, connivance or lawful agreement and on the part of the respondent or any of its agents, representatives, owners, employees, or parties in interest.

Corporation for Supportive Housing  
(Name of Contractor)

Nancy McGraw Chief Dev officer 2/8/23  
Signature (Type or Print Name) Title Date

Subscribed and sworn to before me on this 8<sup>th</sup> day of February, 2023.

Margaret Fields MARGARET FIELDS.  
Signature (Type or Print Name)

Notary Public of the State of NEW YORK. My

Commission expires November 13, 2023

MARGARET FIELDS  
NOTARY PUBLIC, STATE OF NEW YORK  
Registration No. No. 01F18177148  
Qualified in Nassau County  
Commission Expires November 13, 2023

# GUILFORD COUNTY, NORTH CAROLINA

## Request for Homelessness Consultative & Taskforce Facilitation Services Provider QUALIFICATIONS

### Information about the Supplier

- I. Firm Name The Corporation for Supportive Housing (CSH)
- II. Legal Name (if different) \_\_\_\_\_
- III. Years in Business 32 years
- IV. Number of years providing similar services 20 years
- V. Contact Person Deirdre Bolden
- VI. Full Mailing Address 61 Broadway, Suite 2300, New York, NY 10006
- VII. Telephone Number 212-986-2966
- VIII. Fax Number 212-986-6552
- IX. Email address of contact person deirdre.bolden@csh.org
- X. Number of full time employees 170
- XI. Name and experience of proposed point of contact for this project

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Corporation for Supportive Housing**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ \_\_\_\_\_

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.  
**61 Broadway, Suite 2300**

6 City, state, and ZIP code  
**New York, NY 10006**

7 List account number(s) here (optional)

Requester's name and address (optional)

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
<b>or</b>									
<b>Employer identification number</b>									
1	3	-	3	6	0	0	2	3	2

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶ <i>Eileen A. Hawes</i>	Date ▶ <i>1/13/2013</i>
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### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

#### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*