



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

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	\$75,691.00	388
Environmental Scan: Resources & Data Analysis	\$44,050.00	235	\$28,025.00	145
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
Total Cost for All Tasks	\$428,885.00	2,193	\$408,991.00	2,083
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	
Total Other Direct Costs	\$74,829.00		\$74,829.00	
TOTAL BUDGET	Request to Funder		Request to Funder	
All Proposed Tasks	\$428,885.00		\$408,991.00	
Other Direct Costs	\$74,829.00		\$74,829.00	
CSH 20% Indirect on Direct Costs	\$14,966.00		\$14,966.00	
Total Proposed Budget	\$518,680.00		\$498,786.00	

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@csh.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					
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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.

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	\$75,691.00	388
Environmental Scan: Resources & Data Analysis	\$44,050.00	235	\$28,025.00	145
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
Total Cost for All Tasks	\$428,885.00	2,193	\$408,991.00	2,083
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	
Total Other Direct Costs	\$74,829.00		\$74,829.00	
TOTAL BUDGET	Request to Funder		Request to Funder	
All Proposed Tasks	\$428,885.00		\$408,991.00	
Other Direct Costs	\$74,829.00		\$74,829.00	
CSH 20% Indirect on Direct Costs	\$14,966.00		\$14,966.00	
Total Proposed Budget	\$518,680.00		\$498,786.00	

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 | 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