



CITY OF ST. LOUIS
DEPARTMENT OF HUMAN SERVICES
HOMELESS SERVICES DIVISION

FY2019

CoC Planning Grant

REQUEST FOR PROPOSALS (RFP)

Release Date: April 30, 2021
Due Date: June 1, 2021, 4:00 pm



**CITY OF ST. LOUIS
DEPARTMENT OF HUMAN SERVICES
HOMELESS SERVICES DIVISION
REQUEST FOR PROPOSALS**

The City of St. Louis, Department of Human Services (DHS), Homeless Services Division (HSD) is issuing a Request for Proposals (RFP) for the following U. S. Department of Housing and Urban Development (HUD) programs:

FY2019 Continuum of Care (CoC) – Planning Grant

Proposals will be accepted for the five (5) Continuum of Care projects outlining specific activities as stated below. Beginning April 30, 2021, RFP packets will be available for pick-up at the Homeless Services Division or the following website:

<https://www.stlouis-mo.gov/government/procurement/>

**Informational Bidder's Conference will be held via Zoom on
May 13, 2021, 11:00am,**

Those that want to participate in the Zoom Webinar can email Amy Bickford at bickforda@stlouis-mo.gov to be added to the Calendar Invite with Webinar link or attend the meeting via this Zoom Access:

Join Zoom Meeting

<https://us02web.zoom.us/j/85808148274?pwd=bE5HdjZBSUVRdjJBN09GUVJhMHpKQT09>

Meeting ID: 858 0814 8274

Passcode: 444515

One tap mobile

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Questions Regarding the RFP:

- Only questions received in writing at the email address will be answered.
- Must reference the RFP page number and section to which it applies.
- DHS will record questions and provide written responses posted on the City's website.
- DHS will maintain a list of entities that requested the RFP and provide question responses to them.
- Amy Bickford is the dedicated contact person. No contact with any other committee member is permitted.
- Questions should be submitted in writing on or before **May 25, 2021** and should be referred to:

**Amy Bickford, Chief Program Manager
Department of Human Services - Homeless Services Division
1520 Market Street, Room 4065, St. Louis, MO 63103
bickforda@stlouis-mo.gov**

To be considered by the Selection Committee proposals must be received by 4:00 p.m. June 1, 2021. All applicants must provide seven (7) copies of their proposal at the time of submission (please no staples). Attachments need to be separated by a cover page (colored paper preferred). Incomplete proposals or those received after the due date and time may be rejected. Funding for this program is subject to appropriations from federal agencies and by the City of St. Louis.

Contact with Selection Committee members is strictly prohibited.

ABOUT THE CITY OF ST. LOUIS HOMELESS SERVICES DIVISION

As administrator of federal, state and local funds, the City of St. Louis Department of Human Services, Homeless Services Division (HSD) provides a comprehensive approach in responding to the diverse needs of people facing housing instability and those experiencing homelessness or housing displacement in the City of St. Louis.

The City of St. Louis Department of Human Services is the collaborative applicant for the St. Louis City Continuum of Care (CoC), as well as the administrator of Emergency Solution Grant (ESG) and Domestic Violence Shelter Funding (RSMo 455.210 - 455.230). The Homeless Services Division performs several important functions to coordinate homeless services with the CoC in St. Louis City that includes the following:

- Development, coordination, and monitoring of new and existing housing and services programs to meet the needs of people experiencing homelessness and/or at-risk of homelessness,
- Negotiation of contracts with social services agencies ensuring that housing and services are delivered efficiently, effectively and unduplicated,
- Collaboration and partnership with a broad spectrum of participants in the homeless services delivery system such as health and human services professionals, advocates, government officials, representatives from nonprofit agencies, businesses and persons with lived experience from the metropolitan area, to address any needs that arise for the homeless community,
- Participation in a wide array of community meetings, committees, councils, training events and national events and conferences, and community events, to educate and share information and best practices in the field of serving and housing homeless individuals and families.

Through these activities, the Homeless Services Division works to ensure an efficient homeless services system for funding the most efficient and effective programs, reducing duplication of services and increasing innovative program design.

PLANNING GRANT AUTHORITY AND USE

The City of St. Louis was awarded funds by the Department of Housing and Urban Development (HUD) in the FY2019 Continuum of Care (CoC) Competition for a Planning Grant. These funds are for CoC planning activities as outlined in the 24 CFR 578.39. Collaboration between the City of St. Louis and the St. Louis Continuum of Care establish further how to carry out planning activities and how to spend down the awarded funds. Planning grant funds will support advancement in the CoC's continued compliance with 24 CFR 578.7.

The City of St. Louis is the collaborative applicant for Continuum of Care funds administered by the U.S. Department of Housing and Urban Development (HUD). Through the HEARTH Act, HUD-funded organizations work closely with other community programs to provide an array of emergency services and housing opportunities intended to prevent and end homelessness for households in need.

Planning Grant funds allow for the local Continuum of Care to do a wide array of planning and implementation activities that help to align with HUD regulations. As communities work across the country to end homelessness, continued information and research becomes available about how to serve this vulnerable population. Planning grant funds allow for communities to find ways to implement best practices and improve the systems-level response to preventing and ending homelessness.

FUNDS AVAILABLE

The activities listed in this RFP are being funded with FY2019 Continuum of Care Planning Grant funds. The Planning Grant funds available will engage experts in systems-level planning priorities (Projects). The City of St. Louis has the discretion to change this allocation based on the quality and quantity of proposals received. These funds may be used in combination with other federal, state and local funds and used to participate in the community-

wide system of homelessness services. There are five (5) projects listed below. An applicant may apply for one project or multiple projects within one proposal. The proposal cover sheet will identify all projects the applicant is applying for, but the applicant must provide separate narrative sections for each project, individually.

FUNDS AVAILABLE: Approximately \$301,800

Project 1	Continuum of Care Administration	Available Funds Up To \$61,100
Project 2	Housing Program Excellence	Available Funds Up To \$65,000
Project 3	Data, Needs & Gaps Analysis	Available Funds Up To \$79,600
Project 4	Coordinated Entry – Change Implementation	Available Funds Up To \$61,100
Project 5	Continuum of Care Application Support	Available Funds Up To \$35,000

GRANT TERM: Less than one (1) Year beginning as soon as possible. These funds must be fully expended by December 31, 2021.

ELIGIBLE APPLICANTS: Eligible applicants include Consulting Organizations/Firms, Non-Profit Corporations with IRS tax-exempt status and organizations with equivalent tax-exempt status pursuant to the IRS Code and can provide evidence of such status AND are not currently receiving CoC or ESG funding. Some projects listed below for Consulting Services may be performed by other entities not identified as non-profit entities.

CONFLICT OF INTEREST: Applicants applying for Continuum of Care funds, must ensure that there is no conflict of interest. Any staff working for the agency applying for funds, must not have been in a position of leadership with the Continuum of Care and CoC Board of directors currently and for one year prior to the date of the application. A non-profit that applies for funds can't be receiving any CoC or Emergency Solutions Grant (ESG) funds currently or for one year prior to the date of the application.

CONSULTANT FEES: Projects that utilize consultants and bill based on hourly fees will not be allowed more than \$140 per hour. Budgets should propose how many hours the projects will require and what fee amount will be charged per hour with detail explaining the budgeted request.

METHOD OF COMPENSATION

The method of compensation for City of St. Louis HUD contracts is via monthly reimbursement for incurred expenses. Disbursements shall be made by pre-numbered checks that are signed by the City Chief Executive Officer and the Financial Officer or any two (2) duly authorized officers.

Selected subrecipients will work with a Homeless Services Division Contract Compliance Officer for training and understanding of how the contract and grant must align with HUD and City requirements. This will include instruction, both verbal and written, on the Homeless Services requirements for complete, accurate and timely billing packet submissions, so reimbursements can be provided to subrecipients as quickly as possible. The City issues check payments to subrecipients once the complete, accurate and timely billing packet is fully processed through several City Departments. Selected subrecipients will have to incur expenses and be able to cover up to three months of the project at the start of the contract.

PROJECT 1: CONTINUUM OF CARE ADMINISTRATION

The St. Louis Continuum of Care (CoC) is a coalition of agencies and stakeholders dedicated to addressing the issues that create homelessness and housing insecurities and to finding viable solutions to end the cycle. The CoC has numerous statutory and programmatic duties and responsibilities to oversee the CoC system of care and the individual programs that make up that system. Furthermore, the CoC is responsible for ensuring resources are strategically allocated and leveraged in manners that best advance the mission of reducing the impact of homelessness and housing instability in the community.

The City of St. Louis, as the designated Collaborative Applicant for the CoC Program, oversees the implementation of the planning grant funds. The City collaborates activities with the CoC Board of Directors,

and CoC Membership. As HUD policy and related programmatic mandates evolve HSD, in collaboration with the St. Louis City Continuum of Care seeks assistance in the execution of this vital administrative work.

Eligible applicants may envision themselves as an administrative organization, a consultant or consulting firm able to carry out the administrative work, or another well-reasoned structure not otherwise listed. Respondents should be prepared to describe their design, vision of this project and the level of flexibility.

The Scope of Work for the CoC Administrative Project will include the following tasks:

- Oversee implementation of the Continuum of Care Strategic Work Plan to prevent and end homelessness;
- Consultant will work closely and collaboratively with the St. Louis City Department of Human Services' Homeless Services Division and other local, state and federal funders that support housing and services for those experiencing homelessness in the City of St. Louis
- Support growth of CoC through purposeful activities, marketing and communications (mail, e-mail, website, social media, Basecamp, etc.) to seek new members from a variety of sectors;
- Identify ways to build out a CoC Board led annual budget through diversifying financial streams, and guiding the CoC forward;
- Support the work of the Board of Directors, CoC committees, membership and the Coordinated Entry System;
- Will explore options to build infrastructure and capacity of the CoC;
- Support of regional planning efforts such as maintaining homeless Veteran homeless population reductions, working on reducing Chronic, Family and Youth homelessness, improvements to the Coordinated Entry System, comprehensive data and best practices monitoring, and focused work on improving Diversion and Prevention activities;
- Will assist, as needed, with all CoC meeting preparation, including General meetings, Board meetings and all Committee meetings;
- Assist in the coordination of work across committees and otherwise provide administrative support to the committees;
- Work with the applicable CoC Committees to ensure the work of the CoC has adequate representation from persons with lived experience and that the work of the CoC is client-centered;
- In partnership with the CoC Board, determine and develop appropriate standards, policies and procedures for the CoC;
- Maintain relationships with HSD, Missouri Interagency Council on Homelessness (MICH) and St. Louis Area Regional Commission on Homelessness (SLARCH);
- Provide regular reports on the effectiveness of current programs, barriers to implementing services, research on evidence-based and innovative homeless systems or other reports required by the St. Louis City CoC; and
- Participate in public advocacy coalitions; monitor local, state and federal legislation and administrative actions related to preventing and ending homelessness.

Competitive Applicants must demonstrate in their response:

- That its mission is consistent with that of the St. Louis City CoC Mission, Vision & Beliefs Statements (see Appendix B).
- A history of successful collaboration with other organizations, agencies and forms of government.
- An ability to fund project costs incurred until billing requests are processed by the City of St. Louis, including the costs associated with, as this is a reimbursable grant. Note, applicants should be aware that the City's reimbursement process can take considerable time to process as it passes through several departments.

PROJECT 2: HOUSING PROGRAM EXCELLENCE

This consultation project will consist of focused, intentional work on full implementation of permanent housing programmatic compliance, making sure programs are adhering to best practices for Coordinated Entry, Housing First, Trauma-Informed Care and other best practices and housing standards. Additional

focused attention will be performing site visits to emergency shelter and transitional housing projects to gauge ways of determining that programs are adhering to best practices.

Here's a list of activities for this project:

- **PROGRAM PERFORMANCE COMMITTEE:** Work with the CoC Program Performance committee to oversee the program ranking and review process; consultant will observe meetings, the ranking and review process and scoring tools; Consultant will provide written feedback and make recommendations for improvements;
- **LIVED EXPERIENCE REPRESENTATION:** Work with the applicable CoC Committees to ensure the work of the CoC has adequate representation from persons with lived experience and that the work of the CoC is client-centered;
- **POLICY REVIEW:** Review current written standards, policies and procedures for the CoC and provide written feedback and make recommendations for improvements; Included in this policy review, consultant should make recommendation as to methods of monitoring adherence to best practice standards, such as Housing Firs, and how to score that for Rank & Review;
- **INDIVIDUAL PROGRAM REVIEW:** Perform ESG/CoC site visits to observe housing or shelter program implementation, and adherence to housing and coordinated entry best practices. Provide written feedback as to the effectiveness of current programs, barriers to implementing services, and provide guidance and suggestions for improvements;
- **TRAINING:** Establish an ongoing training schedule throughout the year for the CoC membership; this will include finding ways to provide training that is memorialized and can be accessed in an ongoing manner (perhaps through media, videos, etc.). Specific training topics in the 2021 year are:
 - Trauma Informed Care
 - Housing Focused Case Management
 - Motivational Interviewing
 - Coordinated Assessment Tool Training (VI-SPDAT/SPDAT)
 - HEARTH Act Compliance & Understanding HUD CoC Regulations
 - Fair Housing
 - Equal Access
 - Infectious Disease Preparedness and Business Continuity Planning for Providers
 - Disaster Response planning for the CoC

PROJECT 3: DATA, NEEDS, & GAPS ANALYSIS

This project will monitor data outcomes for the system and for individual programs and assist in developing reports to help explain what's going on in the CoC's data and how best to display the data publicly. The primary data to be assessed will be the CoC's System Performance Measures, HMIS data, Coordinated Entry by Name List, Point In Time/Housing Inventory Chart data, and data within STELLA. Other local data should also be accessed and paired with the homeless data to get an overall picture of need and gaps within services. Additionally, there was a data analysis performed in CY2020 with an outcomes report that should also be taken into consideration for this project.

Beyond data, needs and gaps analysis, these outcomes are expected:

- **TRAINING:** Specific training to a small group of people to be identified. Training will include how to analyze data, what intervals of time it should be analyzed, and what data should be analyzed. Training will be action oriented where this small group develops the plan for regular monitoring and reporting of data. This could be a workshop led by consultants. This should include setting up a format for reporting out what the data is showing us and how to share it with the community.
- **REPORTING OUT:** Help HSD and the CoC Board or specific committees develop a reporting out plan. This should include physical reporting, verbal reporting, with indicated time intervals. The action plan will state who oversees monitoring that data is being reported as required.
- **DATA PLATFORM OR DASHBOARD:** The consultant will coordinate and work closely with the HMIS Lead agency and City of St. Louis HSD leadership to establish system-wide reporting platforms. This project will support a continued effort to better understand the CoC's data with the addition of visual data dashboards and an enhanced data marketing platform for the CoC which will then be maintained

by the City of St. Louis and CoC Board.

- **PRESENTATION:** There should be a presentation about the data analysis performed by the consultant and where those trained can share the *Reporting Out plan* and show off the *Data Platforms/Dashboards*, at the end of the project where the stakeholders will convene.
- **RACIAL EQUITY PLAN:** This portion of the project will build upon the CY2020 racial equity project completed by the University of Missouri-St. Louis (UMSL), with an intentional focus on action. The report will be re-visited, and as data is analyzed, the consultants will provide to HSD and the CoC an action plan, for making sure equity is seen in our programs and data, or how to move the system closer to equity in both programs and our system-wide data.
- **WRITTEN NEEDS & GAPS REPORT:** A written needs and gaps report must be supplied to HSD and the CoC Board of Directors.

This project's deep data analysis and evaluation of HMIS shall include other community data and the development of a dashboard reporting mechanism to be embedded in an enhanced data marketing platform for the CoC or at the very least within the City's and the CoC's respective websites. Included in this data platform will be City data such as information about program monitoring and billing outcomes. By making this information more transparent and collaborative a large portion of all homelessness data will be in one place and share outcomes of both CoC and ESG projects. This should aid in system performance data improvement. This project will help the CoC and City in both communication and marketing of data to be efficient and to become the main source, or a one stop shop for all homeless-related data in the community.

The CoC Board and DHS staff will assist the consultants in identifying who should be involved in the project, the training and in the presentation. The work of this project can be accomplished by analyzing data (provided from a variety of sources, such as HMIS, Coordinated Entry by Name List, local research and data, and other local City data). Additional activities may include holding facilitated focus groups or discussions such as consumer focus groups, meetings with CoC members and other key sector partners, looking at national best practices or in any other manners the consultant would suggest. The deliverable will be a written report of outcomes of the project. The written report shall include a documented full data analysis, gaps and needs analysis, and a racial equity action plan.

PROJECT 4: COORDINATED ENTRY – CHANGE IMPLEMENTATION

This project will engage in system change implementation and enhancement of Diversion and Prevention best practices which focus on implementation of strategies or protocols to be utilized system-wide. The City of St. Louis will work collaboratively with the CoC.

- **DIVERSION & PREVENTION:** The consultant will engage in research from across the country to see how other communities are implementing diversion and prevention strategies and then work with the Coordinated Entry Committee to present ideas for diversion and prevention system-wide implementation strategies and how these activities should interact with the Coordinated Entry system.
- **FUNDING DIVERSION & PREVENTION:** The consultant will provide ideas and/or research on possible funding solutions for prevention and diversion activities using Coordinated Entry. This project should allow the CoC to see marked improvements in Coordinated Entry and reductions of those entering the homeless services system.
- **ADDITIONAL SYSTEMS OF CARE & CES:** The consultant will engage in exploring with community stakeholder forums or meetings to determine how to bring in additional systems of care into the Coordinated Entry System, such as looking at how the correctional system, the behavioral health or the child protective services systems could better align practices and matching and referral to housing resources.
- **BUILD OUT OF IMPLEMENTATION PLAN:** In 2019 and 2020, the Continuum of Care completed two Coordinated Entry consultation projects, which provided insight into the effectiveness of the current system. These reports identified recommendations to improve the functionality of the system. The reports will be shared with the selected consultant to assist the CoC Coordinated Entry Committee in prioritization and implementation planning those recommendations. This project will provide on-site (if allowed during the ongoing pandemic) facilitation activities to help determine what changes to

implement, the order of which to work on those changes, and provide work plans to guide the implementation steps. This project will primarily involve work with the Coordinated Entry committee but may assist in presentations to the CoC Board.

PROJECT 5: CONTINUUM OF CARE APPLICATION SUPPORT

The City of St. Louis is seeking support for the annual HUD CoC funding competition with this project. The support requested for this project is assistance in making sure the application for funding is the best it can be to help this community secure and attain additional funding in the CoC funding competition. Support will be provided in the following ways:

- Provide insight and/or guidance in how to make improvements based upon previous year's scoring cards as provided by HUD.
- Consult with DHS and CoC leadership on putting the correct processes in place and provide suggestions on how to have a better and more thorough process in place for the competition.
- Consult with DHS and CoC leadership, when needed during the competition, to provide insight into understanding the NOFA and verifying questions are answered correctly.
- Provide proofreading of the annual CoC application and provide feedback about where in the application improvement can be made.

This project will be short-term, and provided during the annual NOFA completion, lasting three to four months. The consultant needs to be very experienced with the annual HUD CoC competition, and have vast experience with working with Continuum of Care programs.

DEFINITIONS

Coordinated Entry System: HUD requires each Continuum of Care (CoC) to establish and operate a coordinated entry system with the goal of increasing efficiency of crisis response systems and improving ease of access to resources (including mainstream resources). Coordinated entry is designed to help communities prioritize clients who are most in need of assistance, and to allow CoCs to identify gaps in services and resources. The St. Louis City Continuum of Care and St. Louis County Continuum of Care have agreed to operate a joint coordinated entry process. This coordinated entry process is available to the entire geographic region within these two Continua of Care, and projects in each continuum must serve clients regardless of last permanent residence unless specifically prohibited by funders.

Equal Access: The CoCs and their member agencies shall not discriminate or withhold services on the basis of race, color, religion, national origin, ancestry, disability or health-related condition, familial status, marital status, sex, gender identity, gender expression, sexual orientation, veteran status, or sources of income. HUD's Equal Access Rule at 24 CFR 5.105(a)(2) shall be followed.

Fair Housing Act: The CoC must ensure that the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act, Title II of the Americans with Disabilities Act will be upheld and followed. This Act prohibits discrimination in housing and housing-related transactions because of disability. Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability in any program or activity receiving federal financial assistance.

Housing Focused Case Management: Case management for programs providing homeless services should always be housing focused. This means that all services and case management provided is with a focus on moving individuals and families to permanent housing. Effective case management will include assessment and coordination of services which help people move from housing crisis to maintaining stable permanent housing. Much of the services offered through housing focused case management should focus on addressing behaviors and patterns which affect maintaining permanent housing, linking supportive services, building relationships with services providers, while also focusing on individual needs and goals, as directed in a person-centered way. Refer to page 14-16 in the HSD Housing Case Management Standards document available online through the RFP website page.

REVIEW & SELECTION PROCESS

Proposal Review Process: The CoC Board and/or their designees will be involved in the proposal review process and will present its analysis and recommendations regarding selection to HSD for consideration in the selection(s) made under this RFP by the Professional Services Agreement (PSA) Committee. Please see additional information regarding the Proposal Review process below.

PSA Committee: In accordance with Ordinance 64102 and the Rules and Procedures for Professional Service Agreements promulgated pursuant to the same and approved by the Board of Public Service of the City of St. Louis, professional service selections shall comply with these procedures, including the use of a Selection Committee (also known as the PSA Committee).

The PSA committee shall be composed of the following: the Director of the department, division or agency seeking the professional service or the designee of the Director, who shall act as chairperson; one member of said department's, division's or agency's staff selected by said Director, one member selected by the Mayor; one member selected by the Comptroller; and one member selected by the President of the Board of Aldermen.

The City will evaluate all proposals in a four-phase process:

1. The first phase will involve a review of the proposals by HSD staff of the Department of Human Services for conformance to the submission requirements and a determination of whether the proposals meet the minimum criteria established in this RFP. This step includes a Fiscal Review of the applicant's financial records. Each proposal will be reviewed for adherence to guidance provided within this RFP and feasibility for implementation. The Homeless Services Division staff will provide a consolidated recommendation for the PSA committee review process.
2. The second phase of this review process will allow the Continuum of Care's Board or their designee(s) to review proposals. The CoC designees will then submit in writing to HSD their recommendations to be forwarded on to the PSA Committee to be used in the PSA review and selection process. This will include submission of a statement in writing of CoC membership and/or participation in the CoC of each applicant.
3. The third phase will involve the evaluation of the proposal's merits by each Selection Committee member independently.
4. The final phase will be a review of the proposals, CoC Board/Designee recommendations and DHS recommendations by the Selection Committee. During this phase, and at its discretion, the PSA committee may conduct interviews/presentations with applicants and provide applicants the opportunity to clarify their proposals and advise the City of any additional factors that may be relevant to their decision. Each member of the Selection Committee shall vote to select applicants to perform the services requested in the RFP. If presentations have been made, the Selection Committee shall defer the selection vote until after presentations are complete.

After the PSA Committee's review process and decision-making meeting, DHS Homeless Services Division will provide written notification to all applicants regarding selections. This communication will further discuss the process for awarding contracts.

ADDITIONAL SELECTION CONSIDERATIONS

In addition to the Proposal Requirements noted above, and as per City of St. Louis rules and procedures, the Selection Committee, in deciding to select an agency to provide professional services, shall consider, at a minimum, the following, as related to the selection:

- Specialized experience, qualification and technical competence of the agency, it's principals, project manager, and key staff.
- Ability of the agency to provide innovative solutions
- Approach to the project and any unusual problems anticipated.

- The capacity and capability of the agency to perform the work with the time limitations.
- Past record and performance of the agency with respect to compliance, cost control, and quality of work.
- Fees or fee structure for work performed.
- The availability of financial and operating resources of agency to complete the work as required.
- Proximity of the agency to the City.
- M/WBE and/or DBE participation
- Ability of the agency to meet statutory or ordinance requirements.
- Other items that arise as the result of the proposal or interview.

Additionally, for Emergency Solution Grant funds, the following will be considered with respect to proposals received:

- Preference for applicants that are active members of the St. Louis City Continuum of Care as outlined in their governance charter.
- Applicant is a non-profit organization in good standing.
- The applicant's commitment to be a good neighbor that protects the safety and the privacy of program participants and neighbors.
- The applicant's ability to adequately describe and address requirements set out in the RFP.
- The extent to which the proposed project fills a gap in the community's CoC.
- The efforts by the applicant to address the needs of people experiencing homelessness through community collaborations and partnerships.
- The ability to track clients through the progression of services being provided.
- The extent to which the applicant leverages resources.
- The applicant's ability to provide solid fiscal accountability to the project.
- The applicant's plans to involve and empower people experiencing homelessness to participate in decision-making and project operations.

RFP Terms and Conditions

1. The City reserves the right to reject any proposals submitted; to select one or more applicants; to void this RFP and the review process and/or terminate negotiations at any time; to select separate applicants for various components of the scope of services; to select final team members from among the proposals received in response to this RFP. Additionally, any RFP project, requirements and schedules are subject to change and modification. The City reserves the right to modify, suspend, or terminate, at its sole discretion, any and all aspects of this RFP process, to obtain further information from any applicants, and to waive any defects as to form or content of the RFP or any responses by any applicant. Applicants may be asked to make one or more presentations and participate in interviews.
2. This RFP does not commit the City to award a contract, to defray any costs incurred in the preparation of a response to this request, or to procure or contract for services. All submitted RFPs become the property of the City as public records. All proposals may be subject to public review, on request, unless exempted as discussed elsewhere in this RFP.
3. By accepting this RFP and/or submitting a proposal in response thereto, each proponent agrees for itself, its successors and assigns, to hold the City and all of their various agents, commissioners, directors, consultants, attorneys, officers and employees harmless from and against any and all claims and demands of whatever nature or type, which any such proponent, its representatives, agents, contractors, successors or assigns may have against any of them as a result of issuing this RFP, revising this RFP, conducting the selection process and subsequent negotiations, making a final recommendation, selecting a proponent or negotiating or executing an agreement incorporating the commitments of the selected proponent.
4. Proposals shall be open and valid for a period of 60 days from the date of their submission to the City.

All materials submitted in accordance with this RFP will become and remain the property of the City and will not be returned. All proposals will be considered public records, pursuant to the City's understanding and interpretation of the laws of the State of Missouri. All proposal material may be treated as open records. The City cannot guarantee confidentiality of any materials. Thus, proposals and communications exchanged in response to this RFP should be assumed to be subject to public disclosure.

5. The proposed activities within an applicant's proposal must meet the funding priority and eligible components as stated within the RFP.
6. Applicant must have a DUNS Number.
7. Applicant must have registered in the System for Award Management (<https://www.sam.gov/SAM/>) before a contract can be awarded and are strongly encouraged to start the registration process on www.SAM.gov as soon as possible.
8. Applicant must be current with IRS Form 990 filings (when applicable) or be under an automatic or approved extension.
9. Applicant must have completed all required federal audits (if applicable).
10. Applicant must be current on filings of all federal, state, or local taxes.
11. Applicant must not have any unresolved or open HUD audit or monitoring findings.
12. Applicant must be in good standing with the State of Missouri and City of St. Louis (**Please note applicants must have a current business license or be deemed exempt by the License Collector's Office**). See: <https://www.stlouis-mo.gov/government/departments/license/business-license-info/> and <https://www.stlouis-mo.gov/government/departments/license/business-license-info/Graduated-Business-License-Process.cfm>
13. Applicant's proposed activities must not take place in a building not approved for occupancy by the City of St. Louis. See: <https://www.stlouis-mo.gov/government/departments/public-safety/building/permits/occupancy-permits/commercial-occupancy-permits.cfm>
14. Applicant must not be on the federal Excluded Parties List (debarred). See: <https://www.dol.gov/agencies/ofccp/debarred-list>

MISSOURI UNAUTHORIZED ALIENS LAW

Requirements: Respondents are hereby advised that any Agreement that will be executed with a successful respondent pursuant to this RFP is subject to sections 285.525 through 285.555 of the Revised Statutes of Missouri, as amended (the "Missouri Unauthorized Aliens Act"). As a condition to the award of any such agreement, the successful respondent shall, pursuant to the applicable provisions of the Missouri Unauthorized Aliens Law, by affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the agreement. The successful respondent shall also affirm in said affidavit that it does not knowingly employ any person who is an unauthorized alien in connection with the Agreement pursuant to the Missouri Unauthorized Aliens Law.

Information regarding the Missouri Unauthorized Aliens Law is available on the Missouri Attorney General's web site at <https://ago.mo.gov/criminal-division/public-safety/unauthorized-alien-workers>. Information regarding E-Verify can be found on U.S. Citizenship and Immigration Services' web site at <https://verify.uscis.gov/enroll>.

LIVING WAGE ORDINANCE

The City of St. Louis presently has in force a Living Wage Ordinance (Ordinance #65597). If the value of the contract is greater than \$50,000, the Contractor is subject to the Living Wage Ordinance, unless otherwise exempt per the Ordinance. If the value of the contract is less than \$50,000 when added to the amounts of any other service contract entered between the City of St. Louis and the Contractor during any twelve-month period, the Contractor is not subject to the Living Wage Ordinance #65597 requirements. The Ordinance can be found on the City of St. Louis Website, or here:

<https://www.stlouis-mo.gov/internal-apps/legislative/upload/Ordinances/BOAPdf/65597x00.pdf>

MISSOURI STATUTE - ISRAEL ENGAGEMENT ACTIVITY

Requirements: Respondents are hereby advised that any Agreement that will be executed with a successful respondent pursuant to this RFP is subject to [*Certification under Revised Statutes of Missouri Section 34.600*](#). If a contract or grant exceeds \$100,000 in value, and Subrecipient has 10 or more employees, then as a condition for the award of a contract or grant, Subrecipient, shall, pursuant to the provisions of Section 34.600 of the Revised Statutes of Missouri 2000, as amended, by sworn affidavit affirm and certify that Subrecipient is not currently engaged in and shall not, for the duration of the contract, engage in a boycott of goods or services from the State of Israel; companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the state of Israel; or persons or entities doing business in the state of Israel.

<https://revisor.mo.gov/main/OneSection.aspx?section=34.600>

ATTACHED EXHIBITS

Exhibit A: Proposal Cover Sheet, pages 14-15

Exhibit B: Proposal Narrative & Attachments Guidance, pages 16-17

Exhibit C: FY2019 Planning Grant Budget Template, page 18

Exhibit D: Project Evaluation Scoring Rubric, page 19

Exhibit E: Financial Capacity Scoring Rubric, page 20

Exhibit F: Continuum of Care Mission, Vision & Values, page 21

Exhibit G: Continuum of Care Committee Descriptions, page 22

Exhibit H: Continuum of Care Meeting Calendar, page 23



**City of St. Louis
Homeless Services Division
FY2019 CoC Planning Grant
REQUEST FOR PROPOSALS (RFP)
PROPOSAL COVER SHEET
Page 1 of 2**

Organization Name:			
Project Name:			
Project Address:			
Executive Director Name:			
Executive Director Email:			
Executive Director Telephone #			
Organization Address			
Organization Telephone			
Organization Fax #			
Organization Website			
Organization DUNS #		Tax ID or EIN:	
Contact Person & Title			
Contact's Email			
Contact's Telephone #			

There are four (4) projects listed below. An applicant may select one or multiple projects to submit within one proposal.

Projects:

- | | |
|---|--|
| <input type="checkbox"/> 1. Continuum of Care Administration
<input type="checkbox"/> 2. Housing Program Excellence
<input type="checkbox"/> 3. Data, Needs & Gaps Analysis | <input type="checkbox"/> 4. Coordinated Entry - Change Implementation
<input type="checkbox"/> 5. CoC Application Support |
|---|--|

Other Information:

Amount Requested from CoC Planning Grant funding: \$ _____

Requested amount reflects ____% of the total program/project budget \$ _____

Requested amount reflects ____% of the total agency's budget \$ _____

Amount of funds that will serve as match for this project \$ _____



City of St. Louis
Homeless Services Division
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Page 2 of 2

Does the organization have offices in the City of St. Louis? Yes No

Does or will the organization have staff in the City of St. Louis providing services? Yes No

Does proposal include travel? Yes No

How many trips to St. Louis will be provided if travel is included to provide services? _____

Current Agency Funding Sources:

Please provide your funding information below that your agency receives from any department of the City of St. Louis.

Grant Source	Grant Amount	Date Funds Expire	# of Years Received
Emergency Solutions Grant			
Continuum of Care			
Domestic Violence			
Proposition P			
Proposition S			
Health Division Grant			
Affordable Housing Grant			
Community Development Commission			
Emergency Solutions Grant-Coronavirus			
Cares Act Funds – STL City CARES (HP)			
Treasury ERAP Funds			
Other Funds Provided Due to Pandemic			
Other:			

See next page for the Narrative and Attachment Guidance (Exhibit B).

PROPOSAL NARRATIVE & ATTACHMENTS GUIDANCE

In addition to submitting the *Proposal Cover Sheet* the applicant will need to provide detailed narrative for each of the following questions. List each question in bold font, and then the response. Number the questions/responses. Then add attachments. There needs to be full Narrative for each project.

1. Scope of Work/Project Description: Provide a comprehensive project description. Include embraced best-practices, and objectives for reducing homelessness, including the intended impact of the project on homeless individuals and families and/or those at risk of homelessness. Explain how the project will be carried out. Explain if the consultation will be local, or via webinar meetings or both. Explain how the consultant will carry out the project to meet outcomes desired.

2. Explain how operations have been adapted to account for the pandemic. (Use Centers for Disease Control and Prevention (CDC) Interim Guidance for Homeless Service Providers to Plan and Respond to Coronavirus Disease 2019 (COVID-19) to assist applicants with planning and documentation efforts and in determining how the current coronavirus is and/or will impact operations.)

3. Experience and Knowledge: Explain what experience and knowledge you bring to your project and how that will be crucial to carrying out the tasks of the project. Explain why this project proposal should be selected over other projects. What makes this applicant's experience and knowledge superior to others?

4. Agency/Consultant Capacity: Explain your experience in assessing the needs of, and providing services to, low income individuals who are homeless, formerly homeless or at risk of becoming homeless. State if the agency or consultant is juggling multiple projects and how this project will be carried out capacity-wise.

5. Staffing and Qualifications: Include an organizational chart of staff that will be involved in the project. Please provide a BRIEF job description and what their role will be for all staff working within the project.

6. Outcomes: Explain what outcomes the project proposes to meet.

7. Continuum of Care (CoC) Experience: Provide a brief statement about the applicant's experience with Continuum of Care's or experience being involved with Continuum of Care activities. Share any additional information that should be considered involving the agency or organization's history with Continuum of Care activities and compliance. For agencies/consultants outside of St. Louis, explain how you will carry out the activities of the project and engage with Continuum of Care members.

8. CoC Involvement: Provide a narrative stating how the applicant will engage and involve the St. Louis City Continuum of Care and how the work of this project aligns with the Mission, Vision and Beliefs Statements (Exhibit F). Explain how this project will engage with the CoC Membership and Committees (See Committee Information, Exhibits G & H).

9. Conflict of Interest: Please read and understand Title 24 CFR (Code of Federal Regulation, Section 578.95, and 2 CFR part 200, Code of Conduct for HUD Grant Programs. State within this proposal if there are any Conflicts of Interest or items which may be construed as conflictual. State your understanding with these federal regulations within this proposal.

10. Communication and Reporting: State in this section how the applicant will ensure communication with HSD and for the projects applicable, the CoC Board, Membership and/or Committees. Communication regarding billings should occur monthly with HSD. What staff person(s) will be involved in this part of the project? It is essential that the agency has a strict process outlined for recording expenditures and a person identified as a point person.

11. Project Timeline: Please provide a timeline stating these types of activities: hiring staff, start-up, milestones to be achieved and completion of the project. The timeline should demonstrate the ability to have a plan for spending down all funds while completing the project in an appropriate timeframe and manner.

12. Budget and Spending Capacity: In addition to briefly explaining the budget put forth, explain the agency's or consultant's ability to provide solid fiscal accountability to the project. Costs should be reasonable for the services. The sample budget form (Exhibit C) should be used to create the proposal budget. There is no match requirement for planning grant funds, as the City of St. Louis provides the match for the overall planning grant.

13. Leveraged Resources: Explain the extent to which the agency will be leveraging resources to complete the proposed project. In other words, what does the agency bring to the table making them a valued resource worth funding with planning grant funds?

14. Unhoused Empowerment: Explain how the agency or consultant plans to involve and empower people experiencing homelessness to participate in decision-making and project operations/outcomes. Or explain what efforts the agency/consultant is engaging in to provide an unhoused voice to the services provided and/or to being involved in decision making?

15. MWBE and/or DBE: Provide evidence and a statement if the applicant is involved with Minority and Women Business Enterprises (MWBE) and/or Disadvantaged Business Enterprise (DBE) participation, as filed with the City of St. Louis. This may not be applicable to all applicants.

All proposals submitted to HSD must include the following items:

<u>Project Proposal Narrative:</u> (not to exceed 15 pages)	<u>Required attachments:</u> (not included in page limit)
<p>Project Cover Sheet (2 pages)</p> <p>Narrative which answers the 17 questions posed within the RFP. Narrative questions should be answered on blank paper, where each question is listed, bolded, and response directly follows the question.</p> <p>For attachments, include a blank, titled page between each attachment. If possible provide on colored paper.</p>	<ul style="list-style-type: none"> • Detailed Project/Program Budget (Exhibit C) • Evidence of 501 (c) 3 status * • Copy of System for Award Management (SAM) Report* • HMIS Participation Letter* • Organizational Chart (for project/show staff involved in project) • Agency Organizational Chart • Current List of the Board of Directors* • Federal Form 990 (or other tax filing form) • Resumes (for key personnel involved in the project) • Agency Budget • Recent A133 or the most recent audit* • Recent Income Statement • Balance Sheet for the last three years • The recent statement of Cash Flows • MWBE and/or DBE documentation* • Letter of support from the Alderman/woman of the Ward the Agency is located within. If unable to acquire, may provide Letter of Support from any Alderman/woman.*
	<p>*For consultancy firms, the items asterisked above may not be applicable and will not be required.</p>

ALL DOCUMENTS MUST BE INCLUDED TO BE CONSIDERED FOR FUNDING.

Proposals must be submitted to the below address by 4:00 p.m. June 1, 2021. All applicants must provide seven (7) copies of their proposal at the time of submission (please no staples). Attachments need to be separated by a cover page (colored paper preferred). Incomplete proposals or those received after the due date and time may be rejected. Funding for this program is subject to appropriations from federal agencies and by the City of St. Louis. Proposals to be submitted to this address:

**Department of Human - Homeless Services Division
1520 Market Street, Room 4065, St. Louis, MO 63103**

FY2019 PLANNING GRANT RFP PROJECT Evaluation Rubric

Organization Name:

Project Name:

	Proposal Questions	Exceeds Requirement (6-10)	Meets Requirement (5)	Below Requirement (0-4)	Points Possible	Reviewer's Score
1	Scope of Work/Project Description				10	
2	Response & Changes due to COVID-19?				10	
3	Experience and Knowledge				10	
4	Agency/Consultant Capacity				10	
5	Staffing and Qualifications				10	
6	Outcomes				10	
7	CoC Experience				10	
8	CoC Involvement				10	
9	Conflict of Interest				10	
10	Communication and Reporting				10	
11	Project Timeline				10	
12	Budget and Spending Capacity				10	
13	Leveraged Resources				10	
14	Unhoused Empowerment				10	
	PROPOSAL REQUIREMENTS	Meets Requirement (5)	Partially Met Requirement (1-4)	Did Not Meet Requirement Or N/A (0)	Points Possible	
15	Proposal Completeness (all sections answered/all attachments provided)				5	
16	Deadline (Complete project received by RFP deadline)				5	
17	MWBE and/or DBE				5	
	FINANCIAL AUDIT (Completed by DHS Auditors)				Points Possible	
18	Financial Capacity Rubric* Exceeds (20-25), Meets (11-19), Below (0-10)				25	
				Total Points Available	180 possible	

If the response met the requirement, but there was no elaboration or expansion, score 5 points. For those responses where you are left confused or feel the response isn't adequate, the scorer may choose a score ranging from 0-4 points. For responses the scorer feels the applicant went above and beyond, or where there is a high need for the proposed project, etc. the scorer can score in the range of 6-10 points.

Financial Capacity Rubric – Planning Grant Project

Organization's Name:

Project Name:

Required Attachments:

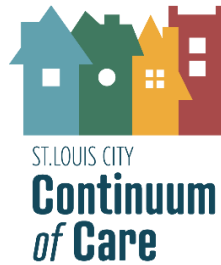
- | | | |
|---|---|---|
| <input type="checkbox"/> Evidence of 501 (c) 3 status
<input type="checkbox"/> Recent Income Statement
<input type="checkbox"/> Recent statement of Cash Flows
<input type="checkbox"/> Current List of the Board of Directors | <input type="checkbox"/> Detailed Project/Program Budget
<input type="checkbox"/> Federal Form 990
<input type="checkbox"/> Balance Sheet for last three years
<input type="checkbox"/> Recent A133 or most recent audit | <input type="checkbox"/> Organizational Chart
<input type="checkbox"/> Agency Budget |
|---|---|---|

	Questions	Exceeds Requirement (5)	Meets Requirement (3-4)	Below Requirement (0-2)	
1	Is the agency's budget complete and without error?				5/5
Comments:					
2	Was the Agency's A-133 or financial statements without Material weakness or deficiency? (If applicable)				5/5
Comments:					
3	Does the organization's most recent Income Statement ratios show that the agency is on solid financial footing?				5/5
Comments:					
4	Does the organizations last three years of balance sheets show a stable financial picture?				5/5
Comments:					
5	Does the organization's Statement of Cash flows show positive ratios?				5/5
Comments:					
				Total Points Available	25
	Total Up Each Column, then sum the columns in "Final Total Score" box to the right.	Column Total	Column Total	Column Total	Final Total Score

Financial Capacity:
 Exceeds Requirement (20-25),
 Meets Requirement (11-19),
 Below Requirement (0-10)

Acceptable Score Range:

Risk Score Explanation:



OUR MISSION STLCOC is a broad-based partnership to prevent people within the community from becoming homeless and to find ways to end homelessness. Through interagency collaboration coordination and collaboration, STLCOC will provide homeless people with effective services, and help them obtain affordable housing. STLCOC shall serve in a collaborative capacity to the Division of Homeless Services of the Department of Human Services (“DHS”) of the City of St. Louis (the “Collaborative Applicant”).

OUR VISION The St. Louis City Continuum of Care leads effective partnerships that prevent and end homelessness so that immediate resources are available, and everyone has a place to call home.

WE BELIEVE *...that including all voices in our work is necessary to shape solutions that are grounded in individual rights, shaped by our pursuit of equity, acknowledging our own bias, and made stronger through our collaboration.*

This means that persons with lived experience are central to how the community designs service delivery and the system itself represents the diversity of the community not just in demographics, but in culture, opinion, and experience. This means that services and the system of care must embrace the intrinsic value of each person regardless of history, experience or circumstance. Furthermore, given the inequities experienced by marginalized groups such as people of color, the system of care and services must not discriminate in access or equity of services.

...because of our collective intellect and expertise, innovation is possible to create an accessible, navigable, efficient and effective homeless response system.

This means that success in the implementation of meaningful solutions is a product of our partnerships and that ending homelessness is possible. The community embraces new ideas, methods and products in the pursuit of addressing homelessness.

...when persons in need seek our care, they will experience, compassion, dignity, and choice. Their path through our homeless response system will be centered on their individual needs, empowered by our person-centered, trauma informed, housing first coordination of care.

This means that:

- Barriers to services are removed so that people with complex and co-occurring issues can be quickly identified and have rapid access to the services they need;
- There are no housing readiness requirements for services;
- There is self-determination and client choice;
- There is a recovery-orientation to service delivery;
- Individualized and client directed supports are offered; and,
- Social and community integration is a goal of service delivery.

...that we are the stewards of an accountable system of care and will openly and transparently utilize data as evidence to inform, respond, and continuously improve.

This means that there is trust between the community, service providers, local government, and the Continuum of Care leaders and members. It also means that there is transparency in decision making, service delivery, outputs, outcomes, and data. There is a desire for mutual accountability across parties involved in homelessness in St. Louis, with a focus on results. Not every new idea, method or product is going to work out as planned, and the community believes that taking risks and failing is part of the process of improving.



2021 Committee Descriptions

*NOTE: Due to the Coronavirus Pandemic all meetings are being held virtually.
Check CoC Basecamp announcements regularly for meeting login information*

Committee Name	Description of Committee
Advocacy Committee	This committee assists with communicating and educating the public about issues pertaining to homelessness; advocating for our unhoused neighbors and ensuring that the voices of those with lived experience is heard and considered in CoC programs and decision-making, that all homeless populations are fairly represented in programs, and that all CoC activities are transparent.
Coordinated Entry Committee	This committee evaluates and makes recommendations for policies and procedures to ensure that the St. Louis City Coordinated Entry System is efficient, effective and user friendly. The committee also determines critical data collection points and ensures that providers in the community are trained on the Coordinated Entry System and data collection. The committee educates the community around access to housing and services.
Governance & Membership Committee	This committee recommends updates to the CoC Charter and other governance rules, structure, and procedures. The committee is also charged with recruiting and retaining a diverse membership base, ensuring member orientation, presenting a slate of officers and members to the CoC Board, and overseeing elections.
HMIS Committee	This committee sets HMIS standards consistent with HUD Data Compliance requirements, reviews and updates the HMIS policy and procedure manual annually, ensures that the CoC is educated and informed about the contents of the manual, and ensures that ample training is provided to service providers. The committee also sets HMIS policy and procedures for program types according to HUD guidelines, outlines data elements that must be collected and timelines for entry, and monitors effectiveness of HMIS services. This committee also leads process for selecting HMIS vendors.
Program Performance Committee	This committee ensures a formal, transparent process to rank and prioritize all new projects seeking support through HUD CoC or ESG funding, advises whether each project meets basic criteria, and ranks projects based on established criteria. This committee also evaluates individual CoC and ESG program performance and develops protocols for reallocating HUD CoC funding.
Service Delivery Committee	This committee evaluates available services for homeless populations and creates systematic approaches to address identified gaps or inefficiencies. This committee recommends a set of program standards and guidelines for CoC program types and services for special populations. This committee helps to build formal partnerships with mainstream services and sector partners whose missions and client base align with the CoC.
System Performance Committee	This committee monitors system-wide data collection and performance measures. This committee analyzes system gaps and trends, recommends priorities, and promotes a regional approach to addressing homelessness. This committee also oversees the annual point-in-time (PIT) count and reviews the Housing Inventory Count (HIC) prior to submission to HUD.



2021 Meeting Calendar

*NOTE: Due to the Coronavirus Pandemic all meetings are being held virtually.
Check CoC Basecamp announcements regularly for meeting login information*

Name of Meeting	Generally meets on	Tentative Dates
CoC Board Meeting Contact: Shanna Nieweg snieweg@hhstl.org	2 nd Thursday of the month at 9:00 a.m.	1/14, 2/11, 3/11, 4/8, 5/13, 6/10, 7/8, 8/12, 9/9, 10/14, 11/11, 12/9
CoC General Meeting Contact: Shanna Nieweg snieweg@hhstl.org	3 rd Thursday of the month at 1:30 p.m.	1/21, 2/18, 3/18, 4/15, 5/20, 6/17, 7/15, 8/19, 9/16, 10/21, 11/18, 12/16
Advocacy Committee Contact: Toni Wade toni@homequestors.com	1 st Tuesday of the month at 11:00 a.m.	1/5, 2/2, 3/2, 4/6, 5/4, 6/1, 7/6, 8/3, 9/7, 10/5, 11/2, 12/7
Coordinated Entry Committee Contact: Kelli Kemna kelli.kemna@dmh.mo.gov	Temporarily meets every Wednesday at 12:00 p.m.	1/6, 1/13, 1/20, 1/27, 2/3, 2/10, 2/17, 2/24, 3/3, 3/10, 3/17, 3/24, 3/31, 4/7, 4/14, 4/21, 4/28 – Check back for ongoing date
Governance & Membership Committee Contact: Laura Toledo lauratoledo@cwitstl.org	2 nd Monday of the month at 3:00 p.m. except in October it will be 3 rd Monday	1/11, 2/8, 3/8, 4/12, 5/10, 6/14, 7/12, 8/9, 9/13, 10/18, 11/8, 12/13
HMIS Committee Contact: Margo Madison-Adams margo.madison-adams@stl.unitedway.org	4 th Wednesday of the month at 2:30 p.m.	No <u>January</u> , 2/24, 3/24, 4/28, 5/26, 6/23, 7/28, 8/25, 9/22, 10/27, 11/24, 12/22
Program Performance Committee Contact: Cynthia Duffe cynthia@gatewayhousingfirst.org	2 nd Wednesday of the month at 9:00 a.m.	1/13, 2/10, 3/10, 4/14, 5/12, 6/9, 7/14, 8/11, 9/8, 10/13, 11/10, 12/8
Service Delivery Committee Contact: Jonathan Belcher jbelcher@stpatrickcenter.org	2 nd Tuesday of the month at 8:30 a.m.	1/12, 2/9, 3/9, 4/13, 5/11, 6/8, 7/13, 8/10, 9/14, 10/12, 11/9, 12/14
System Performance Committee Contact: Rich LaPlume rich.laplume@depaulusa.org	2 nd Tuesday of the month at 1:30 p.m.	1/12, 2/9, 3/9, 4/13, 5/11, 6/8, 7/13, 8/10, 9/14, 10/12, 11/9, 12/14