



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

FY2018

CoC Planning Grant

11 Continuum of Care Planning Projects

REQUEST FOR PROPOSALS (RFP)

Bidder's Conference – Information Session
Interested Parties Must Pre-Register by March 27, 2020, by 4:00 pm at:
<https://forms.gle/rpReiqBSH9q9SXSm9>
Department of Human Services

Release Date: March 18, 2020
Due Date: April 17, 2020, 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:

FY2018 Continuum of Care (CoC) – Planning Grant

Proposals will be accepted for the eleven (11) Continuum of Care projects outlining specific activities as stated below. Beginning March 18, 2020, RFP packets will be available for pick-up at the Homeless Services Division or the following website:

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

The City of St. Louis will hold a Bidder's Conference regarding this RFP if there is interest, but interested parties must pre-register by March 27, 2020, at 4:00 pm at the following website:

<https://forms.gle/rpReiqBSH9q9SXSsm9>. Parties signing up for a Bidder's Conference will be notified of the date and time of the session. This session, due to COVID-19, will likely be via a conference call or webinar. The Bidder's Conference is an informational session that includes an explanation of activities outlined in this RFP and provides an opportunity for applicants to ask questions.

Questions should be submitted in writing on or before April 3, 2020, 4:00 pm 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**

About Questions:

- Each question should begin by referencing the RFP page number and section to which it applies.
- DHS will record any questions and provide written responses that will be posted on the website.
- Questions must be submitted in writing to this designated contact person who will respond in writing.
- The Department shall maintain a list of all entities requesting copies of the RFP and shall ensure that copies of all questions and responses thereto shall be made available to each entity.

To be considered by the Selection Committee (as explained on page 10 of this RFP), proposals must be submitted to the above address by 4:00 pm. April 17, 2020. All applicants must provide seven (7) copies of their proposal at the time of submission (please no staples). Proposals received after the aforementioned date and time, or incomplete proposals may be rejected. The City of St. Louis reserves the right to reject and/or negotiate any and all proposals. Funding for this program is subject to appropriations by the City of St. Louis.

Contact with Selection Committee members is strictly prohibited.

BACKGROUND

ABOUT THE CITY OF ST. LOUIS HOMELESS SERVICES DIVISION

As administrator of federal, state and local funds, the City of St. Louis provides a comprehensive approach in responding to the diverse needs of people 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.

INTRODUCTION

The City of St. Louis was awarded funds by the Department of Housing and Urban Development (HUD) in the FY2018 Continuum of Care Competition for a CoC 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 all across the country to end homelessness, continued information and research become available about how to best serve this vulnerable population. Planning grant funds allow for communities to find ways to implement best practices and change systems-level responses to preventing and ending homelessness.

The Continuum of Care and HSD has earmarked approximately \$300,000 of Planning Grant funding to engage experts in systems-level planning priorities (Projects). The CoC and HSD collaborate in the planning of these

projects and will throughout the duration of the projects. Applicants will be reporting to both the CoC and the Homeless Services Division, as will be stated in the contract for each project.

FUNDS AVAILABLE

The activities listed in this RFP are being funded with FY2018 Continuum of Care Planning Grant funds.

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. Please note the City of St. Louis has the discretion to change this allocation based on the quality and quantity of proposals received.

Grant Term: Less than one (1) Year beginning as soon as possible. These funds must be fully expended by December 31, 2020.

The funding available for CoC Planning Activities may not exceed a total of \$300,000 through the City of St. Louis FY2018 CoC Planning Grant Funds. There are eleven (11) projects listed below. An applicant may apply for only one project or multiple projects within one proposal. The proposal cover sheet will identify which projects are being supported within each proposal.

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.

Projects below 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.

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. Additionally, the CoC has numerous self-defined duties to execute the mission of the CoC with compassion and distinction.

Historically the CoC has been supported by its volunteer Board of Directors, countless individual CoC members, member agencies, and the City of St. Louis Department of Human Services' Division of Homeless Services staff to carry out HUD mandated duties and responsibilities.

As HUD policy and related programmatic mandates evolve it is apparent to the leadership and general membership of the CoC that achieving all that is possible in the execution of the mission requires dedicated CoC directed staff working in partnership with long-time partner, the Department of Human Services, the CoC's collaborative applicant.

Through this RFP the project seeks an administrative and/or sponsor agency to house and support the CoC through the employment of a St. Louis City CoC Director. In responding to this RFP, agencies are asked to propose how they intend to structure their relationship with the CoC and the City of St. Louis, in the execution of this work. Eligible applicants may envision themselves as:

- A shorter-term administrative organization and fiscal sponsor, housing and providing infrastructure to the CoC Director until the CoC determines its long-term independent organizational structure;
- A partner of the CoC, that incorporates the work of the CoC into their larger operations;

- An exploratory combination of the above; or
- Another well-reasoned structure not otherwise listed. Respondents should be prepared to describe their design.

The vision of this project and the level of flexibility around modifying the vision should be articulated in the proposal. The vision should also include the intent with respect to overseeing the work of the St. Louis CoC Director, in partnership with the St. Louis City CoC Board of Directors. Understand, the CoC has not arrived at a final decision about its long-term organizational structure and in making that decision will consider the input of applicants to this RFP along with input from the diverse CoC Stakeholders.

The Scope of Work for CoC Administrative and CoC Planning includes the duties detailed in the attached draft Job Description for the CoC Director position (see Appendix D). The following items may be included within this project's budget:

- Hiring One FTE CoC Director supporting the CoC with salary and benefits for a partial year.
- Office supplies and expenses to carry out the planning and administrative activities.
- Anticipated Conference attendance of the CoC Director, approved CoC Board members, and potential sponsor agency staff. Conference attendance can include fees, lodging and travel.
- Other items may be proposed within the budget but are subject to discretion of DHS approval.

All expenses incurred by CoC Staff and the administrative entity in connection with the purchase of supplies and/or services must be paid for by the Agency awarded a contract for Project 1. The expenses will be on a cost reimbursement basis by the City of St. Louis, upon submission of an invoice. Only HUD eligible expenses can be reimbursed.

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 and agencies.
- An ability to fund project costs incurred until billing requests are processed by the City of St. Louis, including the costs associated with CoC Staff compensation, 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 and applicants have to be able to continue operations while awaiting reimbursements.
- Experience acting as a program or project funder (including raising funds, allocating funds and monitoring funding recipients).

Preference will be given to applicants who commit to:

- Involving the CoC Board of Directors in the selection and hiring of the St. Louis CoC Director,
- Who commit to leveraging the CoC Planning Grant funding with Agency funding and/or resources (cash or in-kind),
- Articulate what Agency funds and/or resources shall be committed with the estimated value of those resources

PROJECT 2: COC BOARD OF DIRECTORS STRATEGIC PLANNING

The HUD Continuum of Care (CoC) Program (24 CFR part 578) is designed to:

- Promote a community-wide commitment to the goal of ending homelessness,
- Provide funding for efforts by nonprofit providers, states, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence,
- Promote access to and effective utilization of mainstream programs, and,
- To optimize self-sufficiency among those experiencing homelessness.

CoC responsibilities have evolved from traditional grants management to a more holistic view of addressing and ending homelessness. Congress embodied this outlook in the HEARTH Act established in 2009. The HEARTH Act was designed to consolidate homeless assistance programs, codify the Continuum of Care

planning process, and establish goals, now called System Performance Measures; ensuring homelessness is rare, brief and a one-time occurrence for individuals and families. Additionally, homeless services, as led by the Department of Housing and Urban Development (HUD) has transformed into a coordinated system of service delivery. The HEARTH Act emphasizes that communities should develop more formal and inclusive governance processes, utilize and rely on CoC Boards for executive decision-making. Communities should be moving towards the use of data to make funding allocations based on proven performance focusing and working toward strategic allocation of resources.

Through this RFP, the City of St. Louis seeks a professionally qualified consultant to work with the St. Louis City CoC board members, DHS staff and other stakeholders to be identified to create a strategic community plan for the next 3 years. This comprehensive strategic plan shall be data-driven, aligned with the *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness* authored by United States Interagency Council on Homelessness (USICH), and aligned to all HUD regulations and required best practices.

This strategic planning process shall be a participatory planning process. The community wide Strategic Plan to be developed should have the following foundational elements:

- Roadmap for CoC Staffing growth to carry out the work of the CoC.
- Plan for strengthening governance to support community-driven decision processes and workgroups.
- Tools to aid in improving the use of data to ensure program and system-level performance.
- Actions for creating meaningful connections to mainstream agencies to address gaps in service provision to individuals experiencing homelessness.
- Exploration to expand private fundraising and use of public resources to increase the level of funding available.
- Steps for improving community engagement and participation in the CoC.
- Implementation of best practices and innovative solutions to end homelessness.

A proposal for this project shall provide details for how the strategic planning will be performed and the above items can be determined. This planning process may include a variety of activities with the above-mentioned stakeholders. There should be some on-site activities such as a Stakeholder/Board retreat facilitation or similar event, research of data, possibly interviews with key persons, and anything else, which will facilitate the strategic planning process. Activities to be engaged in shall be specified within the proposal. A draft report shall be given to the CoC Board to weigh in on before a final report is provided as the required deliverable for this project. The report should include some graphic design, the strategic plan, and all of the foundational elements listed above. There should be a 1-4 page summary included with this report, which can be used as a reference tool to steer CoC Board work in the implementation of the plan.

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- Experience at successfully developing consensus-based strategic plans.
- Knowledgeable of collective impact or collaborative strategic initiatives.
- Strong facilitation skills.
- Knowledgeable of homeless systems and issues.
- Understanding of HUD homeless programs, the Continuum of Care requirements and structures.
- Experience working with other CoCs is strongly preferred.
- Experience at creating a neutral environment for, and soliciting input from, individuals from various sectors.
- Experience at gathering and utilizing data to inform the strategic planning process.
- Knowledgeable of resource development.
- Knowledge of local capacity and resources.

PROJECT 3: COORDINATED ENTRY SYSTEM CHANGE IMPLEMENTATION

In 2019, the Continuum of Care completed a Coordinated Entry consultation project, which provided insight into the effectiveness of the current system. The report provided from that project identified fourteen

recommendations to improve the functionality of the system. This project will assist the CoC Coordinated Entry Committee and Board of Directors in implementation of some of those recommendations.

This project will provide on-site 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 when and where votes must occur or explanations or understandings to garner buy in will be needed to carry forth changes.

This project will also include a revision of the Coordinated Entry Policy & Procedures Manual and include marketing materials to aide in training the community on changes to the system. The Work Plans to be provided will be detailed and in some format, which can utilize a tracking and accountability system (such as Excel or some other software).

PROJECT 4: EMERGENCY SHELTER ACCESS

This consultation project will be with the St. Louis City Continuum of Care and the City of St. Louis, Department of Human Services-Homeless Services Division to assess the community's Emergency Shelter Access and Reservation system and to develop a better, more comprehensive system of access for those seeking emergency shelter. Currently, when persons are in need of an Emergency Shelter bed, they are advised to call the United Way 2-1-1 hotline or present at the Front Door of the Coordinated Entry System. Emergency Shelters report to United Way 2-1-1 and the Front Door provider daily, Monday-Friday, their open beds. These two entities, as people present and need shelter beds, then make bed reservations, which are reported in HMIS and through email to the providers. Once those beds are reserved, nobody else has access to shelter. Most reservations are filled by 10am each day. There is no option to find a shelter bed beyond 10am and there is no way for anyone to access shelter on the weekends or holidays. Thus on occasion, due to people not showing up for reservations, and due to the limited access, shelter beds often go empty while people go without shelter and remain sleeping in places not meant for human habitation.

The consultant will convene a working body of stakeholders to gain a full understanding of how the system is currently operating, and to determine gaps and deficiencies. Stakeholders will include leadership from the CoC and DHS, staff from United Way 2-1-1, HMIS staff, emergency shelter staff and street outreach staff, at a minimum. Once the consultant has a handle on the existing issues and needs, a few of which are stated below, the consultant will begin working with the group to develop a better robust system. At a minimum, the system should address the following gaps and deficiencies.

- Expanded Access: The City of St. Louis seeks to broaden access. There needs to be a way for a person to find a shelter bed outside of the hotline hours and open hours of the Coordinated Entry Front Door. Hours need to include evenings and weekends.
- HMIS: Clarify the question of whether or not Emergency Shelter Access must be within the confines of the Coordinated Entry system. Do shelter reservations have to be logged in the Homeless Management Information System (HMIS as a part of Coordinated Entry)?
- Solution for real-time data: How can the community have real time bed count access for persons in need of shelter after hours? In the system, being created through this project how can people in need of shelter after 5 pm and on weekends access shelter beds? Is there a solution to managing this from the shelter staffing perspective and that of a person answering a phone call and/or those outreaching persons on the streets?
- Shelter staffing needs: There have been stated concerns that expanded shelter access will be problematic for shelters, requiring additional shelter staff for already under-funded and burdened shelters.
- Prioritizing those in need: There are concerns that with the current system, those with a phone have a better probability of accessing shelter, than those more vulnerable without access to a phone or those that are unable to get to a Coordinated Entry Access point, have no way of accessing needed shelter beds. Should people be prioritized somehow for shelter beds because there aren't enough shelter beds for everyone in need? If so, the consultant should present options for how this is done in other communities or how it could be done in the new system being created through this project.

This project will involve in-community work consisting of a series of meetings with stakeholders. These meetings could be convened in person and/or through media (webinars, conference calls, etc.). The project will provide a solution(s) focused presentation with documented and implementable work plans to the stakeholders. As a part of the solutions presentation, a forum will be facilitated for decision-making within the group to develop a plan. That plan will be written up in report form and include an implementation plan, which will be presented to the CoC Board of Directors for approval. Once approved, the consultant will facilitate the startup work of the implementation work plan with the community to launch the new system.

PROJECT 5: DATA ANALYSIS

This project will provide an in-depth analysis of several local community data sets to form an overarching data evaluation with gaps analysis. 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. This analysis should assist the CoC Board and Program Performance Committee in understanding what is happening locally with services and systems of care to make better funding decisions. This evaluation of data will help strengthen and support the CoC more effectively and drive planning and strategic approaches that prevent, divert, and reduce the number of people experiencing homelessness.

An additional piece required in this project will be to work with a few local identified people or committees of people to train them on how to do this data research and analysis going forward on an ongoing basis. This could be a workshop led by specified 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.

There should be a presentation about the data analysis at the end of the project where the stakeholders will convene to learn about the data and needs of 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. This project could pair easily with Project 6, below.

PROJECT 6: RACIAL INEQUITY RESPONSE

This project would be nicely paired with Project 5 above but will expand on the racial disparities and inequities identified within the St. Louis City homeless community data. This project will help the CoC and DHS to assess for racial inequity and create a plan to address this within homeless and housing services. Key partners involved in the project will be the CoC Leadership, DHS staff and the HMIS Lead Agency. The work will 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, and looking at national best practices. The deliverable will be a written plan, which can be implemented to address racial disparities, inequities, specifically in access to housing and services for those persons experiencing homelessness.

PROJECT 7: 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.

PROJECT 8: TECHNICAL WRITING

This project will review the City of St. Louis CoC Program Standards and Best Practices documents previously established by housing program type and use technical writing skills to edit them and formalize them in a cohesive manner. These documents are used as minimum housing standards required in all CoC and ESG housing contracts. These have not been updated in a while and need updating. For this project, the experts will work with the Services Delivery Committee and other stakeholders to reach consensus about what standards will be included for each program type and create cohesive program standards to be voted on by the CoC Board of Directors.

PROJECT 9: MARKETING COLLATERAL DEVELOPMENT

This project is to obtain a marketing firm, consultant or person that can assist with development of materials for the Continuum of Care. These materials will primarily be for the Coordinated Entry system. For Coordinated Entry materials are needed to market the system, as we make upgrades and changes to it. These materials will be flyers for agency staff, flyers for persons presenting for services and flyers to market Coordinated Entry to non-homeless sectors where homeless people may be presenting. Language will vary depending on the audience and will need to be taken into account in material development. Included in this project would be development of content to be shared to the CoC and DHS websites and social media platforms.

PROJECT 10: CONTINUUM OF CARE WEBSITE & SOCIAL MEDIA ENHANCEMENT

The CoC seeks to secure assistance in updating or developing a new website and building out a social media plan for the CoC. This project will work with CoC leadership to determine the best course of action to make sure the website used by the CoC is up to date, that persons charged with maintenance, and updating are well trained. There is limited social media use at this time by the CoC. Consulting will be with CoC leadership to determine if this would be useful for the CoC to grow and how best to do so. The St. Louis City CoC received recommendations through a consultation project in 2019 of items that are important to be on the website. This project will take those recommendations, organize them and update or build out a website with the pertinent content while making it visually appealing. Additionally, the website should be user-friendly, and easy to find and access the information people are most in need of locating.

PROJECT 11: CONTINUUM OF CARE TRAINING FACILITATION

The CoC aspires to convene several trainings each year and this project will be to schedule, set up, and secure competent, experienced facilitators and convene these trainings. Providing these trainings to the full CoC membership base will create opportunities to achieve greater impact through identification and implementation of evidence-based and best practice approaches to system change and service delivery. Specific training topics the CoC and DHS would like to see held in the 2020 year are:

- Trauma Informed Care
- Housing Focused Case Management
- Motivational Interviewing
- Coordinated Assessment Tool Training (VI-SPDAT/SPDAT)
- HEARTH Act Compliance
- Fair Housing
- Equal Access
- Infectious Disease Preparedness and Business Continuity Planning for Providers
- Disaster Response planning for the CoC

One entity may provide a proposal for one, several, or all of the training topics mentioned above. Please provide in the proposal how the training will be conducted, what tools will be used and what facilitation styles will be used. Will they be interactive, or lecture based? Will the training participants have any material items given to them, and specify what is going into the expense of each training topic? Travel, lodging, materials, and fees for training may all be considered line items for this project.

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 source 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.

REVIEW & SELECTION COMMITTEE

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 the Department of Human Services 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 the Homeless Services Division 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 Homeless Services Division 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.

RFP Terms and Conditions

1. City reserves the right to reject any and all 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 and all RFP project elements, requirements and schedules are subject to change and modification. City also reserves the unqualified right to modify, suspend, or terminate at its sole discretion any and all aspects of this RFP process, to obtain further information from any and all applicants, and to waive any defects as to form or content of the RFP or any responses by any firm. 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.
5. 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.

Missouri Unauthorized Aliens Law

Requirements: Applicants are hereby advised that any Agreement that will be executed with a successful applicant 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 applicant shall, pursuant to the applicable provisions of the Missouri Unauthorized Aliens Law, by sworn 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 applicant 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. A copy of an affidavit in a form acceptable to the City is attached hereto.

Information regarding the Missouri Unauthorized Aliens Law is available on the Missouri Attorney General's web site at <http://ago.mo.gov/faqs/unauthorized-alien-workers.htm>. 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 into 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>

PROPOSAL NARRATIVE REQUIREMENTS & EVALUATION CRITERIA

In addition to submitting the *Proposal Cover Sheet* (attached), and all attachments requested in the *Attachments Guidance* below, the applicant will need to provide detailed narratives for each project proposal. The narrative should include the following topics highlighted with bolded titles. The following items will be evaluated for funding decisions. See Appendix A for the scoring rubric, which outlines the measures used to score projects.

1. Applicant Capacity

- 1A. Experience:** Explain the applicant's experience, knowledge within the subject area of the project. Proposal narratives should document how the applicant has provided success in services to a City, Collaborative Applicant or Continuum of Care. This should include how the applicant demonstrates having extensive knowledge of providing services that benefit persons experiencing or at risk of homelessness and how the applicant has the capacity to carry out the project. Include experience with similar projects, local government, Continuum of Care or related clients.
- 1B. Qualifications:** Explain the applicant's direct experience and knowledge in providing or supervising the requested services for other similar organizations. The applicant should state the capacity and experience level of key staff that will be involved in the project. Include a flow chart of staff involved in the project and a brief narrative stating duties of each staff involved. Narratives should include relevant experience and knowledge of the U. S. Department of Housing and Urban Development's Continuum of Care programs, and how that experience and knowledge will lead to positive outcomes for the project. Qualifications should also include any relevant specialized experience, technical competence of the applicant firm, its principals, project manager and key staff that will benefit the project, including but not limited to experience overseeing a strategic planning process, marketing and social media and/or an expertise in homeless services, rapid rehousing or permanent supported housing best-practices.

2. Project Description

2A. Scope of Work: Narrative should provide a comprehensive project description, scope of work, and relevance to CoC priorities, and embraced best practices. Include the intended impact of the project on homeless individuals and families and/or those at risk of homelessness. This portion of narrative should state:

- Eligible activities that will be utilized and the Services to be offered,
- Intended outcomes: The proposal should include the anticipated outcomes from the activities included in the project and how those outcomes will be measured.

2B. Partner Collaboration: Provide a narrative stating how the applicant is in alignment with the St. Louis City Continuum of Care Mission, Vision and Belief Statements (see Appendix B). The CoC's vision has been established to facilitate effective partnerships and collaborations in the efforts to end homelessness. Applicants should demonstrate their experience and success in both collaborating on solutions and coordinating services with CoC members, service partners, and other relevant stakeholders. The proposal should explain established working relationships with other organizations in the community to ensure a network of services to meet the described needs of the participants. Other documents which may be utilized to discuss partner collaboration are the Annual Needs & Gaps Analysis, CoC Policies and Procedures, Coordinated Entry Manual, and the City of St. Louis Consolidated Plan.

Please explain how your Agency envisions its partnership with the CoC in your capacity as a backbone and/or sponsor agency to house and support the independent staff of the CoC. In responding to this RFP, agencies are asked to propose how they intend to structure their relationship with the CoC, in the execution of this work. Your initial vision should be articulated and the level of flexibility around modifying the vision stated. The vision should also include the intent with respect to overseeing the work of the St. Louis CoC Director, in partnership with the St. Louis City CoC Board of Directors, given your Agency's governance structure.

Please specify whether CoC Board Leadership will be consulting in your hiring of CoC Staff and if yes, explain how you expect the CoC to be involved.

3. Project Management

3A. Communication & Reporting: State in this section how the applicant will ensure communication with DHS and the CoC. Communication with DHS regarding billings should occur on a monthly basis. Additionally, there should be communication or at least involvement occurring monthly with the St. Louis City CoC. Explain what the communication structure will be to ensure that the appropriate staff members are communicating with city departments and CoC as appropriate.

3B. Claims for Reimbursement: Applicants will be reimbursed for eligible expenses. Claims for reimbursement shall be submitted to the City Homeless Services Division within fifteen (15) calendar days after the calendar month in which the expenses are incurred or paid. Claims for reimbursement must be submitted to the assigned HSD Contract Compliance Officer. ALL supporting documentation must be submitted with reimbursement claim. In this section of narrative state how the applicant plans to comply with this policy. Explain if there is a specific person(s) in charge of billings for the organization. Explain the applicant's organizational structure to ensure this timeline for billings is followed.

3C. Timeline: Applicants need to state a projected start and end date for the project (the project must end by December 31, 2020). Include a detailed timeline that identifies appropriate assignments, tasks, and activities to achieve stated outcomes for the project or program. The timeline should demonstrate the ability to have a plan for spending down all funds while serving persons in an appropriate timeframe and manner.

3D. Financial Capacity:

- a. **Budget:** The budget should be explained and justified in the proposal. An additional attachment showing the full program budget should be included. Costs should be reasonable for the services to be provided. Budgets are for 1-year. The budget for the project should demonstrate full expenditure of the funds applied for within a suitable timeframe. Determine what line items will justify expenditure and state in detail what is within each specific line item of the project budget. Within the Budget Spreadsheet Example (Appendix C), be very specific in your explanation as to how calculations are being estimated. For example, for a travel expense line item, notate how many persons will be traveling and how many individual trips will be made, and what travel expenses are being requested such as hotel, taxi/Uber fees, airline fare, etc. *Note: With a CoC Planning Grant meals or food expenses will not be allowable expenses. These items will not be allowed for reimbursement. Please see 24 CFR 578.39 for allowable expenses.*
- b. **Fiscal Capacity:** The applicant should further be able to demonstrate within the proposal the ability to provide solid fiscal accountability to the project. The fees or fee structure as may be appropriate for the designated service/s will be considered.
- c. **Match:** Agencies should indicate in their budget if there are matching dollars (non-City funds and/or in-kind) being utilized to carry out the activities proposed by the applicant. Match may be in the form of Cash or In-Kind. Provide narrative stating what sources will be used as match, and how much will be provided by each source. A dated, written letter will need to be provided for each match source. A preference will be given to applicants committing Agency resources to expand the scope and efficiency of what can be achieved with 2018 Planning Grant Funding.

Note: Though this is not a requirement for a CoC Planning Grant funded project, there may be some items not allowable for reimbursement which may need to be covered in other ways. Those items should be reported as Match. See 24 CFR 578.73 regarding match requirements to ensure in-kind match reported is documented appropriately if this method of match is selected.

4. Proposal Requirements

- 4A. **Proposal Completeness:** Proposal packet scored for completeness and adherence to all requirements as stated within the RFP. This includes all narrative sections being addressed, all attachments included, and the proposal cover sheet filled out completely and submitted.
- 4B. **Deadline:** Proposal packet will be scored for submission occurring prior to the stated RFP deadline.
- 4C. **MWBE and/or DBE:** Provide sufficient evidence that the applicant is involved with the Minority and Women Business Enterprises (MWBE) and/or engages in the Disadvantaged Business Enterprise (DBE) participation as filed with the City of St. Louis.

Proposal Narrative & Attachments Guidance

All proposals submitted to Homeless Services Division must include the following items to be considered for funding:

<u>Project Proposal Narrative:</u> (not to exceed 15 pages)	<u>Required attachments:</u> (not included in page limit)
<p>Proposal Cover Sheet</p> <ol style="list-style-type: none"> 1. Applicant Capacity <ol style="list-style-type: none"> 1A. Experience 1B. Qualifications 2. Project Description <ol style="list-style-type: none"> 2A. Scope of Work 2B. Partner Collaboration 3. Project Management <ol style="list-style-type: none"> 3A. Communication & Reporting 3B. Claims for Reimbursement 3C. Timeline 3D. Financial Capacity <ol style="list-style-type: none"> a. Budget b. Fiscal Capacity c. Match 4. Proposal Requirements <ol style="list-style-type: none"> 4A. Proposal Completeness 4B. Deadline 4C. MWBE and/or DBE 	<ul style="list-style-type: none"> • Evidence of 501 (c) 3 status, or equivalent* • Copy of System for Award Management (SAM) Report, if registration was required for an existing Agency Contract involving federal funding • Organizational Chart • Current List of the Board of Directors • Federal Form 990, or equivalent • Job Descriptions/Resumes (for key personnel involved in the project) • Detailed Project/Program Budget • Agency Budget • Recent A133 or most recent audit, or equivalent • 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 an Alderman/woman

*The funding for this Request for Proposals does not require a preference whether responding applicants are taxable or tax-exempt entities. Tax Exempt entities must provide their tax-exempt documentation, pursuant to the IRS Code.

To be considered by the Selection Committee (as explained on page 10 of this RFP), proposals must be submitted to the below address by 4:00 p.m. April 17, 2020. All applicants must provide seven (7) copies of their proposal at the time of submission (no staples). Proposals received after the aforementioned date and time, or incomplete proposals may be rejected. The City of St. Louis reserves the right to reject and/or negotiate any and all proposals. Funding for this program is subject to appropriations by the City of St. Louis.

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



City of St. Louis
Homeless Services Division
FY2018 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 E-mail			
Contact's Telephone #			

There are eleven (11) 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"/> 3. CE System Change Implementation
<input type="checkbox"/> 5. Data Analysis
<input type="checkbox"/> 7. Continuum of Care Application Support
<input type="checkbox"/> 9. Marketing Collateral Development
<input type="checkbox"/> 11. Continuum of Care Training Facilitation | <input type="checkbox"/> 2. CoC Board of Directors Strategic Planning
<input type="checkbox"/> 4. Emergency Shelter Access
<input type="checkbox"/> 6. Racial Inequity Response
<input type="checkbox"/> 8. Technical Writing
<input type="checkbox"/> 10. CoC Website & Social Media Enhancement |
|---|---|
- Trauma Informed Care
 - Housing Focused Case Management
 - Motivational Interviewing
 - Coordinated Assessment Tool Training (Vi-SPDAT/SPDAT)
 - HEARTH Act Compliance
 - Fair Housing
 - Equal Access
 - Infectious Disease Preparedness and Business Continuity Planning for Providers
 - Disaster Response planning for the CoC



City of St. Louis
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Financial Section:

Amount Requested: \$ _____

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

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

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

Operational Section:

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
<u>Emergency Solutions Grant</u>			
<u>Continuum of Care</u>			
<u>Domestic Violence</u>			
<u>Proposition P</u>			
<u>Proposition S</u>			
<u>Health Division Grant</u>			
<u>Affordable Housing Grant</u>			

Appendix A

Project Evaluation Rubric – CoC Planning Project

1	APPLICANT CAPACITY	Exceeds Requirement (11-15)	Meets Requirement (6-10)	Below Requirement (0-5)	Score (30)
1A	Experience				15/15
1B	Qualifications				15/15
2	PROJECT DESCRIPTION	Exceeds Requirement (11-15)	Meets Requirement (6-10)	Below Requirement (0-5)	Score (30)
2A	Scope of Work				15/15
2B	Partner Collaboration				15/15
3	PROJECT MANAGEMENT	Exceeds Requirement (8-10)	Meets Requirement (4-7)	Below Requirement (0-3)	Score (40)
3A	Communication & Reporting				10/10
3B	Claims for Reimbursement				10/10
3C	Timeline				10/10
3D	Financial Capacity				10/10
4	PROPOSAL REQUIREMENTS		Meets Requirement (5)	Did Not Meet Requirement (0)	Score (15)
4A	Proposal Completeness				5/5
4B	Deadline				5/5
4C	MWBE and/or DBE				5/5
				Total Points Available	115
	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

Appendix B



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.

Appendix C

Budget Example

(Excel Copy on RFP website page)

Agency: _____

Prepared By: _____

Date Prepared: _____

FY2018 CoC Planning Grant Budget

Eligible Cost	Quantity AND Description	Year 1 Request	Total Budget
Project:			
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
Total Costs		\$0	\$0

Executive Director/CEO/Administrator

Homeless Services Division Program Manager

Date

Date

Appendix D

St. Louis City Continuum of Care Director Responsibilities

The St. Louis CoC Director will oversee implementation of the Continuum of Care Strategic Work Plan to prevent and end homelessness. The CoC Director will work closely and collaboratively with the St. Louis City Department of Human Services' Division of Homeless Services and other local, state and federal funders that support housing and services for those experiencing homelessness in the City of St. Louis.

This position is supervised by the St. Louis City CoC Board of Directors and sponsor agency.

Duties

- Work closely with the St. Louis City Department of Human Services' Division of Homeless Services to ensure that the work of the CoC compliments the work of the Division of Homeless Services
- Work with the St. Louis City Division of Homeless Services to interpret the HUD CoC Notice of Funding Availability (NOFA) and develop a process and timeline to meet HUD application requirements and deadlines
- Coordinate and oversee the CoC role in the HUD CoC application process
- Assist the CoC Board in identifying priorities and putting together and implementing an annual CoC workplan
- Work with the CoC Program Performance committee to oversee the program ranking and review process
- Communicate all HUD NOFA updates and changes to the CoC
- Administer the CoC annual budget
- In partnership with the CoC Board officers, assist with all CoC meeting preparation as needed. This includes General meetings, Board meetings and all Committee meetings
- Attend all CoC General meetings, Board meetings, Committee meetings and regional CoC meetings and assist in the coordination of work across committees and otherwise provide administrative support to the committees
- Support the work of the committees, subcommittees, or workgroups by assisting in the development and implementation of work-plans and other work as directed by the CoC Board
- Research promising strategies and evidenced-based practices that guide decision making and new program development
- Assist the CoC in determining the best organizational structure to execute the CoC mission, moving forward
- 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
- Consult with local jurisdictions' for allocating Emergency Solutions Grants program funds and partner with other Housing and service funders to leverage resources across the St. Louis Community
- Assist in ensuring that the CoC has a strategic plan in place with work plans that support the Strategic Plan and that progress on the plan is adequately monitored
- In partnership with the CoC Board, determine and develop appropriate standards, policies and procedures for the CoC
- Maintain relationships with HUD Field office, state CoC Governor's Committee to End Homelessness (GCEH) 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

- Participate in public advocacy coalitions; monitor local, state and federal legislation and administrative actions related to preventing and ending homelessness

Qualifications

- Bachelor's Degree in related field and a minimum of five years of experience in grants management, public administration, human services, or business administration or a master's degree and a minimum of 2 years of experience
- Strong interpersonal skills
- Extensive experience in grant writing, program evaluation, public relations, community/coalition organizing, and board development
- Ability to manage multiple projects, comfortable working in a rapidly changing environment and building and maintaining partnerships
- Proven experience and working knowledge of HUD regulations
- Strong computer skills, and experience with online HUD data systems is preferable
- Knowledge of marketing, event planning, and meeting coordination
- Ability to work collaboratively, have strong conflict resolution skills and to facilitate processes
- Supervisory experience including ability to manage volunteers

NOTE: This is a draft job description provided to educate applicants on expectations, duties and responsibilities of the future St. Louis City CoC Director. It is the expectation of the St. Louis City CoC that a final job description will be finalized by the successful applicant, in collaboration with CoC leadership who reserve the right to approve the final job description.