

# NORTHERN COLORADO CONTINUUM OF CARE

## Lead Agency Request for Proposals (RFP)

### KEY DATES

- **RFP Release Date:** 11/26/2024
- **Proposal Submission Deadline:** 1/10/2025
- **Selection Announcement:** 2/12/2025

### INTRODUCTION

The Northern Colorado Continuum of Care (NoCO CoC) covers Larimer and Weld Counties in Colorado, and works diligently to coordinate policies, strategies, and activities for quickly rehousing individuals and families, aligning homeless funding objectives, and promoting equitable access to housing resources through Housing First best practices. The vision of the NoCO CoC is to ensure homelessness in Northern Colorado will be rare, short-lived, and non-recurring using best practices.

The Continuum of Care (CoC) Program Interim Rule ([24 CFR Part 578](#)) establishes the requirements for the CoC Program, including requirements of applying for and administering grant funds as well as the regulatory implementation of the Continuum of Care and its responsibilities. Per this rule, Continuums of Care are required to designate a Collaborative Applicant and HMIS Lead agency(ies) to support the work of the CoC, including applications for CoC Program funding, maintaining a Homeless Management Information System (HMIS), and managing the Coordinated Entry System (CES).

The NoCO CoC Governing Board is seeking a qualified applicant(s) to fulfill the roles and responsibilities of the Collaborative Applicant (CA) and/or the Homeless Management Information System (HMIS)/Coordinated Entry System (CES) Lead Agency for the next five (5) year contract period. Applications for providing one or both functions will be considered, including applicants with subcontracted providers. The NoCO CoC Governing Board is comprised of up to 17 members who serve on a volunteer basis and provide geographical representation and diversity of personal and professional experience, background, and expertise. The NoCO CoC is conducting this process in compliance with the NoCO CoC Governance Charter, with a particular interest in creating opportunities to explore creative approaches and strategies for fulfilling its mission on behalf of individuals and families experiencing homelessness in the region.

The NoCO CoC advocates for coordinated, data-driven leadership that offers adaptive funding, education, and capacity-building resources tailored to the needs of Larimer and Weld counties. This approach effectively leverages local, state, and federal funding to end homelessness in northern Colorado.

### Lead Agency Values

- Collaboration
- Continuous Quality Improvement
- Equity
- Innovation
- Integrity

## Lead Agency Goals

- Delivering optimal operational performance in alignment with the CoC Interim Rule.
  - Funding
  - Data
  - Policy & Practice
  - Staffing
  - Infrastructure (tools & technology)
- The equitable allocation of best-practice resources and support for reducing and ending homelessness throughout the NoCO CoC.
- A strategic funding approach that effectively blends and braids public and private resources to support incremental growth, innovation, and continuous quality improvement.
- Provision of clear and consistent communication to facilitate collaborative solution-making across the CoC board and system providers.
- Education, advocacy, and awareness-building to make resources accessible, effective, and efficient for regional service providers to respond to and end homelessness.

## Lead Agency Impact

An equitable homeless service delivery system that applies a data-informed approach resulting in homelessness being a rare and brief experience for those living in the Northern Colorado CoC Region.

## LEAD AGENCY TRANSITION (IF APPLICABLE)

Through this RFP process, the Northern Colorado Continuum of Care (NoCO CoC) is committed to selecting the CoC Lead(s) most qualified for the role(s) they are seeking to fulfill. Organizations currently serving as CoC Lead(s) and other interested qualified organizations are encouraged to submit proposals.

If through the RFP selection process, a new CoC Lead(s) organization is selected, the new and incumbent Lead organization(s) will adhere to the CoC Lead Agency Transition Plan outlined in the NoCO CoC Governance Charter and MOU, including reassignment of applicable grants and contracts.

## RESPONSE DETAILS

**Project Period:** Estimated 6/1/2025 – 5/30/2030

**Lead Agency Proposal Submission Due Date:** 1/10/2024

## **LEAD AGENCY SCOPE OF WORK**

This Scope of Work (SOW) outlines the tasks for the Collaborative Applicant and/or the Homeless Management Information System (HMIS)/Coordinated Entry System (CES) Lead Agency in support of the Northern Colorado Continuum of Care (NoCO CoC). Contract fulfillment will adhere to requirements set by the Department of Housing and Urban Development (HUD), along with state, local, and NoCO CoC policies, aligning with the defined purpose, values, and goals of the NoCO CoC.

This Scope of Work, in addition to Lead Agency language outlined in the CoC Governance Charter, will serve as the basis for a formal relationship between the NoCO CoC and the selected Collaborative Applicant and/or HMIS/CES Lead Agency.

## **COLLABORATIVE APPLICANT**

The eligible applicant, designated by Northern Colorado Continuum of Care (NoCO CoC) to apply for funding to carry out planning activities and project implementation on behalf of the NoCO CoC.

The Collaborative Applicant, or its designated subcontractor, will serve as the CoC primary contact to fulfill the following tasks in each category outlined below:

### **CoC Administration and Coordination**

1. Organize and facilitate regular NoCO CoC meetings, including those of the CoC Board, the Lived Experience Advisory Council, and CoC committees and workgroups.
2. Engage with community stakeholders, including service providers, government agencies, and individuals with lived experience of homelessness.
3. Promote awareness of the NoCO CoC's efforts and the importance of addressing homelessness in the community.
4. Develop and maintain partnerships with key organizations to enhance the NoCO CoC's effectiveness.
5. Coordinate with the CoC Board and membership to facilitate the Board selection process.
6. Coordinate with CoC Board Leadership to schedule and facilitate Board meetings.
7. Coordinate with the CoC Board to ensure public invitations for CoC Membership meetings are properly distributed throughout the NoCO CoC region.
8. Track attendance, agendas, and minutes for board, membership, and committee meetings.
9. Manage CoC website and regular communications to CoC partners and the broader community on topics related to the NoCO CoC and the community response to homelessness generally.
10. Prepare and release an Annual State of Homelessness Report to CoC membership and stakeholders.
11. Serve as the primary source for updates regarding HUD and DOLA requirements for the NoCO CoC.

## **Financial Management and Funding Diversification**

1. In collaboration with the NoCO CoC board and funded partners, identify and pursue diversified funding to support regional innovation and sustainability strategies for continuous evolution and optimization of NoCO CoC mission impact.
2. Establish, in coordination with and for NoCO CoC approval, a Collaborative Applicant annual budget.
3. Monitor and provide regular reporting on revenues, expenditures, and balances related to Collaborative Applicant operations to the NoCO CoC.
4. Ensure compliance of specific expenditures with HUD, federal partners, and NoCO CoC requirements.
5. Maintain timely and accurate reporting of CA-related financial activities (e.g. invoices, expenditure receipts, contracts).

## **Assessment, Monitoring, and Compliance**

1. Ensure all CoC activities comply with HUD regulations, including those outlined in 24 CFR Part 578.
2. Demonstrate to the NoCO CoC fidelity to applicable regulations, requirements and expectations of HUD, federal partners, and CoC-established policies and procedures.
3. Regularly evaluate CoC performance and implement improvements as needed.
4. Establish mechanisms for receiving and incorporating feedback from people with lived experience of homelessness, CoC members and stakeholders.
5. Monitor CoC-funded projects for compliance with HUD requirements, spend-down, and performance standards.
6. Provide technical assistance to CoC members and funded projects to improve performance and compliance.
7. Conduct annual Racial Disparities and System Performance Assessment and generate public report of findings.

## **Housing Inventory/Point-In-Time Count**

1. Provide technical assistance to funded partners in analyzing locally collected data to inform HUD of any changes that occurred within each project type and subpopulation.
2. Provide technical assistance to funded partners in preparing for the successful completion of the Point In Time count.
3. Assist funded partners in completing the Housing Inventory Chart
4. Facilitate the NoCO CoC's on-time submission of both Housing Inventory and Point-In-Time Count data to HUD.

## **Strategic Planning**

1. Work in collaboration with the NoCO CoC to complete, review, and update the strategic plan as necessary.
2. Provide the board with regular reviews, updates, and recommendations on progress toward completing the NoCO CoC's strategic plan.

## **Governance Charter & Policies and Procedures**

1. Assist the NoCO CoC Board with the development of policies and procedures including but not limited to Bylaws and Written Standards in consultation with funding recipients to coordinate service delivery across the NoCO CoC region.
2. Ensure completeness of and compliance with NoCO CoC adopted Policies and Procedures and Governance Charter.
3. Provide recommendations to NoCO CoC for enhancing policies and procedures to align with homelessness best practices.
4. Review, update, and revise CoC implementation policies and procedures as directed by the NoCO CoC policy and procedure approval process.
5. Ensure CoC policies and procedures are accessible, available, clear, and understandable to all stakeholder groups.

## **HUD CoC Program NOFO Consolidated Application Process**

1. Complete and submit the HUD Grant Inventory Worksheet in collaboration with NoCO CoC-funded agencies.
2. Complete the CoC Registration process on behalf of the NoCO CoC.
3. Provide training and technical assistance to NoCO CoC-funded agencies with the CoC Program Notice of Funding Opportunity (CoC NOFO) Project Application review and submission.
4. Coordinate the activities of the Rating and Ranking subcommittee.
5. Facilitate the on-time completion and submission of the NoCO CoC Consolidated Application(s).
6. Provide debriefing of the CoC Awards and CoC scores.
7. Provide the NoCO CoC with recommendations for improvement, based on HUD feedback post awards and the CoC score.

## **HUD CoC NOFO Project Rating and Ranking Process**

1. Provide an overview and training on the Rating and Ranking process for the NoCO CoC members in preparation for annual applications.
2. Facilitate the coordination of the Rating and Ranking process — including the selection of reviewers, review of agency forms/tools, scoring of tools, and a report of findings back to the NoCO CoC.

3. Provide debriefings with applicants.
4. Assist the Rating and Ranking Committee with the process and present final recommendations to the NoCO CoC Board for inclusion in the annual application.

#### **Training and Technical Assistance**

1. Coordinate training opportunities for CoC partners and stakeholders to elevate homeless system response best practices and procedures.
2. Provide on-site, community-responsive education, training, and consultation to CoC-funded agencies to ensure compliance with HUD and CoC requirements.
3. Conduct bi-annual in-person and/or remote site visits with CoC-funded agencies to identify and deliver support and continuous quality improvement.
4. Provide technical assistance and capacity-building to support the quality and consistent delivery of operational tasks among NoCO CoC participating agencies.

#### **Maintain Staffing Levels Sufficient for Quality Implementation of CoC Program**

1. Facilitate equitable hiring and retention practices in alignment with the June 2021 Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
2. Provide adequate supervision and professional development.

## **HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)/COORDINATED ENTRY SYSTEM (CES) LEAD AGENCY**

The eligible applicant, designated by the Northern Colorado Continuum of Care (NoCO CoC) for the overall management of the CoC's HMIS and CES implementation, including effective and efficient operation of the system, maintaining sufficient staffing, management of financial needs for effective implementation, and organizing feedback loops to ensure the HMIS and CES meets the needs of all stakeholders.

The HMIS/CES Lead, or its designated subcontractor, will serve as the CoC primary contact to fulfill the following tasks in each category outlined below:

### **System Administration and Coordination**

1. Administer the HMIS software, including hosting, maintenance, and upgrades.
2. Integrate and warehouse data from various sources to support comprehensive analysis, including data from HMIS comparable databases.
3. Coordinate with all CES participating agencies to ensure a seamless and integrated approach to service delivery.
4. Establish and manage designated CES access points for individuals and families seeking assistance.
5. Implement a standardized assessment tool to evaluate the needs of program participants enrolled in the CES.
6. Develop and update CES prioritization criteria based on the needs of the community and HUD guidelines.
7. Manage the CES referral process to ensure that individuals and families are connected to appropriate housing and services.
8. Engage with community stakeholders, including service providers, government agencies, and individuals with lived experience of homelessness.
9. Promote awareness of the HMIS and the CES and its benefits within the community.
10. Develop and maintain partnerships with key organizations to enhance the effectiveness of HMIS and the CES.

### **Financial & Grant Management**

1. Establish, in coordination with and for NoCO CoC approval, an HMIS and CES annual budget.
2. Monitor and provide regular reporting on revenues, expenditures, and balances related to HMIS and CES implementation to the NoCO CoC.
3. Ensure compliance of HMIS and CES-specific expenditures with HUD, federal partners, and NoCO CoC requirements.

4. Maintain timely and accurate reporting of HMIS and CES-related financial activities (e.g. invoices, expenditure receipts, contracts).
5. Establish and execute standard grant management practices to support HMIS and CES implementation sustainability.
6. Management of HMIS and CES-specific funding requirements in e-snaps, eLOCCS, and Sage.

### **Evaluation and Monitoring of the HMIS and CES Implementation**

1. Ensure that the HMIS and CES comply with all HUD regulations, including those outlined in 24 CFR Part 578.
2. Demonstrate to the NoCO CoC fidelity to applicable regulations, requirements and expectations of HUD, federal partners, and CoC-established policies and procedures.
3. Evaluate the implementation of HMIS and CES to identify gaps and create annual action plans to address these gaps and improve the systems in support of community efforts to prevent and end homelessness.
4. Presentation of HMIS and CES data to facilitate data-informed decision-making practices within the NoCO CoC.
5. Regularly monitor and evaluate the effectiveness of the CES referral process and make necessary adjustments.
6. Provide the NoCO CoC board and funded partners with all necessary updates from HUD and DOLA on Coordinated Entry requirements and resources.
7. Implement mechanisms for receiving feedback from people experiencing homelessness, HMIS users, and CES partners.
8. Use feedback and performance data to continuously improve HMIS and CES operations.
9. Conduct in-person or remote site visits with HMIS and CES participating agencies bi-annually.
10. Provide post-site visit documentation of visit findings, recommendations, and action plans with timelines and support resources.

### **Strategic Planning**

1. Review and make HMIS and CES long and short-term recommendations for enhancing and sustaining HMIS and CES implementation as part of the NoCO CoC's strategic plan.
2. Work in collaboration with the NoCO CoC to use HMIS and CES data to inform and update the strategic plan as necessary.

### **Governance Charter & Policies and Procedures**

1. Ensure completeness of and compliance with NoCO CoC adopted Policies and Procedures and Governance Charter.



2. Provide data-informed recommendations to NoCO CoC for enhancing policies and procedures for HMIS and CES implementation.
3. Review, update, and revise HMIS and CES implementation policies and procedures as directed by the NoCO CoC policy and procedure approval process.
4. Ensure HMIS and CES policies and procedures are accessible, available, clear, and understandable to all stakeholder groups.

### **Data Management & Support**

1. Generate reports in a timely fashion that will allow recipients of HUD grants and the NoCO CoC to meet HUD reporting requirements under the federal Continuum of Care regulations and HUD policy.
2. Develop and support data monitoring protocols that will allow HMIS users to monitor their own data quality and completeness and correct deficiencies.
3. Monitor data quality, data completeness, and HMIS user participation for all HMIS users and report the findings to the Rural Initiatives team.
4. Develop and support data monitoring protocols that will allow CES staff and users to enter and monitor data quality and completeness and correct deficiencies.
5. Monitor data quality, data completeness, and CES user participation for all CES partners and report the findings to the Data & Performance Committee and/or CoC Governing Board.
6. Coordinate with victim service providers to integrate aggregate, de-identified domestic violence homelessness data for system-wide reporting and analysis purposes.
7. Provide victim service providers with technical assistance needed to utilize an HMIS- comparable database.

### **Training & Technical Assistance**

1. Provide an HMIS Help Desk Monday – Friday 8:30am – 4:30pm and auto-response direction for after-hours Help Desk assistance.
2. Provide on-site training and technical assistance to HMIS users and CES partners as needed.
3. Establish and implement standard system performance training protocols for HMIS users and CES partners.
4. Provide training and technical assistance to staff and partners on the use of the assessment tool and CES procedures.
5. Provide technical assistance for HMIS-comparable database users for collecting and reporting HMIS data elements

## **Maintain Staffing Levels Sufficient for Quality Implementation of HMIS and CES**

1. Facilitate equitable hiring and retention practices in alignment with the June 2021 Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
2. Provide adequate supervision and professional development.

## PROPOSAL EVALUATION CRITERIA

The qualified applicant will demonstrate knowledge, understanding, and experience in fulfilling the roles and responsibilities of the Collaborative Applicant and/or HMIS/CES Lead Agency as outlined in the Scope of Work. Applicants can reference the provided RFP Scoring Rubric [\[LINK\]](#) to inform their responses. Responses should include:

1. Related organizational experience indicating ability to serve as a Collaborative Applicant and/or HMIS/CES Lead Agency in compliance with Housing and Urban Development guidelines and regulatory requirements.
2. Explicit statement of what role(s) and responsibilities you are proposing to deliver (Collaborative Applicant and/or HMIS/CES Lead Agency — please specify which, if any, portion is being subcontracted).
3. A detailed plan for fulfilling each component of the role(s) and responsibilities as outlined in the Scope of Work, including identification of what role(s) and responsibilities will be subcontracted (if applicable).
4. An organizational chart and project-specific staffing pattern for fulfilling the role(s) and responsibilities as outlined in the Scope of Work.
5. Specific strategies for how the applicant will uniquely:
  - a. Cultivate the NoCO CoC as the regional leader on homelessness solutions;
  - b. Ensure existing funding optimization, as well as expanding and/or enhancing funding;
  - c. Strengthen the partnership with the NoCO CoC to ensure accountability; and
  - d. Advance innovative strategies to end homelessness in northern Colorado.
6. Please provide three references that can speak to your organization's ability to deliver on the roles and responsibilities of the Collaborative Applicant and/or HMIS/CES Lead Agency. Include:
  - a. Contact Name
  - b. Contact Phone
  - c. Contact Email
  - d. Organizational Affiliation
  - e. Role/Function Provided for the Reference
  - f. Number of Years Providing Role/Function for which you are Applying

## PROPOSAL SUBMISSION REQUIREMENTS

**Submission Due Date:** 1/10/2025

Submissions should be emailed to:

RFP Contact: Alea Rodriguez, CoC Board Chair; [rodrigal@co.larimer.co.us](mailto:rodrigal@co.larimer.co.us)

Email subject line should be: **Collaborative Applicant & HMIS/CES Lead Agency – PROPOSAL**

Applicants should submit a single electronic application in a **PDF format**.