



CITY OF TORRINGTON

PURCHASING DEPARTMENT
140 Main Street, Room 206
Torrington, CT 06790

Pennie Zucco, Purchasing Agent
Phone: (860)-489-2225
Fax (860)-489-2547
Email: pennie_zucco@torringtonct.org

April 1, 2020

Mayor Elinor Carbone
Members of the City Council

RE: RFP#SCA-011-031920
SMALL CITIES COMMUNITY DEVELOPMENT PROGRAM ADMINISTRATOR 2020

The City of Torrington received one (1) proposal regarding the Small Cities Community Development Program Administrator for the City of Torrington.

Solutions4Community LLC
Dennis, MA

After reviewing the submitted proposal, it is the recommendation for City Council to authorize the Mayor to award the Small Cities Community Development Program Administrator to Solutions4Community, Dennis, MA.

Thank you for your consideration on this matter.

Pennie Zucco
Purchasing Agent



Bid Number SCA-011-031920

Administrative

Time of Opening 11:30 AM

ADDENDUM

Solutions for Community
at Bad River leave
Dennis, MA dated



**CITY OF TORRINGTON
REQUEST FOR PROPOSAL
SMALL CITIES COMMUNITY DEVELOPMENT PROGRAM ADMINISTRATOR
RFP-SCA-011-031920**

The City of Torrington requests proposals from qualified firms or individuals for professional and technical services required to prepare a 2020 Small Cities Community Development Program Application and provide administrative and technical support to implement activities including program income during the contract period, if approved. This RFP also includes selection for other Federal/State funding programs such as STEAP, Section 108, USDA, etc. that may be used to meet local community development and housing needs.

The selected firm or individual will be responsible for all phases of general program administration and compliance, under the City's direct supervision for approved projects, excluding funds disbursement, which will include such specific project administrative activities as Section 3, Fair Housing and Equal Opportunity, Davis-Bacon compliance, housing rehabilitation design and delivery if required, etc.

All Application development, submission, and Citizen Participation activities necessary for the specific project submission must be included in the proposal.

Selection will be based on amount of Small Cities projects awarded and completed, experience of staff assigned, cost, and any other factors deemed in the City's best interest and benefit to the community.

Specific architectural and engineering services required for project activities are not being requested as part of this proposal.

The original and four (4) exact copies of the proposal must be submitted in a sealed envelope, clearly marked **"SCA-011-031920 SMALL CITIES COMMUNITY DEVELOPMENT PROGRAM ADMINISTRATOR"** to Pennie Zucco, Purchasing Agent, 140 Main Street, Room 206, Torrington, CT 06790 no later than **11:30 A.M. on March 19, 2020**. Proposals received after this date and time will be rejected. In the case where City Hall is closed for weather related or some other emergency related circumstance, then submittals shall be due the next day when City Hall reopens for business, no later than 11:30 AM on that day. **No fax or e-mail Bids will be accepted.**

The selected firm must meet all municipal, state and federal AA and EEO practices and requirements. MBE's/WBE's/SBE's are encouraged to apply.

Proposals must include the following information:

1. Proposed scope of work and project approach.
2. Detailed information of the firm's background and experience in Federal/State funding; specific Small Cities CDBG Program experience is required.
3. Key staff assigned with resumes.

4. Proposed fee approach including a list of per diem rates by job category.
5. Each proposer must provide certification of insurance in the types and amounts specified by DECD Bulletin #94-003 within ten days of selection by the City which list the City of Torrington as "additional insured".

Additional information is available by contacting Ms. Maurette Wall, Administrative Assistant at (860) 489-2228, between the hours of 8:30 AM to 4:00 PM Monday through Wednesday; 8:30 AM to 6:30 PM Thursday; and 8:30 AM to 12:30 PM Friday.

No oral, telephonic, emailed, or faxed responses shall be considered. No oral, telephonic, emailed, or faxed corrections, deletions, or additions to any response shall be accepted.

INQUIRIES AND ADDENDA

- All inquiries regarding this request must be submitted in writing to the following (emailed questions are acceptable): Pennie Zucco, Purchasing Agent, pennie_zucco@torringtonct.org by 4:00 pm on March 11, 2020 after which time no additional questions will be accepted.
- To ensure consistent interpretation of certain items, answers to questions the City deems to be in the interest of all proposers will be made available by addendum as appropriate to all proposers.
- Additionally, the City reserves the right to communicate with any or all of the proposers to clarify the provisions of Proposals submitted.
- It is the sole responsibility of the responding firm to verify addendum(s) issued and posted on the City and State websites pertaining to the RFP. Addendum(s) published on the City website www.torringtonct.org (Purchasing Department) and DAS state website. Failure to submit a proposal that does not address any changes or addendums may result in a disqualification of a proposal submission.

AWARD AND AUTHORITY

- The requested services shall be awarded to the consultant whose proposal is best deemed to provide the services desired, taking into account the requirements, terms and conditions contained in the request for proposals and the criteria for evaluation proposals.
- The City Purchasing Agent will issue notification of award in writing.

PRICING

All rates/prices quoted are to be firm for a period of sixty (60) day's following opening.

ASSIGNMENT OF RIGHTS, TITLES, AND INTERESTS

Any assignment of subcontracting for work performed related to this request, completely or in part, and any other interest in conjunction with City procurement, shall not be permitted without the express written consent of the City of Torrington.

HOLD HARMLESS CLAUSE

The consultant agrees to indemnify, hold harmless and defend the City from and against any and all liability for loss, damage or expense which the City may suffer or for which the City may be held liable by reason of injury, including death to any person or damage to any property arising out of or in any manner connected with the operations to be performed under an agreement with the City, whether or not due in whole or in part of any act, omission or negligence of the City or any of her representatives or employees.

NON-DISCRIMINATION

The respondent agrees and warrants that in the performance of the contract pursuant to this solicitation, he/she will not discriminate or permit discrimination against any person or group of persons on the grounds of sex, race, color, religion, age, marital status, ancestry, national origin, past history of mental disorder, mental retardation or physical disability or other basis in any manner prohibited by the laws of the United States, the State of Connecticut or the City of Torrington.

INSURANCE REQUIREMENTS

Certificate of Insurance: All insurance policies must include a Waiver of Subrogation whereby the insured waives its right to subrogate against the City, its subsidiaries, employees, volunteers, directors and officers. Proof of proper insurance coverage, Workers Compensation Insurance, Liability and Property damage, and Vehicle Insurance shall be filed with the City of Torrington Purchasing Agent within 10 days after the award of the bid. The Certificate of Insurance must name the City of Torrington, 140 Main St., Torrington, CT, its subsidiaries, employees, volunteers, directors & officers as the "Additional Insured" and filed with the Purchasing Agent prior to commencement of work. The Purchasing Agent must receive ten (10) days prior to the expiration of the required coverage a Renewal Certificate of Insurance.

CANCELLATION OF AGREEMENT

The City reserves the right to cancel any contract/agreement, at any time, with thirty (30) days prior written notice to the consultant, should any of the following conditions exist:

- Funds are not appropriated by the City for continuance of this agreement.
- The City, through changes in its requirements, method of operation, or program operation no longer has a need for the service.

INCURRING COST

The City will not be held liable for any costs incurred by the firm for work performed in the preparation and production of the proposal or for any work performed prior to the issuance of a contract.

REJECTION OF PROPOSAL

The City of Torrington reserves the right to accept or reject any or all Proposals; to waive any informalities or technicalities, to award the contract to a bidder other than the lowest bid and to negotiate and award a contract that it determines best meets their needs and best serve the public interests of the City of Torrington. Any responses received after the above scheduled due date and time shall not be accepted or opened.

**AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER
MBE's WBE's, and SBE's ARE ENCOURAGED TO APPLY**

City of Torrington

Pennie Zucco, Purchasing Agent

Dated: March 4, 2020

APPENDIX A

**CITY OF TORRINGTON
REQUEST FOR PROPOSAL
SMALL CITIES COMMUNITY DEVELOPMENT PROGRAM ADMINISTRATOR
RFP-SCA-011-031920**

Acceptance of Terms of this Agreement

Name of Proposer: _____

Contact Person: _____

Address: _____

City/State/Zip: _____

Telephone: _____ Fax: _____

E-mail: _____

Authorized Signature _____ Title: _____

Name Printed: _____ Date: _____

It is agreed by the above signed proposer that the signature and submission of this proposal represents the proposer's acceptance of all terms, conditions, and requirements of the proposal specifications, and, if awarded, the proposal will represent the agreement between the parties.

The proposer agrees that the cost of any work performed, materials furnished, services provided, or expenses incurred, which are not specifically delineated in the proposal documents, but which are incidental to the scope, intent, and completion of this contract, shall be deemed to have been included in the prices for the various items scheduled.



**Small Cities Program
City of Torrington**

**Request for Proposal
RFP-SCA-011-031920**

RFP Response Submitted By:

**Francesca Martin, Ph.D.
solutions4community llc**

**Contact:
fmartin.s4c@gmail.com
203-506-1657**

Section 1: Proposed Scope of Work & Project Approach

The consultant, Francesca Martin, has extensive experience preparing and submitting successful federal, state and private/foundation grants – with a particular expertise in areas of human service program design and performance, and homeless assistance programs and projects.

- a. Engage program partners in designing and describing program goals, elements, and resources
- b. Gather and synthesize relevant data to clearly and completely describe need for program, and to support specific funding requests
- c. Define scope of program services, anticipated number of clients to be served, and projected service outcomes
- d. Complete program narrative, statement of need, and balance of grant application documents

Section 2: Background and Experience with Successful and Related Grant Applications

Over the past twenty years, Francesca Martin has led or actively participated in the submission of federal and related grant funding applications including:

- HUD McKinney-Vento Homeless Assistance Program funding – participating in at least 10 application submission projects, that were successful in securing HUD homeless assistance funds for multiple communities in Connecticut
- Successfully applied for funds from the federal Corporation for National and Community Service for innovative programming to create jail diversion and intensive support programs statewide; these funds were used to create a pilot project in multiple communities in Connecticut, and the success of this project pilot led to ongoing funding from the State of Connecticut (and the program continues to this day)

In addition, Francesca Martin (and solutions4community llc) have been credentialed by the State of Connecticut Department of Housing's Office of Housing and Community Development as a *Certified Connecticut Grants Administrator*.

Francesca Martin will be the grant writer for this application.

Section 3: Staff and Qualifications

The application grant writer is Francesca Martin, Principal and Founder of solutions4community llc. Francesca brings more than 25 years of experience as a community development professional to her current consulting—including experience as a community based behavioral health clinician, director of programs for a regional affordable housing and homeless service nonprofit, and state program lead for a national Community Development Financial Institution focused on ending homelessness.

An early accomplishment was her involvement in the development of Connecticut's statewide plan to prevent and end homelessness, *Opening Doors Connecticut*. This plan created the state's first comprehensive blueprint to address homelessness. This builds on her decade of experience at Corporation for Supportive Housing, during which Francesca played a central role in the design and implementation of multi-year cross-sector approaches that created more than 4,000 units of permanent supportive housing as central to the state commitment to ending chronic homelessness; and also leading successful collaborative approaches to improve access to healthcare and reduce the use of crisis public sector resources.

Through multiple prior organizational leadership roles, Francesca has designed and successfully implemented multiple programs and projects that serve vulnerable and high-needs populations – including permanent supportive housing for chronically homeless individuals and families; prevention and diversion programs to identify at risk families and individuals and deliver tailored assistance that stabilizes housing as a cost-effective approach.

Her experience includes a deep understanding of both public sector programs and resources – along with extensive networks of relationships in the private and nonprofit sectors that can be leveraged in developing effective approaches to serve vulnerable and at-risk populations.

Related prior consultant projects include:

- City of Danbury – develop a comprehensive plan to address homelessness
- Connecticut Coalition to End Homelessness – served as interim Executive Director during an extended period of leadership transition; developed and initiated a new and comprehensive Rapid Rehousing program, linking homeless diversion with targeted financial and rental support to homeless families and individuals
- Connecticut Department of Mental Health & Addiction Services – design a statewide strategy to increase income and/or employment opportunities for homeless adults with disabilities
- Partnership for Strong Communities – apply for federal funds to design and implement a homeless diversion program that targeted high utilizers of jails and shelters
- Waterbury Continuum of Care – design collaborative approach to increase income and economic opportunities for homeless families

A resume is attached.

References will be provided upon request.

Section 4. Fee Basis

The fee basis for this project uses an hourly basis, at the rate of \$125/hour. This project's total fee will not exceed \$3,000.00.

In addition, evidence of insurance will be provided within 10 days of selection.

Francesca Martin, Ph.D.

C: 203-506-1657 fmartin.s4c@gmail.com

ACCOMPLISHMENTS

Innovative Policy & Practice Solutions

- Designed and implemented 24-hour navigation center as an innovative approach to addressing multiple barriers to housing for unsheltered homeless persons; further development of program as 'site of opportunity' to engage intentional network of key community partners/resources including primary health, employment supports and social engagement
- Guided development, design and implementation of cross-sector *Pathways to Independence*, to increase economic self-sufficiency and access to healthcare for adults with disabilities; established new partnerships between workforce development, vocational rehabilitation and PSH providers
- Facilitated cross-sector partners in two communities to design and test a collaborative approach to increasing employment (and income) for homeless and formerly homeless families (Secure Jobs CT)

Sustainability & Capacity-Building

- As Interim Director of Connecticut Coalition to End Homelessness guided implementation of statewide rapid rehousing expansion and planning for regional coordinated access strategy to expedite access to housing; initiated conversion of statewide homelessness data system to improve data quality, usage and performance
- Guided state-led interagency partnership that implemented service-enhanced supportive housing to select group of high-need homeless adults cycling between the criminal justice and homeless service systems; launched a pilot which has scaled up statewide (FUSE Initiative)

Collective Impact & Knowledge-Informed Applications

- In partnership with State Interagency Committee on Supportive Housing and Department of Mental Health & Addiction Services implemented comprehensive statewide quality assurance program linking performance monitoring, training, and technical assistance
- Created cross-sector partnerships with a community college and nonprofit affordable housing operators to design a sector-based employment strategy for low income/low skill adults through a career pathway in property management
- Developed multiple strategies to strengthen cross-sector partnerships between affordable housing developers/owners, property managers and service providers; co-facilitated multi-session training series tailored to supportive housing project teams

EXPERIENCE

solutions4community llc, Principal & Founder – New England and King County/WA

- Designing innovative and strategic approaches to solve systemic and programmatic needs
- Providing consultation and technical assistance to public and private sector housing, human service and healthcare organizations
- Establishing cross-sector partnerships to strengthen performance and improve impact
- Using knowledge and data to inform policy and guide practice

Compass Housing Alliance, Chief Program Officer – Seattle, WA

- Overall responsibility and oversight for continuum of permanent housing (affordable and supportive), emergency shelter, and day service programs; guide new housing development strategies to meet mission objectives and capitalize on emerging opportunities
- Manage strategic relationships and develop new partnerships in support of mission – developed new relationship with University of Washington School of Nursing to engage academic research and evaluation resources to increase knowledge and leverage new funding opportunities

Francesca Martin, Ph.D.

- Guided design and development of new approach to addressing unsheltered homelessness through creation of 24-hour enhanced program centered on housing navigation and healthcare

Corporation for Supportive Housing, Associate Director - Connecticut

- Managed operations for Connecticut program of national nonprofit community development financial institution providing policy, planning and financial assistance to public and private sector organizations and agencies creating supportive and affordable housing; responsible for outcomes in lending, capacity building and policy/program design
- Designed innovative and effective capacity building approaches for housing and human service sectors, including curriculum based models and tailored topic specific content, using framework of applied learning strategies (e.g. One Step Beyond Supportive Housing Institute)
- Partnered with lead government agency (Department of Mental Health & Addiction Services) and supportive housing service providers to create a comprehensive quality assurance strategy, incorporating a training curriculum based at DMHAS' Division of Education & Training, linked with detailed performance standards

Yale School of Medicine/Department of Psychiatry/The Consultation Center

- Program direction for 9-agency community based supportive housing collaboration; included housing, vocational and social service partner organizations
- Linked housing, treatment and employment services to significantly improve health and social outcomes for high-risk and vulnerable populations experiencing long-term homelessness
- Established effective community partnerships to leverage expanded network of service resources

Community Mental Health Affiliates

- Developed and managed innovative programs providing integrated behavioral health services to high-risk populations—including crisis-respite and supervised apartment programs
- Supervised community-based clinical and case management staff providing comprehensive services to individuals with complex health, behavioral health, and other service needs

EDUCATION

Ph.D., Public and Urban Policy

New School for Social Research

Robert J. Milano School of Management & Urban Policy - New York, NY

MFT, Marriage and Family Therapy

Southern Connecticut State University - New Haven, CT

BA, Anthropology

Brown University - Providence, RI

AFFILIATIONS – Current & Prior

American Public Health Association, Member

Citizens' Housing and Planning Association (CHAPA), Member

Health Care for the Homeless Network Planning Council, King County (prior)

HOME, Inc., New Haven CT, Board of Directors

National Alliance on Mental Illness, WA State, Board of Directors (prior)

Women's Institute for Housing & Economic Development, Board of Directors (prior)

Francesca Martin, Ph.D.