



A Home For All Advocacy Agenda
Request for Proposal

January 2024

Primary Contacts

Contact	Title
Kathryn Firmin-Sellers	Interim President & CEO
Jamese Ivy	Interim Chief Impact Officer

Please submit all questions or concerns to
AHomeForAll@UnitedWayGreaterCLT.ORG

Table of Contents

Section 1: About United Way of Greater Charlotte and A Home For All

- Background
 - United Way of Greater Charlotte
 - A Home For All
- Stakeholders

Section 2: Project Objectives

- Advocacy Agenda
- Scope of Work
- Desired Qualifications
- Budget
- Schedule

Section 3: Criteria for Response

- Evaluation Criteria
- Presentation / Proposal Requirements

Section 4: Terms and Conditions

About United Way of Greater Charlotte and A Home For All

Background | United Way of Greater Charlotte

At United Way of Greater Charlotte (United Way), we find fresh solutions to solve economic mobility and racial inequity, working hand in hand with neighborhoods and grassroots nonprofits. Within our community, we have broken down barriers to create uniquely impactful programs that help lift people out of poverty. With 90 years of experience, we are a strategic community leader, convener and advocate with in-depth knowledge of the communities we serve, the challenges that affect them and the organizations having the most impact.

United Way raises funds to support grassroots organizations founded and led by people of color ([Unite Charlotte](#)), promotes holistic community development through place-based investments in historically disinvested neighborhoods ([United Neighborhoods](#)), and provides [responsive solutions](#) to our community's most pressing challenges in Mecklenburg, Anson, Cabarrus, and Union counties.

Background | A Home For All

United Way of Greater Charlotte has accepted the role of the quarterback organization guiding implementation of [A Home For All](#), Charlotte-Mecklenburg's strategy for addressing affordable housing and homelessness. In 2023, United Way, with support from HR&A Advisors, convened a Technical Committee comprised of 80+ community stakeholders to develop the implementation plan that will guide our work for the next four years. The implementation plan focuses on four pillars: people, prevention, production of all types of housing units, and emergency response. Each pillar represents a key systematic change that is required to create a more responsive system of support that will move us toward the vision of a community where "homelessness is rare, brief and non-recurring and every person has access to permanent, affordable housing and the resources to sustain it." Below is an overview of the stakeholders involved in the *A Home For All* initiative.

Stakeholders

1. **Donors** | United Way raises funds to support our initiatives from individual and corporate donors, philanthropic foundations, and the public sector. The *A Home For All* philanthropic fundraising effort will include a major gifts campaign.
2. **Nonprofit agencies** | United Way collaborates with nonprofit organizations to advance a shared goal of promoting greater economic mobility and racial equity. Through the *A Home For All* initiative, United Way's role will include convening and coordinating stakeholders and funders to drive system change; providing technical assistance to strengthen the nonprofit sector and support the growth of grassroots organizations who are working in the areas of homelessness and affordable housing; and providing funding and project management to partners charged with advancing key strategies.
3. **Public Sector** | United Way partners with the City of Charlotte, Surrounding Towns, and Mecklenburg County to advance our shared goals around affordable housing and homelessness, neighborhood revitalization, and the provision of health and human services.
4. **Neighborhood residents/individuals with lived experience** | United Way believes that, to uncover the root causes of community issues and address structural inequities, it is important to recognize the expertise of the people living in communities we serve.

United Way addresses inequities through targeted investments reflecting residents' voices, lived experience and priorities. In doing so, we offer community members the ability to drive solutions tailored to the distinct strengths, assets, and needs of their community. United Way is committed to place-based initiatives, centering the voices of those with lived experience, and building capacity in community organizations.

Project Objectives and Strategic Approach

Advocacy Agenda

To meet A Home For All's goals and implement key initiatives, it is essential that United Way work to move policy priorities forward at the local, state and national levels. Tentative advocacy goals, subject to further discussion, include the following:

- Create a dedicated funding source for homeless services
- Create a dedicated funding source for rental subsidy
- Support policy agendas that will foster landlord support for
 - Limiting the length of time landlords can look back for eviction filings and credit history

- Renting to households using voucher or other form of subsidy
- Renting to households with housing barriers, including poor credit, history of eviction, and criminal justice involvement
- Increase funding for homeless service providers' direct service staff salaries and create a mechanism to sustain staff salaries as cost-of-living increases

Additional policy priorities may emerge as the work evolves.

Scope of Work

1. Develop and execute strategy to advance A Home For All's advocacy goals, including
 - Recommending which strategies to pursue at the local, state and/or national levels
 - Identifying possible funding sources at the local, state and/or federal levels for desired dedicated funding streams
 - Mapping A Home For All advocacy goals against bills under consideration in past legislative sessions to understand why the bills failed to advance, and what must change to allow for success
2. Working backward from legislative and budgeting timelines, recommend a timeline and proposed milestones for developing and executing on identified strategy.
3. Identify and cultivate relationships with
 - Mecklenburg County Intergovernmental Affairs Manager and City of Charlotte Intergovernmental Relations Manager
 - Republican and Democratic lawmakers to identify sponsors and co-sponsors of legislation advancing the A Home For All agenda.
 - Elected officials and staff at the local, state and national levels in key legislative districts prioritizing issues around housing and homelessness
 - Local elected officials in the six Mecklenburg County towns, and in the five counties surrounding Mecklenburg to identify opportunities to align advocacy efforts related to housing and homelessness
4. Connect with business leaders/business leadership groups in Charlotte-Mecklenburg and counties in key legislative districts to
 - Disseminate information connecting housing and homelessness to business and talent recruitment, economic development, and workforce training
 - Learn their legislative priorities and identify opportunities to develop state-wide advocacy networks targeting both state and local elected officials, beginning with a regional focus if appropriate
5. Liaise with relevant advocacy organizations to connect the A Home For All legislative agenda with other social impact agendas, such as efforts to support the Social Determinants of Health or expand universal Pre-K.
6. Report at least quarterly in-person or virtually to the A Home For All Advocacy Implementation Team and provide monthly written activity updates.

Qualifications

Required Qualifications

- Track record of successfully building bipartisan legislative support for client priorities in North Carolina’s single party dominated legislature
- Track record of successfully building support for client priorities with North Carolina’s Congressional delegation
- Ability to navigate complex legislative issues, think creatively, and achieve results
- Experience building cross-issue coalitions, including the ability to identify, contact, and persuade potential partners
- Experience navigating both the legislative process and the process by which state agencies implement newly approved legislation
- Complete appropriate state and federal lobbyist registration and compliance reporting.

Desired Qualifications

- Demonstrated understanding of and relationships with housing developers and rental property owners and managers
- Demonstrated knowledge of issues related to housing, affordable housing development, and homelessness

Budget

United Way seeks to enter into a one-year, renewable contract. The year one contract budget cannot exceed \$81,500. If renewed, the Year 2 budget and Year 3 budget cannot exceed \$100,000 each year.

Project Schedule:

Below is the schedule of our current timelines. It is subject to change.

Project Milestones	Deadline
RFP to Agencies	January 24, 2025
RFP Questions Period Ends	January 31, 2025
RFP Questions and Answers Provided to Agencies	February 7, 2025
Agency Intent-to-Participate Notification to United Way	February 12, 2025
RFP Close Date (Proposal must be submitted no later than this date)	February 21, 2025
Proposal Reviews (virtual or in person)	March 3-March 7
Notice of Award to Agency	March 10
Discovery/Onboarding Begin	March 17

Criteria for Response

Evaluation Criteria:

All proposals will be evaluated against the following criteria.

- **Overall Experience of Company and Demonstrated Results** | Our evaluation will include an assessment of the history of your company, your experience as it relates to the requirements within this RFP, evidence of past performance, quality and relevance of past work, references and related items.
- **Strategic Thinking/Planning Approach** | Overall approach and strategy described/outlined in the proposal and firm capacity to perform the tasks within the specified timeframe.
- **Budget Approach/Cost Effectiveness** | Effective and efficient delivery of quality services in relation to budget allocation. The allocation is reasonable and appropriate.

Proposal Requirements:

Proposals and all related documents should be submitted via email to: ahomeforall@unitedwaygreaterclt.org. Please include the following items in your proposal:

Agency Information:

Help us get to know you better.

- **Corporate Overview:** Including the number of full-time employees, number of contract employees, office location(s), and date founded.
 - Primary markets served
 - Services you offer
 - Services you currently subcontract
 - Business won over the past 3 years
 - Awards won over the past 3 years
 - Experience working in housing/nonprofit sector
 - Experience related to tasks within this RFP

Proposed Approach

- Outline your approach and recommendations based on the information provided
- Cover all items in the scope of work
- Identify areas of unique expertise
- Share 3 case studies that help illustrate your capabilities relevant to those required in this RFP

Estimated Budget & Project Plan:

Provide a budget breakdown of anticipated costs associated with the full project. Costs should include agency fees and expenses related to developing and executing the strategic plan, including any additional outside costs incurred by the agency in the process of delivering the work.

All proposals must include a project schedule that includes:

- Timelines
- Key Milestones
- Delivery Dates

Proposed Payment Schedule

- Outline a detailed payment schedule and timeline for deliverables

References

- Minimum of 3 reference customers

Terms and Conditions

This is an invitation for proposal only.

United Way of Greater Charlotte shall not be obligated in any manor to any vendor until a written agreement has been executed.

United Way of Greater Charlotte shall not be liable for any costs associated with the preparation of presentation or proposal materials.

While sub-contracting any phase of the work may be considered, the vendor submitting the proposal must assume full responsibility of the end-to-end process. Vendor must disclose if they are using sub-contracted services as part of the proposal.

Any and all verbal discussions and responses are not binding on either party.

United Way of Greater Charlotte may issue addenda during the proposal period by the designated official. All addenda become part of the RFP documents and responses must be submitted with the proposal. It is the responsibility of the vendor to establish whether or not United Way of Greater Charlotte has issued any addenda.