



U.S. Department of Veterans Affairs
Veterans Health Administration

SSVF

Subcontractor Identification and Management

Marsheta Boyton
Mid-Atlantic Regional Coordinator, SSVF



Why is Subcontractor Management Important?

- ✓ **A significant portion of grantee's obligated funding is spent on subcontract work. The SSVF Program Office must rely on the lead SSVF grantee to manage subcontractors and exercise adequate controls over their service delivery**
- ✓ **Subcontractors perform significant work efforts and are an integral part of the primary grantee's success.**
- ✓ **Problems at the subcontractor level can have a significant impact on the lead SSVF grantees ability to meet their SSVF contractual obligations with VA.**

The Primary Grantee is fully accountable for the SSVF services performed by their subcontractor



Assessing Community Need

- **Key Questions for Consideration**
 - What does your agency do best? Where are your gaps?
 - What SSVF services would be better served by community partners? How would that relationship best serve homeless and at-risk Veteran families in your community?
 - How can your strengths compliment a subcontractor's gaps? Vice versa?
 - What other services do your Veterans need? Where should those services be located?
 - Which agencies are best suited as partners? What program elements are you looking to create? Enhance?
- **Conduct Program and Community Needs Assessment**
 - Conduct organizational and community needs assessment to provide services
 - Engage, plan and coordinate with VAMC, CoC and community partners to assess/address needs for homeless Veterans and their families within the areas served
 - Identify specialized services that may be beneficial to population served
 - Legal, Housing Locator Services, Employment Specialist
 - Mainstream and VA benefit offices



Subcontractor Pre-Selection Process

- **Conduct Market Research**
 - What kinds of needs should be considered when buying these services?
 - Identify agencies within your catchment area that may specialize in the services identified; use the organizational and community need assessment
 - Understand where those services are best delivered and organizations than that have the capacity to do so
 - Develop Independent Estimate for services
 - What is the average cost/rate for the services provided within the areas served?
 - How do they demonstrate efficiency in their service delivery model?
 - How to they demonstrate an outcome-, versus output-, based model?
- **Develop Statement of Work (SOW)**
 - How will you solicit for services and evaluate contractors?
 - Determine if the solicitation process will be Competitive versus Non-Competitive
 - Statement of Work includes detailed description of scope of services
 - Intake/Assessment, Maintaining case file documentation, and Scope of Services
 - Data management, reporting and administrative oversight



Subcontractor Pre-Selection Process

- **Preparation for Request for Proposal (RFP)**
 - Is the selection process Competitive or Non-Competitive?
 - Prepare RFP based on scope of services/factors identified in ideal Scope of Work (SOW)
 - Be very clear and detailed of expectations, and process for procurement
 - Vendors/Community providers are notified of upcoming solicitation for services.
- **Publicize RFP**
 - How will you publicize/solicit for Subcontractors to submit the RFP?
 - Identify how to access RFP
 - How to apply for service outlines (Who, What, Where, When, How)
 - Expectation of contractual relationship
 - timeframe in which solicitation open/closes
- **Submission of Proposal**
 - When are proposals submitted? Consider timeframe of pre-selection process, contract award, and SSVF program start up
 - Request for Proposals contain a due date and time in which proposals are submitted
 - Identify candidates for the evaluation panel (internal and/or external)



Subcontractor Pre-Selection Process

- **Evaluation of Proposals**
 - Technical Evaluation Panel or equivalent is developed to review proposals: fair and consistent
 - Proposals are evaluated to determine vendors ability to perform services with a focus on efficiency and effectiveness
 - Site Visits may be conducted during the evaluation phase (not required but recommended)
 - Assess the ease of location of agency
 - Assess the services of the agency
 - Solidify the potential partnership
- **Pre-Contract Award Phase**
 - Lead grantee notifies the agency of award and terms of Executed Agreement
 - Date of Execution, Length of Contract Terms
 - Clarification of Terms/Conditions of Executed Agreements



Subcontractor Pre-Selection Process

Contract Award Phase

- **Executed Agreement**
 - Legally binding document to hold contractors accountable
 - Clear and precise documents that describe services provided by subcontractors
 - Statement for Conflict of Interest
 - System for amending the agreements
 - Requirement of financial submitted by subcontractors
 - Signed copies are provided to contractor and subcontractors alike
- **Subcontractor Management Plan**
 - Policies and procedures that describe service delivery and
 - Signed conflict of Interest Statement
 - Signed copies are reviewed and provided to subcontractors



Organization and Responsibilities: Describes the organization and responsibilities associated with the subcontract management process, including:

- Project management
- Contracts and subcontract administration
- Environmental; health and safety; security
- Subcontractor Work Distribution
 - Allocation/distribution of work among the project's subcontractor team
 - Differentiation of duties between the contractor (primary grantee) and subcontractors
- Other needs as applicable to your project



Quality Assurance/Program Evaluation: Describes key areas that are utilized for measuring performance, staffing, fiscal and technical management:

- Monitoring to ensure program/grant compliance
- Identify deficiencies and timeframe to make necessary correction
- Identify action steps if deficiencies are not corrected timely
- Desk audits/monthly administrative conference call
 - Monitoring of technical performance
 - Develop monitoring tool to assess contractor performance/services (use UMP as guide)
- Ensure effective and efficient service delivery



Personnel/Staffing: Describes staffing performance and how it is measured:

- Description of how subcontractors performance is measured
- Timeframe required to fill open or vacant positions
 - Position Description
 - Staffing Allocations
- New employee orientation/training facilitated for new staff
- HMIS training (if applicable)
 - Data quality and accuracy
 - Implications of outcome data on program design



Financial/Fiscal Management: Identifies key financial elements that are monitored and how invoices are processed (in accordance to SSVF regulations/OMB Circulars):

- Invoice/Program Reimbursement
 - Time Sheet Reimbursement
 - Mileage Reimbursement
- TFA Expenditures
 - Allowable expenses
 - Spending allocation plan
- TFA Reimbursement Procedures
 - Verification of Invoices/Billable services
 - Timelines for reimbursement



Communication Protocol/Plan: Identifies key methods of communication for subcontractor communications

- Develop Internal Communication Plan...How do you communicate?
- Promotes Partnership/Collaboration
- Program Office and Regional updates/guidance
- Hierarchy of Communication
 - How will communication be fostered among programs?
 - How to maintain ongoing partnerships?
 - How to distribute program/agency updates and training opportunities? How to maintain SSVF policy updates?
- Review case files for model consistency and requirements
 - Identify obstacles impeding progress towards program goals
 - Develop strategies with partners to overcome obstacles and establish deadlines to correct deficiencies



Risk Management: Describes the process in which performance problems are reported to the lead grantee. It further establishes the process in which the project manager responds to problems and develops an action plan to ensure problem resolution:

- Conflict of Interest
- Personnel Policies
- Policies and Procedures
- Indemnification
- Insurance
- Change Management
- Subcontractor Closeout Management
 - Describes the procedure for amendment or termination of the subcontract will be managed
 - Describe budget process and ways to make adjustments, within regulatory limits



Suggested Subcontractor Documents to Consider

- Job descriptions of key personnel
- All program documents and outreach information
- Key contacts and roles
- Conflict of Interest Policy
- Information Security Policy
- Document Destruction Policy
- Insurance and indemnification needs
- Financial Audit Report and *A-133 (*if applicable)
- Policy and Procedure Manual
- Correspondence (emails, letters, fax) related to program directives and expectations



Key Questions for Consideration

- Does the proposed subcontractor employ a rapid-intervention, Housing First philosophy?
- Do the proposed subcontractor's services compliment and/or enhance your own for this population?
- Does the proposed subcontractor have a history of effective program design and implementation?
- Do you have the capacity to monitor and support the subcontractor in its efforts?

Will this subcontractor help you prevent and end homelessness among Veteran families in your community?



Subcontractor Management Resources

It is important that grantees consult with their legal counsel and independent auditors before engaging in any contractual relationships.

**For other resources, please visit: SSVF University:
<http://www.va.gov/homeless/ssvfuniversity.asp>**