

**Interagency Council on Homelessness  
Strategic Plan  
REQUEST FOR PROPOSALS**

**1. Introduction**

The Interagency Council on Homelessness (ICH) of Savannah and Chatham County is seeking proposals for professional consulting services to assist the ICH in developing a five-year strategic plan to make homelessness in the City of Savannah (City) and Chatham County (County) rare, brief, and non-reoccurring. The plan must work towards Functional Zero homelessness and address the unique challenges of a City and County that have a diverse economy, accelerated job growth, and increasing housing demands. In light of the recent COVID-19 global pandemic, the plan should also address how unexpected challenges can rapidly change the needs of the homeless community and the need for workforce housing as well as the financial and economic impacts of these challenges.

The Strategic Plan document will serve as a vital tool and roadmap for Savannah and Chatham County to utilize in setting direction; forging partnerships; and allocating resources for the next five years. Building consensus and buy-in among the community, homeless service providers, various government departments, and other key stakeholders will be critical to the success of this plan.

Please note, respondents will be responsible to absorb all costs incurred in the preparation and presentation of their proposal.

**Proposals are due by May 5, 2023 5pm EST**

**2. Background**

The City and County have long identified homelessness and housing affordability as key issues in the community and have supported local efforts to address these issues in partnership with homeless service providers. In recognition of the impact homelessness can have on those experiencing it and the surrounding community, the City has taken action to provide support to local homeless service providers through funding of outreach programs, emergency shelters, permanent supportive housing programs for people formerly experiencing homeless and staffing of the ICH with an Executive Director to partner effectively with senior stakeholders and coordinate the actions of the ICH Board.

The County has joined efforts to reduce homelessness by increasing their activity in the ICH and exploring how they can support homeless service providers.

In January of 2023, the Chatham Savannah Authority for the Homeless (CSAH) led the community wide Point In Time (PIT) count of the area's unsheltered homeless and those sheltered in emergency and transitional facilities. It was found that 271 individuals were homeless and unsheltered on the streets, in the parks, squares, or encampments around Chatham County. An additional 441 individuals were sheltered in Emergency and Transitional Shelters while awaiting permanent housing options.

There is a clear need to do more to address the causes of homelessness, provide clear effective solutions, and prevent more community members from experiencing homelessness. The long-term nature of the solutions to homelessness, the incomplete scale and scope of immediate services, and legal constraints and limited options can be a cause of frustration for Chatham and Savannah residents and businesses, as well as for staff, homeless service providers and advocates. Given these constraints and the challenges faced by people experiencing homelessness themselves, an overarching policy of reducing and preventing homelessness through a series of short-, medium-, and long-term strategies is required.

### **3. Scope of Services, Fee Proposal, and Schedule**

Scope of services: The ICH looks to the Consultant Team to present a high-quality scope of work and cost-effective fee proposal. The scope of services includes the following:

1. Design a planning process that:
  - Engages funders and decision makers, people with lived experience of homelessness and current users of the system, and staff of local government, civic, nonprofit, business, schools, faith-based and other organizations who have important information to share about how the local homelessness system of care currently is working, models/best practices to consider applying locally; and who also are key to implementing the plan.
  - Learns from planning participants about needs/gaps and program performance; and informs them about local and national data on best practices and community support.
  - Is driven by information: the experiences of people who have used the system; data on consumer needs for housing and other services; and the supply of housing and other services. Those currently experiencing homelessness must be utilized as paid consultants throughout the process to ensure that their voices, lived experience, and future housing needs are represented in the final plan.
  - Considers the vast range of people who are experiencing homelessness, including veterans, individuals, families, and youth with varied strategies that support their unique needs.
  - Establishes a respectful, inclusive environment in which to participate.
  - Reduces barriers to services and creates equality for all accessing services regardless of race, color, gender, language, religion, immigration status, birth or other status such as disability, age, marital and family status, or sexual orientation.
  - Identifies opportunities that can be leveraged, including funding and volunteer resources in the housing, homelessness, health care, human services, and private sectors.
  - Assesses access to mental health and addiction services and identifies other needed support services needed by those experiencing homelessness.

- Provides regular communication with participants, beginning with what they can expect during the planning period.
- Includes problem-solving when confusion or conflict arises.

2. Prepare a strategic plan for preventing and ending homelessness:

- Articulates a shared vision for a commitment to create a more effective homelessness response, the creation of affordable permanent housing for those experiencing homelessness throughout the City and County; and a roadmap to achieve the community's commitment to Functional Zero.
- Sets bold, clear, and measurable goals that encompass:
  - Priorities for the system and specify the resources to be allocated for each priority.
  - Prevention of homelessness
  - Reduced length of the homelessness experience
  - Successful housing placements upon exit from shelters
  - Permanent housing, including PSH.
  - Expansion and preservation of affordable housing
  - Rapid Rehousing and progressive engagement
  - Landlord engagement
  - Public policy improvements
  - Sustained results despite changing external factors.

Builds upon:

- An assessment of local needs by geographic area and type of services needed.
- Evidence-based practices
- National and state programs and legislation and how City and County will address local needs through those opportunities.
- Establish the metrics that the ICH can use to track progress and measure the impact of both services to those experiencing homelessness and homelessness prevention. These metrics should move beyond the measures typically required of CoCs.
- Be ambitious in its vision to end homelessness.

3. Develop and recommend an implementation plan. The consultant will recommend the structure responsible for ensuring that the strategic plan is fully implemented; and the methods for accountability to the CoC and the community at large. Leverage talent and resources in this community; and identify the tasks, the timeline for each, and the individuals and/or organizations responsible for each task.

4. The consultant's primary deliverables are:

- Finalize and submit a written planning process to the ICH within 2 weeks of executing the contract with ICH.

- Produce and submit a written strategic plan addressing the needs and opportunities to substantially decrease the instances of homelessness in Savannah and Chatham County.
- Schedule and manage communications to ensure coordination and partnerships. The ICH strategic planning committee and the consultant will establish regular communication meetings/calls; and expect a regular schedule of communication with the individuals and organizations involved in the planning process.
- Propose and submit a written implementation plan that identifies the tasks for achieving each priority, the timeline for each, and the individuals and/or organizations responsible for each task.

**5. Project Schedule:**

The estimated schedule for completion of the project, including involvement of the community and presentations to the ICH Board, County Commission, and City Council, is 6-8 months. The Consultant Team must remain available in the event of any scheduling delays.

**4. Submittal Requirements**

Proposals submitted in response to this RFP must include the following information, in the sections and order indicated.

*1. Table of Contents*

*2. Letter of Interest:* A letter expressing the Consultant Team's interest in being considered for the RFP. Please include a statement regarding the Consultant Team's availability to dedicate time, key project staff and resources to this project over the next 6-8 months (1- page maximum).

*3. Project Understanding and Approach:* A statement demonstrating your understanding of the proposed project and describing your approach to completing the required scope of work in a timely and cost-efficient manner (2-page maximum).

*4 Project Manager/Key Staff/Team Experience:* Please include information about billing rates for the proposed Project Manager, the Principal-in-Charge (if that person is different from the Project Manager) and all other applicable staff. A Project Manager must be designated and must be the principal contact for the ICH. If using subconsultants, provide a description of each firm that will be part of the Consultant Team; their role on the Consultant Team and involvement in each task; how the Consultant Team will be organized; and who will be the lead member of the Consultant Team.

Identify key team members and provide recent examples of experience with developing similar strategic plans and successful consensus-building in a community engagement process. Please provide references for each example cited, including phone number and email address of contacts. (5-page maximum).

6. *Project Implementation Plan* - Describe the applicant’s approach and strategy for implementing this project. Include the project timeline, proposed activities and services, and tangible work products consistent with the scope of services and timeline outlined in the “Scope of Work” of this RFP. The Applicant must present a schedule of the anticipated implementation of the project and delineate goals and service delivery milestones.

The Project Implementation Plan should also include:

- a. How Applicant’s approach will take into account the unique challenges the City and the County faces in addressing homelessness and;
- b. a description of how community stakeholders, and those racial groups identified as being disproportionately impacted by homelessness, will be engaged, and consulted in the process of developing recommendations.

6. *Fee Schedule* - Complete and attach a detailed budget and fee schedule, detailing the specific cost for each service, tangible work product, and other costs related to completing the scope detailed on this RFP.

7. *Sample Work Products* - Attach up to three (3) relevant sample reports that provide examples of specific actionable plans or recommendations made to other jurisdictions.

8. *References* –Provide at least three (3) references, preferably for projects that are similar in type, scope, size and/or value to the work sought by this RFP. For each reference, include the name, address, email address, and telephone number of a contact person.

**8. Resources Available to the Consultant**

The ICH Executive Director and CSAH Executive will provide assistance to the consultant with access to HMIS data, Point In Time count data and assist with coordination and connection to local resources.

ICH will document all homelessness programs in the region that provide services to those experiencing homelessness and that are directly related to preventing homelessness (e.g., rental assistance, utility support, legal/eviction assistance).

**9. Selection process**

Each proposal received on or before the deadline will be reviewed by the ICH Executive Committee based on the following criteria:

<i>Criteria</i>	<i>Maximum number of points</i>
Experience and qualifications of personnel to be assigned to the project, as indicated by: <ul style="list-style-type: none"> <li>• Experience in successfully leading community-engaged planning processes for a housing/homeless system that result in quality plans</li> <li>• Quality of work product(s)</li> </ul>	50

<ul style="list-style-type: none"> <li>Record of performance, including references that confirm the consultant's leadership and project management abilities</li> </ul>	
<b>Approach:</b> <ul style="list-style-type: none"> <li>Plan of work that is reasonable, given local needs, and meets project goals</li> <li>Methodology for engaging broader community in planning process</li> <li>Reasonableness of proposed time schedule</li> </ul>	40
<b>Budget:</b> <ul style="list-style-type: none"> <li>Reasonableness of budget, given project scope</li> </ul>	10
<b>Total Points</b>	<b>100</b>

This scoring system will be used to identify a short list of consultants who meet these qualifications. Interviews will be conducted with each of the individuals/firms on this list and to select the consultant.

#### 5. RFP Schedule

RFP Issued	April 3, 2023
Deadline for RFP Questions	April 17, 2023
RFP Q&A Posted	April 21 2023
Proposals Due	May 5, 2023
RFP Interviews	May 17, 2023
Selection of Firm	May 31, 2023

#### 6. Submittal Instructions

Proposals for this RFP must be submitted via email to: Stephanie Kaple  
[Stephanie.Kaple@savannahga.gov](mailto:Stephanie.Kaple@savannahga.gov) and received no later than May 5, 2023 by 5PM EST.

Applicants should submit proposals as a single .pdf file, with subject line: (Name of Agency)  
 Response to RFP: Interagency Council on Homelessness Strategic Plan

Late proposals will not be accepted.

#### 7. Questions

Please email any questions regarding the RFP to Stephanie Kaple, at  
[Stephanie.Kaple@savannahga.gov](mailto:Stephanie.Kaple@savannahga.gov) by 5:00PM on April 17, 2023. Answers will be posted on the RFP webpage on April 21, 2023.