



PALLET PBC
PATHFORWARD: HOMELESSNESS ADVISORY SERVICES

**Interagency Council on Homelessness
of Savannah and Chatham County
RFP for Strategic Plan**

May 5th, 2023

Pallet PBC Information

Address: 1930 Merrill Creek Pkwy, Everett, WA 98203

Phone: [\(425\) 322-5122](tel:4253225122)

Email: PathForward@palletshelter.com

Web: <https://palletshelter.com/path-forward-homelessness-advisory-services/>

For questions about this submission, please contact:

Lia Azul Salaverry – Senior Manager, Advisory Services

Phone: (510) 899-1299

Email: Lia@palletshelter.com

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May 5th, 2023

Lia Azul Salaverry, Senior Manager of Advisory Services
Address: 1930 Merrill Creek Pkwy, Everett, WA 98203
Phone: (510) 899-1299
Email: lia@palletshleter.com

Dear Ms. Stephanie Kaple,

Pallet PBC (“Pallet”) is pleased to offer our submission to the Interagency Council on Homelessness (ICH) of Savannah and Chatham County for your consideration. Since 2017, Pallet has been a leader in the homelessness sector providing dignified, cost efficient, and effective strategies to end unsheltered homelessness and build thriving communities. In 2023, Pallet formalized its consulting arm, PathForward™ homelessness advisory services, to support cities with wholistic solutions addressing the urgent crisis of homelessness nationally.

Pallet’s PathForward™ homelessness advisory services provides individualized homelessness consultation informed by cities’ most pressing needs and priorities. We are excited by the prospect of partnering with the ICH to develop a five-year homelessness strategic plan. Our team has expertise in strategic planning, facilitating meaningful community engagement processes, as well as data tracking and improving homelessness systems (including HMIS).

Pallet is a female founded and female led small business and certified living wage employer. Pallet has built over 100 shelter communities in 60+ cities in 18 states while working with over 70 unique homeless service providers. Over 60% of our employees have lived experience, as formerly homeless, in recovery or exiting the criminal justice system. With this broad experience, and the launch of our formalized PathForward consulting team, we bring to the City of Savannah our deep subject matter expertise in diverse facets of the field.

At PathForward, we view homelessness as a human rights crisis necessitating bold action. To achieve Functional Zero in your community, we utilize a wholistic model, looking for the intersectional phenomena, root causes and consequences of homelessness. This includes developing strategies to promote thriving communities by bolstering a diverse economy, accelerating job growth, and increasing access to affordable, safe housing opportunities. Our multi-year strategic plans include broad stakeholder engagement, center people with lived experience, and identify short and long-term strategies, key barriers, and opportunities.

We have reviewed elements of the Request for Proposal (RFP) and understand its stated objectives and requirements. We have robust experience executing complex projects, managing community engagement, and providing high-quality services to effectively solve homelessness.

For any questions or to clarify our submission, please contact Lia Azul Salaverry – Senior Manager, Advisory Services at (510) 899-1299 or Lia@palletshelter.com. Thank you for your consideration.

Lia Azul Salaverry

Lia Azul Salaverry

Project Understanding and Approach

About Pallet Shelter

Since our founding in 2017, Pallet has consulted with dozens of cities across the US and Canada on solutions to solving the unsheltered homelessness crises. We have built over 100 shelter programs across North America in 18 states, partnering with over 70 unique homeless service providers and providing living wage jobs with purpose to people exiting homelessness.

We have expertise in developing effective, homelessness strategic plans with an emphasis on implementation of evidence-based programs and policies. In 2022, Pallet received the National League of Cities' (NLC) Distinguished Service to Cities Award for outstanding service supporting local leaders in addressing the housing, homelessness, and employment crises. In 2023, Pallet's PathForward team won the NLC Capstone Challenge Award for Innovation and Impact for our work implementing homelessness strategic plans and launching new programs in the City of Huntington, West Virginia and the City of Northglenn, Colorado.

With broad understanding of homelessness issues coming from our work at the local, state, and federal levels, Pallet is a partner of the National League of Cities (NLC), United States Conference of Mayors, and Mayors & CEOs for U.S. Housing Investment.

The PathForward Approach

Pallet's PathForward™ homelessness advisory services provides high-end, individually crafted consultation services shaped by data backed strategies and informed by cities' most pressing needs and priorities. In 2022, Pallet began incorporating the knowledge base we have gained from our work developing shelter programs, as well as the collective knowledge of our employee base (more than 60% of which have lived experience in homelessness, incarceration, and substance use disorder), and our sister non-profit organization, WELD Seattle, into a formalized consulting and advisory practice. For more information about PathForward, [please visit this link](#).

Working in a vast array of different communities – from large, mid-sized and small cities, to rural, suburban, and urban communities, tribal nations and beyond – we have supported each of these localities in numerous ways, tailored to their specific needs and dynamics. We have built partnerships with stakeholders across systems and sectors, e.g., nonprofits and service providers, federal agencies, elected officials, community members, faith organizations, to leverage support on behalf of our city clients. We are well versed in homeless system evaluation, designing action plans, and utilizing creative, cutting-edge strategies to resolve unsheltered homelessness.

Image 1: Pallet's Successful Reintegration Ecosystem



PathForward is a separate and distinct division of Pallet PBC, working to advance long and short-term strategies which reflect our *reintegration ecosystem of homelessness* – looking at effective policies, social services, economic viability, basic needs, housing supply and funding – in tandem with exploring shelter solutions and emergency responses to end homelessness.

Our consultation services include qualitative and quantitative analyses, as well as evidence-based practices to improve homelessness response systems and develop comprehensive plans. Strategies are aimed at developing effective implementation plans that will result in both

immediate and lasting progress in ending homelessness and securing safe, permanent, and affordable housing.

PathForward has broad experience spearheading plans to reduce unsheltered homelessness, targeting the root causes and impacts of homelessness to prevent further escalation of the crisis. Our award-winning homelessness advisory services have made measurable impacts in communities by advancing plans that are strategic, actionable, and innovative. We provide custom support to jurisdictions by advancing compassionate, creative strategies that provide measurable results.

Project Understanding and Methodology

PathForward is excited to offer this RFP submission for a five-year strategic plan in Savannah and Chatham County to the ICH. We have thoroughly reviewed the request for proposals, as well as investigated local information (PIT count, news sources/current events locally, ICH's website and resources, etc.) and we believe we are well positioned to support your efforts to developing a comprehensive strategic plan to significantly reduce homelessness in a five-year period.

We applaud the ICH's goals of achieving Function Zero for the 712 people experiencing homelessness in 2023 over the next five-years. This ambitious goal is achievable and will require a unified direction and plan for local leaders that fosters collaboration, maximizes resources, and leverages community strengths. PathForward would be honored to support this vision.

Locally Tailored Solutions

At PathForward we know that every community experiences homelessness differently. That is why we provide high-end, individually crafted services driven and developed by our clients' needs and priorities. We partner with local leaders and aim to empower communities by amplifying strengths, identifying challenges, and providing the expert analysis necessary to make meaningful and tangible progress. In reviewing this RFP, PathForward is confident in our ability to address ICH's priorities for this strategic plan, including engaging leaders across the local community, addressing racial disparities, and putting forward a bold strategy to combat these complex challenges.

Innovative & Wholistic Strategies

Pallet, as a social benefit company and industry leader, has both a deep and broad perspective. Our solutions are dignified, cost efficient, and effective. PathForward utilizes a wholistic model, looking for the intersectional phenomena, root causes and consequences of homelessness, and always seeks to learn more and advance the most cutting-edge strategies and resources to combat the crisis of homelessness. We will look at the intersections of housing, homelessness, economic/workforce issues, mental health, public health, and beyond to make real and lasting impacts toward ending homelessness in Savannah and Chatham County.

Co-leading with Local Expertise

At Pallet, everything we do – from the design of our shelters to our values as an organization – is anchored by people closest to the issue of homelessness. Our work is directly shaped and informed by cities' needs, and people experiencing homelessness. PathForward's team has deep subject matter expertise in diverse facets of homelessness – from governance and policy to program management and beyond. We offer cities our subject matter expertise, peer-based strategies, lived experience, and broad scope of work across 100 communities nationally, and with countless partners who bring their own expertise to inform our work.

PathForward is prepared to complete this scope of work in a timely and cost-effective manner.

Key Personnel

PathForward Team

PathForward can offer the City of Savannah our well-rounded, highly qualified team, with experts in policy and regulatory affairs, evidence-based solutions around homelessness and housing issues, research, data and systems collection, community engagement, coalition building, and project management. Our skills in facilitating strategic planning efforts, homeless system analysis, evaluation, program implementation, and technical assistance have supported cities across the country in improving their homelessness response systems and policies.

At PathForward, we employ a customized approach to staffing to best serve our government clients and meet communities' needs. We leverage our partnerships with federal and state agencies, local policy makers, and homelessness providers to advance strategic goals.

Partnering with Pallet means that we will provide access to our company's full team of over 115 employees with diverse experience in all facets of homelessness, including its intersectional issue areas – e.g., public health and safety, substance misuse, criminal justice, mental and behavioral healthcare, child welfare, domestic violence, and more. Our team structure offers a diversified and extensive mix of skill sets and expertise to best meet our client's unique needs.

Our Project Manager (PM) will serve as the primary point of contact to city partners, driving workplans and deliverables, and managing day-to-day tasks to deliver project outcomes on time and within budgets. Lia Azul Salaverry, Pallet's head of PathForward, will serve as the PM at a billing rate of \$150/hour. The project team led by Lia will include six other key staff from Pallet with specific expertise in diverse facets of homelessness, evaluation, and strategic planning.

Pallet's broader organizational structure includes our General Council, Administrative Team, Chief Financial Officer, Marketing and Communications Team, and Community Partnership and Programs Team. The company has strong financial, accounting, and compliance monitoring and controls that comply with government ethics, financial, and procedural requirements.

Project Staffing Plan

Below is PathForward's proposed staffing structure for this project:

Team Member and Project Role	Project Responsibilities	Professional Qualifications, Training, & Expertise
<p>Lia Azul Salaverry Senior Manager, Advisory Services</p> <p><i>Project Manager & Lead Consultant</i></p> <p><i>Billing Rates: \$150/hour.</i></p>	<p>Responsible for overseeing the entire project, including budget, schedule, and scope. This includes being the lead for all team coordination, final deliverables, being the point of contact with city staff and officials and executing all primary components of the project.</p> <p>Responsible for leading the consulting team, performance of day-to-day work, including</p>	<p>Over 10 years of experience leading special projects, community engagement, coalition building and with public policy, government programs and writing project proposals, reports, with grants and on issues of poverty & homelessness, encampment management, housing, public safety, and economic justice.</p>

	<p>research, data analysis, facilitation, presentations, providing guidance and expertise in project issues areas (e.g., policy and programs, best practices), managing work plans and ensuring that the project stays on track.</p>	<p>Head of Pallet’s PathForward, and lead for major projects.</p> <p>Under Lia’s management, PathForward was recently named the winner of the National League of Cities Capstone Challenge for innovation and impact, for our work championing homelessness solutions in Huntington, WV and Northglenn, CO.</p>
<p>Amy King Founder, CEO</p> <p><i>Management Consultant & Subject matter expert (SMEs)</i></p> <p><i>Billing Rates:</i> \$150/hour.</p>	<p>Responsible for providing specialized knowledge/SME on affordable housing and development, re-entry, workforce development, shelter implementation, and other areas relevant to the project.</p> <p>Responsible for providing high-level strategy, quality control of work product, management, and goal setting, leveraging federal, state, and local partnerships and administrative requirements.</p>	<p>Founder and CEO of Pallet and WELD Seattle. Background in Healthcare Administration, housing development, certified living-wage and fair chance employer and female majority shareholder of Pallet.</p> <p>Degree in Psychology from Point Loma Nazarene University. Pallet, under Amy’s leadership, has been recognized with several awards, most recently the Distinguished Service to Cities Award from the National League of Cities (NLC).</p>
<p>Stephen Jones Program Manager, Village Success</p> <p><i>Technical lead & Subject matter expert (SME)</i></p> <p><i>Billing Rates:</i> \$150/hour.</p>	<p>Responsible for providing specialized knowledge and technical support and expertise with data collection and analysis, re: HMIS, CoC procedures and federal requirements, re-entry population, and support with program design, development, and final recommendations.</p>	<p>First Executive Director of Weld Seattle, a nonprofit wing to Pallet that is committed to healthy the reintegration of citizens returning home from incarceration. Stephen has established over 70 non-congregate shelter communities across the U.S. and leads Pallet’s data collection and tracking efforts.</p>
<p>Sarah Al-Khalil Customer Support Coordinator</p>	<p>Responsible for providing specialized knowledge and lived experience in homelessness and substance use disorder, overall project support and assistance with technical components of programs.</p>	<p>Before joining Pallet, Sarah experienced homelessness, substance use disorder and interaction with the criminal legal system. Sarah was president and comptroller of</p>

<p><i>Technical lead & Subject matter expert (SME)</i></p> <p><i>Billing Rates: \$150/hour.</i></p>		<p>an Oxford community and is proud of her two years of sobriety. She brings her lens of lived experience which provides thoughtful, original, compassionate ideas to address a myriad of issues.</p>
<p>Patrick Diller</p> <p>Head of Community Partnerships</p> <p><i>Management & Support Consultant</i></p> <p><i>Billing Rates: \$150/hour.</i></p>	<p>Responsible for providing high-level strategy, quality control of work product, management, and goal setting, budget, and fiscal tracking, leveraging federal, state, and local partnerships and administrative requirements.</p>	<p>As the Head of Community Partnerships at Pallet, Patrick oversees a team of senior level staff, including the PathForward, Government Affairs, and Programs leads and their teams. Patrick has deep relationships with federal and state partners including at HUD and other agencies.</p>
<p>Talar Alexanian</p> <p>Senior Government Affairs Manager</p> <p><i>Outreach Coordinator</i></p> <p><i>Billing Rates: \$150/hour.</i></p>	<p>Responsible for support with coordinating and facilitating meetings with government officials, regional decision makers and strategic guidance around public policy issues, regulatory affairs, and coalition building.</p>	<p>Degree in Journalism, with an emphasis in Public Relations, and Political Science from CA State University, Northridge.</p> <p>Over a decade of experience in stakeholder engagement, grassroots mobilization, and government affairs.</p>
<p>Dee Akers</p> <p>Partner Program Manager</p> <p><i>Technical lead & Subject matter expert (SME)</i></p> <p>Support Consultant</p> <p><i>Billing Rates: \$150/hour.</i></p>	<p>Responsible for providing specialized knowledge re: public health (focus on substance use disorder and crises intervention) homelessness case management and data systems, service provision/direct service provider lens, workforce development and other areas relevant to the project.</p> <p>Support with conducting data analysis, and research on public health practices and community health, public health social work, and homelessness program and project management.</p>	<p>Master of Public Health (MPH) from Colorado School of Public Health.</p> <p>Former Program Manager with Salvation Army (direct service provider) during COVID.</p> <p>5+ years of experience and skills with homelessness program management, relationship building, business development, leadership, and communication.</p>

Relevant Experience

The following are recent examples of related work and projects Pallet’s PathForward team has completed in this field in the past five years. Please note that additional examples are available upon request.

1. **Regional Homelessness Strategic Plan and Implementation Guide in Northglenn, CO (2022):** City and county leaders identified the urgent need for emergency shelter programs in this region of Colorado. In Adam's County — where the City of Northglenn is located, and 7 miles north of Denver — there is a robust social service landscape, but very little temporary shelter, particularly for single adults. Utilizing data and best practices, Pallet's PathForward conducted a comprehensive, community needs assessment which included an analysis of the current service and program landscape for homelessness in the region, provided key findings and recommendations for improvement. The report outlined immediate action plans to end unsheltered homelessness. It provided local leaders with a step-by-step implementation guidance for how the region can address encampments and provide more emergency shelter, including specific site locations, recommended service providers, best practices in program methodology, and budgets needed to bring proposed projects into fruition. This 50-page report also details long-term strategies to prevent homelessness, enhance collaboration among regional partners, and expand access to wrap around services and improve existing homelessness services and programs. Pallet's PathForward plans are being presented to the Adams County Board of County Commissioners, the Northglenn City Council, and a regional body of City Managers working to end homelessness. In 2023, Pallet's PathForward team won the National League of Cities (NLC) Capstone Challenge award for our work with the City of Huntington, WV and Northglenn, CO.
2. **Strategic Planning for Housing, Homelessness and Substance Misuse and Program Implementation of the Crisis Intervention Team in Huntington, WV (2022):** Pallet's Advisory Service team did a robust community needs assessment that resulted in seven (7) recommendations for how the City of Huntington, West Virginia should address its most urgent challenges, including homelessness, substance misuse, and housing in the short and long term. These recommendations were formed after conducting a series of focus groups, listening sessions from there, Pallet led the implementation of the city's top recommendation. Pallet facilitated collaboration with community partners including local private and public healthcare institutions, first responders, and city experts to advance program development of the Crisis Intervention Team (CIT) — a mobile unit of mental health and Huntington PD professionals — equipped to handle active mental health crisis through de-escalation, providing mental health assessments, and offering critical services and referrals. Given current trends and data, we estimate that over 85% of individuals engaged by the CIT will be experiencing SUD, homelessness or both circumstances. As a concrete outcome of our work over 8 months, the CIT program will launch in March of 2023. This program is an essential first step to aid the most vulnerable people experiencing homelessness. Longer term, Pallet's strategic planning efforts support Huntington in identifying funding streams and developing comprehensive support to provide more shelter, permanent housing, and other wholistic strategies to expand access to services and end homelessness. In 2023, Pallet's PathForward team won the National League of Cities (NLC) Capstone Challenge award for our work with the City of Huntington, WV and Northglenn, CO.
3. **Development of Multiple Non-congregate Shelter Communities in the San Gabriel Valley, Along with Workforce Programming (2021-2022)** – The San Gabriel Valley, located in Los Angeles County, CA, was a shelter desert. A swath of densely populated cities, the San Gabriel Valley Council of Governments (SGVCOG) is made up of 31 cities and unincorporated county land and operated no shelter beds in the 30-mile stretch between the cities of Pasadena and Pomona. Pallet worked with the SGVCOG

and their San Gabriel Valley Regional Housing Trust (SGVRHT) to develop a program in which the SGVRHT partnered with the SGVCOG cities to open non-congregate tiny home shelter communities. The SGVRHT funded the site development where member municipalities would offer up land contribute in-kind work from their public works departments. The SGVRHT then partnered with the County of Los Angeles for funding for ongoing site operations. Through this model, the City of Baldwin Park was able to build a 25-unit tiny home community equipped with hygiene and laundry facilities, security, case management offices, and a dog park for less than the cost to develop one single family residential unit in the county. After the second community was completed in the city of Montebello, Pallet partnered with the SGVRHT to develop a pilot workforce development program that provides life skills training and work opportunities for the residents of the tiny home communities, creating a pathway to permanent housing. Pallet is currently working with the SGVRHT on the development of their 4th tiny home community, due to the success of the previous communities in rehabilitating residents.

References

1. Name: Jessica Hulse, LSW, Crisis Response Unit Program Manager
 - a. Entity: City of Northglenn, CO
 - b. Address: 50 Community Center Drive, Northglenn, CO 80233
 - c. Phone: (720) 822-0558
 - d. Email: jhulse@northglenn.org
 - e. Term of Contract: June 2022 – March 2023

2. Name: Scott Lemley, Director of Innovation
 - a. Entity: City of Huntington, WV
 - b. Address: 800 Fifth Avenue, Huntington, WV 25701
 - c. Phone: (304) 696-5540
 - d. Email: lemleys@huntingtonwv.gov
 - e. Term of Contract: June 2022 – March 2023

3. Name: Brielle Salazar Acevedo, Regional Housing Trust Administrator
 - a. Entity: San Gabriel Valley Council of Governments
 - b. Address: 1333 S. Mayflower Ave, Suite 360 Monrovia, CA 91016
 - c. Phone: (626) 457-1800
 - d. Email: bsalazar@sqvht.org
 - e. Term of Contract: April 2021 to May 2022

Additional references or letters of support are available upon request.

Project Implementation Plan

PathForward will support the Interagency Council on Homelessness (ICH) of Savannah and Chatham County in developing a five-year strategic plan to address homelessness, utilizing national best practices, evidence-based methods, and upholding an inclusive, and transparent community driven engagement process. This plan will determine clear policy directions, align priorities for CoC members and homelessness stakeholders to achieve Functional Zero homelessness, strengthen multi-sector collaboration and partnerships, identify implementation strategies, and plans to secure new resources over the next five years.

Our plans and proposed solutions will be specifically tailored to meet the needs, dynamics, and priorities of the ICH. We will achieve this by cultivating authentic, meaningful, community engagement with those closest to these issues, including (but not limited to), homeless service providers and CoC members, government departments, the business community, faith-based organizations, advocacy groups, people with lived experience of homelessness, and other community leaders. Our goal is to create consensus and buy-in from key stakeholders that will translate into effective action towards the strategic plan's objectives and implementation steps.

Our approach to this work will consist of the following phases:

- ✓ Phase 1) Project Kickoff and Work Planning
- ✓ Phase 2) Comprehensive Needs Assessment of Homeless Response System
- ✓ Phase 3) Stakeholder Engagement and Work Group Facilitation
- ✓ Phase 4) Draft Plan Development and Implementation Planning
- ✓ Phase 5) Strategic Plan Finalization and Approval

Below is a high-level description of the project phases.

Phase 1: Project Kickoff and Work Planning (June 26th, 2023)

Phase 1 will consist of project startup tasks and logistics, including scheduling an in-person project kickoff meeting in Savannah between PathForward's lead consultant and the ICH's liaison(s). At this meeting, outcomes will include confirming our regular meeting schedule and determining the frequency of meetings (at least biweekly are proposed), solidifying work plans and timeframes to complete project deliverables. We propose that this meeting is held in person, no later than the week of June 26th, or two weeks after contract details are finalized.

After the initial kickoff meeting in Savannah, PathForward will summarize follow-up steps via email to ICH meeting attendees and establish the regular meeting schedule calendar invitations between the ICH strategic planning committee and our PM/lead consultant, Lia Azul Salaverry. Lia will schedule and manage communications to ensure coordination and partnerships. She will confirm proposed workflows, preferred communication methods, and demonstrate regular communication with the individuals and organizations involved in the planning process.

PathForward requests that the ICH staff prepare an initial contact list of CoC leaders, city and county staff, and community stakeholders for interviews and research gathering.

As specified in the RFP, PathForward looks forward to receiving information from the ICH regarding HMIS data, Point in Time count data, documentation on homeless programs in the region (e.g., rental assistance, utility support, legal/eviction assistance) and direction for where our consultants may find other local resources as part of our information gathering.

Below is a breakdown of the activities we will execute as during the project startup phase:

Proposed Activities & Services

- Facilitate a kickoff meeting between ICH and PathForward staff (proposed in-person) to outline and confirm consultant's meeting dates, work plans and timeframes for project deliverables.
- Obtain initial contact list of key stakeholders and homelessness partners from ICH, as well as preliminary resources (HMIS data, PIT count information, etc.)
- Draft and finalize written work plan detailing workflows, timeframes, and deliverables to be submitted to ICH within this period.

Timeline

- This work will begin two weeks after the contract details are finalized, estimated the week of June 26th. The project kickoff meeting will determine next steps, and the written plan will finalize these details among the project team (ICH liaisons and PathForward's team) and will be completed within this two-week period.

Deliverables

2. Workplan: PathForward will finalize and submit a written planning process/workplan to the ICH within two (2) weeks of executing the contract with ICH. This workplan will outline the activities to be undertaken throughout the strategic planning process, including all phases, deliverables and processes with key staff and timelines detailed.

Phase 2: Comprehensive Needs Assessment of Homeless Response System (July 2023 - Aug 2023)

Research Gathering and Analysis

The focus of Phase 2 will be to execute a review and comprehensive needs assessment of the homelessness response system in Savannah and Chatham County. PathForward will begin Phase 2 by researching the city and county's current homelessness landscape, through the review of written materials. We will analyze the ICH and the city's current work plans, organizing structure, internal and external communications and homelessness programs and policies.

Our consultants will refer to HMIS data, PIT Count information, and other resources from ICH as guiding documents. In addition to these key resources, the PathForward team will review the following materials:

- CoC planning documents and resources provided by ICH
- Departmental work plans and previous strategic plans
- Past homelessness updates to Council (staff reports and Informational Items)
- Resident Satisfaction Surveys
- Website and other communications/outreach materials
- Metrics and reporting data

- Any other relevant resources that emerge during this discovery stage.

This assessment will build upon efforts to identify local needs by geographical area and types of services needed, promote evidence-based practices, leverage national and state legislation and programs to address local needs, establish metrics ICH can use to track progress and measure impact for PEH and towards prevention, and advance an ambitious vision to end homelessness.

Our assessment will review areas of duplication, where gaps or barriers may occur, identify strengths, successes, as well as areas where additional efforts or modified strategies could improve the local homeless response network. We will outline where additional investments are needed and explore intersecting areas of concern, including those encompassed by Pallet's reintegration ecosystem. Our wholistic assessment will cover a broad range of topics, including, identifying any unmet needs for PEH or barriers to accessing shelter, housing, and services (e.g., transportation, childcare, health care; including mental health and substance misuse, food access, coordinated entry/case management, workforce training, basic needs like clothes, hygiene access etc.). The goal of this assessment is to identify how Savannah and Chatham County can feasibly achieve Functional Zero for homelessness, and what resources are needed for this over a five-year period.

As part of our wholistic framework, PathForward will look at both housing and homelessness services as well as economic and workforce factors and ensure that strategies are robust despite broader national/global impacts outside of the city's control.

Proposed Activities & Services

PathForward will research a variety of topics to understand the root causes and drivers of homelessness in Savannah and Chatham County. PathForward will explore the following subjects as they may relate to the scope of this assessment (including but not limited to):

- Trends for PEH, including racial disparities, demographic trends, numbers of chronic homeless versus newly homeless, the root causes and primary drivers of homelessness locally (including the growth of homelessness in recent years) etc.
- Coordination between regional partners, the business community, residents, faith-based organizations, housing providers/developers, healthcare providers, or other partners to address homelessness locally
- Feedback and personal testimonies from people who are currently unsheltered or living in street encampments in Savannah to understand their needs, priorities, and what barriers, if any, exist in accessing shelter, housing, or other supportive services
- City strategies to manage encampments and provide shelter and housing for PEH
- Assesses access to mental health and addiction services and identifies other needed support services needed by those experiencing homelessness.
- Existing community education/engagement efforts, venues, and areas for improvement
- Public policies, regulations, and emerging opportunities at the local, state, and federal levels that may address homelessness in Savannah and Chatham County
- Resource utilization and financing for critical investments in homelessness programs and services (including funding for specific priorities). This includes Identifies opportunities that can be leveraged, including funding and volunteer resources in the housing, homelessness, health care, human services, and private sectors.

- Housing and shelter needs (including landlord engagement, interim housing, permanent housing, PSH, expansion and preservation of affordable housing, rapid rehousing, etc.) and current availability in the city and regionally
- Homelessness service provider landscape, including mapping existing service gaps or barriers, priorities and core capacities of agencies providing services
- Assessing the current degree of collaboration between housing and homelessness service providers and local government(s), as well as capacity building opportunities for local service providers
- Research on evidence-based practices and emerging opportunities and best practices in homelessness nationally that can be tailored to local needs in Savannah and Chatham County
- Strategies addressing homeless prevention, reaching functional zero (shortening homelessness), successful exits from shelter programs, and sustaining results despite external factors.

Findings and recommendations on these subjects will inform the subsequent stages of this process, as well as our development of the final homelessness strategic plan.

Timeline

- Research and analysis, including document review will take place from roughly July 1st to early August. During this time, our team of consultants will also arrange travel and set up interviews, site visits, and meetings as part of the execution of our Phase 3 work.

Deliverables & Milestones

1. Community Needs Assessment: PathForward will review and analyze the materials outlined above to track emerging and additional opportunities and inform recommendations. We will communicate our assessment with ICH staff via meetings, email and in writing which identify gaps, areas for improvement and other key findings.

Phase 3: Stakeholder Engagement and Work Group Facilitation (Aug 2023 - Oct 2023)

Within Phase 2, our priorities will consist of 1) community engagement, information sharing, and soliciting feedback from key stakeholders, and 2) outlining priorities/goals for the final strategic plan and accompanying objectives. We will engage thoughtfully to ensure we are building authentic relationships with Savannah and Chatham County's experts and stakeholders to drive progress toward building a comprehensive, actionable plan with strong community buy-in.

At PathForward, we employ a [Collective Impact](#) methodology. Our community engagement approach will engage decision makers, funders, 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 are critical to our efforts to improve the local homelessness system of care. These experts will help us identify solutions and best practices that can be tailored locally and are key in our ability to successfully implement plans.

Our goal is to conduct meaningful and robust community engagement with active participation from the community to identify specific, short- and long-term homelessness plans and strategies. Throughout the project and particularly during this stage, our project manager will

provide regular communication with program participants to articulate what they can expect during the planning period. This includes problem-solving when confusion or conflict arises.

Our stakeholder engagement will learn from planning participants about the needs/gaps in Savannah and Chatham County while also informing them about local and national data on best practices and community support. PathForward will ensure that our process is transparent, equitable, respectful, and inclusive for people of all backgrounds, regardless of race, color, gender, language, religion, immigration status, birth, or other status such as disability, age, marital and family status, or sexual orientation. Our community engagement plans will reduce barriers and center those most impacted.

Interviews and Site Visits

Our consultant team will work closely with ICH's Executive Director and strategic planning committee to prepare a stakeholder list of key individuals and groups to engage through this phase of our work. We request that city staff take the first pass at identifying key individuals and groups to be included in this list. This includes articulating what coordination strategies currently exist between the ICH's partners and stakeholders. We expect to interview at least 20-30 staff and stakeholders across different sectors as experts on diverse facets of homelessness locally.

PathForward's lead consultant will travel to Savannah to conduct in-person interviews with key stakeholders, organize site visits and other project activities that will help inform our efforts. This may include meetings and tours with CoC members and agencies, briefings and tours with elected officials, city department staff, regional homelessness stakeholders, and site visits to existing homeless programs (e.g., temporary shelter, affordable housing, day services, and medical, mental health, and substance treatment programs).

Engaging People with Lived Experience/People Experiencing Homelessness

At PathForward, we firmly believe in the power of community building and centering those most impacted by homelessness to create transformative plans and programs. People who have experienced homelessness in Savannah and Chatham County are the experts we want to talk to, having used the system and understanding its strengths and challenges acutely.

PathForward will identify strategies to survey and gather personal testimonies from people who are currently unsheltered and those from ICH's Lived Experience group. We will consult the vast range of people who are experiencing homelessness, including veterans, individuals, families, and youth and we will apply specific strategies that support their unique needs.

Our team will survey people who have experienced homelessness to understand their needs and priorities. This includes identifying any unmet needs for PEH, barriers needed to access supportive services, shelter, and housing, to build programs and strategies which address and overcome these challenges. Our consultant team will collect data on consumer needs and supply for housing and other services.

PathForward will develop trauma informed methods to gather information from PEH and seeks to partner with local service providers who have trust and preexisting relationships with the community for our outreach efforts. We request that ICH help connect us to homelessness service providers with strong experience and existing relationships with PEH to help plan our

engagement strategies. This will help us ensure we are advancing culturally competent approaches tailored to local needs and groups grounded in safety and belonging.

For example, we understand that Black/African American residents disproportionately experience homelessness in Savannah and Chatham County, and likewise, men (295) outnumbered women (144) in experiencing homelessness by more than 2 to 1. It will be critical to unpack the reasons behind these disparities and develop tailored strategies to remedy these factors. We will need to employ strategies to specifically center Black men and other groups experiencing higher levels of homelessness and its related impacts locally. PathForward will partner with credible messengers who have respect in the community to ensure effectiveness.

PathForward will be happy to compensate PEH for their time and participation in our process and will ensure that their feedback is captured and highlighted within our final strategic plan. We will pay unsheltered participants a living wage and provide other incentives for their involvement in working groups such as hot meals during events, transportation, gift cards, etc.

Working Group Subcommittees

As a primary deliverable of this stage, PathForward's Lead Consultant will facilitate at least three (3) working group meetings, which we propose be held in-person in Savannah.

From September 2023 to October of 2023, PathForward will facilitate at least three planning forums to engage community groups and stakeholders on priorities that will inform the city's homelessness strategic plan. The purpose of these forums is to convene staff to inform the policy direction, goals, objectives, measures, and recommendations on specific topics of interest for the final plan. These forums will emphasize planning and implementation efforts towards the final strategic plan, and subjects will be supported by external data and research.

PathForward will anchor these working group meetings with the ICH's preexisting committees, and create new subcommittees as needed. If appropriate, PathForward will extend invitations to other subject matter experts outside ICH, including government staff and officials, housing experts, representatives from affected sectors/systems (e.g., healthcare, criminal justice, etc.), faith leaders, small businesses, private sector groups, constituents, advocates, and those with lived experience in homelessness to include their feedback in our process. Issue areas will cover the most urgent challenges and potential solution areas for addressing homelessness and its related impacts in the City of Savannah through a comprehensive, five-year plan.

Working group members will have the option to extend beyond the three work group meetings to continue planning implementation until the contract concludes, if appropriate/desired.

Proposed Activities and Services

- PathForward will conduct at least 20 interviews, schedule travel, site visits, coordinate briefings and meetings with key stakeholders to inform the development of the five-year plan. PathForward will integrate into existing workflows by attending regular meetings with CoC members, building relationships with government staff, and other strategies.
- Facilitate and coalesce community stakeholders through at least three (3) work groups and planning meetings to begin addressing the key findings from PathForward's needs assessment. The goal of these forums is to set the structure for implementation planning of short-medium term, emerging opportunities, to set priorities and establish workflows.

- PathForward will bottom line all project management responsibilities for our community engagement work, including developing the agendas, discussion questions, and other materials/graphics necessary for the work group sessions.

Timeline

- During the month of August, PathForward's project manager and team will travel to Savannah for a period to tour sites, meeting in-person with ICH and city/county staff, and conduct work on the ground. Meetings beyond this will either be conducted virtually or during subsequent visits. From mid-September through October, PathForward will facilitate at least three (3) workgroup meetings and conclude interviews and engagement including with people experiencing homelessness and other key stakeholders.

Deliverables & Milestones

1. Working Group Sessions: PathForward will facilitate and stakeholders during at least three (3) policy work group sessions. Key stakeholders will include non-profits and service providers, PEH, the business community, Savannah libraries, churches, CoC members and others. The goal of these forums is to begin implementation around emerging opportunities with the goal of achieving Functional Zero.

Phase 4: Draft Plan Development and Implementation Planning (Oct 2023 - Nov 2023)

Development of Draft HSP

Beginning in October of 2023, the PathForward team will begin drafting our key findings, final recommendations, and proposed action steps for the ICH's strategic plan. The target schedule of completion for our draft plan is November 15th. We request that feedback from ICH is sent to the lead consultant by December 1st for incorporation into the final plan.

Our final strategic plan will include specific implementation steps and plans for the City of Savannah and Chatham County to effectively achieve Functional Zero within a five-year period. PathForward's specialty is in developing action-oriented implementation plans that promote and uplift practical and creative solutions. At PathForward, we are mission-driven problem solvers. We strive to identify the most advantageous, realistic, and data-backed strategies that will make a meaningful difference in addressing homelessness immediately and compassionately.

Our implementation plan included will identify concrete policies, partners, locations, funding (including resource needs, gaps, and cost/ benefit analysis to advise funding choices), budgets, and other critical elements to launch programs and plans that address homelessness in the City of Savannah and Chatham County. It will analyze and explore national best practices and national models of successful homelessness programs, policies, or procedures.

The proposed implementation plan will identify the level of internal staffing and management needed for execution on key recommendations. This plan will also reflect what community and stakeholder priorities are, ensuring that plans are feasible, supported, and sustainable. The plan will establish key performance measures for evaluation, and recommendations on data and systems tracking, led by our in-house data and evaluation experts.

Implementation

The PathForward team has experience launching programs to rapidly address homelessness (within 6 months) and guiding cities to shore up the resources needed to be successful. Any solutions proposed by our team will be informed by our initial needs assessment, city, and stakeholder priorities, and will be grounded in best practices and data nationally.

Beginning in Phase 3, PathForward will continue to convene and engage work group members on our proposed solutions to our findings in this stage. Based on our prior work, in Phase 4 we will be prepared to begin launching our work, with implementation carrying over to the following year (2024). During this phase, PathForward will also plan to travel to attend any important in-person meetings or events related to our implementation efforts.

The ICH's subcommittees will be structured to support implementation during and after the project concludes. We will develop strategies to increase capacity and advance a Collective Impact model, where leaders and stakeholders across sectors can stay involved in this process.

PathForward will identify methods for accountability to the CoC and the community at large, such as through formal MOU's or other strategies. We believe this success can be found in leveraging local talent and expertise present in the Savannah community, and our role will be to facilitate and create the structures and plans needed for success.

Finally, our implementation plans will include strategies that are locally tailored to Savannah and Chatham County's unique needs and challenges. This will include continuously tracking current events and issues taking place at the state level, for instance, the adoption of state Senate Bill 62 (auditing of public money for homeless services) and other considerations. Our proposed strategies and recommendations will be informed by SMART goals and an understanding of what is feasible, politically, from a resource and staffing standpoint, etc. At PathForward, we understand that homelessness manifests differently in every community. Our success lies in our ability to advance tailored strategies for the City of Savannah and Chatham County that reflect true community needs and priorities.

Proposed Activities and Services

- PathForward will engage ICH staff around our draft summary of findings, including any major themes and critical issues identified in community engagement and our initial recommendations. We will draft our five-year strategic plan to share with the ICH team.
- During this Phase, PathForward will continue to engage in and facilitate planning forums, including existing and new subcommittees and workgroups as needed.

Timeline

- The target schedule of completion for our draft plan is November 15th. The deadline for feedback from ICH and stakeholders is December 1st.

Deliverables & Milestones

1. Draft Report: PathForward will produce a draft plan based on all prior work. Our team will work with internal and external stakeholders and community work session

participants to invite input on the draft plan and the applicant will synthesize and incorporate feedback.

Phase 5: Strategic Plan Finalization and Approval (Nov 2023 - Dec 2023)

During this last stage of our work, PathForward's team of consultant will finalize the ICH's five-year homelessness strategic plan, presenting the strategic plan to policymakers and the public, and will continue advancing leading implementation strategies outlined within the plan.

Finalize Strategic Plan

From December 1st to December 15th, the PathForward team will incorporate revisions from ICH, the City of Savannah and community stakeholders to finalize all components of the plan for public distribution. The final plan should be completed by December 31st. This includes graphic design edits, which will be led by Pallet's marketing team of six full-time staff. PathForward's consultants and our marketing team will also develop strategies – in collaboration with ICH – for external communication (via social media, online, and through community engagement) to amplify the final strategic plan.

This plan will provide an overarching strategy and systemic vision for the City's homelessness response system. In addition, the plan will articulate actionable steps and an implementation schedule to better provide coordinated services achieve Functional Zero or substantially decrease homelessness in Savannah and Chatham County within a five-year period.

This includes identifying the asks for achieving each priority, estimated timelines, and the individuals and/or organizations responsible for each task, as well as partners, budgetary implications, staffing, and evolutions to the local system as well as metrics to evaluate success. The plan will include stakeholder input from previous stages and be in written format prepared for public distribution.

Present/Launch Strategic Plan

In this final stage, PathForward will present our final strategic plan to the ICH Board, County Commission, City Council, and the public. Our prior community engagement strategy will outline methods to engage the public on our final strategic plan, and specific approaches to making information available via the City's website, social media, newsletters, at community meetings, postings at public facilities, etc.

Our team will develop presentations and reports for the Savannah City Council and other groups. PathForward will be prepared to lead City Council briefings, draft periodic updates to the City Council as well as information items, and the staff report and PowerPoint presentation.

Finally, PathForward's team members will be available to support ICH with any additional consulting services deemed essential for implementation of this plan.

Proposed Activities and Services

- PathForward will present a final PowerPoint presentation to the ICH Board, County Commission, City Council, and the public. This will include scheduling briefings, drafting updates, information items, and preparing the staff reports.

- PathForward will incorporate and begin launching implementation plans in coordination with ICH. These plans will align with our short-term plans and be based on our ongoing working group learnings and efforts. These efforts will align with all work completed in previous stages, including our final reports and city priorities.

Timeline

- From December 1st to December 15th, the PathForward team will incorporate revisions and finalize components of the plan for public distribution. The final plan should be completed by December 31st. Presentations and engagement to the public will take place in November and December.

Deliverables & Milestones

1. Final Plan: PathForward will produce and present a final plan to the Savannah City Council. Our team will be prepared to make revisions based on any final feedback received from the ICH, the City of Savannah or Chatham County. PathForward will prepare the final Homelessness Strategic Plan in PDF format.

Fee Schedule

Pallet PBC (“Pallet”) and our team of experienced consultants who make up PathForward are pleased to submit this proposal to the Interagency Council on Homelessness (ICH) of Savannah and Chatham County for a Homelessness Strategic Plan. We understand the challenges that the City of Savannah and Chatham County faces in achieving Functional Zero and addressing the complex impacts of homelessness in your community.

Pallet’s PathForward can offer the ICH tailored support in assessing community needs and developing effective plans. We believe that our professional and lived qualifications, broad experience working in over 100 communities across the United States, and deep expertise in homelessness issues make us well-suited to help you achieve the goals and objectives outlined in your RFP.

To summarize, our proposed services include detailed efforts and deliverables in each of these phases, to conclude in a final Homelessness Strategic Plan for the City of Savannah:

- Phase 0) Project Kickoff and Work Planning
- Phase 1) Conduct Assessment of Existing System and Services
- Phase 2) Stakeholder Engagement and Input
- Phase 3) Synthesis and Draft Plan Development
- Phase 4) Finalize the Plan and Plan Approval
- Phase 5) Implementation of Leading Strategies

Our hourly rate for these services is \$150/hour, paid by check to Pallet PBC. The total cost for these services is \$102,850 and not to exceed \$105,000. This cost includes all expenses associated with the project, including labor and materials, travel/transportation, lodging, contingencies, and any other miscellaneous expenses necessary for the purchase and delivery/execution of the services required by the ICH of Savannah and Chatham County.

Pallet understands the importance of working within your budget constraints, and we are committed to delivering high-quality services that can meet your goals.

Cost Breakdown

Below is a cost breakdown of our proposed tasks and hourly rates, which reflect our scope of services:

Task	Phase	Hours	Cost
Project Kickoff and Workplan	1	30	\$4,500
Research, Data Collection and Assessment of Existing Conditions	2	75	\$11,250
Stakeholder Engagement and Interviews	2	125	\$18,750
Facilitate Workgroup Session and Planning Meetings	2	100	\$15,000
Develop Strategies and Recommendations	2	100	\$15,000

Budget for lived experience stipends (including meals, transportation, gift cards, etc.)	3		\$7,500
Generate Homelessness Strategic Plan Draft and Final Report	4	90	\$13,500
Present Findings and Report	4	25	\$3,750
Travel and Administrative Costs			\$8,000
Contingencies (10%)			\$9,350
Project Total			\$102,850

Sample Work Products

Attached to this RFP submission, please find PathForward’s work samples for your consideration. Below is a summary of the items we have included:

1. Report on Homelessness in Northglenn, Colorado: Solutions, Strategies, and Interim Shelter Bed Implementation Guide
2. City of Huntington, WV Funding Roadmap for the Crisis Intervention Team (CIT)
3. City of Huntington Crisis Intervention Team (CIT) Dispatch Recommendations

For more information about these deliverables, please see the work examples in the “Relevant Experience” section, or we welcome you to forward questions to Lia Azul Salaverry, Senior Manager, Advisory Services at (510) 899-1299 or Lia@palletshelter.com.

Conclusion

Thank you for your consideration. Pallet’s PathForward team is grateful for the opportunity to submit this proposal to the Interagency Council on Homelessness (ICH) of Savannah and Chatham County.

Our staff would be pleased to answer any questions you may have. We welcome you to contact: Lia Azul Salaverry – Senior Manager, Advisory Services at (510) 899-1299 or Lia@palletshelter.com.