



REQUESTS FOR PROPOSALS (RFP)
for the
Provision of Consulting Services –
Homelessness Solutions Strategic Plan

December 7, 2021

R158731

Due Date: January 7, 2022

SECTION I - OBJECTIVE

The City of Santa Rosa (City) is seeking qualifications for professional consulting services (Consultant) to prepare a five-year Homelessness Solutions Strategic Plan (Plan) and step-by-step action plan to address homelessness in the community and achieve “Functional Zero” homelessness in alignment with the Sonoma County Continuum Care (CoC)¹. The intent of Plan is to identify existing resources and gaps, develop clear and concise goals that are measurable and actionable, and implement strategies to effectively maximize impact targeted at reducing or eliminating homelessness in Santa Rosa.

SECTION II - BACKGROUND

Homelessness is a major and growing concern for Santa Rosa and has been identified as one of the City Council’s top priorities. The 2020 Sonoma County Homeless Census and Survey, commonly known as the homeless count, identified 1,524 individuals experiencing homelessness in Santa Rosa which represents 56% of the total population in Sonoma County (2,745)². City efforts are modeled on the evidence-based practices of Housing First which prioritizes the provision of permanent housing as the primary tool for ending homelessness in alignment with Federal, State, and regional policy. The overarching goal is to achieve “Functional Zero” homelessness in which a person’s experience with homelessness is rare, brief, and non-recurring. To that end, the City is making strategic investments in five key initiative areas: 1) Day Services; 2) Street Outreach and Encampment Resolution; 3) Housing-Focused Emergency Shelter; 4) Housing Support; and 5) Community-Based Solutions. This strategy includes short-term interventions to address the immediate crisis at-hand such as emergency shelter within the context of a Housing First model as well as longer-term housing-focused solutions. The City also participates in regional efforts through the CoC, holding a seat on its Board and participating in committees to ensure alignment with a broader regional strategy to end homelessness.

The City’s Fiscal Year 2021/2022 budget for homeless services is approximately \$4.9 million, which includes contracts with non-profit organizations for the provision of homeless services (approximately \$3.9 million or 81%) plus City administration of these contracts and other homeless response efforts (approximately \$900,000 or 19%). Homeless services are largely funded by the City’s General Fund with an augment from the City’s federal Community Development Block Grant (CDBG) funds. The County of Sonoma, CoC, and the Community Foundation Sonoma County also provide funding for the City-owned Samuel L. Jones Hall Homeless Shelter. The City anticipates similar funding levels in upcoming fiscal years subject to available resources and shifting priorities. One-time funding has also

¹ Sonoma County CoC: <https://sonomacounty.ca.gov/CDC/Homeless-Services/Continuum-of-Care/>

² 2020 Homeless Count: srcity.org/data

been identified for a Safe Parking Pilot Program³. Additionally, the City recently issued a Request for Proposals (RFP) for Homeless Services for Fiscal Year 2022/2023⁴ with proposals due by December 13, 2021.

SECTION III - SCOPE OF SERVICES

The Consultant should plan to engage with key stakeholders to participate in solution-oriented goals, including individuals with lived experience and providers of homeless services, as well as elected and appointed governing bodies, including the Santa Rosa City Council.

The Plan must include but is not limited to the items listed below. This serves as a framework for consultants to consider in developing a response to this RFP; however, the City will consider other approaches in addition to the below which meet the intent of this RFP. The City reserves the right to combine or supplement its scope of services with any final proposer selected.

1. An inventory of housing and supportive service resources offered in Santa Rosa that may assist people who are experiencing homelessness, including leveraging resources not specific to homelessness (i.e., alcohol/substance use, behavioral health, economic health).
2. An analysis of needs, referencing multiple data sources, based on current resources and gaps to address homelessness in target populations, centering on equity impact, through prevention, shelter, supportive housing, services and the impact of the Preliminary Injunction⁵ and the City's response to COVID-19⁶.
3. A report and analysis of best practices in addressing homelessness amongst target populations, coordinating interagency efforts, and innovative policies and initiatives from separate government entities, including case studies and recommendations that can be implemented in Santa Rosa.
4. Recommendations, including, tangible action steps, to coordinate existing resources and maximize impact; costs, for new strategies needed to achieve the City's goals in achieving "Functional Zero"; tangible action steps and data collection strategies for benchmarks and performance measures; and opportunities for leveraging resources from various sectors, including external untapped resources.
5. An analysis of the user interface and content strategy of the City's Homelessness Solutions webpages.

³ srcity.org/SafeParking

⁴ <https://srcity.org/3356/Encampment-Assistance>

⁵ <https://srcity.org/3284/COVID-Homeless-Services>

6. A report on input gathered from meetings with various stakeholders, including City and County officials, services providers, advocacy groups and other stakeholders.
7. Practical and implementable strategies and approaches to improve Santa Rosa’s response to homelessness.
8. Address equity issues and ensure that programs and services are viewed through an equity lens in alignment with the City Council’s priority related to diversity, equity, and inclusion.
9. Provide additional data, information, and technical assistance as requested by the City.
10. Depending on any consultant selected and the nature of the Plan, City may incorporate optional, Additional Services into the scope of services as follows:
 - Project Implementation Upon City Request –City may request that Consultant assist with implementation of the plan (“Plan Implementation”) in order to effect the strategic recommendations contained in the Plan. These services could relate to, without limitation, support, oversight, and reporting and/or programmatic implementation to augment City resources on an as needed basis.
 - On-Call Consulting Upon City Request – City may also request that Consultant work with the City on an ongoing basis to provide additional consulting services, including, without limitation, advice related to financial and operating procedures, processes and policies.

With regards to Plan Implementation and/or On-Call Consulting, the City is under no obligation to proceed with Plan Implementation or On-Call Consulting work with any specific consultant. Such additional services, if any, would be at the sole discretion of the City.

SECTION IV - SERVICES AND DELIVERABLES

The following outline provides a phased approach to services and deliverables. Consultants are invited to suggest additional services and deliverables based on the Scope of Services requested in this RFP consistent with their expertise developing similar plans for other agencies and the City will consider such additions. The anticipated timeline for the services and deliverable is outlined in Section VIII.

Phase 1: Conduct Assessment of Existing System and Stakeholders

- Review previous plans and background materials. This includes review of CoC strategic planning efforts (see Section VII) and engagement with CoC consultant, where appropriate.
- Analyze capacity, available resources, and demographic trends.
- Initial discussion of identified challenges and emerging opportunities for critical investment.
- Consultant shall engage with a broad cross-section of community stakeholders for input about identified challenges and emerging opportunities to address homelessness. Consultant will be expected to facilitate community engagement sessions (estimated 15-20 virtual stakeholder interviews and 2 virtual community engagement sessions).

- Consultant will also hold internal inter-departmental City focus groups.
- Consultant shall assist the City in developing the agendas, discussion questions, and other materials/graphics necessary for the community engagement sessions.

Deliverables:

- **Workplan:** Consultant shall assist the City in developing a workplan outlining the activities to be undertaken throughout the planning process.
- **Communication and Engagement Plan:** Consultant shall assist the City in developing a communication plan to ensure process and participation in community engagement sessions is inclusive and transparent of both internal and external stakeholders.
- **Report and Presentation:** Consultant shall present during the community engagement sessions and the City focus groups, as well as prepare a draft summary of findings, including any major themes and critical issues that have emerged in Phase 1.

Phase 2: Synthesis and Draft Plan Development

- Prepare and draft Plan based on the assessment, community engagement sessions, and City focus groups for community review and input. Staff will work with stakeholders and community work session participants to invite input on the draft Plan and Consultant will synthesize and incorporate feedback.

Deliverables:

- **Draft Plan** based on findings and themes, including a set of recommendations.
- **Presentations:** Consultant shall present a draft of their Plan and recommendations to an internal committee identified by the City.

Phase 3: Finalize and Approve

- Update draft of Plan to include feedback from internal committee.
- The final Plan should include timelines for implementing the identified strategies in the plan. The work plan should contain clearly articulated metrics of success, including any new data collection methods that may need to be implemented.

Deliverables:

- **Final Plan:** Consultant shall produce and present a final Plan and presentation to the Santa Rosa City Council for approval and publication. Consultant should be prepared to make minor revisions based on any final feedback received from City Council.

SECTION V - GENERAL QUALIFICATIONS

To effectively provide the services outlined in this RFP, the City requires the following with respect to the chosen Consultants' qualifications and experience:

1. Experience in successfully chartering and leading a planning process that builds a shared understanding of the resources and principles in successfully providing services to people experiencing homelessness.
2. Demonstrated history providing similar services to City and partner agencies – County of Sonoma, CoC, State of California and federal agencies – or other comparable entities.
3. Experience in planning to meet the housing and wrap-around service needs of persons experiencing homelessness.
4. Experience developing written strategic plans with practice in current, evidence based best practices.
5. Ability to be a partner with City staff and the community, County, and stakeholders.
6. Experience facilitating stakeholder engagement sessions.
7. Ability to clearly frame decisions and lead organizations in an informed process of selecting priorities (i.e., priority populations to serve, services models).
8. Exceptional customer service skills.
9. Experience presenting to appointed and elected governing bodies.

SECTION VI - SUBMISSION REQUIREMENTS

Proposals must contain the following information in the ensuing order:

1. Statement of Qualifications and Interest. Explain your organization’s background and its principals. Describe relevant public-sector experience, including similar work in other cities, counties, states or U.S. territories.
2. Detailed description of persons and resources committed to providing these services. Provide resume and other background information regarding the individual or individuals who will perform the duties identified in the Scope of Services and describe all other staff resources that will be assigned to this project.
3. Understanding and Approach. Provide a statement demonstrating your understanding of the proposed services and describe your approach to implementing the services as outlined in the Scope of Services.
4. Cost Proposal to perform the Scope of Services. Provide a total not-to-exceed budget for all services, as well as hourly rates to address additional work that may be required.
5. Proposed Schedule. Provide a detailed schedule for implementing the proposed services in conjunction with Section VII, including examples of projects completed within the initial timeframe.

6. References. Provide complete contact information for at least three public agency clients with whom the organization has worked on similar projects within the past three to five years.
7. City Standard Professional Services Agreement. Statement indicating the organization has reviewed the City’s standard PSA (Attachment A) and is able to meet the Agreement’s requirements. Consultant must identify any exceptions taken to the City’s standard PSA (including insurance requirements). Exceptions not identified in a proposal may not be negotiated.

Such requirements are necessary so that all submissions may receive fair and consistent evaluation. Submissions that do not follow the required format will not be considered. Information must be at a level of detail that enable effective evaluation.

SECTION VII – ADDITIONAL INFORMATION

On September 20, 2021, the Sonoma County Community Development Commission, lead agency for the Sonoma County Continuum of Care (CoC), issued a Request for Proposals (RFP) seeking persons or firms to assist with the development of a county-wide strategic plan on homelessness found here: <https://sonomacounty.ca.gov/CDC/Homeless-Services/Continuum-of-Care/Strategic-Plan/> will provide details on the regional plan to address homelessness. This, in addition to the materials previously referenced in this RFP, provide information related to the strategic initiatives that are currently underway in Sonoma County.

SECTION VIII - ESTIMATED SCHEDULE

Submissions are due by **5:00 p.m. on Thursday, January 7, 2022** The City reserves the right to alter the schedule as necessary.

RFP Issued	December 7, 2021
Pre-submission Conference	December 13, 2021
RFP Questions to Staff	December 16, 2021 by 1:00 p.m.
Responses to RFP Questions	December 20, 2021
RFP Submission Deadline	January 7, 2022 by 5 p.m.
Convene Evaluation Committee (tentative)	January/February 2022
Recommendations to City Council (tentative)	March 1, 2022
Phase 1	March to May 2022
Phase 2	May to June 2022

Phase 3/Final Plan	June/July 2022
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SECTION IX – PRE-SUBMISSION CONFERENCE

Pre-submission conference will be held virtually on December 13, 2021. Consultants are invited to attend this optional pre-submission conference that is scheduled on **December 13, 2021 at 5:00p.m.**

To attend this meeting, join at

<https://srcityorg.zoom.us/j/82511807902?pwd=bFAxSFllNzRsb214NXhGcDdEODlFQT09>. **To call in by phone, dial +16692192599; meeting ID: 825 1180 7902#.**

A recording of the clarifications raised in the pre-submission conference, questions and answers pertaining to this RFP will be posted to the City’s PlanetBids page. Following the pre-submission conference, Consultants are required to submit all questions through PlanetBids by 1:00p.m. on **December 16, 2021**. Questions submitted after this time will not be addressed by the City.

It is the responsibility of each Consultant to check for any RFP addendums, question and answer postings, and other updates posted regarding this RFP.

SECTION X - SUBMITTAL INSTRUCTIONS

Consultants shall submit one electronic PDF file using the provided templates (Attachments A) to PlanetBids no later than **5 p.m. on January 7, 2022**. Failure to provide all required submittals may result in a submission being found non-responsive and not given consideration. **Late submissions will not be considered under any circumstance.**

SECTION XI - EVALUATION PROCESS

The City intends to award an agreement to a Consultant that it determines will provide the best overall services within a reasonable pricing structure. The City reserves the right to reject all submissions, or any submission that is not responsive to the RFP. The City intends to evaluate the submissions objectively in accordance with the criteria below.

Criteria	Maximum Points
Capacity and Qualifications – Demonstrates infrastructure and experience to deliver services outlined in this RFP.	20
Timeliness – Demonstrates ability to provide services and deliverables outlined in this RFP within the prescribed timeframe.	20
Cost Reasonability – Demonstrates reasonability through allocation of resources in the budget; budget is clear, thorough, and provides justification for all budget line items.	20

Quality of References	10
Prior experience developing strategic plans to address homelessness including those that address equity issues in alignment with the City Council's priority related to diversity, equity, and inclusion	10
Demonstrated success in providing services of a similar nature in a similar community setting	10
Other ⁷	10
TOTAL	100

SECTION XII – GENERAL REQUIREMENTS

Contracts for services will be between the Consultant and the City. Consultants must be willing to accept the terms of City's Standard Professional Services Agreement (attached hereto as Attachment A) and to provide the insurance required by the City.

All submissions are subject to disclosure under the California Public Records Act. Where Consultant desires to claim portions of its proposal exempt from disclosure they must be clearly labeled "confidential". The City will make final decisions concerning release based on applicable law. Assertions by a Consultant that the entire proposal or large portions are confidential will not be honored.

In its sole discretion, the City reserves the right to reject any or all proposals received, to amend, modify, reject, negotiate or accept any portion of proposal(s) received, to waive any irregularities or informalities in the submission process and/or to contract with multiple Consultants.

SECTION XIII – QUESTIONS

For information concerning RFP procedures, interested parties may contact Marita Wallace, Program Specialist, City Manager's Office at mwallace@srcity.org or (707) 543-4314.

Attachments:

A - City of Santa Rosa Standard Professional Services Agreement including Insurance Requirements

⁶ "Other" may include the completeness and quality of qualification, quality of supplemental materials, and any other factors the evaluation committee deems relevant.