
COVER PAGE

PLEASE PROVIDE THE FOLLOWING:

Organization Name: _____

Mailing Address: _____

City & Zip Code: _____

Phone/Toll-Free No.: _____

Fax No.: _____

E-Mail Address: _____

Contact Person: _____

Signature: _____

Date: _____

COMPLETED AND SIGNED COVER PAGE TO BE RETURNED WITH PROPOSAL

Chattanooga Interagency Council on Homelessness (CICH)

Request for Proposals

Backbone Organization

4/12/19

The member organizations of the Chattanooga Interagency Council on Homelessness seek a qualified organization to serve as the Backbone Organization to further their collective efforts and direct implementation for their shared plan of action to address homelessness in Chattanooga. ***Seed funding for the first 1-2 years of Backbone Support operations is available to successful proposals through July 1, 2020.***

RFP - Backbone Organization for the Chattanooga Interagency Council on Homelessness (CICH)

OVERVIEW & BACKGROUND

Homelessness is a complex issue that no one organization can solve alone. Organizations across sectors including government agencies, healthcare, nonprofits, law enforcement and criminal justice, faith based institutions, foundations and funders, businesses, neighborhood organizations, volunteers and grassroots advocates are all working to assist people who are experiencing homelessness and resolve their issues. Although every organization is working to have the maximum impact on ending homelessness for individuals and families, homelessness continues to be a growing issue in Chattanooga and across the country.

The Chattanooga Interagency Council on Homelessness (CICH) was created by City of Chattanooga Mayor Andy Berke through Executive Order on March 19, 2018 to bring together organizations with an interest in ending homelessness to develop and implement a shared agenda to reduce and eventually end homelessness in Chattanooga. On December 21, 2018, CICH published its Homelessness Action Plan and members now seek an organization to serve as the backbone support of their collective efforts to implement, update, and measure the results of their efforts using the plan.

Being an effective backbone support for CICH will provide several benefits to the backbone support organization. The backbone organization may see a growth in its community support and legitimacy. As a key driver in decreases in homelessness, a backbone organization will become a more well-known and recognized voice on the issue by the press and important community leaders. A backbone organization may also see an increased donor base of private donors and foundations who want to invest in an organization that has wide reaching impact in homelessness. Backbone organizations will be able to increase their capacity for administrative services like finances and human resources that may provide ancillary help to the organization's non-CICH programs, staff, and activities. For an organization looking for growth, expanded impact and reach, and tangible results, becoming a backbone support for CICH is a great fit.

A. ABOUT COLLECTIVE IMPACT AND BACKBONE ORGANIZATIONS

Communities and organizations around the world are using a model called Collective Impact to achieve large scale systemic change on complex issues like homelessness, education, and workforce development. Many communities that have tackled issues through this model went from experiencing isolated impact to seeing results on a much greater scale. Examples include an increase in the number of kindergartners entering school meeting readiness benchmarks, an increase in the wages of underemployed individuals, and a decrease in the number of individuals experiencing homelessness over time.

Collective Impact is a model of collaborative action marked by the commitment of a group of key players from different sectors to a common agenda for solving a specific social problem. Collective Impact is not merely collaboration, it involves five key components to produce results, including a dedicated staff that serves as backbone support, a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

THE 5 CONDITIONS OF COLLECTIVE IMPACT

Common Agenda	All Participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
Backbone Support	Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

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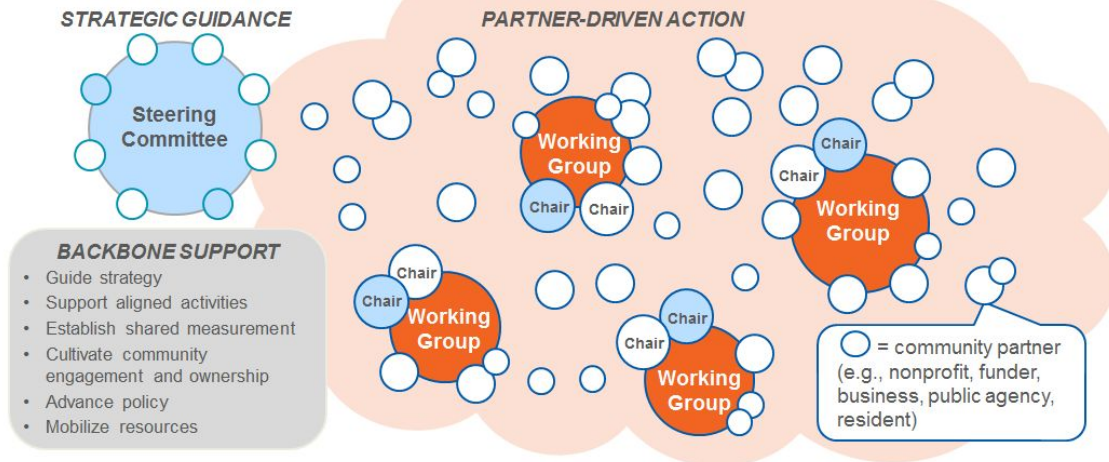
The Role of a Backbone Organization

Backbone support is an essential component for Collective Impact models to function effectively. Backbone support typically comes in the form of an organization that dedicates staff, space, and capacity to coordinate and support the entire collective of partners. Backbone organizations pursue six types of activities that are crucial to the success of Collective Impact initiatives. Each type of activity is outlined below along with specific examples of specific activities a backbone organization might perform.

1. **Guide vision and strategy.** Examples of activities in this category include:

- a. working with partners to develop a common agenda or plan;
 - b. updating this agenda throughout the evolution of the initiative;
 - c. ensuring that partners understand the need and the desired result sought by the plan; and
 - d. ensuring that partners' individual work is increasingly aligned with the initiatives common agenda.
2. **Support aligned activities.** Examples of activities in this category include:
- a. working to ensure partners increasingly communicate and coordinate their activities towards common goals and projects;
 - b. facilitating coordination between partners that are working towards common goals or projects;
 - c. convening and facilitating working groups of community partners to advance elements of the shared plan; and
 - d. supporting partners to collaboratively develop new or innovative approaches to meet shared goals.
3. **Establish shared measurement practices.** Examples of activities in this category include:
- a. working with partners to develop a set of shared indicators of success towards common goals;
 - b. helping partners to share data with one another;
 - c. gathering data to report back results of shared measurements to partners; and
 - d. Helping partners use data to adapt and refine their strategies.
4. **Build public will.** Examples of activities in this category include:
- a. sharing and building a common understanding of the group's agenda, vision, and strategy with the public and key stakeholders; and
 - b. empowering community members to take action to advance the agenda.
5. **Advance policy.** Examples of activities in this category include:
- a. advancing policy changes in line with initiative goals at the local, state, and national levels;
 - b. educating policymakers and elected officials on effective strategies for meeting collective goals; and
 - c. joining local, state, or national committees or councils that advise policymakers in order to advocate and develop changes to help meet shared goals.
6. **Mobilize funding.** Examples of activities in this category include:
- a. securing funding to support initiative activities through private fundraising and grants; and
 - b. ensuring philanthropic and public funds are aligned with initiative goals.

Common Agenda and Shared Metrics



B. DESIRED OUTCOMES AND SCOPE OF WORK FOR BACKBONE ORGANIZATION

Each applicant is asked to present and describe its approach to serving as backbone support for the Chattanooga Interagency Council on Homelessness. The CICH Governance Committee has worked to develop a set of organizational benchmarks that outline the specific needs of a backbone organization to support the CICH's efforts.

1. Desired Outcomes

The CICH desires to see an organization that can support collective efforts to achieve the following desired outcomes:

- Projects and policy changes recommended in the CICH's 2018 Homelessness Action Plan are complete according to a timeline agreed upon by the CICH.
- Collective results in decreasing homelessness in Chattanooga and other key performance indicators - such as increases in the number of people housed, decreases in the number of people entering homelessness, and the percent of people who maintain housing stability - are reported at least annually to the Chattanooga community.
- Funding to meet finance goals for specific projects and policy changes recommended in the CICH's 2018 Homelessness Action Plan is secured through funding or fundraising commitments of CICH members, private fundraising on behalf of CICH members, or grant applications.
- Key policies at the state or local level that will help meet goals outlined in the CICH's 2018 Homelessness Action Plan are changed or implemented.

- Funders, CICH members, and the key community stakeholders know and can communicate the vision, goals, and partner progress of the CICH.
- A planning process to update the CICH Homelessness Action Plan takes place at least every five years.

2. Scope of Work

1. Being an established 501(c) type organization as established by the IRS, a registered business or corporation with the TN Secretary of State, or a government agency;
2. Hiring or dedicating at least one full-time staff member solely dedicated to CICH to support CICH members in meeting the outcomes outlined above;
3. Providing office space, required supplies, and meeting space for dedicated staff to perform day to day work;
4. Managing accounting of finances raised or allocated on behalf of the CICH;
5. Managing the payroll and benefits for any CICH dedicated staff; and
6. Have a mission statement that aligns with the mission of CICH.

C. EVALUATION CRITERIA AND METHOD

All proposals submitted in response to this RFP will be evaluated by an Evaluation Committee in accordance with the criteria described below. Total scores will be tabulated, and the organization that best meets the criteria will be recommended to the full CICH for final approval.

Evaluation Committee

A committee consisting of CICH members will receive all proposals submitted. Each proposal will be awarded a maximum of 100 points based on the evaluation criteria.

In preparing responses, each proposal should describe in detail how it intends to meet the specifications as detailed in this solicitation document.

The specific categorical criteria that will be applied to the proposal information, in order to assist the Evaluation Committee in selecting the most qualified proposer(s) for the contract, are as follows:

- **40 points: Competence/Approach to Scope of Work**
- **30 points: Qualifications and Team Experience**
- **30 points: Organizational Health**

Selection of proposals for formal presentations (if any) will be evaluated based on an objective evaluation of the criteria listed above.

Competence/Approach to Scope of Work [40 points]

- Demonstrate in detail your vision for how your organization would advance the CICH's Action Plan and support the CICH members in achieving collective impact to reduce and end homelessness in Chattanooga.
- Demonstrate how your organization would fulfill main backbone organization roles
 - Guide vision and strategy
 - Support aligned activities
 - Establish shared measurement practices - state specifically what measures you might track, how you would collect this data, and what you would do with this data.
 - Build public will
 - Advance policy
 - Mobilize funding

Qualifications and Team Experience [30 points]

- Demonstrate your team's knowledge in the provision of services related to fundraising, project management, strategic planning, facilitation, data management and analysis, communications and media relations, grassroots outreach, and public policy and advocacy.
- Demonstrate your team's history in leading implementation of collaborative projects or initiatives
- Demonstrate your team's experience in issues related to housing, homelessness, and social services
- Clearly define your team's organizational structure including defined roles and responsibilities and use of subcontractors, consultants, or partners
- Demonstrate relevant experience of proposed team members
- Demonstrate the cultural competency of team members and explain team experience in working with people of all races, ethnicities, ages, education levels, income levels, and cultures
- Identify team members responsible for managing payroll and benefits
- Identify team members responsible for managing accounting and financials
- Identify plan for providing at least one dedicated staff member to support the CICH

Organizational Health [30 points]

- a) Mission and Vision
 - i) What is the mission and vision of your organization?
- b) Performance
 - i) What are the quantifiable outcomes your organization has been able to deliver in the past year? 3 years? 5 years? Please include the outcomes achieved and any indicators tracked towards this outcome.
- c) Governance and Board of Directors
 - i) What percentage of your Board of Directors donate to your organization?
 - ii) What is the Board Attendance at your past board meetings in the past year?

- iii) What are the demographics of your board of directors? Please specify the actual number of individuals and percentage of each demographic of the total board members using template in Appendix B.
 - iv) To what extent do you involve service recipients in the governance and decision making of the organization?
 - d) Finance Capacity
 - i) What is the total amount of private donations your organization raised for 2017-2018? What percentage of your revenue is from private donations?
 - ii) What revenue generating activity does your organization have besides donations or grants (i.e. thrift store, membership fees, etc.)? What percentage of your revenue is from these activities?
 - iii) What is the total amount of grants received and what is the percentage of your revenue is from grants? Please include the amount of each grant, the funder, and a 2-3 sentence of the purpose of the grant.
 - iv) How many months of operations can your organization sustain with emergency funds?
 - e) Communications and Media
 - i) Please describe three situations where you were able to proactively communicate to the public around events, initiatives, projects, or issues your organization was leading Include links or attachments to news stories, clips, email communication, presentations, etc. that were the results of your efforts
 - f) Staff
 - i) How many total staff members does your organization have?
 - ii) What professional development opportunities do your staff have?
 - iii) How many staff have been employed at your organization for 2 years or more?
 - g) Data Capacity
 - i) What data system(s) does your organization use?
 - ii) What does your organization do with data collected?
 - iii) How often does your organization look at reports and measurements?
 - iv) How do you use data to improve performance within your organization?
 - v) Do you have a staff member solely devoted to data collection and analysis?
 - h) Fundraising
 - i) How would you approach balancing fundraising and grant applications on behalf of CICH with fundraising for your organization?

Selection of Finalist(s)

After review of the proposals by the Evaluation Committee and formal presentations (if any), the CICH will vote on whether or not to pursue a partnership with the organization who submitted the highest scoring proposal. If approved, the CICH Governance Committee will select the highest ranked finalist(s) to negotiate an agreement.

Selection of Proposers for formal presentations (if any) and for contract negotiations will be evaluated based on an objective evaluation of the criteria listed above.

Formal Presentations

In the event that a Proposer cannot be selected solely on the Proposals submitted, the Committee may invite up to three (3) qualified organizations for formal presentations. The Committee reserves the right, however, to invite more or fewer than this number, if the quality of the proposals so merits.

The Evaluation Committee may revise the initial scores based upon additional information and clarification received in this phase. If your organization is invited to give a presentation, the offered dates may not be flexible.

A presentation may not be required, and therefore, complete information must be submitted with a proposer's proposal.

GENERAL INSTRUCTIONS TO PROPOSERS

Proposals must be submitted in a PDF format specified in this document no later than 5:00 p.m., e.s.t., on April 30, 2019 at connect.chattanooga.gov/cich/

Late or misdirected proposals shall be rejected.

REQUEST FOR INFORMATION/QUESTIONS

All questions, and requests for information or clarification must be submitted in writing via application portal at connect.chattanooga.gov/cich, and will be accepted **until 11:59 pm, EDT, on May 10, 2019.**

Communication During the RFP Process

Any communication concerning this RFP must be conducted exclusively with the chair of the Evaluation Committee, Lisa Maragnano until the evaluation and award process has been completed. Failure to follow this procedure will be negatively viewed in the selection process.

Response Format: Cover Letter

Include a cover letter, issued by an Officer of the proposing business entity, introducing your organization and summarizing your qualifications.

Include principal contact information for this RFP, including address, telephone number, email address, and website (if applicable).

Number and Type of Copies

Proposer shall submit one complete electronic copy in PDF format at connect.chattanooga.gov/cich

Implied Requirements

All products and services not specifically mentioned in this RFP, but which are necessary to provide the functional capabilities described by the Proposer, shall be included in the Proposal.

Proposer-Supplied Materials

Any material submitted by a Proposer shall become the property of the Chattanooga Interagency Council on Homelessness unless otherwise requested in writing at the time of submission. **Any firm submitting a proposal should assume the information included in the proposal is subject to the Open Records / Freedom of Information Act.**

Incurring Costs

Neither the Chattanooga Interagency Council on Homelessness nor any of its member organizations shall be liable for any cost incurred by the proposer prior to the issuance of a contract purchase agreement and will not pay for the information solicited or obtained. Proposer shall not include or integrate any such expense as part of its proposal.

Economy of Preparation

Proposals shall be prepared simply and economically. Proposals that are straightforward and concise are encouraged.

Proposal Withdrawal Procedure

A Proposal may be withdrawn at any time until the date and time set above for opening of proposals. Any proposal not so withdrawn shall, upon opening, constitute an

irrevocable offer to provide the specifications set forth in the proposal, until the successful proposal(s) is/are accepted and an agreement has been executed.

CHECKLIST OF REQUIRED SUBMISSION MATERIALS:

1. Box or envelope labelled with RFP #/ title and proposer name and address
2. Complete, signed proposal including responses to information outlined above in "Evaluation Criteria" Section
3. Completed Appendix A: Proposed Budget
4. Completed Appendix B: Proposer Qualification Data
5. Completed Appendix C: Board Diversity
6. Completed and signed cover page
7. A letter from the Board of Directors or Chair of the Board of Directors, resolution from the Board of Directors, or copy of minutes stating that the Board has discussed your organization submitting a proposal and approves.
8. Annual operating budget
9. Tax Exempt Award Document
10. Copy of Charter
11. Copy of Bylaws
12. List of Board of Directors
13. Copy of most recent financial audit
14. Copy of most recent strategic plan (if available)

Appendix A: Proposal Cost

Please include a proposed budget to provide backbone support to the CICH as described in your proposal. Include staffing, operational costs, and any other expenses you would expect that would apply directly to your organization's additional responsibilities as the CICH backbone organization.

Appendix B: Proposer Qualification Data

PROPOSER QUALIFICATION DATA

All questions must be answered clearly and comprehensively. If necessary, separate sheets may be attached.

1. Company Name of proposer (Please list official name, and any and all "doing business as" names, if any, associated with the company):

2. Main office address:

3. Phone: _____ Fax: _____

- a. Email Address:

4. Proposers federal tax identification number:

_____ (Please attach Form W-9)

5. The proposer is organized as a (specify type of entity, e.g. sole proprietor, partnership, for profit corporation, non-profit corporation, limited liability company, etc.)

6. The date the proposer was organized in its current form:

7. If a corporation or limited liability company, the state where it is formed:

8. Is your company registered with the Tennessee Secretary of State?

- a. YES
b. NO - Please explain

9. How many years have you served the population described in this solicitation:

10. Describe any pending plans to reorganize or merge your organization.

11. Have you, or any officers and/or directors of your company, ever been debarred or suspended by a government from consideration for the award of contracts?

a. YES - Please list the contract party, and explain

b. NO

12. Have you, or any officers and/or directors of your company, ever been disqualified, removed, sued, or otherwise prevented from proposing on or completing any contract?

a. YES - Please list the contract party, and explain

b. NO

13. Have you, or any officers and/or directors of your company, ever been charged with liquidated damages on a contract?

a. YES - Please list the contract party, and explain

b. NO

Appendix C: Board Information

Total Number of Board members		
Board members by gender	Number	Percentage
Male		
Female		
Other		
Board members by age	Number	Percentage
18-24		
25-34		
35-44		
45-54		
55-64		
65+		
Board members by Race/Ethnicity	Number	Percentage
White alone		
Black or African American		
Asian alone		
Hispanic or Latino		
Some other race alone		
Two or more races		