

STRATEGIC PLAN ON HOMELESS SOLUTIONS

The City of Salina (City) Community and Development Services Department - Community Relations Divisions will accept proposals for the development of a Homelessness Strategic Plan, Bid #2025-01. Proposals are to be sent electronically to community.relations@salina.org with the subject line “Homeless Strategic Plan – *Your Company Name*” by 2:00 p.m. CST, Friday, October 31, 2025. Proposal documents are available at <https://www.salina-ks.gov/GetMediaItems?path=/Bids/Bid%20Requests>.

Questions concerning this Request for Proposal should be submitted to: Community Relations at 785-309-5735 or community.relations@salina.org on or before 2:00 p.m. (Central Time), October 13, 2025.

Proposals that have not been received by the October 31, 2025, deadline, as determined by the City internal email system, will not be considered. The City is not responsible for delays occasioned by outages of service of electricity or internet.

The City does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in the provision of services. For those needing reasonable accommodations to attend or participate in a City service, program, or activity, contact the City’s ADA Coordinator as far in advance as possible. The City will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act (ADA). For more information on ADA or to request an accommodation, please contact the City’s ADA Coordinator at (785)-309-5745.

The City of Salina is committed to providing equal opportunities for services, programs and activities and does not discriminate on the basis of disability, race, age, color, national origin, religion, or gender. For more information on non-discrimination or for translation assistance, please contact the City’s Title VI Coordinator at (785)-309-5745.

SECTION 1: GENERAL INFORMATION

The City is seeking an individual or firm to develop a strategic and actionable plan to address homelessness in Salina, Kansas. Those wishing to apply may ask for clarification or interpretation of the proposal documents in writing by October 13, 2025. Answers to any questions submitted by potential proposers will be addressed in the form of an Addendum and will be posted at <https://www.salina-ks.gov/GetMediaItems?path=/Bids/Bid%20Requests> on/about October 20, 2025.

The following conditions and specifications are presented for general guidance in preparing a written proposal. Potential proposers should carefully review while preparing a response.

- No proposal shall be accepted from, and no contract will be awarded to any person, firm or corporation that is in arrears to the City of Salina, upon debt or contract that

is a defaulter, as surety or otherwise, upon any obligation to the City or that is deemed irresponsible or unreliable by the City.

- This Request for Proposal does not commit the City to award or pay any costs, to award any contract, or to pay any costs associated with or incurred in the preparation of a proposer's response to the Request for Proposal, or to procure or contract for services or supplies. In acceptance of proposals, the City reserves the right to negotiate further with one or more of the proposers as to any features of their proposals and to accept modifications of the work and price when such action is in the best interest of the City. This includes solicitation of a best and final offer from one or more of the proposers.
- The City reserves the right to reject any or all proposals. The City further reserves the right to waive technicalities and formalities, and to accept, in whole or in part, any proposal when it is deemed advisable in the best interests of the City.
- All applicable state and federal laws, city and county ordinances, licenses and regulations shall apply to the award throughout the duration of the project and are incorporated herein by reference.
- The winning proposal will be bound by the terms of the City's standard Consulting Services Contract.
- No portion of the successful proposal may be subcontracted without the prior written approval of the City.
- *Intellectual Property.* All work created under the terms of this proposal and paid for by the City shall become the property of the City once completed and accepted.
- Pursuant to the Kansas Open Records Act, K.S.A. §§ 45-215 *et seq.* ("Act"), all information contained in any bid or proposal is subject to public disclosure unless it meets one of the exceptions set forth in the Act. To avoid disclosure of trade secrets, privileged information, or confidential commercial, financial, geological, or geophysical data ("Confidential Information"), the proposers must clearly mark all Confidential Information as such and provide a written, detailed justification with its proposal of the protected nature of the Confidential Information under Kansas law. By submitting a proposal, the proposer agrees to hold the City harmless from any claim arising from the release of Confidential Information not clearly marked as such by the firm or lacking written, detailed justification as supported by Kansas law.
- *Debarment.* The City shall not award to any proposer that has been debarred or suspended from doing business with the Federal Government. The City will, before issuing any award, search the Federal System for Award Management database for exclusions.

SCHEDULE

ACTIVITY	DATES
RFP Issued	September 15, 2025
Deadline for written questions on the RFP	October 13, 2025
Response to written questions	October 20, 2025
BID DEADLINE	October 31, 2025
Proposal review	November 1 to November 28, 2025
Interviews if necessary	November 10 to November 28, 2025
Award announcement	December, 2025

SECTION 2: SCOPE OF WORK

The City is seeking assistance from a consultant to develop a strategic and actionable plan to address homelessness in Salina, Kansas. The applicant will work with the City of Salina's Community and Development Services staff throughout the process.

Background

The City of Salina is the county seat of Saline County, Kansas, located at the intersection of I-70 and I-135. Salina is 90 miles north of Wichita – the largest city in Kansas – and about 150 miles from the Kansas City metro area. Salina is one of the last major stops between Kansas City and Denver. Between Salina and Denver there are no homeless shelters north of I-70, only domestic violence shelters. According to the U.S. Census Bureau, Salina has a population of around 46,000 and is the 10th most populous city in the state. On January 23, 2025, the City of Salina partnered with several agencies involved in the Balance of State's Continuum of Care to complete the Point-in-Time (PIT) Count for an accurate number of individuals facing homelessness. Within a 24-hour period, 158 homeless individuals were surveyed within the city limits of Salina. Staff estimated about 15 of these individuals slept in places not meant for habitation. This remains consistent with the finalized PIT count from 2024 which showed 152 individuals.

Salina has three full-time shelters – Salina Rescue Mission, Ashby House and the Domestic Violence Association of Central Kansas (DVACK). The Salina Rescue Mission is a men's only shelter that can house 90 individuals. During the PIT Count on January 23, 2025, the Mission reported that 81 of those beds were filled. Ashby House is a small shelter which houses single women, women with children, and families. Ashby House has converted a single-family home with 4 bedrooms into shared living spaces with 13 beds. Of those beds, 9 were reported as occupied during the PIT Count. Ashby House also provides transitional and supportive housing. Through these programs, Ashby House can house 11 females and 6 women with children. DVACK provides the following services to survivors of domestic violence: crisis intervention, peer counseling, civil and criminal court advocacy, and shelter. DVACK serves 10 counties in north central Kansas with their main office and shelter in Salina. Their shelter has 36 beds. During the most recent PIT count, 8 surveys were completed. While DVACK serves men, women, and families, their shelter is limited to those who have experienced domestic violence.

Salina also has a seasonal, overnight-only shelter that runs between November 15th and March 15th each year. Salina Grace has the capacity to serve 30 adults from 6pm to 6am daily. During the 2025 PIT Count, Salina Grace reported having 27 individuals. Often, individuals utilizing the beds at the winter shelter do not qualify to access the other shelters because of gender, sobriety, bans, or lack of domestic violence involvement. Salina Grace also operates the Community Resource Center which is open Monday through Friday providing a place for individuals to go during the day to obtain information about other agencies, eat lunch, wash their clothes and take a shower.

The Salina Housing Authority is funded for 553 rental assistance vouchers for income-qualified applicants in programs. On May 29, 2025, the Housing Authority reported 350 families are on the waiting list for Section 8 Vouchers, and 312 families are on the waiting list for Project Based Vouchers (PBV). The PBV units are managed by Salina RAD Homes. On May 29, 2025, Salina Housing Authority reported 104 units leased. Currently, the Housing Authority has 30 VASH vouchers with 18 being utilized.

Central Kansas Mental Health Center (CKMHC) plays a vital part in our community's Continuum of Care (COC) as the primary mental health provider for Salina and surrounding communities. CKMHC strives to provide quality care, treatment and rehabilitation to individuals with mental health problems in the least restrictive environment. CKMHC has created the Assertive Community Treatment (ACT) team which collaborates with multiple agencies to deliver outreach and case management to individuals who are facing homelessness or at risk of becoming homeless. CKMHC assists these individuals by making referrals for shelters, housing assistance, supported employment, substance use services, medical services, health care, financial counseling, social services and other basic needs.

Central Kansas Foundation (CKF) is the local addiction treatment center. In 2023, CKF served 2,456 unique patients and served patients from 89 of the 105 Kansas counties. Forty-four percent of their patients were from Saline County. In January 2025, CKF reported that they have 32 beds for inpatient treatment of which 2-3 are reserved for detox which are almost always full.

Many Salina agencies including the shelters and CKMHC are involved in the Kansas Statewide Housing Coalition's COC and are part of the North-Central Region's COC group. They are involved in monthly meetings for the region and the state to find the best way to provide services to the homeless population in the City of Salina.

The Kansas Statewide Homeless Coalition (KSHC) and the Kansas Department of Aging and Disability Services (KDADS) are collaborating on a new initiative - Built for Zero (BFZ). The BFZ initiative is a data-driven, system improvement model. This model is being deployed across all 9 Continuum of Care (COC) regions comprising the Balance of State in Kansas. In the BFZ model, communities work together to eliminate barriers in the homeless response system and reduce the amount of time households spend being homeless. All communities are

currently working towards Quality Data, a process that ensures that our system is counting and serving 90% or more of those experiencing homelessness in Kansas. The Quality Data process also ensures that our systemic foundation, through policies, practices, and procedures, allows us to make homelessness rare, brief, and non-reoccurring.

Objective

The purpose of the Strategic Plan is to create a document that sets forth the following:

- **Needs Analysis:** A systems-level evaluation of current efforts to address homelessness across subpopulations in Salina and identify all deficiencies and service gaps across the continuum of care. The analysis should specifically address what level, if any, of need remains for: street outreach, shelter beds, rapid rehousing, homeless prevention services, permanent supportive housing, and any other supportive services.
- **Capturing Quality Data and Participation in the Built for Zero (BFZ):** Ensure the plan incorporates the capturing of quality data to be used for the BFZ initiative of the COC. Take into consideration further development of the BFZ program in Kansas. It is desirable that any deliverables be able to be used towards the implementation of that program in Salina and within the North Central COC.
- **Definition of Success:** Create and clarify the community's short-term and long-term goals and the actions needed to *successfully* address homelessness within the City of Salina.
- **Plan Implementation:** Establish a well-defined implementation plan describing current partners and resources, and potential partners and resources required to reach the goals and achieve success. Offer creative strategies and effective homeless interventions that can be developed through community collaboration with existing partners and set forth what other types of partners will be needed.

Performance Requirements

The successful proposer will be required to perform the following:

- Facilitate planning meetings with stakeholder groups in Salina to understand current efforts to house homeless individuals and families.
- Assist the stakeholder group in identifying goals and objectives to help homeless individuals connect with services, obtain housing, and address health and safety concerns.
- Compile and organize the information gathered into an actionable management plan that utilizes local providers (when possible) and services to address the negative impacts of homelessness on the individual and the community that includes:
 - Homelessness prevention and diversion strategies
 - On-going outreach and support services to individuals and families experiencing homelessness
 - Outcome measurements regarding the number of individuals housed and quantifiable impact of proposed solutions

Responsibilities

The successful proposer will be responsible for producing a comprehensive housing system analysis and creating a final strategic implementation plan.

HOUSING SYSTEM ANALYSIS: IDENTIFYING GAPS IN THE HOUSING LADDER

To build a responsive and inclusive housing system, we must first understand where Salina stands today. This involves:

- **Mapping the Full Housing Continuum** – From emergency shelter and transitional housing to permanent supportive housing, workforce housing, and affordable homeownership, need to identify existing housing types and the populations they serve. Develop a process map(s) of how an individual moves through the process from being unsheltered to housed in Salina.
- **Identifying Current Resources** – Compile a comprehensive inventory of government, nonprofit, and faith-based programs addressing homelessness and housing insecurity in Salina and the regional Continuum of Care.
- **Developing a Profile** – Create a demographic profile of those who are homeless in the City of Salina including estimates of the number of individuals, families, youth, and veterans.
- **Analyzing System Gaps and Vulnerabilities** – Highlight areas of undersupply or unmet need within the housing ladder and associated services, including mental health support, case management, and housing navigation. Within this process, review and evaluate the effectiveness of current providers. Identify potential resources or partners that could assist with filling in the identified gaps.
- **Projecting Future Needs** – Use demographic and trend data to anticipate future system vulnerabilities and subpopulation needs, such as youth, families, veterans, and chronically homeless individuals.
- **Establishing Baseline Metrics** – Define clear indicators and data sources to measure current service delivery capacity and system performance.
- **Conducting Stakeholder Interviews** - Interview appropriate City government officials, and representatives from public, private, and nonprofit sectors involved in serving homeless populations and addressing housing needs. Interview people with current or lived experience with homelessness and/or housing insecurity. Interview non-housing-based service providers such as law enforcement, detox providers, mental health providers, the local hospital, the county jail, community corrections, mental health facilities and other local nonprofit agencies to understand the costs of homelessness on these programs and their willingness to participate in solutions that are more effective.
- **Analyzing Comparable Plans** - Review approaches in other communities comparable to the City of Salina including *but not limited to* the Kansas communities of McPherson, Manhattan, Pittsburg (Crawford County), and Lawrence.
- **Identifying Best Practices** – Provide local, state and/or national models for addressing homelessness that represent outcome-based industry best practices.

STRATEGIC IMPLEMENTATION PLAN: CLOSING GAPS AND STRENGTHENING SUPPORT SYSTEMS

Building on the housing system analysis, the Strategic Implementation Plan will serve as the blueprint for coordinated action. Key components include:

- **Scalable Program Recommendations** – Propose targeted programs or expansions to existing programs addressing homelessness prevention, diversion, street outreach, and supportive housing—especially in areas with public congregation or high visibility.
- **Service Integration Strategies** – Identify ways to realign existing services and funding to better meet community needs and reflect national best practices.
- **Governance and Oversight** – Recommend a steering committee structure, membership, and functions to oversee plan implementation and ensure cross-sector accountability.
- **Cost Estimates and Funding Strategies** – Provide budget projections for key initiatives and recommend potential funding sources or reallocation strategies.
- **Ongoing Data and Evaluation Framework** – Propose data collection tools, outcome metrics, and reporting mechanisms to track performance, population-level impact, and progress toward long-term goals.
- **Technical Assistance Needs** – Identify areas where outside support is required to bring programs in line with best practices or scale effectively and provide a summary of best management practices for communities successfully addressing homelessness.

The City of Salina desires to have the plan finalized within nine to twelve months if possible.

SECTION 3: PROPOSALS

Proposals are limited to 50 pages for all documents including the cover letter and attachments. Proposals should contain Kansas Open Records Act Notice, Acknowledgement and Indemnification and the following sections:

1. Qualifications. Include details about the organization and the team members expected to perform the work. Provide as much information as necessary to demonstrate both are qualified to perform the work and include the following key information:

- A. Include specific individual resumes for key team members that describe, at a minimum, their previous work experience relevant to time spent on similar projects.
- B. Provide an organizational chart of key personnel proposed to be assigned to this project, noting their responsibilities and relationships. Identify who will act as the primary contact person and how much time the identified position will be spending on the project

- C. Provide a list of past projects completed that were of similar type, scale, scope and complexity for clients of similar size and population. Provide a description of other relevant projects on which your organization or team has worked.
- D. Include client references for contact on the above listed projects. Note the title of the project(s), name of the agency/client, and the name and phone number of a contact person in that agency who can best speak about your team's experience on each reference project.
- E. Demonstrate creativity, technical ability, and the ability to define a coordinated planning process that meets or exceeds the expectations set forth in Section 2.

2. Technical Response. Include details about how your organization and the team members will perform the work to meet the objectives, performance requirements and responsibilities set forth in Section 2. At a minimum your response shall cover the following:

- A. Scope and Level of Effort: set forth a clear and concise scope that aligns with all elements set forth in Section 2. Also include the amount of time your firm expects will be needed to address the scope of services, purpose and intended successful outcome of this project.
- B. Identify all costs: Provide a flat fixed fee for the consulting necessary for the successful completion and implementation of a Homeless Strategic Plan with documentation of estimated hours needed to complete each task and hourly rate of each discipline, plus an estimate of any expenses for which you expect to be reimbursed outside of the fixed fee for consulting services. Proposer must identify all types of expenses and all must be normal, reasonable and in keeping with the prudent and conservative expenditure of public funds.
- C. In addition to the fixed fee, the proposal may include optional itemized pricing for any additional services, deliverables, or products recommended by the consultant that are outside the defined scope of work. Each service or product itemized should be clearly described along with associated costs and justification for its potential value to the work.
- D. Project Schedule: Provide an outline of a proposed schedule that details the significant project completion points and deliverables. The City would like the project to be completed within nine to twelve months.

SECTION 4: CONTRACTING

The successful proposer will be expected to sign the City's Consulting Services Contract. The Consulting Services Contract contains insurance requirements that will need to be met. Payment terms will set forth a fixed maximum dollar amount that cannot be exceeded without express written agreement in the form of a contract amendment signed by both parties.

The City or any duly authorized representative shall be given access to any books, documents, papers, and records of the contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

SECTION 5: EVALUATION AND ASSESSMENT OF PROPOSAL

The City will award the entity that is the most responsible and responsive bidder. Factors other than price that shall be considered include, but are not limited to experience, references, and availability. The evaluation committee may engage in a multi-step process to make a final recommendation for the award. The qualification-based selection provides a means to tailor the project requirements with the applicant/proposer's qualifications, thus ensuring that the best qualified entity is selected for the project using a fair and equitable process.

Proposals will be examined promptly after the deadline. No proposal may be withdrawn for a period of 60 calendar days from the proposal opening date.

Selection Criteria:

Review of proposals may be completed by a committee comprised of City employees and/or outside agencies that will assign points to the criteria for a total score. The highest total score will be considered low bid. The following weight shall be assigned to each criteria category:

- 30% Qualification
- 30% Technical Response
- 30% Project Costs
- 10% Project Schedule

Selection Process:

The top two or three ranked vendors may be selected for a short list and then may be invited to make oral presentations if deemed necessary. If one proposal scores clearly above the others based on selection criteria, the City will proceed to recommendation of an award without further review. If oral presentations for short-listed vendors are needed, the committee will schedule presentations at a convenient time and ask project specific questions of the top proposers.