

VENDOR IDENTIFYING INFORMATION

NAME: HomeBase / The Center for Common Concerns

PRINCIPAL PLACE OF BUSINESS: California and United States

TYPE OF ENTITY: 501(c)(3) non-profit organization

PLACE OF INCORPORATION: California. We are headquartered in San Francisco, CA, and have no parent, subsidiary, or affiliate companies. However, our staff are based all over the country.

STAFF CONTACT:

Name/Title: Bridget Kurtt DeJong, Managing Director for State and Local Programs

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[Note: This is the business address for HomeBase, though Ms. Kurtt DeJong is based out of Missouri.]

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VENDOR CAPABILITIES OVERVIEW

HomeBase Has the Expertise and Skills Needed to Facilitate a Smooth and Effective CoC Governance Transition

HomeBase/The Center for Common Concerns is a nationally-known nonprofit that has been providing public policy-oriented technical services to assist communities in developing effective responses to homelessness and poverty for more than 30 years. Our technical assistance (TA) is concrete and outcome-focused and focuses on both system- and program-level capacity-building and performance improvement. Our portfolio of services ranges from targeted guidance regarding compliance with federal Continuum of Care (CoC) requirements and implementation of best practices, to broader change management, including facilitation of system redesign efforts aimed at improving outcomes and ensuring strategic allocation of resources. We provide strategic planning facilitation; partnership development to enhance cross-sector and cross-agency collaboration; assistance in the design and operation of a wide range of homeless housing and services; and advanced data collection, visualization, and analysis to guide planning and policy/program development. In all our work, we tailor our services to offer customized solutions responsive to each community's particular needs, foster sustained performance over the long term, and build system and program capacity to end homelessness.

HomeBase has two arms of activity: 1) Federal Programs and 2) State and Local Programs. Our Federal Programs work includes over twenty years of experience as a HUD TA provider, helping states and communities to align their efforts with HUD's vision and requirements for the CoC Program. Our State and Local Programs arm, through a broad array of state and local contracts, has built a successful track record in helping CoCs to successfully implement HUD policy while building their capacity to address homelessness and creatively respond to area challenges. Through these two arms, HomeBase combines national presence and leadership on homelessness and affordable housing issues with deep local connections that enable us to remain grounded in the needs, concerns, and priorities of communities. Together, these assets have made us effective, able to translate policy, priorities and regulations to communities in a way that fosters understanding and empowerment and builds compliance and improved performance.

HomeBase offers the knowledge and experience needed to effectively assist the Iowa Balance of State CoC to transition governance responsibilities to a new entity in a seamless and organized fashion. Our capabilities are demonstrated by:

- Recent Development of Recommendations for the Iowa BoS CoC Governance Structure: HomeBase's Federal Programs arm was selected by HUD to provide technical assistance regarding improving the Iowa BoS CoC governance structure. Our team conducted an in-depth evaluation of the current structure's strengths and challenges; talked with leaders and stakeholders to identify governance structure priorities; and developed a succinct report and recommendations aimed at improving the functionality of both the the CoC and the Iowa Council on Homelessness (ICH). Based on these recommendations, the ICH and the Iowa Finance Authority have released this RFI to identify a consultant to provide assistance in transitioning CoC governance responsibilities from the ICH to an independent entity. Given our history on this issue, HomeBase is well positioned to assist the CoC with this effort.
- In-Depth Knowledge of HUD Policy and Programs: As a long-standing HUD TA provider, HomeBase is well-versed in all aspects of the HEARTH Act and other CoC-related policy and best practices. In addition to providing direct technical assistance to CoCs, we have designed curricula and conducted national-and local-level trainings to facilitate CoC and agency compliance with HUD guidance and requirements. We are chairs or active participants in HUD's workgroups, teams and committees focused on improving CoC TA provision.
- Extensive Experience Providing CoC Governance Structure and Other CoC-related TA: HomeBase has assisted diverse communities across the nation with developing and improving CoC governance structures to facilitate effective oversight, leadership, and coordination of their systems of care. For example, in Santa Clara County, CA, we helped transform CoC structures and policies to comply with HEARTH and achieve greater operational efficiency. We led the Governance Workgroup made up of a diverse group

of public and private actors and assisted with development of CoC program policies and procedures; revision of the CoC governance structure; and development of a new charter. Similarly, in Solano County, CA, we assisted with a HEARTH-compliant redesign of CoC structure and operations in order to reinvigorate the system of care, including: rewriting the Governance Charter and facilitation of the Governance Committee; development of a Delegation of Authority Chart, CoC Policies and Procedures, and CoC Written Standards; and revamping of community engagement practices to increase partnership.

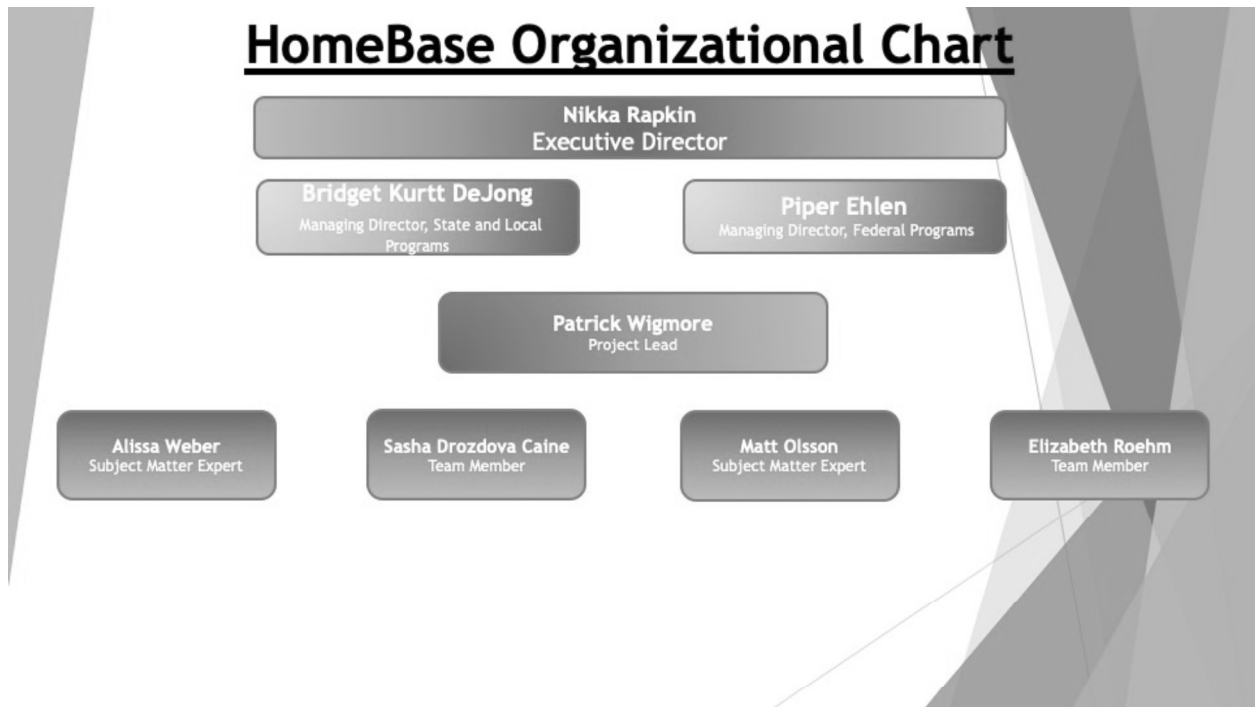
In addition to assistance with governance structures, we have assisted CoCs to develop and implement coordinated entry systems; design and redesign Homeless Management Information Systems (HMIS); develop systemwide performance measures and evaluation methodologies; carry out strategic planning processes for addressing homelessness; and operationalize programs by providing information on best practices, developing policies and procedures and program standards, and training providers.

- Track Record of Success Building Collaboration Towards Goals: HomeBase has worked with many communities across the country, providing meeting facilitation, strategic guidance, and development of tools and templates to assist CoC boards and committees in collaborative planning and decision-making. Our staff are skilled at facilitating productive discussions, drawing from the diverse expertise and experience of participants to arrive at consensual solutions, and helping turn ideas into concrete action steps for moving forward. We are known for promoting cross-sector partnerships that facilitate integrated approaches to housing, health and social services.
- Experience with Rural CoCs and Balance of State CoCs: HomeBase has wide-ranging experience supporting geographically disperse CoCs, including rural counties and Balance of State CoCs. HomeBase founded and regularly facilitates two peer networks and learning communities, the Northern California Roundtable and the Central California Roundtable, that are composed of members from rural California Counties and which focus specifically on the issues and needs of rural areas in addressing homelessness. At these groups, we present key information on federal and state policy and best practice program models, including innovations to address the resource constraints faced by rural communities and the service provision complications resulting from a homeless population that is geographically dispersed.

Working in a wide variety of states and communities, HomeBase has provided quality, customized TA and training that directly addresses needs; offers accurate information and cutting edge understanding of best practices; produces concrete, measurable improvements in knowledge and skills; and is accomplished within agreed upon timelines. We communicate regularly with our clients via their preferred methods (e.g., email, conference calls, videoconferencing involving document screen sharing, site visits), as appropriate for the

context. We respond in a timely fashion to client questions and requests, and utilize periodic check-ins to evaluate progress and identify needed adjustments.

Below is our organizational chart, focused on the staff and management that will be involved with this contract.



CASE STUDIES

In addition to the two aforementioned examples (Santa Clara and Solano Counties, CA), the following are two case studies of recent work HomeBase has conducted helping CoCs improve their governing structures and thus enhance effectiveness in addressing homelessness.

1. Yakima City/County CoC: In 2017, HomeBase provided TA to facilitate the merger of this small rural CoC with the Washington Balance of State (BoS) CoC. The Yakima CoC was experiencing a range of problems, including weak governance structures; disputes between the Collaborative Applicant and the CoC network of providers; poor grant administration and not meeting requirements; poor performance outcomes; and funding instability. They, however, were reluctant to merge with the BoS for fear of losing access to their CoC funding.

As a first step, in order to fully understand the situation and need, HomeBase met with stakeholders and reviewed CoC data, including CoC Consolidated Application scores, PIT/HIC data, funding amounts awarded to CoC projects, and project performance. The analysis identified negative trends in funding and staffing ratios and demonstrated challenges in meeting performance outcomes, particularly around utilization, increased income and permanent

housing exits. The analysis established that the system was suffering from increasingly limited resources and was not getting adequate value from those resources, and that strengthened governance was needed to address these issues.

HomeBase presented this analysis to the CoC Board and to other stakeholders, and, given the lack of a local entity prepared to take on more responsibility, advised consideration of a merger with the BoS. Initially, there was strong resistance, primarily over fears of losing local CoC Program funding. In response, HomeBase organized information to respond to these concerns and to assist the CoC in deciding whether or not to move ahead with the merger.

We identified and analyzed local and community needs, summarized best practices, and provided clear information on the pros/cons of merging. In addition, we conducted a data analysis to directly address the CoC's concerns that merging with the BoS CoC would put local funding at risk. We analyzed the Yakima projects' performance data, including APRs and other priority data points, alongside BoS projects' performance data, and determined that Yakima projects would continue to be competitive, even as part of the BoS CoC. We also analyzed data around funding trends in Yakima and the BoS, which showed that the BoS CoC's funding stream grew each year, which could potentially create even more opportunity for Yakima projects. We also facilitated several meetings between leadership from the Yakima CoC and the BoS CoC.

As a result, the Yakima CoC voted to merge with the Washington BoS CoC. To help ensure the future competitiveness of the Yakima CoC-funded projects, HomeBase conducted an additional analysis of available APRs and provided targeted recommendations and TA to help address issues impacting project performance, including data entry problems. Data from the 2018 CoC funding competition indicates that the merger did make CoC funding for Yakima projects more stable.

2. Sonoma County CoC: In 2017, the Sonoma County Community Development Commission (CoC Lead Agency) contracted with HomeBase to conduct an analysis of the current funding environment and impediments to full-scale adoption of Housing First practices for the County homeless system of care. This analysis uncovered an extremely fragmented decision-making process for funding allocation and best practice implementation that lacked the leadership, vision and coordination needed to move forward with an effective countywide Housing First approach.

HomeBase began the contract by interviewing a diverse cross-section of community, nonprofit, and government stakeholders from throughout the County and by reviewing key documents and data, including the 2017 PIT Count, annual NOFA application and score, County Homeless Action Plan, HMIS and performance evaluation data, and other documents. Stakeholders identified structural, technical and other issues impeding implementation of CoC-wide performance-based funding and a Housing First approach. Key among these was the lack of a centralized leadership and decision-making structure for the County's efforts to address homelessness.

Based on the information obtained, HomeBase provided the County with a report with recommendations focused on CoC structures needed to facilitate the transition from agencies working independently to end homelessness into a countywide homeless system of care that works together, using a collective impact model, and recommendations relating to the implementation of a common Housing First approach and strategic funding allocation.

The CoC structure and governance recommendations addressed the following areas:

- 1) Establishment of a single decision-making group that has clear ownership and responsibility for addressing homelessness, provides leadership and vision, coordinates policy and funding, and includes key decision-makers with necessary authority to authorize structural and policy change. This would replace the current decentralized decision-making on homelessness by the CoC Board, County Board of Supervisors, City governments, and private foundations.
- 2) Development of a unified vision and brand for the CoC to guide the work of all parties towards common goals.
- 3) Creation of task groups, including data, unit production, lived experience, outcomes, coordinated entry, funding, and ad hoc committees, to operationalize the primary decision-making group's, vision and policy direction. This would focus the energy that was currently divided among more than 20 task and working groups, which lacked clear purpose, utility and reporting structure.
- 4) Designation of a Lead Agency to manage the work of the CoC, including supporting and coordinating the work of the primary decision-making groups and the task groups or, in the short term, completion of a MOU among existing staff to coordinate activities, define responsibilities, and formalize coordination. While Sonoma has a Lead Agency and staffing, other agencies also have staff conducting similar work, without the level of alignment and coordination that is needed.

In addition, the report recommended that the CoC:

- Achieve agreement on a standard Housing First Model and assessment of all providers across Sonoma County.
- Take action to more strategically develop and allocate funding to achieve the County's goals in addressing homelessness.

Sonoma County is moving forward in implementing the recommendations, beginning with restructuring and strengthening their CoC Board.

STAFF TEAM EXPERIENCE

HomeBase's Proposed Project Team Has Relevant Knowledge and Experience

HomeBase organizes its work using a team structure in order to leverage a diverse mix of skills, expertise and experience to best meet client needs. This project will be staffed with a Project Team, composed of staff with the expertise and experience to carry out the work delineated in this RFI. The Team Lead is Patrick Wigmore, one of HomeBase's senior managers, who will act as the primary client liaison, coordinate the work plan, and provide day-to-day management of team members and their assignments. The Team Lead is backed by two HomeBase senior management staff who provide overall oversight, subject-matter expertise and quality control to ensure all products are high quality and delivered according to agreed-upon timelines. In addition, the Project Team will be supported by the members of the staff team that developed the recent report and recommendations for improving the Iowa BoS governance structure. The following chart provides an overview of the Project Team, their roles, responsibilities and qualifications.

Project Team Staffing Plan

1. *Project Team Lead:* Patrick Wigmore, HomeBase Deputy Managing Director

Project Responsibilities

- Coordination of HomeBase Project Team and overall project management
- Client point of contact
- Meeting facilitation and presentations
- Oversight and quality control of all deliverables

Relevant Qualifications/Experience

- Over 10 years of experience with strategic planning, CoC operation and governance structures, coordinated entry system design, best practices program development, and system/program evaluation.
- Expertise on federal policy, HEARTH and HUD regulations, Housing First and permanent supportive housing, systems integration and interagency collaboration.
- Skilled project manager.
- Extensive experience providing direct TA to communities, funded through HUD TA as well as private contracts.
- Led Sonoma County system of care analysis and governance structure recommendations.

2-3. *Project Support:* Elizabeth Roehm, Staff Lawyer and Sasha Drozdova, Staff Attorney

Project Responsibilities

- Meeting facilitation
- Best practices research
- Provision of strategic guidance
- Materials and tools development

Relevant Qualifications/Experience

- ✓ Elizabeth Roehm: Expertise in federal homeless and housing policy, including HEARTH Act compliance and CoC Program Interim Rule. Provides technical assistance and training to urban and rural communities, including on CoC operations, coordinated entry design and strategic planning. Provides meeting facilitation and develops tools and reports.
- ✓ Sasha Drozdova: Provides HEARTH compliance TA on governance models, CoC operations and coordinated entry systems. Facilitated community process to update Santa Clara County, CA CoC policies and procedures and managed development of operations manuals for their homelessness prevention system and rapid rehousing programs. Assists with strategic planning and with data analysis and evaluation. Skilled facilitator.

4-5. *Management Support:* Nikka Rapkin, HomeBase Executive Director and Bridget Kurtt DeJong, Managing Director of State and Local Programs

Project Responsibilities

- ✓ Contract oversight
- ✓ Work plan support
- ✓ Quality control of work product
- ✓ Subject matter experts on HUD policy, HEARTH Act requirements, CoC operations and system redesign and transition

Relevant Qualifications/Expertise:

- ✓ Nikka Rapkin: Over 10 years of experience developing agency capacity, with experience facilitating community planning processes and assisting with multi-sectoral collaboration. Expertise with HEARTH compliance, including design of CoC governance structures and development of coordinated entry systems. Experience with change management processes, including revising internal policies, procedures and practices, and with system and project evaluation.
- ✓ Bridget Kurtt DeJong: 12 years of experience in project management and providing direct TA to CoCs and agencies. Expert facilitator and skilled trainer. Expertise on HEARTH requirements; grants management; HMIS; and program evaluation and performance outcome measurement systems. Extensive experience with strategic planning and change management processes. Oversees all of HomeBase's contracts with State and Local Communities, providing quality control and content support.

6-7. *Subject Matter Experts:* Alissa Weber, Staff Attorney and Matt Olsson, Staff Lawyer

Project Responsibilities

- As authors of the HomeBase report and recommendations for improving Iowa BoS governance structure, provide additional context and insight

- Subject matter expertise on HEARTH requirements and CoC governance structures

Relevant Qualifications/Experience

- ✓ Alissa Weber: Experience providing technical assistance and training on HEARTH compliance, CoC operations, CoC leadership activities, and coordinated entry systems. Has assisted CoCs to revise governance structures, including helped Monterey and San Benito Counties, CA to develop a comprehensive and synchronized governance structure. Experience with strategic planning and performance measurement and evaluation.
- ✓ Matt Olsson: Extensive experience providing TA and training and developing presentations, tools, and materials to support HEARTH compliance and the refinement of CoC operating structures and practices. Developed templates for CoC governance charters, HMIS policies and procedures, coordinated entry policies and procedures, and organizational charts. Facilitated CoC merger conversations among Iowa CoCs. Expertise with HMIS, performance management and evaluation, and system redesign and integration.

PROPOSED WORK PLAN, STRATEGIES & TIMELINE

In order to reach the goal of developing and initiating a clear and achievable Governance Transition Plan and carrying out the tasks and producing the deliverables outlined in the RFI, HomeBase proposes the following process and timeline.

Over six months, July-December 2019, HomeBase will facilitate monthly Transition Team meetings. Each meeting will be organized with a clear agenda for discussing key issues, making relevant decisions, and identifying tasks to be completed by Team members and HomeBase staff for the next meeting. We anticipate that these meetings will be 2-3 hours in length. However, given the volume of topics to be covered in developing the new governance charter and planning for the transition, we propose that the Month 3 meeting be a full-day planning workshop organized to discuss key issues and questions and arrive at decisions. This could be arranged to coincide with the September ICH meeting, if that facilitates logistics and attendance, and it could be opened to a broader group of stakeholders to expand buy-in beyond the Transition Team. The final meeting will be the presentation of the Governance Transition Plan to the ICH Board and CoC membership.

As an alternative, if this process is too time intensive for Transition Team members, we would request that the Team designate 2-4 members to act as an Executive Team and we will conduct two to three of the monthly meetings (potentially Month 1, Month 2, and Month 5) with this smaller group. Decisions made at these smaller meetings would be raised at the next full Team

meeting for agreement. We have found this to be an effective strategy to keep planning moving forward.

HomeBase will be responsible for communications with the Transition Team, including meeting announcements, agendas, and other communications, as needed. We will also coordinate and communicate with Team members to ensure assigned tasks are being completed according to timelines. For each meeting, we will also develop any supporting materials needed to facilitate discussion and decision-making, such as best practices, examples from other communities, summaries of HUD requirements, etc.

We propose two possible options for our on-site, in-person availability:

- OPTION 1: HomeBase will be onsite in Des Moines for three Transition Team meetings – the first Team meeting (July), the full-day planning workshop (September) and the final meeting (December).
- OPTION 2: HomeBase will be onsite for one Transition Team meeting – the full-day planning workshop, proposed for September.

For all other meetings, we will engage remotely, ideally through video-conference, facilitating discussion and decision-making. In addition, as mentioned above, we will maintain ongoing phone and email communication with Transition Team members, as needed, to keep the planning process moving forward and meeting deadlines.

We anticipate that, throughout the transition planning processes, Transition Team members will be in communication with the full ICH and their organizations about progress and content of the revised governance charter and other changes to ensure stakeholder engagement and support for the transition. HomeBase will develop materials to facilitate this communication, as needed.

The following is an overview of our proposed workplan and timeline.

Tasks	Timeline
<p>1. Transition Team Meeting #1 (may be a meeting with a smaller Executive Team)</p> <ul style="list-style-type: none"> • Identify key issues and questions to be addressed by the planning process, including topics for the governance charter. Issues and questions will include: <ul style="list-style-type: none"> ○ How to transition governance responsibilities, either directly to a new entity or as an interim step, transition to an existing committee of ICH ○ New CoC Board size and composition, including how to ensure adequate regional engagement while maintaining current state agency/diverse stakeholder participation 	<p>Month 1 / July</p>

<ul style="list-style-type: none"> ○ CoC Board committee structure ○ Identification of all responsibilities that must be addressed (e.g., CoC application, strategic planning, HMIS, CoC Board and member training and orientation, PIT count, ESG coordination, annual gaps analysis) ○ Definition of roles and responsibilities for the CoC Board and its Committees, Collaborative Applicant/CoC Lead, coordinated service regions, ICH, IFA, and other entities ○ Identification of a new entity as Collaborative Applicant, development of a transition plan, and definition of staffing needs and funding needs and sources ○ Identifying which documents need to be updated to reflect changes to the governance structure, such as existing Coordinated Entry policies, written standards, and conflict of interest policies ○ Redefinition of the structure and mission of the ICH as it relates to the CoC. ○ Determination of process and timeline for carrying out transition, including recruitment of new Board members. ● Prioritize tasks, ● Identify goals and challenges associated with each task, ● Identify information needed, and ● Create a workplan and identify responsible parties. 	
<p>2. Transition Team Meeting #2 (may be a meeting with a smaller Executive Team)</p> <ul style="list-style-type: none"> ● Using a governance charter template (prepared by HomeBase based on the existing charter and goals identified in Meeting #1) begin discussion and decision-making, addressing low-hanging fruit, to isolate the most complicated decisions. 	<p>Month 2 / August 2019</p>
<p>3. Transition Team Meeting #3 -- Full-Day Planning Workshop</p> <ul style="list-style-type: none"> ● In a three-part meeting, address the most complicated and controversial issues related to CoC Board, Collaborative Applicant, and Related Documents. For the CoC Board and Collaborative Applicant portions of the agenda, HomeBase will work with the Transition Team to review available information, analyze options, and identify what is needed to make a final decision. 	<p>Month 3 / September 2019</p>
<p>4. Transition Team Meeting #4</p> <ul style="list-style-type: none"> ● Finalize issues left from the planning workshop, 	<p>Month 4 / October 2019</p>

<ul style="list-style-type: none"> • Identify Collaborative Applicant (CoC Lead) and outline transition process, and • Identify final CoC Board structure and outline transition process. 	
<p>5. Transition Team Meeting #5 (may be a meeting with a smaller Executive Team)</p> <ul style="list-style-type: none"> • Develop implementation timeline for governance structure and Collaborative Applicant/CoC Lead transitions, and • Review full set of governance documents. 	<p>Month 5 / November 2019</p>
<p>6. Present to Transition Team and then to to ICH/ broader CoC membership for approval.</p>	<p>Month 6 / December 2019 (possibly January ICH meeting)</p>

Deliverables:

- General work plan
- Agendas and supporting materials for Transition Team meetings and the full-day Planning Workshop
- Revised Governance Charter, including the mission of the CoC governance body, specific responsibilities for all relevant parties, noted regulatory review deadlines, and other HUD required content.
- Collaborative Applicant/Lead Agency Transition Plan, including plan for staffing and funding
- Implementation timeline for governance structure and Collaborative Applicant/CoC Lead transitions
- Recommendations to ICH on changes to its structure and mission.

Note: We have not included in this work plan nor in our budget below the following items:

- Production of meeting notices, agendas, and minutes per Iowa Open Meeting and Records rules.
- Revision of ICH governance documents to reflect changes in its responsibilities after the CoC governance transition.

Iowa Council on Homelessness / Iowa Finance Authority: RFI-HC2-2019
 Strategic Planning related to Iowa Balance of State CoC Governance Transition Planning

HomeBase Proposal

May 31, 2019

TOTAL COSTS & COST ALLOCATION

HomeBase Budget Option A - Iowa Finance Authority / BOS CoC Governance		
Tasks	Staff Hours	Costs
Governance Charter Development	132	\$15,371
CA transition plan	99	\$11,528
Implementation timeline	74	\$8,646
Meeting logistics and attendance	107	\$12,489
<i>Subtotal</i>	412	\$48,035
Operating Expenses - 6 meetings (3 onsite)		
Travel and Related Expenses		\$8,005
Office supplies, photocopies, communications		\$550
Operating Expenses Subtotal		\$8,555
Total Costs		\$56,590

HomeBase Budget Option B - Iowa Finance Authority / BOS CoC Governance		
Tasks	Staff Hours	Costs
Governance Charter Development	125	\$14,633
CA transition plan	97	\$11,381
Implementation timeline	70	\$8,129
Meeting logistics and attendance	56	\$6,504
<i>Subtotal</i>	348	\$40,647
Operating Expenses - 6 meetings (1 onsite)		
Travel and Related Expenses		\$3,074
Office supplies, photocopies, communications		\$405
Operating Expenses Subtotal		\$3,479
Total Costs		\$44,126

REFERENCES

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Ms. Pratt oversees HomeBase's contract with A Way Home for Tulsa to provide support for strategic planning.

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Ms. Abramson administered HomeBase's contract in Sonoma County that resulted in a CoC governance transition.