

September 25, 2020
City of Norman
201-A West Gray
PO Box 370
Norman, OK, 73070

Dear City Staff:

Homebase would like to thank the City of Norman for the opportunity to apply for the Request for Proposals for a Homeless Strategic Plan. Attached please find our full submission.

Homebase is a non-profit organization working across the country to respond to homelessness. Our mission is to build community capacity to end homelessness and reduce poverty, and to foster thriving, inclusive communities. We work on the national and state levels, on homelessness policy, program design, and funding allocations, and at the local level, assisting communities to develop effective systems and programs to prevent and end homelessness.

Homebase has a deep, comprehensive understanding of housing policy and best practices in supporting households experiencing homelessness to attain housing and end their homelessness, and we have long experience working with all of the systems that neighbor the homelessness system, including housing, health care, behavioral health, justice system, veterans, benefits, employment services, and more. Over the past 30 years, we have supported numerous agencies and communities with gaps analysis, community-based strategic planning, facilitation of system and program redesign efforts, partnership development to enhance collaboration, and advanced data collection, visualization, and analysis to guide planning, program development and evaluation.

We provide highly effective assistance that builds community capacity to prevent and end homelessness and fosters sustained performance over the long term. In addition, we tailor our services to offer customized solutions responsive to each community's particular needs and resources. For this project, our wide lens on how communities like Norman are responding to homelessness effectively, paired with our locally-driven facilitation style, make us a good fit for meeting your community's goals.

On behalf of Homebase, I sincerely thank you for your consideration of us for this project. You can learn more about Homebase's services and staff at <https://www.homebaseccc.org/> If you have any questions or we can provide more information, please contact Bridget Kurtt DeJong, Director of State and Local Programs, at bridget@homebaseccc.org or 415-788-7961 x324.

Sincerely,



Nikka Rapkin
Executive Director

Table of Contents

Executive Summary	2
Project Approach	3
Strategic Planning Approach	3
Homebase Experience with Proposed Scope	3
Task 1: Homebase will comprehensively review existing system of care	6
Task 2: Homebase Will Recommend Built Solution(s)	8
Task 3: Homebase Will Develop Strategies, Initiatives and Benchmarks.....	9
Task 4: Creation of Final Strategy Report.....	9
Team and Planning Experience	10
Project Schedule	13
Appendices	15
Proof of Insurance	29
References.....	31

Executive Summary

Homebase/The Center for Common Concerns is pleased to submit the following proposal in response to the City of Norman's request for a proposal for a strategic plan to respond to homelessness. We are a nationally recognized expert on homelessness and a skilled technical assistance (TA) provider, with extensive experience facilitating strategic planning processes and designing effective programs. We are eager to provide professional consulting services to support the City to develop an analysis of gaps and duplications of service in the existing system of care, to design effective programs to make best use of the City's available resources, and to develop a comprehensive strategy to better respond to homelessness within your community.

Homebase will work with the City of Norman to develop a community-wide strategy to reduce homelessness in the community. The strategy will identify actions and initiatives, including specific built solutions, that will address local gaps and needs efficiently and effectively.

Our proposal reflects our many years of experience successfully providing comparable services in other communities across the United States, working with local stakeholders to build systems that produce a concrete impact in ending homelessness. Homebase works with many communities to collect and analyze qualitative and quantitative data to evaluate system- and program-level outcomes and then use that information to guide planning, policy, program design, and resource allocation.

Using the diverse tools we have developed over the course of our work, Homebase will ensure that Norman's strategy development is based on a full understanding of local strengths and needs, aligns with state and federal policy and funding requirements, and incorporates best practices from around the nation, while encouraging innovation to tailor approaches to respond to local context. Homebase's approach to strategic planning also recognizes that the planning process is an opportunity to engage community stakeholders in designing proposed solutions, which can be vital to successful implementation of the plan.

Depending on the program designs prioritized, we intend to subcontract with a local partner to assist with siting and construction cost estimation.

The end product of our work will be a curated collection of strategies and initiatives, as well as the measure and benchmarks to support understanding of progress, that will guide the City of Norman's approach to homelessness over the next five to ten years.

Project Approach

Homebase/The Center for Common Concerns is a nationally recognized expert on homelessness and a skilled technical assistance (TA) provider, known for our ability to successfully build community capacity to address homelessness. Over the past 30 years, Homebase has consistently provided highly effective assistance that fosters sustained system and program performance in responding to homelessness over the long term. Our technical assistance is concrete and outcome-oriented and focuses on both system- and program-level capacity building and performance improvement.

We provide community-based 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; support and training in implementing best practice housing and service design; 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 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.

Strategic Planning Approach

Homebase will work with the City of Norman to develop a comprehensive, coordinated, and community-wide strategy to reduce homelessness in the community. The strategy will identify strategies and initiatives, including specific built solutions, that will address local gaps and needs efficiently and effectively.

Homebase Experience with Proposed Scope

Homebase has facilitated multi-sector strategic planning processes to address homelessness in dozens of states and communities. Our experience includes many plans for ending homelessness; numerous strategic plans and updates; over 30 plans to integrate health, housing and homeless systems; and myriad agency-specific strategic plans. We bring to this work comprehensive knowledge of federal and state landscapes, including the policies, regulations, funding and priorities of HUD and other government agencies; familiarity with the latest research on best and emerging practices; expert facilitation skills; and capacity with advanced data collection, visualization and analytic techniques that allows us to guide clients in understanding and addressing their particular situation and needs.

Some communities where we have facilitated processes to create or update plans include: San Antonio, TX (current); ^{LEAD} ^{SEP} El Dorado County, CA (current); Stockton/San Joaquin County, CA (2020); Tulsa, OK (2019-2020); Tulare/Kings County, CA (2019-2020); Marin County, CA (2019), Santa Barbara County, CA (2019), Shasta County (2017), Solano County (2019 update, 2016), Santa Clara County (2014-20), Mariposa County (2014-17), Sacramento County (2014-17), San Francisco (2007, 2013-14), Contra Costa County (2004, 2014, 2016)

Our skills and capacity relevant to strategic planning include:

- *Extensive Understanding of Homelessness and Housing Issues and Knowledge about Related Federal and State Laws, Regulations, Policies, and Priorities:* Homebase is knowledgeable about what is needed to prevent and end homelessness, including best practices for both system and program-level interventions. We have experience in developing the whole gamut of needed programs, including prevention, outreach, housing, health and social services, and education, employment, and income supports, as well as in catalyzing system-level action to innovate service provision and promote cross-sector collaboration and collective impact.

We are also well-versed in the many systems and agencies serving people experiencing homelessness, including the policies and priorities of the Departments of Housing and Urban Development (HUD), Health and Human Services (HHS) and Veterans' Affairs (VA) on the federal level. We have been one of HUD's national technical assistance providers for over 20 years and have provided assistance to HHS/SAMHSA Homeless and Housing Resource Network and the VA.

- *Expert Facilitation Skills:* Homebase is nationally known for our strong facilitation skills and ability to lead productive discussions among diverse stakeholders that lead to concrete agreement on ways forward. We help to frame issues and guide discussions toward robust consensus and are skilled at drawing from the diverse expertise and experience of participants to arrive at innovative solutions and concrete action steps for moving forward. We are often called upon by federal agencies to facilitate complex multi-sector meetings and planning processes, such as the federal interagency Policy Academies; these have covered multiple issues, including co-occurring disorders, mental health system transformation, chronic and family homelessness and returning veterans.
- *Consensus-Based Planning Processes with Inclusive Community Engagement:* Homebase is a recognized expert in community engagement and interactive design to elicit stakeholder feedback. Our strategic planning processes utilize sophisticated community outreach and engagement strategies in order to ensure equitable involvement of a full range of stakeholders, provide transparent

communication about processes and timelines, and allow for input and feedback from all sectors. Input may be gathered through interviews with key stakeholders, focus groups organized by geography, sub-population or program component, provider and community surveys, on-line forums, stakeholder groups meetings, and community-wide public meetings or summits.

- *Informative Gaps Analyses:* Homebase has extensive experience carrying out gaps analyses, both to support strategic planning and to inform system evaluation and improvement. These efforts involve review of key documents, gathering input from consumers, stakeholders, and providers, and analysis of HMIS and other data on numbers, needs, and performance. The end product is the identification and prioritization of gaps based on a comparison of the existing system with data and feedback on need.
- *Sophisticated Data Gathering and Evaluation:* Homebase has significant expertise with data collection and analysis. We work with communities to transform raw information into actionable insights that can inform strategic planning as well as ongoing policy-making and system and program improvements. This includes data visualizing and reporting; applying data analysis methodologies; managing data integration; and helping communities better understand and use their data.
- *Collaborative, System-Level Focus:* In all of our planning facilitation, we take a systems-level view, as collective impact to end homelessness is achieved through coordinated system-level action. As such, we focus the planning process to consider not only program-level actions but also to identify system-level changes, including structures, policies, training, staffing, etc., necessary for overall effectiveness and success and to foster the relationships needed for cross-sector partnerships and action.
- *Concrete, Actionable Plans and Recommendations:* Homebase develops user-friendly strategic plans, including a vision statement and prioritized goals and action steps, that make a compelling case for action and identify clear implementation parameters. All recommendations are concrete and specify responsible parties and timelines as well as metrics for tracking progress in plan implementation and achieving outcomes. We have extensive experience presenting to multiple audiences, from meetings with elected officials to community-wide summits. We also support communities in carrying out their plans, including developing annual implementation plans, providing operational advice and guidance, developing metrics and systems for tracking progress, and facilitating plan updates as needed.

Our planning approach is customized to the particular needs, resources, and timelines of each community. In all cases, we offer an array of helpful planning frameworks, tools, and materials to support the planning process, providing succinct information on model

policy, best practice programming, local gaps and needs, and facilitating collaborative decision-making and priority-setting.

Task 1: Homebase will comprehensively review existing system of care

In order to ensure that strategy development is based on concrete information about local needs and resources, Homebase will start our work by carrying out a gaps analysis or needs assessment that identifies existing housing and services, unmet needs, and priority gaps to be addressed. This assessment will be conducted based on:

- Review of key documents;
- Analysis of HMIS, coordinated entry (including assessment tool), and other data on person served, needs and performance;
- Targeted discussions with key stakeholders to contextualize the data and information gathered; and
- Client and stakeholder focus groups and/or e-surveys.

The gaps analysis will look at the homelessness system of care overall and at sub-population needs and differential access, and it will consider both the need for new programs as well as improvements to the operation of existing housing and services.

Data Gathering and Analysis: As a first step, Homebase will gather key data and documents to identify existing housing and services, unmet needs, and priority gaps to be addressed. Building from the work completed by Spangler & Associates in the Homeless Assessment they prepared, Homebase will research and review key documents, such as related State and local plans, Housing Authority plans, HUD Consolidated Plans, CoC funding applications, health/behavioral health information on high system users, law enforcement encounter data, and any applicable city or county level data. Further key data will be gathered from the local coordinated entry system and local Homeless Management Information System (HMIS) as well as by reviewing Point-in-time Count (PIT), Housing Inventory Count (HIC), AHAR/LSA, and System Performance Measures (SPM) reports. To ease this process, Homebase is familiar with Wellsky and its capacities.

Key Stakeholder Interviews: Next, from our extensive experience in various communities and processes throughout the country, Homebase has found that identifying the right stakeholders to provide in-depth contextual information via individual interviews is an important element of the strategic planning process. We will work with the City of Norman to identify key stakeholders for initial interviews from representatives of various sectors, including housing, social services, health and behavioral health (including the state hospital), veterans services, justice system, income and

employment services, homeless housing and service providers, and philanthropy. We also intend to speak with the City staff that operated the 2019-20 warming shelter.

Focus Groups and Meetings: To further develop an understanding of the City of Norman's strengths, needs, opportunities and gaps in addressing homelessness, Homebase will conduct 3-4 focus groups with people with lived expertise organized by geography, sub-population or program component (which will include participation incentives, and if possible logistically, food) and two additional stakeholder focus groups with providers and other stakeholders. The structure of these focus groups, who will be invited to participate, and outreach and engagement methods to ensure robust participation will be determined in consultation with the City of Norman. As needed, Homebase will also work with staff to design effective virtual stakeholder engagement as required by ongoing public health concerns due to the COVID-19 pandemic. Homebase has deep experience conducting online meetings with diverse stakeholders that leverage technology, use adult learning principles, and are inclusive of people with varying degrees of access, comfort, and facility with technology.

Surveys: If needed, further public input can be gathered via online and/or printed surveys or via an open online forum to gather and share information.

Homebase will then prepare an analysis identifying key system gaps, capacity needs, available resources, and demographic trends, including racial disparities. For each community we serve, Homebase creates different tools to identify precise community needs, which may involve system mapping, trend analysis, analysis of movements within the system of care, racial disparity analysis, or review of program/agency effectiveness, any of which may be employed as part of this report.

The needs assessment report will be structured to include at least:

- An overview of homelessness in the City of Norman, overall and by sub-population (including racial disparity analysis);
- A description of needs, barriers, opportunities and gaps;
- A comparison of resources and performance in peer communities;
- An inventory of resources that are already being used to address, or could be applied towards addressing, homelessness; and
- Identification of existing strengths and potential opportunities from existing initiatives underway.

The needs assessment findings, together with a menu of recommended priorities to developed as part of Task 2, will then be presented to the three stakeholder groups identified in the RFP (providers, consumers, other) for feedback. The menu will include

pros, cons, and the reasoning behind each proposal, Homebase will also provide examples of each program from other communities, to provide a vision for each of our proposals. Homebase will facilitate gathering additional input (e.g. through a meeting, surveys, or other forums) from other stakeholders, including CoC members and City departments to inform the selections for recommended built solutions.

Task 2: Homebase Will Recommend Built Solution(s)

Building from the needs assessment, Homebase will identify up to four priorities for investment of the City's committed resources that will fill identified resource gaps, leverage best practices and existing community strengths, and ensure effective response to homelessness locally.

While developing recommendations for these priorities, we will consider:

- *Homeless population, subpopulations and trends:* Having worked on the issue of homelessness for more than 30 years across the nation, we have identified patterns in population trends that call for the increase in certain solutions. Our analysis will consider the trends and what solutions will serve the community best, not just this year, but in future years based on trend analysis.
- *Local Capacity:* Homebase will consider the housing and services available and how they are used by people experiencing homelessness. Homebase has also worked in many communities where agency capacity is a limiting factor for improving or expanding homeless housing or services and will work with the community to understand all of the capacity limitations within the system at this time.
- *Evidence-based and best practices:* Homebase works nationally and is familiar with best and emerging practices that are being employed with success across the country. We would leverage this knowledge to ensure the proposed priorities would be most effective to meet the community's needs based on research and evidence.
- *Experience of Like Communities:* Homebase works a number of communities of different types and strengths, and brings knowledge of the different approaches and strategies that work in different communities. Our approach to program design is informed by local factors. For example, in Contra Costa County, which stretches across 800 square miles and includes rural, suburban, and urban areas, we supported the community to achieve full geographic coverage for their coordinated entry system by designing drop-in centers, outreach teams, and partnering with 2-1-1 for a phone-based access point. Staffing was representative of the diverse populations being served, leveraging local providers with deep community ties.

Homebase has extensive experience working with public and non-profit service providers to implement robust programs to prevent and end homelessness across the spectrum of program types, including drop in service centers, prevention, diversion, crisis shelter, rapid rehousing and permanent supportive housing. As a result, we are well suited to design program specifications for a wide range of solutions. Homebase will leverage internal expertise to provide scoping information as to service models and staffing ratios, program size, program structure, operator capacity requirements, policies and procedures, service partnerships, and appropriate construction and operating funding sources.

We have also, however, set aside resources in the budget to engage a subcontractor(s) to support this task. Depending on the recommended priorities, the subcontractor we engage and their exact scope may change, but we expect to work with a local partner with real estate and/or construction experience to assist with identifying siting options and estimation of construction costs. Homebase will continue to be active in those activities, especially in developing factors to consider in siting. Our work may also include conducting additional focus groups with people with lived expertise to understand the impact of location choices on the unsheltered community, providing background information about parallel program design in like communities to identify potential cost savings options, and profiling operating budget options.

Task 3: Homebase Will Develop Strategies, Initiatives and Benchmarks

Drawing from the needs assessment and the built solutions recommendations, and informed by the community's goals, Homebase will prepare recommendations for goals, strategies, initiatives, benchmarks, and performance targets, based on our understanding of community gaps, our experience implementing best practices, and our familiarity with national policy. Then Homebase proposes to meet with the CoC, City and members of the three stakeholder groups for a two to three hour planning session via Zoom to prioritize goals and strategies that align with community will and interest.

Task 4: Creation of Final Strategy Report

Informed by the prior work in Tasks 1, 2, and 3, Homebase will prepare a draft strategic report. The report will include:

- An executive summary
- Description of methodology
- A summary of the results of the needs assessment
- Analysis of system performance and system resources compared other similar communities, both within Oklahoma and across the U.S.

- All of the information created and presented related to the proposed built solution(s) (e.g., structure, staffing, costs, siting factors), and
- Recommendations for overall system goals, strategies, initiatives, benchmarks, and performance targets.

The draft will be presented to the City and the CoC for feedback. In addition, the draft may be made available to other stakeholders and the public for comment.

Homebase will incorporate the feedback received into a final version of the report. It will be presented for approval by the City and the CoC, as well as by any other appropriate bodies. The final document will be user-friendly, easy to read, and accessible for a lay audience, making use of graphics to illustrate key concepts and useable in both print and electronic formats.

Team and Planning Experience

Homebase will staff this project with a talented five-member team with expertise and experience in conducting needs assessments and gaps analyses, surveying, focus groups, data collection and analysis, program design, best practices, strategic planning, funding allocation, and report development.

Project Lead: Patrick Wigmore, Deputy Director for Federal Programs

Project Responsibilities:

- Overall project management
- Client point of contact
- Oversight and quality control of all deliverables
- Meeting facilitation

Relevant Expertise:

Over 10 years of experience with enumerations, needs assessments, gaps analyses, and system and program evaluations. Expertise on federal homelessness and housing policy, Housing First and permanent supportive housing, and systems integration and interagency collaboration. Skilled manager of projects and initiatives, including HUD's Priority Community Initiative, Zero 2016, Vets@Home, and Youth Homeless Demonstration Project. Extensive experience providing direct TA to communities on strategic planning, CoC operation and governance structures, coordinated entry systems, and best practice program development. Has conducted numerous costs analyses and financial modeling for CoCs, including in Tampa, FL and Tulsa, OK.

Responsibilities include coordinating Homebase's Federal Program activity, including HUD-funded TA; providing a variety of technical assistance and training to communities

and states; assisting communities in implementing performance outcome measurement systems.

Project Coordinator: Colin Sorensen, Policy Analyst

Project Responsibilities:

- Research and data analytics support
- Materials and report drafting
- Meeting facilitation

Relevant Expertise:

Experience providing TA to communities and agencies, including system mapping, gaps analysis, strategic planning facilitation, and performance measurement. Organizes surveys, focus groups and other data collection for needs assessments and gaps analyses, including in Tulsa, OK. Conducts best practices research. Skilled with data analysis, system mapping, and report development.

Responsibilities include working with both urban and rural communities to provide technical assistance around governance structures, coordinated entry solutions, state and federal grants, research and analyses, and strategic planning; conducting research and providing support in the development of treatment, housing, and other services for individuals experiencing homelessness; using qualitative and quantitative data to evaluate programs and ensure that communities maximize utilization of their resources.

Research Lead: Collin Whelley, Homebase Research and Program Evaluation Manager

Project Responsibilities:

- Data collection process
- Data analysis
- Materials and report drafting

Relevant Expertise:

Extensive experience managing research processes, including design, management, analysis and dissemination. Expertise in collecting, analyzing and managing data (quantitative and qualitative), including interviews, content analysis, statistical data analysis, modeling and forecasting. Experience facilitating workshops, training and presentations, and in development of reports, presentations and other written materials. Data management skills: Microsoft ACCESS, Excel, STATA, SPSS, NVIVO, Endnote, CommCare, DHIS2.

Responsibilities include leading Homebase's Research and Program Evaluation Unit; designing and implementing program and system evaluation, gaps analyses, needs assessments, models and forecasts to support communities in addressing homelessness; and supporting CoCs in evaluating and addressing needs and goals according to data-driven decision-making processes.

Project Support: [Monica Porter, Staff Attorney](#)

Project Responsibilities:

- Research and data analytics support
- Meeting support
- Logistics
- Materials and report drafting.

Relevant Qualifications/Expertise:

Provides technical assistance and training to multiple communities on addressing homelessness. Assists with providing trainings and technical assistance, facilitating community meetings, and developing a wide range of materials to support best practice policy and programming, and engaging in research and analysis to support program evaluations. Recently has developed policies and procedures for a rapid re-housing program in Tulsa, Oklahoma, and supported an outreach and engagement campaign to increase participation in the Census among people experiencing homelessness in California.

Project Oversight: [Bridget Kurtt DeJong, Director of State and Local Programs](#)

Project Responsibilities:

- Administrative oversight and project and contract oversight
- Subject matter expert
- Quality control of all deliverables

Relevant Qualifications/Expertise:

14 years of experience in project management and providing direct TA to CoCs and agencies. Oversees all of Homebase's contracts with State and Local Communities, providing quality control and content support. Expert facilitator and skilled trainer. Expertise on CoC structure and operations, strategic planning, HMIS, performance outcome measurement systems, and system redesign. Extensive experience with needs assessment, gaps analyses, benchmark development, and stakeholder engagement strategies, as well as execution of all of the above in accordance to national best practices. Develops and leads efforts to support program design and implementation, including site visits, policy and procedure development, and process

facilitation. Facilitated multiple strategic planning processes to identify community priorities, obtain stakeholder commitments, and isolating key metrics of success.

Project Schedule

We customize our planning approach to the particular needs, resources, and timelines of each community, even if those needs change mid-stream. The following is a proposed schedule that can be modified as needed to meet the City’s project goals.

Time Period	Activities and Milestones
<p>December 2020</p>	<p>Once contracting has completed, Homebase will create a data request to City staff, including HDX read-only access, HMIS data pulls, and like requests. Homebase will then begin data analysis.</p> <p>Homebase will meet with City staff to identify key stakeholders to interview and will begin scheduling interviews, understanding that many will not be completed until January due to holiday schedules.</p>
<p>January- March 2021</p>	<p>Homebase will complete all outstanding stakeholder interviews, all focus groups with stakeholders and people with lived expertise, and surveys (as needed).</p> <p>Homebase will complete data analysis and draft needs assessment report.</p> <p>Homebase will review data and develop recommendations for priorities for built solutions for community review.</p>
<p>April 2021</p>	<p>Homebase will present a needs assessment report and recommended priorities, with related information, for built solutions to the three stakeholder groups for feedback and direction. Homebase will gather further community input as needed to ensure buy-in from community members.</p>
<p>April- July 2021</p>	<p>Homebase, with a subcontractor, will scope the priorities for built solutions, creating program designs, identifying siting factors and potential sites, and developing budget and funding proposals.</p> <p>Homebase will also draft the community strategy, including performance targets and benchmarks.</p>

August 2021	Homebase will present a draft Strategy Report, including the final needs assessment, the detailed built solutions strategies, and overall system goals, strategies, initiatives, benchmarks and performance targets to guide City homeless policy over the next 5-10 years, to the three stakeholder groups, the City, and the CoC for feedback.
September 2021	Homebase will incorporate feedback to draft Strategy Report and present a final version to the City for its use.

Appendices

Appendix A: Full Resumes of Homebase Staff involved in this project

PATRICK WIGMORE, BA

Summary

Mr. Wigmore coordinates Homebase's Federal Program activity, including HUD-funded homeless assistance technical assistance (TA), and provides a variety of TA and training to communities and states. He conducts strategic planning processes; assists with program design and implementation; facilitates inter-agency and inter-jurisdictional coordination efforts; conducts system and program level evaluations; and coordinates needs assessments. He provides both direct agency capacity building support and delivers group trainings on a variety of program and policy issues. Prior to Homebase, Ms. Wigmore worked for the Corporation for Supportive Housing (CSH), overseeing extensive HUD-funded technical assistance efforts; facilitating best practice program development; and carrying out program evaluations to improve effectiveness and inform planning and policy development.

Professional Experience

Homebase, Deputy Managing Director-Federal Programs, March 2017-present

Expertise and Projects

- *Federal and State Homelessness and Housing Policy:* Provides technical assistance to assist states and communities in complying with federal program requirements and policy priorities (CoC, ESG, HMIS), includes direct TA, group trainings, and development of training materials.
- *Unsheltered Homelessness:* Provides guidance to communities on addressing the needs of people experiencing homelessness who are unsheltered including encampment resolution and strategic planning around this critical issue.
- *Performance Measurement and Evaluation:* Assists communities in performance measurement system design, including tool selection, organization of staff trainings and guidance on using data to guide policy and decision-making. Supported implementation of a countywide cross-agency evaluation tool in Contra Costa County, CA and design of new community-wide HEARTH compliant performance measurements using HMIS data elements in Las Vegas, NV. Has conducted regional trainings in numerous locations for HUD on strengthening performance outcome measures.
- *Disaster Planning:* Worked with HUD and FEMA staff on COVID-19 Disaster Outreach and Planning
- *Strategic Planning and Implementation:* Facilitates community-based strategic planning processes, including ten-year planning. Conducts cost-analyses to guide resource allocation decisions.
- *Best Practices Program Design and Implementation:* Provides technical assistance and training on Housing First and other permanent supportive housing model projects; landlord engagement; and homeless prevention. Assists efforts to coordinate services and facilitate homeless access to mainstream services, including supporting development of multi-

disciplinary outreach teams; discharge planning; and SSI enrollment projects targeted to homeless people and others with chronic health and mental health disabilities.

Prior Experience

Corporation for Supportive Housing (CSH)

Director, 2013–March 2017

Senior Program Manager, 2012

Program Manager, June 2008–2011

Developed an evaluation tool and carried out an evaluation of all HUD-funded projects in Los Angeles, CA. This provided neutral information to guide discussion of poor performance and future reallocations, and it incentivized projects to incorporate best practices in order to improve their score. He also worked in underwriting and development for Supportive Housing units across the country.

Chicago CoC

Director of Projects, 2007–2008

Project Manager, 2006–2007

Education

2002 BA, Loyola University of Chicago

COLIN SORENSEN, MPA, MSED

Summary

Mr. Sorensen works with both urban and rural communities, providing technical assistance around governance structures, coordinated entry solutions, state and federal grants, research and analyses, and strategic planning. He has conducted research and provided support in the development of substance use disorder treatment and other services for individuals experiencing homelessness.

Professional Experience

Homebase, Policy Analyst, 2018-present

Expertise and Projects

- *Strategic Planning and Implementation:* Assisted in conducting strategic planning processes for 3 counties in California and in Oklahoma, which included gathering stakeholder feedback through surveys and focus groups and analyzing quantitative data.
- *Continuum of Care (CoC) Planning, Structure and Operations:* Facilitated CoC operations in Contra Costa County (CA), including HEARTH compliance, grant application and administration, trainings, and agency-level technical assistance.
- *Data Gathering, Management, Analysis, Reporting, and Visualization:* Created and administered community-wide survey in multiple counties, analyzed data and reported results. Analyzed client-level data to inform Marin County's Coordinated Entry evaluation. Created dataset for and published statewide report on homelessness in Missouri.
- *Needs Assessments/Gaps Analyses:* Evaluated the data collection practices, outcomes, and gaps of various homeless providers in the Missouri Balance of State CoC and recommended strategies to improve systems.
- *Facilitation, Trainings and Presentations:* Facilitated various meetings and presentations, including Review & Rank processes in two communities, as well as homeless-related trainings (e.g. Housing First) in multiple counties. Facilitated committee meetings around various strategic planning subtopics in Tulsa County, OK.
- *Peer Networks and Learning Communities:* Convened and facilitated the Northern California and Central California Roundtables.
- *Grants Writing:* Wrote the grant application for Marin's 2019 CoC and ESG competition, as well as Sonoma's HMIS NOFA application.
- *Building Systems of Care:* Led the creation of policies and procedures for a county's substance use disorder treatment services, which included researching relevant state/federal regulations and interviewing multiple county administrators. Led creation of Written Standards for a 4 county CoC.

- *Rural Homelessness*: Conducted focus groups and outreach to inform a long-term strategic plan in rural Tuolumne County and Mariposa County; researched and provided various technical assistance answers for rural Mariposa County.
- *Expanding Affordable Housing Opportunities*: Conducted research on innovative housing models and urban planning practices to aid in the development of affordable housing. Participated in state-level meetings and monitoring of state affordable housing policy priorities and legislative developments.

Prior Experience

University of Pennsylvania Fels Institute of Government

Graduate Public Speaking Teaching Assistant, 2018

Camden City School District

Special Projects Manager, 2017-2018

Redesigned the district-wide textbook/asset inventory system by organizing the implementation of a new electronic asset management system (which included negotiating a 10% discount for the system).

School District of Philadelphia

Graduate Research Assistant, 2017-2018

Built successful relationships with 4 schools sites to coordinate data collection from 25+ teachers and 80+ observations in order to evaluate an innovative pilot intervention program in PK-2 classrooms.

Oregon Department of Education

Graduate Policy Fellow, 2017

Analyzed qualitative input from phone interviews with 30 stakeholders, including 10 superintendents, to write proposal for the design and implementation of a state policy allocating \$40 million to educator development; presented results to governor's education task force.

Firstline Schools

5th/7th Science Teacher, 2015-2016

KIPP: New Orleans Schools (via Teach for America)

5th Science/Social Studies Teacher, 2013-2015

Education

2018 MPA, University of Pennsylvania Fels Institute of Government
 2018 MSEd, University of Pennsylvania Graduate School of Education
 2013 BA, University of Colorado-Boulder

COLLIN J. WHELLEY, MPH

Summary

Mr. Whelley is the lead for Homebase's research and program evaluation unit. He has over 12 years of fieldwork and project management experience, with expertise in monitoring and evaluation, training, government, and homelessness and health systems.

Professional Experience

Homebase, Research and Program Evaluation Manager, February 2020 - present

Expertise and Recent Projects

- *Data Collection, Analysis and Reporting:* Designs and implements program and system evaluation, gaps analyses, needs assessments, models and forecasts to support communities in addressing homelessness. Conducts qualitative and quantitative analyses of emerging and promising practices to develop an evidence base for effective approaches and best practices. Facilitates analysis and integration of data across social sectors, systems and jurisdictions to strengthen service provision and outcomes.
- *Performance Evaluation:* Guides development of data driven systems to measure performance, evaluate outcomes, identify cross system usage trends, and support policy solutions to address homelessness.
- *Report and Presentation Development:* Develops written reports, trainings and presentation for diverse audiences to support programs and systems in understanding and leveraging their data to strengthen effectiveness and monitor performance.

Prior Employment Experience

Clinton Health Access Initiative, Maseru, Lesotho, January 2019 – February 2020

Partners in Health Lesotho, February 2019 – April 2019

Independent Consultant

Managed research process including design, management, analysis and dissemination.

Analyzed and managed data sets including qualitative and quantitative data.

Partners in Health Lesotho

Senior Evaluation Officer, October 2017 – September 2018

Trained, managed, and directed quantitative research staff for the Lesotho National Primary Healthcare Reform Evaluation, including coordination of data collection logistics between 72 health facilities and four districts.

Center for Social Innovation, Boston, MA,

Senior Analyst, January 2016 – October 2017

Analyst, July 2014 – January 2016

Data management and monitoring lead for Federal Projects in Assistance to end Homelessness grantees as part of SAMHSA's Homeless and Housing Resource Network. Trainer of evidenced based practices and provider of technical assistance for programs

implementing new coordinated data systems. Data analyst for Supporting Partnerships for Anti-Racist Communities (SPARC) project seeking to understand the impact of race on Homelessness.

University of Colorado, Denver

Research Analyst, August 2013 – May 2014

City and County of Denver - Agency for Human Rights and Community Partnerships, CO

Research Assistant, January 2013 – August 2013

Conducted research on foreign-born population and the state of women and girls in Denver, CO.

The Colorado Coalition for the Homeless, Denver, CO

Outreach Housing Case Manager – DDOT, April 2010 – December 2012

Street Outreach Worker, March 2007 – July 2009

Assisted individuals in accessing housing, benefits, and healthcare. Models of Care trained: PHF, IDDT, CBT, DBT, ACT, CTI, HR, MI, NVCI, ASSIST-Suicide prevention

Yemane Gabremeskel International School, Adigrat, Ethiopia

Teacher, August 2009 – February 2010

ETHOS Program - The Bolivia Project, Cochabamba, Bolivia

Project Creator/Manager/Volunteer, April 2006 – March 2007

Designed and implemented a Bolivian solar oven project to attenuate fetal respiratory illnesses associated with indoor air pollution in rural areas of Bolivia.

Technical Skills

Data management skills: Microsoft ACCESS, Excel, STATA, SPSS, NVIVO, Endnote, CommCare, DHIS2.

Saving Brains Analysis & Writing Workshop: Participant | *São Paulo, Brazil* |.

CACTI – Critical Time Intervention Trainer: certified | Trainer Needham, MA |.

Highly skilled trainer and educator: Adobe connect, Keynote, PowerPoint.

Basic tech support: Managed and designed newsletters, built websites, and provided support for government and private website navigation and remote data entry.

Publications

Kraybill, K., Olivet, J., Whelley, C. J., Petersen, S. R., (2017) Changing the conversation: An Interactive tool to build motivational interviewing skills (2.1). iTunes

Whelley, C. J., Whelley McCabe, K., (2016) Rights Responsibilities and Homelessness. In Burnes, D. W., DiLeo, D., L. (Eds.) Ending Homelessness: Why we haven't, how we can. New York: Lynne Reiner Publishers

Whelley, C. J., (2013). Emerging Discourse Surrounding Denver's Urban Camping Ban: Denver Homeless Out Loud, Agency and Structure. Praxis: Politics in Action 1(1), 1-24

Denver Homeless Out Loud (2013) The Denver urban camping ban: A report from the street. Open access online: <http://issuu.com/denverhomelessoutloud/docs/surveyreport>

The Denver Women's Commission (2014) Windows into Denver Women and Girls. Open access online:

http://issuu.com/denverwomenscommission/docs/dwc_assesment_march_2014-

The City and County of Denver Office of Human Rights and Community Partnerships (2014) Denver Immigrant Community & Neighborhood Assessment. Open access online:

http://issuu.com/jamie.torres/docs/immref_assessment

Education

2014 MA in Political Science and Public Policy, University of Colorado, Denver, CO
Whelley, C.J. (2014) Anti-homeless Laws in US Cities: A quantitative study of three theories. University of Colorado Denver. Open access online:

<http://0-gradworks.umi.com.skyline.ucdenver.edu/15/56/1556904.html>

2006 BA in Political Science and Psychology, University of Dayton, OH

Monica Porter, JD

Summary

Ms. Porter has provided technical assistance and training to multiple communities on addressing homelessness. She assists with providing trainings and technical assistance, facilitating community meetings, and developing a wide range of materials to support best practice policy and programming, and engaging in research and analysis to support program evaluations. Recently, she has developed policies and procedures for a rapid re-housing program in Tulsa, Oklahoma, and supported an outreach and engagement campaign to increase participation in the Census among people experiencing homelessness in California.

Professional Experience

Homebase, Staff Attorney January 2020-Present

Expertise and Recent Projects

- *Homelessness and Housing Policy:* Supports policy evaluation and development to assist communities in complying with federal program requirements (e.g., CoC, ESG) and addressing needs and goals according to evidence-based best practices. Includes direct technical assistance, site visits, evaluation and analysis, and development of updated policies, procedures, and related forms. Has supported policy development in Santa Clara County, California responsive to COVID-19 waivers for CoC and ESG programs, and rapid re-housing policies and procedures in Tulsa, Oklahoma.
- *Trainings and Technical Assistance:* Develops and presents training materials to assist communities in complying with federal program requirements (e.g., CoC, ESG) and supporting best practice policy and programming. Includes creating and facilitating CoC compliance training series in Santa Clara County, California, coordinating trainings for San Mateo County, California related to CoC compliance and trauma-informed care, and providing ongoing technical assistance support to CoC and ESG subrecipients in Santa Clara, California and Tulsa, Oklahoma, including navigating COVID-19 waivers for CoC and ESG programs.
- *Outreach and Engagement:* Conducts stakeholder and constituency outreach and engagement, including facilitating community meetings and developing outreach materials. Includes engaging stakeholders in Community Plan meetings in Santa Clara, California, and supporting an outreach and engagement campaign to increase participation in the 2020 Census among people experiencing homelessness in California.

Prior Employment Experience

Disability Rights Advocates, Berkeley, CA

Staff Attorney/Equal Justice Works Fellow September 2016-September 2018

Drafted new Stanford University leave of absence policy based on legal research and client, expert input. Presented at conferences, webinars on legal issues regarding nuisance ordinances, mental health disabilities. Investigated, drafted complaints, and successfully negotiated multiple housing discrimination cases. Manage caseload of 12–15 investigations, active litigation, and settlement monitoring under strict deadlines.

Public Justice Advocacy Clinic, Washington, D.C.

Student- Attorney August 2015-Dec 2015

Successfully represented a client at an unemployment insurance hearing, securing for him full benefits.

Legal Aid at Work, San Francisco, CA

Law Clerk, Disability Rights Program May 2015-July 2015

Facilitated intake interviews and provided legal information to low-wage workers facing disability-related challenges in their employment such as discrimination, accommodation, harassment, and retaliation.

U.S. Equal Employment Opportunity Commission, Washington, D.C.

Law Clerk January 2015-April 2015

Conducted legal research, analyzed, and made recommendations on employment claims related to disability discrimination, failure to reasonably accommodate, hostile work environment, and retaliation.

U.S. Department of Justice, Washington D.C.

Legal Intern, Civil Rights Division: Disability Rights Section September 2014-November 2014

Evaluated U.S. EEOC determinations, conducted legal research, and made litigation recommendations

Bay Area Legal Aid, San Francisco, CA

Law Clerk, Legal Barriers to Employment Project May 2014-August 2014

Counseled public benefits recipients, conducted legal research, and drafted supporting declarations for survivors of domestic violence who sought safety and public assistance for themselves and their children.

AmeriCorps: JusticeCorps, Oakland, CA & San Francisco, CA
Assistant Director, August 2010-Aug 2013

Implemented systems to measure performance and evaluate outcomes across five Bay Area counties. Contributed to and edited AmeriCorps grant application narrative for the 2013–2016 funding cycle. Trained volunteers and attorneys on family law topics such as dissolutions, child custody and visitation.

Publications

Monica Porter, Note, *Combating Gender Inequality at Home and at Work: Why the International Labour Organization Should Provide for Mandatory Paid Paternity Leave*, 48 GEO. WASH. INT'L L. REV. 203 (2015).

Education

2016 JD, with Honors, The George Washington University School of Law, Washington, D.C.

2009 BA in Social Welfare, with Honors, The University of California at Berkeley

2016 Admitted to practice law in the State of California

BRIDGET KURTT DEJONG, JD

Summary

Ms. Kurtt DeJong has provided a wide variety of technical assistance and training on addressing homelessness to communities and states. She assists with program design and implementation; provides training on a variety of program and policy issues; conducts needs assessments; facilitates strategic planning processes; and helps communities carry out system- and program-level evaluations. She also provides direct agency capacity-building support to enhance program and system capacity and quality of care. As Managing Director for State and Local Programs, she also oversees all of Homebase's contracts with State and Local Communities, providing quality control and content support.

Professional Experience

Homebase, Managing Director-State and Local Programs, 2011-present

Homebase, Senior Staff Lawyer, 2008-2011

Homebase, Staff Lawyer, 2006-2008

Expertise and Projects

- *Needs Assessments and Gaps Analyses:* Has conducted a wide range of needs assessments and gaps analyses to help communities evaluate and understand their needs, including conducting stakeholder and consumer focus groups and surveys. Facilitated a community wide assessment of gaps and needs in Tulsa, Oklahoma. Completed a system-level gaps analysis related to availability, accessibility and coordination for Missouri Balance of State CoC, and an annual update.
- *Organizational Development and Capacity Building:* Provides a wide-variety of organizational capacity building and other support to community-based agencies, including board development, agency transition, change management, and grants management systems. Provides targeted assistance to under-performing CoCs and agencies. Developed governance charters and CoC policies and procedures in multiple CoCs, including St Joseph, MO and Tulsa, OK.
- *Strategic Planning and Implementation:* Led strategic planning processes to identify community priorities, analyze system gaps and needs, obtain stakeholder commitments, and isolate key metrics of success, including ten-year plans to end homelessness in Yolo, San Francisco, Santa Clara County CA, and Tulsa, Oklahoma. Has supported plan implementation including in Santa Clara and San Francisco Counties (CA) and Tulsa, OK.
- *Homelessness and Housing Policy:* Manages and provides technical assistance to assist communities in complying with federal program requirements and policy priorities (CoC, ESG, HMIS, HUD-VASH, Homeless Preferences in Project-Based Section 8, Housing Choice Vouchers) and state program requirements (California's CESH, HEAP and NPLH programs). Includes direct technical assistance, group trainings, site visits, and development of training

materials on such topics as equal access, serving vulnerable populations, and grants management.

- *Continuum of Care (CoC) Planning, Structure and Operations:* Provides trainings and has developed tools and materials, including a CoC policies toolkit. Assists numerous CoCs with planning, data analysis, monitoring/evaluation and grant administration. Helps establish HUD-compliant CoC structures (Board and committees) and policies, including facilitated HEARTH-oriented systems transformations in Santa Clara and San Francisco Counties (CA). Developed Hand-in-Hand Program to support staff of rural, small or new CoCs in learning the CoC Program, leading their CoC, and responding to the CoC NOFA – support provided through a series of video trainings, peer calls, written materials and one on one TA. Supported governance structure development in Tulsa, OK.
- *Performance Measurement and Evaluation:* Assists numerous communities in performance measurement system design and implementation, including organization of staff trainings and guidance on using data to guide policy and decision-making. Annually leads CoC housing and services project-level evaluation in multiple communities. Developing program-level outcome standards in Tulsa, OK.
- *Coordinated Entry Systems:* Assists with design, implementation, and evaluation of coordinated entry systems, including overall system redesigns. Supports CoCs in creating and implementing coordinated entry policies and procedures. Provides training for coordinated entry stakeholders, including videoconference series for Nevada Balance of State CoC.
- *Resource Allocation:* Supports multiple communities in California, Missouri, Oklahoma, and Georgia, through direct TA, on call TA, or peer-based TA, in identifying priorities, designing resource allocation systems, and evaluating funding use.
- *Data, Reporting, Analysis and Management:* Assists CoCs to collect, manage and utilize data to guide homelessness planning and program development and operation, including for system resource allocation purposes. Has expertise with Homeless Management Information Systems (HMIS) transitions, including providing support to numerous CoCs, including San Francisco and Santa Clara County (CA) and St Joseph, MO, in the operation and improvement of their systems. Led state-wide homelessness study in Missouri. Developing annual report for Kansas City CoC.

Prior Experience

Orrick, Herrington & Sutcliffe LLP

Global Finance Associate, October 2003-April 2006

Legal Aid Society

Orrick, Herrington & Sutcliffe LLP Extern to the Civil Division of the Legal Aid Society, May 2005-August 2005

Brennan Center Public Policy Clinic at the Center for Constitutional Rights

Student Advocate, Policy Strategy, August 2002-May 2003

Women's Institute for Leadership Development (WILD) for Human Rights

Legal Intern May 2001-August 2001

Education

2003 JD, New York University School of Law

2000 BA, University of Iowa

Admitted to practice in New York

Proof of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/18/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER CalNonprofits Insurance Services 1500 41st Avenue Suite 280 Capitola CA 95010	CONTACT NAME: Sandra Johnson PHONE (A/C No. Ext): 888-427-5224 E-MAIL ADDRESS: sandra@cal-insurance.org		FAX (A/C, No):													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Sentinel Insurance Company Ltd</td> <td>11000</td> </tr> <tr> <td>INSURER B : Capitol Specialty Insurance Corporation</td> <td>10328</td> </tr> <tr> <td>INSURER C : Service American Indemnity Company</td> <td>39152</td> </tr> <tr> <td>INSURER D : North American Capacity Insurance Company</td> <td>25038</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>			INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Sentinel Insurance Company Ltd	11000	INSURER B : Capitol Specialty Insurance Corporation	10328	INSURER C : Service American Indemnity Company	39152	INSURER D : North American Capacity Insurance Company	25038	INSURER E :		INSURER F :
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INSURER E :																
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INSURED The Center for Common Concerns, Inc. dba: Homebase 870 Market Street, Ste. 1228 San Francisco CA 94102	HOMEBAS-01															

COVERAGES

CERTIFICATE NUMBER: 1394274232

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			57SBABM6831SC	4/13/2020	4/13/2021	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			57SBABM6831SC	4/13/2020	4/13/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	SATIS0030100	7/1/2020	7/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B D	Professional Liability Cyber Liability			SGC0010802-01 C4LQP086247CYBER2020	4/27/2020 7/1/2020	4/27/2021 7/1/2021	Each Act/Aggregate 1,000,000 Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Proof of Insurance

CERTIFICATE HOLDER**CANCELLATION**

The City of Norman
 201-A West Gray
 P.O. Box 370
 Norman OK 73070

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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References

Professional references who can attest Homebase's experience and competency in homeless issues and our ability to satisfactorily complete the scope of work contained in this RFP include:

1. Kathryn Kaminsky, MPA

Continuum of Care Quality Improvement Manager
County of Santa Clara Office of Supportive Housing
3180 Newberry Drive, Suite 150
San Jose, CA 95118
(408) 793-1843 Direct | (408) 793-0550 Main
Kathryn.kaminski@hhs.sccgov.org

Relationship: Homebase has provided a wide range of services for Santa Clara County for over 16 years, including facilitating strategic planning, completing gaps and needs analyses, providing in depth training and technical assistance on at least a monthly basis to their provider network, completing the annual homeless assistance applications, and completing data reporting, analysis and related HMIS technical support. Ms. Kaminsky oversees this portfolio of work and interacts with the Homebase team as we carry out this work.

Information about Current Strategic Plan (process facilitated by and document prepared by Homebase in 2019-2020):

<https://www.sccgov.org/sites/yes/takeaction/Pages/2020-Santa-Clara-County-Community-Plan-to-End-Homelessness-.aspx>

2. Erin Velez

Policy & Planning Coordinator
Housing Solutions
110 S. Hartford Ave., Suite 2504
Tulsa, Oklahoma 74120
c 918.814.9670 | o 918.322.9922
erin.velez@housingsolutionstulsa.org
awh4t.org

Relationship: Homebase has provided services in Tulsa since Fall 2018, including strategic planning and implementation, system analysis, service and outcome standards creation, and governance restructure. Ms. Velez oversee Homebase's work for the CoC.

Strategic Plan (process facilitated by and document prepared by Homebase in 2019-2020):

<https://online.flowpaper.com/78c20754/AHW4TStrategicPlanFINALJan2020/#page=1> (can also be accessed via www.awh4t.org)

Proposed Budget

	<u>2020 Rates</u> <u>(fully loaded)</u>	<u>Hours</u>	<u>Totals</u>
<u>Staffing Expenses</u>	\$78- \$181	624	\$63,169
<u>Operating Expenses</u>			
Materials, printing, supplies			\$450.00
Sub/Contractor			\$20,000.00
Subtotal			<u>\$20,450.00</u>
Indirect / Administrative		80%	<u>\$16,380.45</u>
Total			\$100,000