

**Service Agreement # RFP 2017.730**

Adams County Regional Homeless Service System Evaluation  
and Strategic Planning and Implementation Initiative

**ADAMS COUNTY, COLORADO  
PROFESSIONAL SERVICE AGREEMENT**

THIS AGREEMENT ("Agreement") is made this 8 day of Feb 2018, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," and **CORPORATION FOR SUPPORTIVE HOUSING**, located at 61 Broadway, Suite 2300, New York, NY10006, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

**1. SERVICES OF THE CONTRACTOR:**

- 1.1. All work shall be in accordance with the attached RFP 2017.370 and the Contractor's response to the RFP 2017.370 attached hereto as **Exhibit A**, and incorporated herein by reference. Should there be any discrepancy between Exhibit A and this Agreement the terms and conditions of this Agreement shall prevail.
- 1.2. Emergency Services: In the event the Adams County Board of County Commissioners declares an emergency, the County may request additional services (of the type described in this Agreement or otherwise within the expertise of the Contractor) to be performed by the Contractor. If the County requests such additional services, the Contractor shall provide such services in a timely fashion given the nature of the emergency, pursuant to the terms of this Agreement. Unless otherwise agreed to in writing by the parties, the Contractor shall bill for such services at the rates provided for in this Agreement.

**2. RESPONSIBILITIES OF THE COUNTY:** The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement, as referenced in Section 1 above.

**3. TERM:**

- 3.1. Term of Agreement: The initial term of this Agreement shall be for one (1) year from the date of execution, unless sooner terminated as specified elsewhere herein.
- 3.2. Extensions: The County, at its sole option, may offer to extend this Agreement as necessary for up to two (2) option year extensions providing satisfactory service is given and all terms and conditions of this Agreement have been fulfilled. Such extensions must be mutually agreed upon in writing by the County and the Contractor.

**4. PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, in an amount of **eighty-six thousand dollars and no cents (\$86,000.00)**.

- 4.1. Payment pursuant to this Agreement, whether in full or in part, is subject to and contingent upon the continuing availability of County funds for the purposes hereof. In the event that funds become unavailable, as determined by the County, the County may immediately terminate this Agreement or amend it accordingly.
5. **INDEPENDENT CONTRACTOR:** In providing services under this Agreement, the Contractor acts as an independent contractor and not as an employee of the County. The Contractor shall be solely and entirely responsible for his/her acts, and the acts of his/her employees, agents, servants, and subcontractors during the term and performance of this Agreement. No employee, agent, servant, or subcontractor of the Contractor shall be deemed to be an employee, agent, or servant of the County because of the performance of any services or work under this Agreement. The Contractor, at its expense, shall procure and maintain workers' compensation insurance as required by law. **Pursuant to the Workers' Compensation Act § 8-40-202(2)(b)(IV), C.R.S., as amended, the Contractor understands that it and its employees and servants are not entitled to workers' compensation benefits from the County. The Contractor further understands that it is solely obligated for the payment of federal and state income tax on any moneys earned pursuant to this Agreement.**
6. **NONDISCRIMINATION:** The Contractor shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. Adams County is an equal opportunity employer.
- 6.1. The Contractor will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.
7. **INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless the County, its officers, agents, and employees for, from, and against any and all claims, suits, expenses, damages, or other liabilities, including reasonable attorney fees and court costs, arising out of damage or injury to persons, entities, or property, caused or sustained by any person(s) as a result of the Contractor's performance or failure to perform pursuant to the terms of this Agreement or as a result of any subcontractors' performance or failure to perform pursuant to the terms of this Agreement.
8. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:
- 8.1. **Commercial General Liability Insurance:** to include products liability, completed operations, contractual, broad form property damage and personal injury.
- |                           |             |
|---------------------------|-------------|
| 8.1.1. Each Occurrence:   | \$1,000,000 |
| 8.1.2. General Aggregate: | \$2,000,000 |

- 8.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.
  - 8.2.1. Bodily Injury/Property Damage: \$1,000,000 (each accident)
  - 8.2.2. Personal Injury Protection: Per Colorado Statutes
- 8.3. Workers' Compensation Insurance: Per Colorado Statutes Not Applicable.
- 8.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services, as applicable.
  - 8.4.1. Each Occurrence: \$1,000,000
  - 8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, and comprehensive automobile liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
  - 8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.
  - 8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.
  - 8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.
- 8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.
- 8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.
- 8.8. Proof of Insurance: At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverage's or policies required under this Agreement.

9. **TERMINATION:**

- 9.1. **For Cause:** If, through any cause, the Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the Contractor violates any of the covenants, conditions, or stipulations of this Agreement, the County shall thereupon have the right to immediately terminate this Agreement, upon giving written notice to the Contractor of such termination and specifying the effective date thereof.
- 9.2. **For Convenience:** The County may terminate this Agreement at any time by giving written notice as specified herein to the other party, which notice shall be given at least thirty (30) days prior to the effective date of the termination. If this Agreement is terminated by the County, the Contractor will be paid an amount that bears the same ratio to the total compensation as the services actually performed bear to the total services the Contractor was to perform under this Agreement, less payments previously made to the Contractor under this Agreement.

10. **MUTUAL UNDERSTANDINGS:**

- 10.1. **Jurisdiction and Venue:** The laws of the State of Colorado shall govern as to the interpretation, validity, and effect of this Agreement. The parties agree that jurisdiction and venue for any disputes arising under this Agreement shall be in Adams County, Colorado.
- 10.2. **Compliance with Laws:** During the performance of this Agreement, the Contractor agrees to strictly adhere to all applicable federal, state, and local laws, rules and regulations, including all licensing and permit requirements. The parties hereto aver that they are familiar with § 18-8-301, *et seq.*, C.R.S. (Bribery and Corrupt Influences), as amended, and § 18-8-401, *et seq.*, C.R.S. (Abuse of Public Office), as amended, the Clean Air Act (42 U.S.C. 7401-7671q), and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended, and that no violation of such provisions are present. Contractor warrants that it is in compliance with the residency requirements in §§ 8-17-101, *et seq.*, C.R.S. Without limiting the generality of the foregoing, the Contractor expressly agrees to comply with the privacy and security requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 10.3. **OSHA:** The Contractor shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.
- 10.4. **Record Retention:** The Contractor shall maintain records and documentation of the services provided under this Agreement, including fiscal records, and shall retain the records for a period of three (3) years from the date this Agreement is terminated. Said records and documents shall be subject at all reasonable times to inspection, review, or audit by authorized federal, state, or County personnel.

- 10.5. Assignability: Neither this Agreement, nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable by the Contractor without the prior written consent of the County.
- 10.6. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.
- 10.7. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.
- 10.8. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) immediately upon hand delivery; or (3) immediately upon receipt of confirmation that an E-mail was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

**County:**

Department: Adams County Department of Regional Affairs  
 Contact: Alix Midgley, MSW, LSW  
 Homelessness Liaison, Department of Regional Affairs  
 Address: 4430 South Adams County Parkway, Suite 5313  
 City, State, Zip: Brighton, Colorado 80601  
 Office Number: 720.523.6894  
 Email: [amidgley@adco.gov](mailto:amidgley@adco.gov)

Department: Adams County Purchasing Division  
 Address: 4430 South Adams County Parkway, Suite C4000A  
 City, State, Zip: Brighton, Colorado 80601

Department: Adams County Attorney's Office  
 Address: 4430 South Adams County Parkway  
 City, State, Zip: Brighton, Colorado 80601

**Contractor:**

Company: Corporation for Supportive Housing  
 Contact: Ms. Nancy McGraw, Chief Development Officer  
 Address: 61 Broadway, Suite 2300  
 City, State, Zip: New York, NY 10006  
 Office Number: 212.986.2966 x282  
 E-mail: [nancy.mcgraw@csh.org](mailto:nancy.mcgraw@csh.org)

10.9. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.

10.10. Severability: If any provision of this Agreement is determined to be unenforceable or invalid for any reason, the remainder of this Agreement shall remain in effect, unless otherwise terminated in accordance with the terms contained herein.

10.11. Authorization: Each party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

**11. AMENDMENTS, CHANGE ORDERS OR EXTENSION:**

11.1. Amendments or Change Orders: The County may, from time to time, require changes in the scope of the services of the Contractor to be performed herein including, but not limited to, additional instructions, additional work, and the omission of work previously ordered. The Contractor shall be compensated for all authorized changes in services, pursuant to the applicable provision in the Solicitation, or, if no provision exists, pursuant to the terms of the Amendment or Change Order.

11.2. Extensions: The County may, upon mutual written agreement by the parties, extend the time of completion of services to be performed by the Contractor

**12. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08:** Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended May 13, 2008, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:

12.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.

12.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.

12.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.

12.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.

- 12.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.
- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

**Signature Page**

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto.

**BOARD OF COUNTY COMMISSIONERS  
ADAMS COUNTY, COLORADO**

By:   
Raymond H. Gonzalez, County Manager

Date: 2/8/18

**CONTRACTOR  
CORPORATION FOR SUPPORTIVE HOUSING**

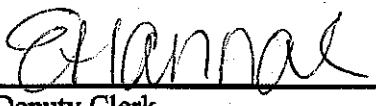
By: Nancy McGraw  
Name (Print or Type)

February 1, 2018  
Date:

  
Authorized Signature

Chief Development Officer  
Title

Attest:  
Stan Martin, Clerk and Recorder

  
Deputy Clerk

APPROVED AS TO FORM:  
Adams County Attorney's Office


By:   
Attorney's Signature

NOTARIZATION:  
COUNTY OF New York )  
STATE OF New York )

)SS.

Signed and sworn to before me this 1<sup>st</sup> day of February, 2018,

by Leah Sininsky

Notary Public 

My commission expires on: October 14, 2018

LEAH ANNE SININSKY  
NOTARY PUBLIC, STATE OF NEW YORK  
NO. 01S16313268  
QUALIFIED IN WESTCHESTER COUNTY  
COMMISSION EXPIRES OCT. 14, 2018



**ATTACHMENT A**  
(All Documents following this page of the Agreement)

Attachments:

1. BAFO, dated January 24, 2018
2. Price Schedule (Base Year)
3. Proposal, dated January 8, 2018
4. Amendment One, dated January 4, 2018
5. Contractor's Certification of Compliance
6. Contractor's Statement



January 23, 2018

Ms. Heidi Ellis  
Contract Specialist II  
Finance/Purchasing Division  
Adams County Government Center  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, CO 80601

**Subject:** Clarification Request for Request for Proposal #2017.730 Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative

Dear Ms. Ellis:

Thank you for providing CSH with the opportunity to provide additional information on our proposal in response to RFP #2017.730. Below, please find our responses to the questions provided as part of our best and final offer (BAFO).

1. Please clarify, if your submitted work plan were revised to include a 20% overall reduction in cost without compromising the overall project quality, what would be the revised changes to the proposal, including travel costs, GIS mapping, stakeholder engagement, or other items outlined in the proposed work plan? Please provide a more detailed cost breakout for the revised budget than was initially submitted in your proposal.

CSH does not believe the Scope of Work (Section IX of CSH's proposal) can be revised to include a 20% overall reduction in cost without compromising the overall project quality and strategic goals of the project. However, by reducing CSH's role in the "Community Mapping and GIS Analysis" activity detailed under Phase II of the Scope of Work, CSH can reduce the overall cost by 14%, bringing the total project cost down to \$86,000 (see: Revised Pricing Form below). It is important to note that CSH sees this work as critical to understanding a given community's homelessness landscape. This is even more so the case in a county such as Adams County, which spans such a large geographic area. As noted in CSH's proposal, effective deployment of high quality spatial data can play a critical role in connecting homeless individuals and families to appropriate services and housing interventions. To that end, CSH does not recommend completely eliminating this activity from the Scope of Work. However, as detailed in CSH's response to question 2 below, if Adams County staff determines they have the capacity necessary to implement the GIS mapping activities outlined in the Scope of Work, rather than leading this work, CSH staff can work with county staff to integrate this into the overall system evaluation and strategic plan. To do this, CSH would remove the personnel and travel costs necessary for Gabriel Schuster, CSH Program Manager, to lead this work as well as the hours budgeted for him to integrate this work into Phases I and IV. However, given the importance of this work and the significant lift involved in conducting the proposed focus groups and integrating the qualitative and quantitative data from persons with lived experience into a digitized GIS map, if possible, CSH would encourage Adams County to leave these activities in the Scope of Work as originally envisioned, with CSH leading the work. Notably, CSH included Mr. Schuster as a member of the project team in our original proposal to Adams County due to his valuable expertise in



geographic visualization. Mr. Schuster's work at CSH is largely focused on guiding strategic planning efforts through the analysis of internal and external data sources and he has led activities similar to those included under the "Community Mapping and GIS Analysis" activity detailed in the Scope of Work, including the facilitation of focus groups and group interviews across cohorts of both individuals and families with lived experience of homelessness and service providers within homeless systems.

As detailed in CSH's original proposal to Adams County, CSH designed the proposed Scope of Work to comprehensively address all of the deliverables outlined in the RFP. To that end, CSH sees the proposed Scope of Work as originally envisioned as the most effective means of achieving the project's strategic goals. CSH has completed Charrettes (see: Section IX: Scope of Work, Phase III) in more than 30 communities across the country and is confident that this is the most efficient method of engaging stakeholders and the community in an effective planning process in order to achieve the desired outcomes. For these reasons, aside from the shift in leadership for the "Community Mapping and GIS" activity detailed above, CSH does not recommend any additional revisions to the original Scope of Work. Further to this, CSH would only recommend this change to the Scope of Work if Adams County staff have sufficient capacity to implement this work as it is outlined in the proposal.

**Original Pricing Form:**

	Phase 1	Phase 2	Phase 3	Phase 4	Project Management	TOTAL COSTS
Personnel Costs	\$7,550	\$21,500	\$32,000	\$18,028	\$10,525	\$88,725
Travel Costs	--	\$2,863	\$6,726	--	--	\$9,589
Indirect Costs*	--	\$245	\$563	--	--	\$808
<b>TOTAL COSTS</b>	<b>\$7,550</b>	<b>\$24,608</b>	<b>\$39,289</b>	<b>\$18,028</b>	<b>\$10,525</b>	<b>\$100,000</b>

Total Request = \$100,000

\*Indirect costs for personnel are built into staff rates. The Indirect Costs listed above were calculated at a rate of 18% against total travel costs.

**Revised Pricing Form:**

	Phase 1: Landscape Assessment/Outreach Plan		Phase 2: System Analysis/Mapping		Phase 3: Charrette		Phase 4: Recommendations/Strategic Plan		Project Management		TOTAL	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Personnel Costs	42	\$6,925	98	\$15,250	214	\$32,000	87	\$14,011	62	\$10,525	503	\$78,711
Travel Costs	0	\$0	0	\$0	24	\$6,726	0	\$0	0	\$0	24	\$6,726
Indirect Costs*	0	\$0	0	\$0	--	\$563	0	\$0	0	\$0	--	\$563
<b>TOTAL</b>	<b>42</b>	<b>\$6,925</b>	<b>98</b>	<b>\$15,250</b>	<b>238</b>	<b>\$39,289</b>	<b>87</b>	<b>\$14,011</b>	<b>\$10,525</b>	<b>\$10,525</b>	<b>527</b>	<b>\$86,000</b>

Total Request = \$86,000

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**I. EXECUTIVE SUMMARY:** Founded in 1991, CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. CSH provides assistance to city, county, state, and federal governments and other mainstream systems on implementing health and social service policies benefitting homeless populations. CSH is uniquely qualified for this engagement. CSH has deep experience conducting in-depth analyses of plans and systems for ending homelessness in communities across the country. In the past four years alone, we have created more than 40 systems maps that show the flow of people in and out of temporary and permanent interventions in the homeless system. Our work stems from our fundamental belief that supportive housing—affordable housing combined with services—is the solution to ending homelessness for those individuals who face the most complex challenges, such as physical and behavioral health conditions and substance use disorders. We offer capital, expertise, information, and innovation that allow our partners to use supportive housing to achieve stability, strength, and success for people most in need. As the source for housing solutions, CSH is an industry leader with national influence and deep connections in a growing number of local communities. Since inception, CSH has brought key stakeholders to the table, including key policymakers and partners representing a number of sectors, including housing and health, through targeted outreach and engagement, to help communities across the county enact large scale systems change designed to end homelessness through the provision of supportive housing for the most vulnerable individuals and families. We are headquartered in New York City with staff stationed in more than 26 locations around the country, including Denver, Colorado.

**II. CSH ORGANIZATION.** CSH is a nonprofit organization organized in the State of Delaware. CSH has an Executive Team consisting of a Chief Executive Officer, a Chief Financial Officer, a Chief Operating Officer, a Chief Lending Officer, a Chief Development Officer, a Vice President of Strategy and Impact, a Vice President of Consulting and Field Operations, and General Counsel. CSH has Eastern Region, Central Region, Western Region, and Communications Managing Directors. CSH has local Directors in each of the communities where we have a local field office. CSH has program staff at the Director, Associate Director, Senior Program Manager, Program Manager, and Associate Program Manager Levels. CSH has a Fund Development Team, a Finance Team, a Communications Team, a Community Investment Team, and a Consulting Team. CSH's Board of Directors has 18 members.

**III. PRINCIPALS, OFFICERS, DIRECTORS.** Qualifications of CSH's Executive Team and their contact information is detailed below:

Deborah De Santis, CSH President and Chief Executive Officer: As President and Chief Executive Officer, Ms. De Santis is responsible for the overall leadership of CSH, including oversight of fund development, public policy and advocacy work, financial and administrative systems, program planning and implementation, and strategic planning. Under her leadership, CSH advances solutions that use housing as a platform for services to improve the lives of the most vulnerable people, maximize public resources and build healthy communities. Since Ms. De Santis was appointed to this position in 2007, she has led CSH in realizing a 10-year goal of creating 150,000 supportive housing units nationally. She also has led the re-organization of CSH to deepen its focus on innovation and expansion into new high-need communities nationally in line with CSH's strategic priorities. Prior to this position, Ms. De Santis served CSH for nearly four years as the director of the New Jersey program, where she tripled CSH's lending portfolio and successfully advocated for the creation of New Jersey's \$200 million Special Needs Housing Trust Fund. Previously, Ms. De Santis was the executive director and COO of the New Jersey Housing and Mortgage

Finance Agency, where she oversaw the execution of its first strategic plan, which included developing new special needs housing programs, increasing investments in NJ's urban areas, streamlining loan servicing, and growing the agency's multi-family portfolio. Ms. De Santis was also the Deputy Chief of Staff for the Governor of New Jersey, where she oversaw the day-to-day operations of the Governor's office, and served as liaison to the Cabinet. Ms. De Santis earned a Bachelor's Degree from Babson College where she is on the Board of Trustees. EMAIL: [deborah.desantis@csh.org](mailto:deborah.desantis@csh.org); PHONE: (212) 986-2966 x 296

David Provost, CSH Chief Financial Officer: David Provost, CFO oversees all aspects of CSH's financial and administrative operations, including finance and accounting, information technology, facilities, financial planning and budget development, and pension plan administration. Mr. Provost has more than 35 years of progressive senior financial management experience in both the nonprofit and for profit sectors. Mr. Provost joined CSH in 2009 after serving as the Chief Operating and Finance Officer for ShoreBank Enterprise Cascadia (now known as Craft 3). He has also held executive positions at Community Development Financial Institutions (CDFIs), nonprofit organizations, and for-profit corporations before joining CSH. David earned a Bachelor of Science degree from Northeastern University and a Master of Business Administration from Boston University. EMAIL: [david.provost@csh.org](mailto:david.provost@csh.org); PHONE: (212) 986-2966 x 235

Stephanie Harms, CSH Chief Operating Officer: As Chief Operating Officer since 2016, Ms. Harms is responsible for oversight and day-to-day management of CSH's Human Resources Department, Communications, Administration, and CSH's dynamic Training Center. Prior to her recent promotion, Ms. Harms served as Chief of Staff, where she was responsible for supporting CSH's president and CEO, including coordinating and overseeing the activities of the president's office, supporting and managing organizational planning activities, including implementation of CSH's strategic plan and performance measurement tracking, coordinating programmatic and business support teams, and advancing strategic priorities on behalf of the president and CEO. Stephanie also enjoys advancing CSH's talent efforts, including staff development and workforce planning. She joined CSH in 2002 as a Senior Program Manager. Previously, Ms. Harms worked as an aide to a member of the Minneapolis City Council and administrator of a mental health clinic. Stephanie earned a bachelor's degree from Augsburg College and a Certificate in Organizational Development from the University of Minnesota's College of Continuing Education. EMAIL: [stephanie.harms@csh.org](mailto:stephanie.harms@csh.org); PHONE: (612) 385-2400

Brigitt Jandreau-Smith, CSH Chief Lending Officer: Brigitt Jandreau-Smith is a creative finance professional with 25 years of experience in designing and managing loan and investment programs to encourage the development of supportive housing. As Chief Lending Officer at CSH, Ms. Jandreau-Smith has overseen CSH's lending and grant making activities almost since the organization's inception. This includes managing CSH's \$75 million acquisition and predevelopment loan program and our participation in five multi-originator acquisition loan funds. Ms. Jandreau-Smith also led the investment of CSH's first allocation from the New Market Tax Credit program. She serves on CSH's Leadership Team, chairs the organization's Internal Project Review Committee, and participates on the Loan Monitoring Committee. Ms. Jandreau-Smith is a member of Boston Community Capital's Advisory Committee and LISC's New Market Support Corporation's NMTC Advisory Board. Ms. Jandreau-Smith is also a rotating member of the credit committees for the LA County Housing Innovation Fund and the Bay Area Transit Oriented Affordable Housing Loan Fund. Prior to joining CSH in 1993, Ms. Jandreau-Smith was Vice President, at Fleet Securities and Senior Project Manager at the New York City Economic Development Corporation. Ms. Jandreau-Smith a Bachelor of Science and Master of Business Administration from the University of Hartford. EMAIL: [brigitt.jandreau@csh.org](mailto:brigitt.jandreau@csh.org); PHONE: (415) 460-0899

Nancy McGraw, CSH Chief Development Officer: Nancy McGraw has over 25 years of experience in fundraising and communications, and expertise in housing and community development, including providing technical assistance, and creating and facilitating trainings in housing development and finance, social service planning, and organizational development to housing and service providers. As Chief Development Officer for CSH, Ms. McGraw oversees all aspects of CSH's fund development from cultivation and research through effective stewardship of resources and relationships. This includes funds from grants, contracts and PRIs. She also manages individual donors, board giving and outreach. Prior to assuming the Chief Development Officer position in 2008, Ms. McGraw was Managing Director of the Eastern Region, overseeing all of CSH's work on the East Coast, including hub offices in Washington, DC, New Jersey, New York, Connecticut, and Rhode Island. Ms. McGraw started at CSH in 1998 as a Program Manager in New Jersey, and then created and served as Director of both the National Resource Center and the Strategic Partnerships Team, where she led the development of the CSH 2008-2012 Strategic Plan. Before CSH, Ms. McGraw was the Associate Director and Acting Executive Director for the Association for Neighborhood and Housing Development in New York City and has worked for community development organizations since 1989. Nancy earned a bachelor's degree in Urban Design from New York University. EMAIL: [nancy.mcgraw@csh.org](mailto:nancy.mcgraw@csh.org); PHONE: (212) 986-2966 x 282

Ryan Moser, CSH Vice President, Strategy and Impact: Ryan Moser has developed models, initiatives, and policy for active substance users, mental health alternatives to incarceration, justice reinvestment, community corrections, veterans, housing interventions for families with criminal justice involvement, and high utilizers of systems including pay for success. As Vice President for Strategy & Impact, Mr. Moser works to build strategic alignment across the agency's portfolio, lead national strategic initiatives, increase organizational capacity for data analytics and evaluation, and increase impact through social impact financing. Prior to this role, Mr. Moser led CSH's work in the Eastern United States as a Managing Director and played multiple roles as a member of the CSH New York team, where he led its involvement with the Returning Home Initiative, a national effort to develop supportive housing opportunities for people involved with the justice system who experienced homelessness, health and social challenges. Before starting at CSH, Mr. Moser worked with Women's Prison Association and served in the American Peace Corps, with experience in multicultural education, curriculum design, linguistics, and international development. Mr. Moser has a Bachelor of Arts degree from The University of Richmond and a Master of Education from Penn State University. PHONE: [ryan.moser@csh.org](tel:(212)986-2966); EMAIL: (212) 986-2966 x 248

Liz Drapa, CSH Vice President, Consulting and Field Operations: Liz Drapa has over 15 years of experience in social policy and ending homelessness, with expertise in project management, technical assistance, and training design and facilitation. As the Vice President for Field Operations and Consulting at CSH, Ms. Drapa provides overall direction for the work of CSH's three regions, national consulting team, and federal technical assistance team. Her portfolio includes 13 offices and 85 staff executing CSH's mission through local grants, contracts, and strategic initiatives. Prior to her current position, Ms. Drapa has served as Associate Director of the CSH Illinois program and Managing Director of the CSH Consulting team. Ms. Drapa has previously worked with the Chicago Continuum of Care on Chicago's 10 Year Plan End Homelessness and focused on AIDS housing and homelessness issues while working at ICF Consulting and HUD. Ms. Drapa holds a Master's Degree in Public Policy from Georgetown University and a Bachelor of Arts from Loyola University Chicago. EMAIL: [liz.drapa@csh.org](mailto:liz.drapa@csh.org); PHONE: (312) 332-6690 x 2819

Edith Gimm, General Counsel: Edith Gimm has over 10 years of legal experience representing a variety of businesses and organizations. She has specific expertise in real estate financings, loan restructurings, and leasing transactions.

Edith Gimm, General Counsel: As the General Counsel for CSH, Ms. Gimm manages and advises on legal matters and negotiates critical documents, including loan documentation for CSH's lending group transactions. Prior to joining CSH, Ms. Gimm worked as an Associate in the Real Estate group at Mayer Brown LLP focused on real estate financings and loan restructurings. She was also a Law Intern at Lawyers for Children, Inc., and a Corporate Paralegal at Heller Ehrman LLP. Ms. Gimm has a Juris Doctor degree from Boston College, a Master of Arts degree from Stanford University, and a Bachelor of Arts degree from Wellesley College. EMAIL: [edith.gimm@csh.org](mailto:edith.gimm@csh.org); PHONE: (212) 986-2966 x 218

A list of CSH's 2018 Board of Directors is attached to this proposal as Exhibit A.

**IV. CSH PROFILE:** CSH is a national organization headquartered in New York City with feet on the ground in 26 states, including a local office in Denver, Colorado.

- a. CSH has 128 full-time employees. CSH's Denver office has two full-time employees.
- b. CSH's Denver Office is located at:  
110 16<sup>th</sup> Street, Suite 760  
Denver, CO 80203
- c. No CSH staff will be assigned to this project on a full-time basis.
- d. The following CSH staff will be assigned to this project on a part-time basis:
  - Debbie Thiele, CSH Managing Director, Western Region
  - Annie Bacci, CSH Associate Director, Mountain West
  - Katie Bonamasso, CSH Program Manager, Mountain West
  - Gabriel Schuster, CSH Program Manager, Strategy & Impact
  - Heather Lyons, CSH Director, Northwest Region
  - Dara Papel, CSH Senior Program Manager, Los Angeles
  - Amber Buening, CSH Program Manager, Central Region
- e. Debbie Thiele, CSH Managing Director, Western Region will provide supervision and management of the contract. Resumes for all project staff are attached to this proposal as Exhibit B.
- f. There have been no substantiated complaints against CSH in the past three years. CSH is not involved in any outstanding litigation.

**V. KEY PERSONNEL:** Key personnel for the proposed contract are detailed below.

Debbie Thiele, CSH Managing Director, Western Region: Debbie Thiele joined CSH in 2011. Ms. Thiele is a nationally-recognized speaker and an expert in leveraging health care, public housing, and homeless sector resources to create supportive housing for the most vulnerable people. Ms. Thiele created the country's first sponsor-based Section 8 program in order to better serve people experiencing chronic homelessness and wrote the white paper that spurred the creation of Washington State's Medicaid Supportive Housing Services benefit. She has held previous senior leadership positions in multifamily lending for the Mayor's Office of Housing in Seattle and in homeless housing initiatives for the King County Housing Authority. She is Chair of the Seattle Housing Authority Board of Commissioners and a member of the Washington Low Income Housing Alliance public policy committee. As the Managing Director of the Western Region for CSH, Ms. Thiele provides strategic planning within the region, as well as oversight and coordination of all projects, business development efforts, and expansion of potential partnerships. She also directly supports new strategic projects in the region as needed. Ms. Thiele's work is rooted in the direct service experience she gained early in her career and a unique understanding of the cultural and operational needs of the systems that must work together to create supportive housing. She holds a Bachelor of Arts in



Communications and Professional Writing from Eastern Illinois University. Ms. Thiele will be responsible for the overall supervision of the proposed contract with Adams County as she manages and supervises staff who will lead the day-to-day work under the contract. If awarded, Ms. Thiele will spend approximately 2% of her time working on the contract over the course of nine months.

Annie Bacci, CSH Associate Director, Mountain West: Annie Bacci joined CSH in 2015. Ms. Bacci has over 10 years of professional experience creating supportive housing opportunities for those with the greatest need. As the Associate Director of CSH's Mountain West Program, Ms. Bacci is responsible for providing strategic planning within the Mountain West Region (Colorado, Montana, Idaho, and Wyoming), as well as oversight and coordination of all projects, business development efforts, and the expansion of potential partnerships. Prior to joining CSH, Ms. Bacci served with the Colorado Division of Housing (DOH) for four years where she most recently served as the Manager of Homeless Programs. In this role, Ms. Bacci was charged with overseeing several federal and state supportive housing programs. Under her oversight, the Homeless Programs Team successfully launched three new supportive housing programs including The Colorado Second Chance Housing and Reentry Program (C-SCHARP) and the State Housing Voucher program serving those experiencing homelessness and mental health disorders in Colorado. Prior to this, Ms. Bacci worked for Volunteers of America in Denver as the manager of supportive housing programs for families and youth transitioning from homelessness. At Volunteers of America, Ms. Bacci created a new supportive housing team and successfully rolled out two programs serving formally homeless families. Ms. Bacci is a graduate of the school of Social Work at The University of Iowa as well as the Master's Program of Business Administration at the University of Colorado Denver. Under the proposed contract, Ms. Bacci will serve as the Project Manager. She will be the primary Liaison to Adams County staff and lead the implementation of the activities detailed in Section IX of this proposal. If awarded, Ms. Bacci will spend approximately 22% of her time working on the contract over the course of nine months.

Katie Bonamasso, CSH Program Manager, Mountain West: Katie Bonamasso joined CSH in 2016. Ms. Bonamasso has worked in supportive housing and homeless programs for nearly a decade. Currently, as the Program Manager for the Denver Social Impact Bond (SIB) Initiative at CSH, Ms. Bonamasso provides day-to-day oversight and leadership to Colorado's first Pay for Success project. Ms. Bonamasso works collectively with community partners on the Denver SIB to target homeless, super utilizers of emergency services in Denver with a supportive housing intervention. The project aims to reduce societal costs by increasing housing stability and reducing recidivism. Most recently, Ms. Bonamasso worked at the Colorado Division of Housing's (DOH) on the Homeless Program Team where she provided leadership to state and federally funded voucher programs for homeless, highly vulnerable populations. In this role, Ms. Bonamasso was an active participant in the development of Denver's Coordinated Assessment and Housing Placement System, worked with the Department of Corrections on reentry initiatives, and successfully launched a new Continuum of Care funded supportive housing program targeting the chronically homeless. Prior to her time at DOH, Ms. Bonamasso conducted Substance Abuse Counseling in an outpatient Methadone Clinic and worked for Mercy Housing as Resident Services Manager for 10 supportive housing communities across Colorado. Ms. Bonamasso has a Bachelor of Arts in Sociology and Human Services and a Masters in Social Work from the University of Denver. Under the proposed contract, Ms. Bonamasso will be responsible for supporting Ms. Bacci in implementing the activities detailed in Section IX of this proposal. If awarded, Ms. Bonamasso will spend approximately 10% of her time working on the contract over the course of nine months.

Gabriel Schuster, CSH Program Manager, Strategy & Impact: Gabriel Schuster joined CSH in June 2015. Mr. Schuster is a researcher and analyst with experience at the intersection of development policy and

community planning, and extensive capacities in geographic information systems and spatial analytics. As Program Manager for Strategy & Impact at CSH, Mr. Schuster's responsibilities include training staff on data analytics and visualization, guiding the organization on internal data collection, and supporting strategic planning through the analysis of internal and external sources. He is also responsible for analytical projects, such as CSH's National Supportive Housing Needs Assessment. Before joining CSH, Mr. Schuster worked as a researcher on the NSF-funded Mapping the Solidarity Economy Project, a mapping collaborative that identifies the contributions of organizations operating within the solidarity economy such as Credit Unions, Worker-Owned Cooperatives, and Community Land Trusts, and provides networking assistance to them. He has also served as a researcher at the CUNY Institute for Sustainable Cities, and is a faculty member in the Design for Social Innovation Program at the School for Visual Arts. Mr. Schuster holds a Master's degree in Geography and a Certificate in Geographic Information Science from Hunter College, CUNY, and a Bachelor's degree from Vassar College. Under the proposed contract, Mr. Schuster will be responsible for leading the GIS mapping process detailed in Section IX of this proposal. If awarded, Mr. Schuster will spend approximately 11% of his time working on the contract over the course of nine months.

Heather Lyons, CSH Director, Northwest: Heather Lyons joined CSH in 2008. Ms. Lyons has significant experience with homeless programs and policy, including expertise in analyzing community needs across the full continuum of housing types, serving frequent users of public systems, and understanding the intersection of health, homelessness and housing. As the Director of CSH's Northwest Program, Ms. Lyons is responsible for providing strategic planning within the Northwest Region (Northern California, Oregon, Washington, Hawaii, and Alaska), as well as oversight and coordination of all projects, business development efforts, and the expansion of potential partnerships. Previously, as an Associate Director with Consulting and Training at CSH, Ms. Lyons provided a range of training and advisement services to government, nonprofit, and private clients in numerous locations throughout the United States and Canada. She is an expert facilitator, using a relational approach that draws people into conversation while moving a process along. Prior to joining CSH, Heather led the City of Portland's efforts to end homelessness, working with numerous partners under Home Again: A 10 Year Plan to End Homelessness. Over her career, she has been a caseworker in emergency shelters and domestic violence programs and a community organizer working with recovering addicts and alcoholics. She began her career as a VISTA volunteer for the City of San Antonio, Texas. Heather has a Bachelor of Arts degree in English from Mary Washington College, and has training in Applied Improvisation, which takes the proven tools and techniques used by theater and musical improvisers into organizations and communities to improve adaptability and responsiveness, increase collaboration and innovation, and foster creativity. Under the proposed contract, Ms. Lyons will serve as an advisor to the project team for the Charrette process detailed in Section IX of this proposal. If awarded, Ms. Lyons will spend approximately 2% of her time working on the contract over the course of nine months.

Dara Papel, CSH Senior Program Manager, Los Angeles: Dara Papel joined CSH in 2017. Dara Papel has worked in social and economic justice for a decade, striving to address homelessness through a lens of human connection and collaboration. As a Senior Program Manager at CSH, Ms. Papel advises public agencies on needed systems change and policy reform to prevent and end homelessness in Los Angeles (LA) County. Most recently, she led a Charrette-like model, community-driven process in the northern-most region of LA County to develop key recommendations based on system analysis and housing projections, and advised the Los Angeles County Board of Supervisors and all regional stakeholders on next steps for implementing the resulting plan to prevent and combat homelessness. Prior to joining CSH, Ms. Papel served as Site Director for Chrysalis for five years where she led her direct services staff to assist homeless and low-income individuals to reenter the workforce through job preparation, support and retention

services. She developed strategic partnerships among service providers, law enforcement, and elected officials to enhance regional efforts. Ms. Papel also worked at Beyond Shelter, implementing \$2.5 million Homelessness Prevention and Rapid Rehousing Program (HPRP) in four major regions in LA County through HUD's American Recovery and Reinvestment Act in response to the economic recession. Ms. Papel holds a BA from the University of Colorado - Boulder in Sociology and Criminology, and certificates in Fundraising and Nonprofit Management from UCLA. Under the proposed contract, Ms. Papel will help facilitate the Charrette process detailed in Section IX of this proposal. If awarded, Ms. Papel will spend approximately 3% of her time working on the contract over the course of nine months.

Amber Buening, CSH Program Manager, Central Region: Amber Buening joined CSH in 2010. Ms. Buening is an organized, dependable and responsive team member, with expertise in data collection and analysis, online training and education, project coordination and leadership, and detail-oriented assignments. As a Program Manager for the Central Region at CSH, Ms. Buening's work has included compiling, analyzing and presenting numerous homeless system maps, unit projections and need data, and resource mapping reports for a variety of regions and communities. Previously, as a member of the Training Center team, Ms. Buening helped redesign the Supportive Housing Institute curriculum, created online toolkits, and designed self-paced, online learning modules related to supportive housing and homelessness. Prior to working at CSH, Ms. Buening served as an AmeriCorps VISTA and Intern for the CSH Minnesota Office, where she coordinated the local Veterans Initiative, managed communications, and organized trainings, including tailoring PowerPoint presentations to specific audiences, presenting curriculum, and analyzing evaluation responses. Amber obtained a Bachelor of Urban Planning and Development degree from Ball State University in Muncie, Indiana. Under the proposed contract, Ms. Buening will assist with the System Mapping process detailed in Section IX of this proposal. If awarded, Ms. Buening will spend approximately 3.5% of her time working on the contract over the course of nine months.

The project will be managed by Annie Bacci, who is based in Denver. CSH's hub offices can leverage program staff from across the organization, as needed, regardless of where they are based. Our project-management approach to consulting work ensures that staff with specific areas of expertise can be deployed to where they can best contribute to work taking place on the local level. While CSH anticipates that the project team for the proposed contract will consist of only those individuals listed above, throughout the duration of the proposed contract, project team staff can leverage information, expertise, and resources from CSH staff across the organization. This organizational structure maximizes our ability to successfully implement a Scope of Work, enabling us to achieve the greatest impact.

**VI. STATEMENT OF QUALIFICATIONS:** CSH has demonstrated capacity to implement the activities detailed in Section IX of this proposal. CSH has helped communities across the country develop new Plans to End Homelessness and improve/refine existing plans. To inform the development of the plan with data, we start with a three-part analysis of the current system and projection of the resources needed for optimal system functioning. To inform the development of the plan with local expertise and stakeholder input, we then conduct a CSH Charrette, which is an intensive process that maximizes input while reducing the time needed to finalize the plan. Together, this work informs the final plan.

To conduct **Data Analysis and Projections**, CSH pioneered and has completed more than 40 system maps in the past four years. Using data from the Homeless Management Information System (HMIS) and other available data, CSH first creates a visual depiction of the flow of people in and out of temporary and permanent housing interventions in the homeless response system. A systems map demonstrates both gaps

and blocks in the system, the current status of data collection, and initial guidance for how to best utilize existing resources.

Next, we conduct a full **Homeless System Analysis**, which starts with an inventory of existing interventions and an estimate of the total number of people who experience homelessness annually. We then reference the experiences people are currently having in the system to determine ways in which an optimally-designed system might better address their needs.

The shift from the current system to a more optimal design and resource allocation often requires redirecting existing resources and accessing additional resources. Step three is a **Projection** the total number of units, beds, or slots of temporary and permanent interventions needed to ultimately re-house everyone who experiences homelessness as well as some of the costs associated with addressing gaps in the system and identifying the existing or new resources needed to address these gaps.

In the last two years, CSH has prepared detailed assessments in diverse U.S. communities, such as Chicago, Illinois; Lafayette and Evansville, Indiana; Houston, Texas; the State of Delaware; Marin County, California; Tampa, Florida, King County, Washington; Los Angeles, California; and St. Louis, Missouri.

A CSH **Charrette** brings together diverse stakeholders with an interest in ending homelessness, including people who work in the field, interested community members, community members with lived experience of homelessness, and elected officials to facilitate a community-wide conversation about local needs and the best way to address them. Our highly-interactive approach to community facilitation ensures active participation from a wide range of stakeholders, and this intensive planning process jumpstarts and streamlines how a community develops or updates its plan to end homelessness and can significantly reduce the time needed to finalize the plan. We focus on up to six key topic areas identified by a Steering Committee and initial public input. Topics range from coordinated entry to housing production to health system alignment. Whatever the topic, the Charrette provides an opportunity for collaboration among diverse stakeholders to solve community problems related to homelessness within a very short period. CSH has utilized the Charrette in more than 30 communities across the country. CSH Charrettes can garner significant broad agreement and support from homeless funders, elected officials, policymakers, and stakeholders from housing, health, services, and corrections backgrounds.

Notably, CSH has seven U.S. Department of Housing and Urban Development (HUD) Technical Assistance (TA) contracts, valued at \$16 million, to work with communities across the country as a national HUD Homeless TA Provider. Our recent projects include work in Miami, Florida; Houston, Texas; Washington D.C; Portland, Oregon; and Detroit, Michigan to analyze the performance of programs related to expected Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act outcomes and system performance measures, and to implement effective coordinated entry. CSH has also assisted HUD to create user guides and guidance documents for Community of Care (CoC) Program interim rules as well as several notices establishing requirements on the prioritization of chronically homeless individuals and families, and, most recently, creating guidance around new requirements for coordinated entry design and implementation. Under our HUD contracts, we provide one-on-one TA to communities on supportive housing programs, CoC structure, data and evaluation, and Homeless Management Information Systems (HMIS). CSH is also helping to ensure the successful implementation of HUD's Family Self Sufficiency Unification Program (FSS-FUP Demonstration) through the provision of targeted TA, including the facilitation of peer-to-peer learning between FSS-FUP Demonstration sites designed to improve outcomes for youth aging out of foster care.

Being a HUD TA provider necessitates that CSH have deep expertise in coordinated entry, housing first and other supportive housing best practices, as well as rapid re-housing. CSH is focused on increasing housing access and targeting interventions so that the most vulnerable are able to access supportive housing. Tools, interventions, and processes developed by CSH that promote coordinated access to housing resources have touched thousands of homeless persons, generated a change in practice for many housing providers, and have led to an increased rate of supportive housing access for people experiencing chronic homelessness.

Furthermore, CSH has a deep understanding of the unique needs of the different populations experiencing homelessness, as well as an intimate knowledge of the challenges faced by public agencies and service providers to match individuals with the most appropriate housing option. We understand that continuity of care leads to better services and a more predictable path out of homelessness, and we believe that assessment and targeting of all housing resources plays an important role in helping persons experiencing homelessness gain access to the right intervention.

Below are descriptions of CSH's experience in similar projects, demonstrating our capacity to fulfill the project requirements and the specific roles performed by key personnel for each project.

**United Way of Weld County.** Through a five-month contract with the United Way of Weld County, Colorado, CSH:

- Created a system map of the Weld County homeless assistance system to illustrate the flow of households into and out of the system in 2015. The map provided details of the situations households were in before they entered the homeless system and the places to which they exited. The map served as a tool for easily illustrating to stakeholders the current functioning of the homeless system and identifying opportunities for data quality improvements.
- Used the information in the System Map and CSH's Projection Tool to create projections for "right-sizing" the system with a balance of interventions (diversion, rapid re-housing, supportive housing and temporary places to stay) Weld County. The projections showed the current system mix as it related to a new, more strategic system mix.
- Presented the results of the system analysis remotely online to the United Way of Weld County and other stakeholders to ensure that local system leaders had a clear understanding of the analysis and its results. CSH also presented to a broader stakeholder group in person.

Annie Bacci, who will serve as the Project Manager of the proposed contract with the Adams County Office of Regional Affairs, served as the Project Manager under this contract with the United Way of Weld County. In this role, Ms. Bacci served as the Project Manager and primary liaison to Weld County which included conducting stakeholder interviews, analyzing data and presenting recommendations, and in-person facilitation of two community meetings in Weld County.

**Antelope Valley Homeless Consortium.** Under a five-month contract with the Antelope Valley Homeless Consortium, CSH:

- Reviewed documents including data needs in collaboration with the Fifth Supervisorial District, CEO Homeless Initiatives, and the Los Angeles Homeless Services Authority (LAHSA) to assess strategic alignment with the existing Service Planning Area (APA) 1 Homeless Coalition, and develop a needs assessment in order to conduct a comprehensive regional plan to address the community concerns and the needs of those experiencing homelessness in Antelope Valley – SPA 1.

- Convened stakeholders from within the Antelope Valley Homeless Coalition, Antelope Valley Town Council and others, in order to generate consensus around Antelope Valley Homelessness Consortium (AVHC) activities through a community-driven process.
- Compiled data from LAHSA's recently released Point in Time (PIT) Count and Gap Analysis of SPA 1 from January 2017 and compiled and provided an analysis of the concerns, needs, assets and opportunities in the Antelope Valley to address and prevent homelessness.
- Provided written recommendations for best practices and evidence-based practices in service delivery and coordination of activities from the community convening outcomes and the system mapping and Gap Analysis findings to develop next steps for a regional solution to address homelessness in the Antelope Valley – SPA 1 (attached to this proposal as Exhibit C).

Dara Papel, who will assist with the Charrette under the proposed contract, was the Project Manager for this contract with the Antelope Valley Homeless Consortium. In this role, she met with all local County, constituent and nonprofit partner stakeholders in order to best facilitate a community-driven process to develop key recommendations and advise the Antelope Valley, the northern-most region of Los Angeles County, on next steps for implementing the resulting plan to prevent and combat homelessness.

Heather Lyons, who will assist the project team on the development of the Charrette under the proposed contract, assisted Ms. Papel with the meeting facilitation under this contract with the Antelope Valley Homeless Consortium. Meetings were highly interactive and included a great deal of community input. Ms. Lyons also helped with recommendations for the report, which were based on CSH's Charrette model.

Amber Buening, who will assist with the development of the systems map under the proposed contract, completed the systems map under this contract with the Antelope Valley Homeless Consortium. Ms. Buening also assisted with the development of the final report.

**Pierce County, Washington** is a long-standing client of CSH's. We started our work with the County in 2013 when we performed a Homeless System Analysis. Together, we were selected to present on the outcomes of this work at the National Alliance to End Homelessness. Since that time, CSH has provided extensive training to Pierce County providers, facilitated a Charrette based on system alignment, and is now assisting their executive leadership in exploring healthcare integration to create additional units of supportive housing. Specifically related to this proposal, CSH:

- Created a system map of the Pierce County assistance system to illustrate the flow of households into and out of the system. The map provided details of the situations households were in before they entered the homeless system and the places to which they exited. The map served as a tool for easily illustrating to stakeholders the current functioning of the homeless system and identifying opportunities for data quality improvements.
- Used the information in the System Map and CSH's Projection Tool to create projections for "right-sizing" the system with a balance of interventions (diversion, rapid re-housing, supportive housing and temporary places to stay) in Pierce County. The projections showed the current system mix as it related to a new, more strategic system mix.
- Analyzed documentation and interviewed providers of transitional housing to determine its effectiveness in the county. Assisted the Continuum of Care (CoC) and local providers in making decisions regarding the conversion of transitional housing to more strategic interventions to meet local needs.

- Presented recommendations from the system analysis to the County and assisted them in implementing recommendations regarding shifting of resources.
- Debbie Thiele, who will oversee the proposed contract, served as the Project Manager of this contract with Pierce County.

**VII. PROJECT LIST AND REFERENCES:** Reference Forms containing the contact information of CSH's point of contact at the United Way of Weld County, the Antelope Valley Homeless Consortium, and Pierce County are attached to this proposal as Exhibit E.

**VIII. QUALIFICATIONS OF SUBCONTRACTOR(S):** If awarded the proposed contract, CSH does not intend to leverage subcontractor(s) to carry out the activities detailed in the Scope of Work.

**IX. SCOPE OF WORK:** We have identified a four-phased Scope of Work (described below), that will position CSH to comprehensively address all of the deliverables included in the Scope of Work outlined in the RFP. If awarded a contract, CSH will work collaboratively with the Adams County Office of Regional Affairs on all of the activities outlined in the proposed Scope of Work. Our first step will be to work with key stakeholders from the Adams County Office of Regional Affairs to create a work plan and finalize the approach, methods, and timeline. Early discussions will focus on prioritization and sequencing to create momentum and the greatest impact. CSH's unique, collaborative approach is grounded in our core values as an agency, and our management approach is designed to ensure effective coordination of all work products. If awarded the contract, CSH looks forward to working closely with the Adams County project leads on all of the activities detailed in Section IX of this proposal. As soon as the contract is executed, CSH can begin implementing the proposed Scope of Work, and will complete Phase IV activities by the end of the nine-month contract term. Following the nine-month contract term, if appropriate, CSH sees an opportunity to renew the proposed contract in order to provide Adams County with additional support implementing the strategies to maximize efficiency and efficacy in homeless service delivery and policy making that are developed under the proposed contract.

Phase I: Landscape Assessment and Specific Outreach Plan Development (February 2018).

- **Landscape Assessment:** To gain a comprehensive understanding of the existing landscape in Adams County, CSH's first activity under the proposed contract will be to conduct an initial analysis of the current system. Specifically, CSH will review relevant reports, plans and studies, including the Adams County Housing Needs Assessment 2017, the Collective Impact Network Quality of Life report, The Burnes Institute Assessment on Adams County's Efforts to Address Homelessness report, the Community Enrichment and Poverty Reduction Efforts in Adams County report, the City of Westminster Affordable and Workforce Housing Strategic Plan, the Adams County Housing plan, the MDHI Regional System Performance Report, population projections, and other plans and reports as appropriate. CSH will also review pertinent datasets, including HMIS, PIT, OneHome/VI-SPDAT, McKinney-Vento, and others, as appropriate.
- **Specific Outreach Plan Development:** CSH will schedule, arrange, and attend an initial project kick-off meeting with County staff. Subsequently, we will work with County staff to create a list of local stakeholders to engage for participation in the Homeless Service System Evaluation and Strategic Planning Initiative. These will include public, private, and non-profit sector representatives involved in homelessness and housing, as well as individuals with current or lived experience of homelessness and/or housing insecurity. Then, leveraging our experience engaging stakeholders representing multiple sectors in communities across the country, CSH will work with Adams County staff to develop a Specific Outreach Plan that positions the county to effectively

engage and secure participation from key community stakeholders in this process. The Specific Outreach Plan will clearly describe the type, frequency, and extent of outreach necessary to accomplish the goals of this project within the project budget and time limitations. Specifically, CSH will:

- Assist with stakeholder identification by reviewing the structures of current homeless workgroups and assessing their effectiveness.
- Develop and implement a marketing plan for securing participation from the public and individuals with current or lived experience of homelessness in addition to key industry stakeholders.
- Provide strategic guidance on Steering Committee or workgroup membership, including the development of a core leadership workgroup for the project and data workgroups if deemed necessary. CSH will also assist with recruitment and referral for all workgroups.
- If additional information is needed, CSH will conduct interviews with key stakeholders to offer preliminary information about the upcoming systems review planning process, assess availability/utilization of area resources, and collect relevant data from cross-sector partners.

#### Phase II: System Mapping and System Analysis (March 2018-June 2018).

##### Phase II:

- **System Map:** CSH will create a systems map of the homeless system in Adams County. Specifically, we will work collaboratively with Adams County staff to gather Homeless Management Information System (HMIS) and work closely with local providers who do not enter data in HMIS to collect other available data and input it into the tool. The result of this TA will be the creation of a comprehensive systems map that shows the flow of people in and out of temporary and permanent interventions in the homeless response system. The systems map will demonstrate both gaps and blocks in the system, and provide guidance for the best next steps to take in systems change, improvements and increased data quality across homeless programs in Adams County. This map will be a tool for easily illustrating to stakeholders the current functioning of the homeless system and identifying opportunities for data quality improvements.
- **Projections:** Using the information in the System Map and CSH's Projection Tool, CSH will create a projection for "right-sizing" the system with a balance of interventions (diversion, rapid re-housing, permanent supportive housing and temporary places to stay) that addresses the needs of families experiencing homelessness in Adams County. The projections will show the current system mix as it relates to a new, more strategic system mix.
- **Community Mapping and GIS Analysis:** Recognizing the unique challenges involved in developing a comprehensive homeless response system in a large, geographically diverse community with limited existing data, CSH will enhance our standard systems mapping processes and add visual, spatial data in a Geographic Information System (GIS). Effective deployment of high quality spatial data can play a critical role in connecting homeless individuals and families to appropriate services and housing interventions. In communities that cover a large swath of land and with diverse socioeconomic, housing, and service patterns, quality spatial data can be challenging to generate through traditionally prescribed data-gathering tools. CSH will work with Adams County to generate quality spatial data in a GIS environment, and will deliver the geodatabases to county stakeholders. This location data can help guide strategic planning, service administration, and the effective targeting of interventions to community members in need. Where appropriate, CSH will



use community mapping strategies to generate spatial data from stakeholders and individuals with lived experience. The produced spatial data will supplement existing data gathering efforts, and may point to opportunities for improvement on Point In Time data quality. CSH will work with county leadership to identify and invite stakeholders for participation in 2-3 CSH-facilitated focus groups and group interviews across cohorts of both individuals and families with lived experience of homelessness, and service providers in the county homeless system. Focus groups and group interviews will generate qualitative and quantitative spatial data, which will in turn be digitized and stored in a geodatabase for analysis in a GIS. Focus groups and the transfer of county-held data to CSH will be completed by March 2018. Other data CSH will need to review as part of this process includes:

- Pertinent spatial data available to the county or to local stakeholders including, but not limited to: location data of shelters and coordinated access entry points; location data of public housing developments; location data of housing intervention sites including supportive housing, transitional housing, and other permanent housing exit points; location data of non-housing social services and health facilities; transportation data; socioeconomic and demographic data.

The Community Mapping and GIS Analysis process will result in:

- Transfer of digitized GIS data depicting the lived experience of homelessness in Adams County to stakeholders (April 2018)
- High resolution, completed map files visualizing experience of homelessness in Adams County (April 2018)
- Recommendations for continued deployment of GIS, including systems requirements, data gathering plans, and capacity-building (May 2018)

CSH will present the results of the system analysis in a meeting with County Staff by the end of May 2018. This meeting will allow for County staff to understand the analysis and for any potential adjustments to be made prior to sharing the results with a broader group of stakeholders during the Charrette process.

Phase III - Charrette (June 2018): CSH proposes to develop and implement a public stakeholder process in Adams County using our unique Charrette process (See Charrette Sheet attached to this Proposal as Exhibit D). The Charrette will streamline the community's development of a minimum of a ten (10) year dynamic strategy for system scaling, which prioritizes program and service needs based on best practices and practicability. The Charrette will provide an opportunity for collaboration among diverse stakeholders to create a comprehensive framework for solving community problems related to homelessness. Leveraging the Specific Outreach Plan developed in Phase I, CSH, in partnership with Adams County leadership, will engage with a wide-range of key stakeholders county-wide, including, but not limited to: City, County and Law Enforcement and Government Officials; partners from Adams, Brighton and Aurora Housing Authorities; representatives from regional shelters including Comitis Shelter; Metro Denver Homeless Initiatives and OneHome Coordinated Entry System; and service providers partners such as the Community Reach Center to secure their participation in the Charrette. The Charrette will also include participation from the public and individuals with current or lived experience of homelessness. The Charrette process will include a pre-planning phase, Charrette week, and the delivery of final recommendations, as detailed below.

- Pre-Planning: CSH will work with Adams County staff to create a Charrette Steering Committee consisting of CSH staff, key county leadership, individuals with lived experience of homelessness, and other key stakeholders, as determined by Adams County and CSH staff. The Steering Committee will determine the 3-6 topics or issue areas to be discussed during the Charrette, and finalize logistics, such as determining a site for the Charrette and securing individuals with expertise

on the identified topics/issue areas. During this phase, the Steering Committee will remain in regular contact, meeting on at least a weekly basis to create work plans and agendas, ensure decisions are made in a timely manner, and facilitate meetings to ensure progress occurs in advance of the Charrette. The Steering Committee will also develop questions, graphics, and collateral material for the Charrette.

- Charrette Week: The purpose of the Charrette is to reach a community consensus for addressing the issues determined by the Steering Committee during the pre-planning phase. At the beginning of the Charrette, CSH will present the System Map and highlights from the system analysis conducted in Phase I. The Charrette will include open “fishbowl” discussions on these issues and how to develop strategies designed to effectively and efficiently address them.
- Community Feedback Session: During and following the Charrette, CSH will work closely with Adams County Staff as we begin to draft our final recommendations. Following the Charrette, we will facilitate a community feedback session with Charrette participants to garner their feedback on the Charrette process, major themes, and proposed recommendations. The community feedback session will provide ample opportunity for stakeholder feedback, positioning CSH to: 1) synthesize major themes and critical issues identified in Charrette engagement sessions; 2) solidify a strategic framework; and 3) define immediate and long-term implementation activities.
- Final Recommendations: CSH will deliver final recommendations to Adams County within 2 weeks of the Charrette which will include recommendations for the structure of an ongoing steering committee (which may differ from the Charrette Steering Committee), membership, and governance structure. CSH will leverage notes from each of the “fishbowl” discussions and the final community feedback session to draft these final recommendations. Recommendations will be laid out in a concrete way and contain a series of feasible and responsive strategies and action steps with a strong local consensus for addressing the key issues discussed during the Charrette. CSH will also assist Adams County in creating a communication plan to ensure the process is inclusive and transparent, with clear, actionable steps.

#### Phase IV - Strategic Plan Framework + Recommendations (July-September):

Following the Charrette and community feedback session, CSH will develop a set of draft recommendations based on the five month period of community input and data review. The draft recommendations will incorporate data, feedback, as well as the final recommendations from the Charrette and the communications plan. The report and recommendations will be presented in PowerPoint format that will position the county to efficiently and comprehensively present the strategic action steps to key stakeholders as the process is implemented. For an example of the format in which CSH expects to develop the recommendations, please see the Antelope Valley report, which is attached to this proposal as Exhibit C. These recommendations will inform a multi-year strategic plan for system scaling, including recommendations for the development or augmentation of programs, services, policies, and related initiatives over time to build an effective Homeless Crisis Response System within Adams County, which appropriately meets the needs of current and projected subpopulations facing homelessness.

Recommendations outlined in the report will include:

- Additional needs for technical assistance to align current programs and policies with best practices.
- Recommendations for ongoing participation in policy and program development and evaluation for persons with current or lived experience of homelessness.
- Strategies for realigning current funding resources with identified system transformation goals.
- Recommendations for ongoing data collection, tracking, and integration.

To help the county leverage these recommendations to transition into the implementation phase, CSH will also develop a Project Management Workbook for Adams County that:

- Details the decision-making structure and protocols for policy creation;
- Includes a system organization chart to define project leads and roles of committees and/or workgroups;
- Synthesizes the strategic framework to project broad activities over a one-to-three year period using existing templates;
- Includes a framework for guidelines and metrics to evaluate overall plan effectiveness; and
- Includes cost estimates for ongoing work as Adams County begins to implement its strategic plan for system scaling. As a technical assistance provider with robust experience helping diverse communities across the country implement plans to end homelessness, CSH is available to discuss the possibility of providing the Adams County Office of Regional Affairs with implementation support under a new contract.

X. **DELIVERABLES:** During the contract period, CSH will attend the following meetings:

- Initial kick-off meeting with County Staff;
- A minimum of three (3) Adams County Coalition for the Homeless meetings;
- A minimum of three (3) stakeholder meetings including city government representatives; and
- A minimum of three (3) stakeholder meetings including persons with current or lived experience.

CSH will also participate in a minimum of four (4) Board of County Commissioners Study Sessions/Hearings. Additional deliverables for the proposed contract are detailed below:

Phase I Deliverables (February 2018):

- Development of Stakeholder Involvement Processes, including a Specific Outreach Plan with detailed strategy for stakeholder engagement; and
- Communications Plan for engaging the public and individuals with current or lived experience of homelessness.
- CSH will Schedule, arrange and attend an initial project “kick-off” meeting with the County Staff .

Phase II Deliverables (May 2018):

- Map of current homelessness programs and services in both paper and electronic versions supported by the appropriate software (GIS).
- Projections for “right-sizing” the system with a balance of interventions (diversion, rapid re-housing, permanent supportive housing and temporary places to stay) that addresses the needs of families experiencing homelessness in Adams County.
- Facilitation of 2-3 CSH-focus groups and group interviews across cohorts of both individuals and families with lived experience of homelessness, and service providers in the county homeless system. Focus groups and group interviews will generate qualitative and quantitative spatial data, which will in turn be digitized and stored in a geodatabase for analysis in a GIS.
- Map of current stakeholder engagement.
- Spatial interpretation of homelessness response system and how potential consumers engage with the system.

- Analysis of current strengths, gaps, and vulnerabilities in homelessness response system; and
- Analysis of current data pertaining to homelessness and at-risk populations.

Phase III Deliverables (June 2018):

- Creation of a Charrette Steering Committee consisting of CSH staff, key county leadership, individuals with lived experience of homelessness, and other key stakeholders to inform the Charrette agenda;
- Facilitation of a two-day Charrette with participation from key county leadership, individuals with lived experience of homelessness, and other key stakeholders;
- Facilitation of Community Feedback Session.
- Final recommendations for the structure of an ongoing Steering Committee (which may differ from the Charrette Steering Committee), membership, and governance structure. Recommendations will contain a series of feasible and responsive strategies and action steps with a strong local consensus for addressing the key issues discussed during the Charrette.

Phase IV Deliverables (October 2018):

- A set of draft recommendations that incorporate data, feedback, and committee review as well as the final recommendations from the Charrette. These recommendations will inform a multi-year strategic plan for system scaling, including recommendations for the development or augmentation of programs, services, policies, and related initiatives over time to build an effective Homeless Crisis Response System within Adams County, which appropriately meets the needs of current and projected subpopulations facing homelessness. Recommendations outlined in the report will also include:
  - Additional needs for technical assistance to align current programs and policies with best practices.
  - Recommendations for ongoing participation in policy and program development and evaluation for persons with current or lived experience of homelessness.
  - Strategies for realigning current funding resources with identified system transformation goals.
  - Recommendations for ongoing data collection, tracking, and integration.
- A Project Management Workbook for Adams County that:
  - Details the decision-making structure and protocols for policy creation;
  - Includes a system organization chart to define project leads and roles of committees and/or workgroups;
  - Synthesizes the strategic framework to project broad activities over a one-to-three year period using existing templates;
  - Includes a framework for guidelines and metrics to evaluate overall plan effectiveness; and
  - Includes cost estimates for ongoing work as Adams County begins to implement its strategic plan for system scaling.

As required by the RFP, CSH will furnish printed copies of the recommendations that will inform the plan, phasing plans, maps, and copies also in electronic form and GIS.





## EXHIBIT A: BOARD LIST

### **Chair**

**Stephen Norman**

Executive Director, King County Housing Authority

### **Vice-Chair**

**Rachel Diller**

Managing Partner and Chief Executive Officer, UrbanView Capital

### **Board Secretary**

**Carolyn Powell**

President, CP Integrated Solutions

**Jeffrey I. Brodsky**

President, Related Management Company

**Debbie Burkhart**

National Vice President, Supportive Housing

National Equity Fund

**Deborah De Santis**

President and Chief Executive Officer, CSH

**Pete Earley**

Author/Journalist

**Dorothy Edwards**

Advocate, LA Supportive Housing Advocate Program

**Donald S. Falk**

Executive Director, Tenderloin Neighborhood Development Corporation

**Sandra L. Forquer-Dransfield, PhD.**

Retired, Former Senior Vice President at Optum Health

**Roland Lamb**

Deputy Commissioner, Strategic Planning and Innovation Division,

Department of Behavioral Health and Intellectual disAbility Services



**Judge Steven Leifman**  
County Judge, Eleventh Judicial Circuit Court of Florida

**Qahir Madhany**  
Principal, Blackstone Real Estate

**Charles Milligan**  
Chief Executive Officer, UnitedHealthcare Community Plan of New Mexico

**Paula Morabito**  
Principal, Morabito Consulting

**Michelle Norris**  
President, National Church Residences Investment Corp

**Dr. Jim O'Connell**  
President, Boston Health Care for the Homeless Program

**Sherry Seiwert**  
President, Downtown Indy



## EXHIBIT B: PROJECT STAFF RESUMES

**Debbie Thiele**

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### **Western Region Managing Director, CSH**

**2017-Present**

Responsible for Providing leadership and coordination for the agency's work throughout the Western Region of the United States, directly supervising CSH staff and teams deployed in Los Angeles, San Diego, San Francisco, Arizona, Nevada, New Mexico, Utah, Montana, Wyoming, Colorado, Idaho, Oregon, Washington, Hawaii, and Alaska. Primary responsibilities and accomplishments include:

- Develop and implement strategy to maximize impact on high need communities in the Western Region.
- Oversee and coordinate all projects, business development efforts, and expansion of potential partnerships
- Manage multimillion dollar operational budget for CSH's Western Region.
- Provide local and national technical assistance around supportive housing models, policy and advocacy, social services engagement and delivery systems to non-profit, government and private entities.
- Assist with development of CSH's national priorities, strategy and management, loan and program monitoring, and continuous quality improvement.

### **Director, National Consulting Services, CSH**

**2011-2017**

Led CSH's national consulting team, which provides technical assistance in the areas of system integration, public housing, Medicaid, housing finance, and interventions to end homelessness.

- Provided technical assistance to government, nonprofit, philanthropic, and business leaders across the country to create housing solutions for highly vulnerable people.
- Led CSH's national technical assistance efforts to engage and support public housing agencies in creating supportive housing.
- Provided technical assistance in affordable housing finance on the alignment of capital, operating, and service funding to create supportive housing.
- Worked with state Medicaid agencies to maximize Medicaid payments for supportive housing services.

### **Multifamily Lending Manager, Seattle Mayor's Office of Housing**

**2008-2011**

Oversaw the City's offerings, underwriting, and allocation of \$20 million in annual public funding for affordable and supportive housing production and preservation. Primary responsibilities and accomplishments included:

- Ensured federal compliance with HOME and Community Development Block Grant programs and provided accountability for the use of voter-approved local housing levy funds.
- Managed a team of lenders who monitored development and construction, negotiated real estate closings, and advanced the environmental and social justice goals of green building, prevailing wages, and affirmative hiring.
- Initiated an inter-jurisdictional approach to state and local capital, operating, and service funding, which was recognized by the White House Office on Urban Affairs as a model for interagency collaboration at the federal level.
- Led the Office's efforts to support the implementation of the Ten-Year Plan to End Homelessness in King County.





- Assumed the role of Acting Director in the Director's absence.

**Senior Director of Homeless Housing Initiatives, King County Housing Authority: 2001-2008** Furthered the Authority's efforts to increase regional production of supportive housing by building capacity of local nonprofits and expanding the Authority's initiatives to end homelessness. Primary responsibilities and accomplishments included:

- Piloted the first sponsor-based, Section 8 master-leasing program in the country.
- Wrote the Authority's Project-Based Section 8 Administrative Plan under HUD's Moving to Work demonstration program, thereby re-working HUD policies and procedures to align with local objectives.
- Administered the largest disability voucher program in the country with a consortium of human service and behavioral health agencies to provide housing and services for individuals with disabilities in the private rental market.
- Increased local nonprofit capacity to develop supportive housing relating to site identification, housing finance, transfer of ownership, and housing operations.

**Program Director for Lawson House, YMCA of Metropolitan Chicago**

**1995-1999**

Provided direct services to tenants and coordinated communication strategies. Primary responsibilities and accomplishments included:

- Designed a public relations campaign that engaged donors, elected officials, and community members to participate in events supporting a \$24 million renovation of the Midwest's largest single room occupancy supportive housing building.
- Provided direct services for single adults who were homeless and/or had extremely low incomes, including an employment program that achieved a 90% six-month retention rate.
- Established socialization programs involving residents and community volunteers, and performed case management.

**Professional Affiliations**

- Commissioner Vice Chair, Seattle Housing Authority 2013-present

**Professional Awards and Honors**

- Certified HOME Regulations and Administration Specialist, HUD
- Unsung Hero, King County Housing and Community Services, 2009
- Community Achievement in Collaboration, Valley Cities Counseling and Consultation, 2008
- Innovator, Housing Development Consortium of King County, 2006
- President's Award for Excellence in Program Creativity, YMCA of Metropolitan Chicago, 1998

**Annie Bacci**

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**Associate Director, Mountain West, CSH**

**October 2017-present**

- Oversee CSH's strategic and business development in the Mountain West region including Colorado, Idaho, Montana, and Wyoming



**Senior Program Manager, CSH**

**May 2015-September 2017**

- Supported CSH projects in providing technical assistance and feasibility assessments for Pay For Success transactions in over 6 communities nationally including Austin, TX, Camden, NJ, and San Diego, CA
- Served as the lead point person for the Denver “Social Impact Bond Initiative”, a local Pay for Success project targeting homeless “super utilizers” projected to launch in early 2016
- Completed work on new and existing contracts with clients in location ranging from Charlotte, NC to Salt Lake City, UT. Projects include strategic planning, community mapping and system redesign, and financial modeling and training.

**Homeless Program Manager, Co Department of Local Affairs: Division of Housing**

**Nov 2012-May 2015**

- Oversight of statewide homeless programs including Permanent Supportive Housing, “Second Chance” prison re-entry (C-SHARP), emergency solutions grant, and the State Office of Homeless Youth Services
- Leadership in securing funding and key partners to evaluate the C-SHARP program for pay-for-success feasibility
- Establishment and implementation of statewide plan to end homelessness goals, including strategic planning, outcome tracking, and reporting. Leadership and oversight of three professional staff
- Facilitation of statewide partnerships including with other state departments; oversight of service provider selection; training and technical assistance
- Financial management of over \$6 million in supportive housing programs, including over 700 housing vouchers for those experiencing homelessness
- Achieved a 75% increase in funding for homeless programs within first two years

**Asset Manager, Co Department of Local Affairs: Division of Housing**

**Jan 2011-Oct 2012**

- Responsible for a portfolio of over 30 affordable housing projects including: LIHTC developments, Multi-family new construction, rehabilitation, supportive housing, and other government funded projects.
- Apply and interpret HUD funding regulations for the development of new housing including Community Development Block Grant (CDBG) and HOME Investment Partnerships Program awards; provide technical assistance.

**Project Manager, Volunteers of America**

**Oct 2006-Jan 2011**

- Responsible for federally funded Transitional Housing Programs for homeless youth and young families. Including oversight of new supportive housing facilities, strategic planning, and outcome measurements.
- Management of seminal housing program in partnership with a Low Income Housing Tax Credit development.
- Supervision of Collaborative partnerships such as: The Denver Housing Authority, community service providers, The United Way, and The City and County of Denver. Included service provision and oversight of program budgets.
- Public speaking engagements and presentations for funders, donors, staff, and board members, as well as local provider networks.

**Case Manager, Volunteers of America**

**Jun 2005-Oct 2006**



### **Youth Resource Coordinator, Volunteers of America**

**Aug 2004–Jun 2005**

- Provided and coordinated delivery of services to program participants. Created education and transitional plans for eventual exits from homelessness into safe and stable permanent housing.
- Received two promotions within a two year time frame

### **Professional Affiliations**

- Board Member, Metro Denver Homeless Initiative, 10/09-present
- Training Facilitator: “Pathways Permanent Supportive Housing Toolkit”, Colorado Division of Housing, 2014
- Training Facilitator: HOME and LIHTC compliance, Colorado Division of Housing and CHFA, 2012
- Completion of Advanced Finance Academy, Colorado Division of Housing, 01/12
- Certified HOME Program Specialist, U.S. Department of Housing and Urban Development, 09/11
- Facilitator Certification, Bridges Out of Poverty Curriculum, 11/08
- Training Class Facilitator, National Corrective Training Institute, 04/07 – 12/09
- Project Manager, Hurricane Katrina Long Term Recovery Project, Volunteers of America, 10/06-11/07

### **Education**

Masters of Business Administration Degree, Specialization in Sustainability, University of Denver, Denver, CO  
Bachelors of Social Work Degree, University of Iowa, Iowa City, IA

### **Katie Bonamasso, MSW**

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#### **Program Manager Denver Social Impact Bond (SIB) Initiative, CSH**

**April 2016–present**

Provides day-to-day oversight and leadership to Colorado’s first Pay for Success project. Works collectively with community partners to target homeless, Super Utilizers of emergency services in Denver with housing and supportive service to ultimately reduce societal costs incurred by the City of Denver.

- Delivers Transactional Support. Keep the parties on track over the five year period of the transaction. Monitor project implementation, convenes oversight meetings, and manages investor relations.
- Identify Program implementation challenges and work with Pay for Success Contract parties and other stakeholders to facilitate program adjustments in the interest of improving service delivery and efficiency of the Program.
- Work with Fiscal Agent to ensure payments to providers are timely and the process is smooth
- Offer Technical Support. Provides ongoing advisory services to ensure the program delivery benefits from best practices. Reduce the investor’s risk attributed to provider performance. Provides TA around the CSH Dimensions of Quality Supportive Housing and the Housing First philosophy.
- Deliver Transformational Support to ensure that the PFS project is successfully transformed into broader systems change, focusing on continuous incorporation of best practices, plans for scaling, and dissemination of lessons learned to the field.

#### **Homeless Programs Specialist, Colorado Division of Housing (DOH)**

**July 2014–March 2016**

As member of the DOH’s Homeless Programs Team, spearheaded statewide supportive housing initiatives targeting Colorado’s most vulnerable populations with the goal of making homelessness rare, brief and non-reoccurring.



- Managed day-to-day program operations, provided financial oversight and grant management for HUD Continuum of Care awards, The Mental Health State Housing Voucher Program, Veteran Affairs Supportive Housing program (VASH) & HOME funded Tenant Based Rental Assistance.
- Oversaw contracts for homeless service providers and community mental health centers statewide.
- Provided training and technical assistance to sub-grantees from diverse groups. Facilitated multi-disciplinary teams.
- Assisted in the community process to create and develop Denver's Coordinated Assessment and Housing Placement System (CAHPS) by actively participating in the Community Design Team and CAHPS sub-committees.
- Provided program assistance to federally funded reentry program: The Colorado's Second Chance Housing and Reentry Program(C-SHARP) and all programs overseen by the Office of Homeless Youth Services.
- Supervised two professional staff in the VASH program.
- Led large scale program shift in the department's legacy Shelter Plus Care Program by implementing the Housing First and Harm Reduction Models.
- Successfully launched a Continuum of Care "bonus" funded supportive housing program targeting chronically homeless through Denver's Coordinated Assessment and Housing Placement System.

**Substance Abuse Counselor, Addiction Research Treatment Services (ARTS)**

**Nov 2013-July 2014**

Provided client centered and culturally competent outpatient Substance Abuse Counseling & Case Management services to a caseload of 60 Medication Assisted Treatment (Methadone) patients using harm reduction principles.

- Conducted one-on-one, couples and family counseling sessions.
- Led substance abuse group therapy classes including: Dialectical Behavioral Therapy, healthy relationships, relapse prevention and life skills.
- Served as counselor and liaison to Aurora Colorado's Drug Court Program.
- Certified Addiction Counselor Training courses completed: Principles of Addiction Counseling, Group Counseling Skills, Motivational Interviewing, Infectious Diseases, Professional Ethics, Pharmacology I and II, Seeking Safety and 5-day intensive training on Dialectical Behavioral Therapy.

**Resident Services Manager, Mercy Housing**

**October 2010-October 2013**

Managed the provision of supportive services at Mercy Housing's 10 income based housing communities across Colorado.

- Supervised 14 Resident Services and Case Management staff.
- Developed and provided Resident Services training to Mercy Housing staff and volunteers.
- Managed grant compliance and provided financial oversight to for over 20 grants from Federal, State and private foundations. This included a large, multi-year grant from SAMHSA to provide Substance Abuse and Mental Health counseling services to over 300 residents in a four-year period.
- Assisted in the development and implementation of Resident Services policies and procedures nationwide.
- Worked to integrate of practices of Resident Services and Property Management Staff in order to better serve residents.

**Emergency Homeless Prevention Manager, Housing Solutions for the Southwest**

**Sept 2007-Sept 2008**

Managed day-to-day operations, provided financial oversight and grant management to the organization's Emergency Homeless Prevention Program.



- Grant compliance including the preparation of reports to Federal and State agencies for the following programs: Emergency Solutions Grant, Homeless Prevention Activities Funds, HUD's Housing Counseling Grant and Energy Outreach Colorado.
- Completed Federal, State and foundation based grant applications.
- Held an active caseload of 60 clients.
- Professional trainings: Housing Counseling 101, Credit Counseling 101, Home Ownership Counseling Part 1.

**Community Operations Manager, Mercy Housing**

**May 2004–October 2010**

Oversaw day-to-day property management of 66-unit, Low Income Housing Tax-Credit housing development and 8 unit "attainable housing" community, including HOME funded units.

- Supervised two staff members. Obtained "Tax Credit Specialist" certification.
- Maintained property budget, lease ups, preventative maintenance schedule, resident selection, annual certifications and audits. Oversaw Resident Services Programs.

**Professional Affiliations**

- Colorado Balance of State Continuum of Care, Board of Directors, July 2014 – August 2015
- CHARG Resource Center, Board of Directors, June 2011 – January 2016
- Affordable Housing Task Force of La Plata County, Chair, August 2003 – August 2007
- Regional Housing Alliance of La Plata County, Board of Directors, July 2004 – July 2006

**Education**

Masters in Social Work, University of Denver, Denver, CO

Bachelors of Arts, Sociology and Human Services, Fort Lewis College, Durango, CO

**Gabriel Schuster**

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**Program Manager - Analyst, CSH**

**February 2017 - Present**

Develop data and analytics strategies and capacities across the organization, support data-driven strategic alignment of projects, and develop tools and products to foster use of data by supportive housing stakeholders. Primary responsibilities and accomplishments include:

- Managing annual National Supportive Housing Needs Assessment; coordinating with subpopulation leads and workgroups to refine supportive housing needs estimates.
- Designing and teaching CSH Spatial Data Cohort; foster GIS and analytical capacities amongst staff.
- Integrating internal data systems to promote cross-departmental communication and strategic alignment
- Contributing to projects that require spatial analysis, data analytics and visualization.

**Faculty, School for Visual Arts**

**August 2016 - Present**



As part of the Design for Social Innovation MFA program, promote critical analysis of social innovation technologies and research design principles. Primary responsibilities and accomplishments include:

- Designing and teaching 'Metrics and Data Visualization II: Critical Cartography and GIS Applications for Social Change'
- Workshop student theses that incorporate spatial data analysis and visualization.
- Served as cartographer for DSI's 'HarlemFirst: Mapping the Health of a Community' project.

**Graduate Research Assistant, Mapping the Solidarity Economy** **August 2015 – January 2017**

Support research and publication of related materials on non-capitalist alternatives to development, labor and finance. Primary responsibilities and accomplishments include:

- Collection, treatment, and analysis of data on credit unions and worker-owned cooperatives on multiple scales.
- Preparation, writing, and editing of papers for peer review publication.
- Presented "Credit Union Practices in Mortgage Lending: Non-Capitalist Alternatives Up To and Through the 'Great Recession'" at American Association of Geographers Annual Meeting 2016.

**Lecturer, Hunter College Department of Geography** **August 15 – January 2016**

As part of the department of geography, lecture and provide technical assistance to students in the Geographic Information Science track. Primary responsibilities and accomplishments include:

- Teach 'Introduction to Geographic Information Science' (GTECH 201).
- Advise students on capstone projects deploying GIS techniques and methods.

**Graduate Research Assistant, CUNY Institute for Sustainable Cities** **March 2015 – August 2016**

Served as part of a team researching the intersection of urban population growth projections and exposure to climate change –related extreme heat risk. Primary responsibilities and accomplishments include:

- Python scripting for geospatial analysis.
- Data preparation for urban population growth research.

### Professional Affiliations

- American Association of Geographers
  - *Affinity Groups: Economic Geography, Regional Development and Planning, Socialist and Critical Geography, Urban Geography*

### Education

Master of Arts in Geography, Hunter College of the City University of New York, New York, NY

Certificate in Geographic Information Science, Hunter College of the City University of New York, New York, NY

Bachelor of Arts in Geography, Vassar College, Poughkeepsie, NY



## Heather Lyons

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### **Northwest Director, CSH**

**2017-Present**

Responsible for managing partnerships with state agencies and local communities in order to improve capacity throughout Northern California, Oregon, Washington, Hawaii, and Alaska to house and support vulnerable populations. Primary responsibilities and accomplishments include:

- Advocate for and influence policy and system changes to increase resources and streamline the development process for supportive housing.
- Increase the capacity of the supportive housing industry.

### **Consulting and Training Senior Program Manager, CSH**

**2008-2017**

Providing consulting and technical assistance to government, non-profit, and other community based agencies. Providing support to efforts that promote long term systemic change to help end homelessness. Primary responsibilities and accomplishments include:

- Led Charrettes in 10 communities nationally, streamlined process to gather input, build community consensus and political will, and fast-track development of local 10-Year Plans to End Homelessness.
- Assisting in creating program and financial models to help guide communities in creating their supportive housing pipeline – includes a scan of available federal and local dollars to implement a pipeline. Helping jurisdictions create streamlined funder processes to bring together all aspects of supportive housing – capital, operating, and services.
- Working with communities to develop pilot programs that respond to local community need as well as fit within the funding and political environment.
- Providing training that helps improve the quality of supportive housing, such as partnerships between property managers and service agencies.
- Using FUSE (Frequent Users – Systems Engagement) to promote the research and practice of supportive housing and systems change as an effective mitigation for frequent users of health systems and institutional settings.

### **Homeless Program Coordinator to Manager, City of Portland**

**2000-2008**

Led the City of Portland's efforts to end homelessness, with numerous partners, under the policy framework of Home Again: A 10 Year Plan to End Homelessness. During tenure, and within the first 4 years of the Plan's implementation, the community experienced a 39% reduction in street homelessness. Primary responsibilities and accomplishments included:

- Program development and contract management for \$6.2 million from six different funding sources with community based agencies serving homeless people.
- Led the planning and implementation of the Portland/Multnomah County 10-year plan to end homelessness, which assisted in securing over \$9.8 million in federal and foundation resources to help end chronic homelessness.
- Managed the systems change initiative with CSH resources to create permanent supportive housing. The development pipeline had 635 units within the two-year grant period.
- Created documents, reports and presentations for City Council, County Board of Commissioners, and State and Federal Legislators on homelessness and related issues.

### **Lead Organizer, Central City Concern**

**1998-2000**



Developed an independent organization of people in recovery from alcoholism and drug addiction to address substance abuse policy. Primary responsibilities and accomplishments included:

- Researched and identified issues and public policy affecting people in recovery.
- Organized actions that resulted in new programming and resources that contributed to a significant and sustained decline of heroin overdose deaths in Portland.
- Identified and secured financial resources for the organization.
- Developed and provided leadership training for individuals in the organization.

**VISTA Volunteer to Caseworker to Management Analyst, City of San Antonio** **1992-1998**

Managed two large shelters for single individuals, a domestic violence shelter for individuals and families, and family transitional housing program. Primary responsibilities and accomplishments included:

- Created a survey to measure the success of transitional housing participants that has been used as a model by other agencies.
- Managed contracts and approximately \$5 million in budgets with delegate agencies receiving the U.S. Department of Housing and Urban Development's Supportive Housing Program funding for homeless services in the community.
- Successfully completed complex grant applications to the U.S. Department of Housing and Urban Development that received high rankings.
- Conducted technical assistance projects in other areas of Texas.

**Recent and Current Volunteer Activities**

- Neighborhood Partnerships Board of Directors, 2011-present
- Wrote monthly column for *Street Roots* – street newspaper in Portland, Oregon, January, 2010 to March 2011

**Published Research and Articles**

- **Center for Disease Control and Prevention, Morbidity and Mortality Weekly Report (CDC, MMWR)**  
July 21, 2000, Heroin Overdose Deaths --- Multnomah County, Oregon, 1993—1999 (co-authored)  
<http://www.cdc.gov/mmwr/preview/mmwrhtml/mm4928a1.htm>
- **Alcoholism Treatment Quarterly (ATC)**  
July, 2010, Recovery Association Project (RAP), Portland, Oregon (co-authored)  
<http://www.informaworld.com/smpp/content~db=all~content=a924176735~frm=titlelink>

**Education**

Bachelor of Arts in English, Mary Washington College, Fredericksburg, VA  
Intro to Improvisation, January 2013

**Dara Papel**

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**Senior Program Manager, CSH**

**2017-present**

Advise public agencies on needed systems change and policy reform to prevent and end homelessness in Los Angeles County and the Western Region. Primary responsibilities and accomplishments include:

-





- Provide system transformation technical assistance, analysis and support to government partnerships working to coordinate with homeless, criminal justice, family and youth, veterans, and supportive housing providers.
- Establish and maintain high quality relationships and partnerships with key community stakeholders, particularly with staff from City, County and State agencies, the Continuum of Care, managed care organizations, supportive housing providers and nonprofit and for-profit housing developers who are recipients of CSH technical assistance.
- Led community-based efforts to develop regional homelessness plans in the Antelope Valley, which included homeless system analysis, housing projections for supportive housing, rapid rehousing, prevention and diversion, Charrette facilitation, and final report with recommendations to provide guidance on implementation of the plans.
- Lead systems coordination efforts for cities within the County of Los Angeles in developing regional homelessness plans with County's Homeless Initiative Strategies and new constituent-supported Proposition HHH and Measure H.
- Develop systematic integration of employment and workforce development into Los Angeles's Coordinated Entry System.

#### **Site Director, Chrysalis**

**2012-2017**

Oversaw all operations and supportive services in Chrysalis center in Santa Monica, CA, serving over 1,500 low-income and homeless individuals annually with an operational site budget of \$1.7 million. Represented Service Planning Area (SPA) 5 in employment services and social enterprise initiatives with multi-system stakeholders. Primary responsibilities and accomplishments included:

- Supervised ten client services staff, licensed on-site therapist and interns, including hiring and training to achieve program outcomes. Oversaw recruitment and supervision of volunteers to meet program goals and client needs.
- Ensured effective utilization of Homeless Management Information Systems (HMIS) client database system among staff to report and track program statistics, and provided numerical and anecdotal data to meet funder requirements and measure program goals.
- Planned and implemented annual 9-week Women's Empowerment Program for over 45 female clients and over 35 volunteer mentors. Secured sponsorship opportunities to accommodate program growth and oversaw fundraising efforts.
- Launched first-ever Spanish language curriculum in response to community needs after long collaboration with local school districts, service providers and low-income residents in affordable housing developments.

#### **HPRP Program Supervisor, Beyond Shelter**

**2011-2012**

Oversaw implementation of federally funded Homelessness Prevention and Rapid Rehousing Program (HPRP) from HUD's American Recovery and Reinvestment Act in direct response to the Great Recession. Primary responsibilities and accomplishments included:

- Tracked and monitored \$2.5 million expenditures of federal funding for financial assistance and stabilization services program in four major cities in Los Angeles Counties: Long Beach, Downey, Lynwood and Baldwin Park.
- Ensured program function in accordance with all applicable federal and contractual requirements, submitted required reports to funders and additional stakeholders, and acted as primary contact for all HPRP funders.
- Supervised eight HPRP staff toward a successful program experience for homeless clients or those at risk of becoming homeless to meet program goals.



### **HPRP Case Manager, Beyond Shelter**

**2010-2011**

Worked directly with individuals and families to obtain, retain and stabilize in permanent and affordable housing in Long Beach, CA. Primary responsibilities and accomplishments included:

- Implemented approximately \$500,000 of federal funding through Beyond Shelter's HPRP contract to directly assist homeless population of Long Beach, CA.
- Managed a caseload of over 75 clients, conducted eligibility assessments, cultivated relationships with property owners, managers and Housing Authorities. Worked closely to temporarily house clients via motel program prior to entry into permanent residences.
- Monitored program expenditures on a regular basis through HMIS database, Annual and Quarterly Performance Reports. Ensured accurate reporting processes according to HUD guidelines for HPRP program implementation.

### **Professional Affiliations**

- Shelter Partnership, Associate Board of Directors, 2017-present
- Jewish Federation of Greater Los Angeles, Rautenberg New Leaders Project, 2015-present
- The Do Good Podcast, [www.thedogoodpodcast.com](http://www.thedogoodpodcast.com), 2017
- Liberty Hill Foundation, Wally Marks Leadership Institute, Commissions Program, 2016
- Bend the Arc, Jeremiah Fellowship Council, 2011-2012
- Bank of America Foundation, Neighborhood Excellence Initiative, 2011

### **Education**

Certificates in Fundraising and Nonprofit Management, UCLA Extension Los Angeles, CA  
Bachelor of Arts in Sociology, University of Colorado, Boulder, Colorado

### **Amber Buening**

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### **Professional Experience**

#### **Program Manager, CSH**

**2013-present**

Assists the Central Region team in a variety of capacities, including project support, trainings and presentations, information technologies, and marketing. Primary responsibilities and accomplishments include:

- Offering project support, including creating, analyzing and presenting 16 Homeless System Maps for the Indiana Balance of State; creating a Resource Mapping Report by analyzing data and creating story-telling infographics to illustrate system gaps; compiling and editing interviews to create Harm Reduction and Motivational Interviewing videos; coordinating logistics for Charrette events, updating the Public Housing Authority toolkit, and conducting an organization-wide update of nearly 100 staff resumes and bios for funders and external speaking engagements.
- Planning CSH's inaugural Summit, a national supportive housing conference, including managing sponsor benefits, coordinating staff assignments, integrating social media, designing interactive photo and video feedback booths, and creating and populating the event's mobile app.



- Creating the Quality Supportive Housing Online Toolkit through WordPress and helping to redesign the Quality Supportive Housing Institute curriculum, including creating templates, updating resource documents, creating Project Profiles, and improving presentations. Tailoring these resources for local teams as needed.
- Designing self-paced, online, Supportive Housing Tutorials through Articulate, including re-structuring presentations and information to be e-learning focused, incorporating interactive features and story-telling engagement, creating videos to include as additional media tools, and designing activities and quizzes to establish learning objectives.
- Managing the Training Center calendar and WebEx Webinars, including coordinating panelists and documents, monitoring attendees and questions, creating interactivity with polls and annotation, and presenting content.
- Managing team communications and updates, including creating social media messaging, updating communication documents, and creating and updating WordPress webpages and online marketing tools to advertise CSH products.

#### **Minnesota Program Intern, CSH**

**2012-2013**

Provided program support to help create permanent housing opportunities and prevent homelessness in the state of Minnesota. Primary responsibilities and accomplishments included:

- Managed the CSH Minnesota communications plan, including the bi-monthly e-newsletter, website design and updates, and policy action alerts.
- Created the 2013 Trainings Calendar and planned the program's training series for the coming year, coordinating schedules and events.
- Responsible for evaluation of the 2012 CSH Central Region Conference of over 400 attendees, including managing post-event compilation of all evaluations and data analysis, event wrap-up and follow-up with attendees, presenters, and facilitators.

#### **AmeriCorps VISTA Volunteer, CSH**

**2010-2012**

Served for two terms as an AmeriCorps volunteer, first as the Veterans Initiative Coordinator, and then as the Trainings and Communications Coordinator, providing program support to help create permanent housing opportunities and prevent homelessness in the state of Minnesota. Primary responsibilities and accomplishments included:

- Coordinated the Veterans Initiative, which involved organizing and facilitating group trainings to build partnerships between the Veterans Administration (VA) and veterans' service providers, and to exchange knowledge around available resources to create housing for homeless veterans, writing grant applications for veteran housing and service providers, and helping with financial reporting to our grant funders on veteran-related activities.
- Managed the CSH Minnesota communications plan, including the bi-monthly e-newsletter, website designs and updates, and policy action alerts.
- Planned, organized, and presented trainings as part of the 2011 Dimensions of Quality training series, including creating and organizing materials and handouts, editing and tailoring PowerPoint presentations to specific audiences, securing guest speakers, coordinating agenda and logistics, presenting curriculum and facilitating discussions, and analyzing evaluation responses.
- Responsible for registration, advertising, and evaluation for the 2012 CSH Central Region Conference of over 400 attendees, including creating the RegOnline event and registration system, organizing the pre-conference Bus Tour event with six different supportive housing sites and providers, organizing nominations for five awards presented at the reception, establishing the RFP and application processes for Conference workshops and helping with selection, point person for all questions regarding the event, and managing post-event compilation of all evaluations and data analysis.



**Outreach Intern and Volunteer Coordinator, Sierra Club North Star Chapter**

**2011-2012**

Advocated for renewable energy, clean-air policy, and sustainable transportation system practices. Primary responsibilities and accomplishments included:

- Participated in member outreach for support on policy issues regarding EPA regulations and legislation to increase renewable energy sources and mandates.
- Coordinated volunteers for the Sierra Club table at the 2012 Living Green Expo event, including creating and advertising volunteer shifts, organizing and training volunteers on tabling best practices and pertinent issue topics, and filling gaps or addressing last-minute needs and issues as needed.
- Led data-entry sessions for postcards received at the Minnesota State Fair, Sierra Club's largest tabling event of the year, including finding and training volunteers, and coordinating sessions.
- Wrote website articles and blog posts about Sierra Club events, and letters to the editor and opinion pieces in response to environmentally-based articles and current events.

**Mayor's Office Intern, City of Muncie**

**2009**

Supported the Mayor, Deputy Mayor, and Secretary in multiple capacities for the City of Muncie, Indiana. Primary responsibilities and accomplishments included:

- Met with different city departments to learn about projects in development.
- Wrote website articles about each city department to promote their work and update citizens on activities within different areas of government.
- Supported other functions of the Mayor's office as needed.

**Professional Affiliations**

- BloomingVeg Community Group, Treasurer, 2015-present
- Sierra Club North Star Chapter Land Use and Transportation Committee, Co-chair, 2011-2013
- Compassionate Action for Animals Veg Fest Event Planning Committee, Volunteer Coordinator, 2011-2013
- InterCorps Council of Minnesota, 2011-2012
- Student Planning Association, Treasurer and Vice President, 2007-2009

**Professional Awards and Honors**

- Beyond Coal Campaign Volunteer Award, Sierra Club North Star Chapter, 2011

**Education**

Bachelor of Urban Planning and Development, Ball State University, Muncie, IN



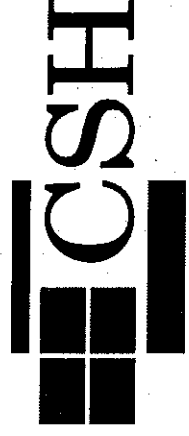
**EXHIBIT C: ANTELOPE VALLEY REPORT**

ANTELOPE VALLEY  
HOMELESSNESS CONSORTIUM  
SYSTEM ANALYSIS  
FINAL REPORT

*Framework to Inform the Antelope  
Valley Plan to Combat Homelessness*

November 1, 2017

The Source for  
Housing Solutions



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*Homelessness and  
System  
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*Homeless System  
Analysis*

*Overview of AVHC  
Meetings*

*Recommendations*

### About This Report

### Process Summary

+ *Homelessness  
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Overview*

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# ABOUT CSH

At CSH, it is our mission to advance housing solutions that deliver three powerful outcomes: 1) improved lives for the most vulnerable people, 2) maximized public resources and 3) strong, healthy communities across the country.

*Our work across systems, combined with our housing expertise gives us a unique perspective.*

CSH believes access to safe, quality, affordable housing - with the supports necessary to keep vulnerable people housed - is an effective solution to homelessness.

## *Local Solutions to Homelessness*

CSH has supported communities across the nation in addressing specific issues related to homelessness at the local level, through technical assistance, trainings and tailored products like homeless system flow maps.

CSH provides practical, customized, and focused technical assistance with high impact for local, state and regional organizations to create or improve permanent supportive housing. CSH's team of experts knows how to make things happen in communities that need policy, planning, project assistance, and system changes.



+ [WWW.CSH.ORG](http://WWW.CSH.ORG)

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## ABOUT THIS REPORT

*CSH is pleased to present this report to the Antelope Valley and its housed and homeless residents. CSH contracted with the County of Los Angeles, spearheaded by the Fifth Supervisorial District, to facilitate a community-driven process to develop key recommendations and advise the Antelope Valley on next steps for implementing the resulting plan to prevent and combat homelessness.*



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# PROCESS SUMMARY

*On August 1, 2017, the Los Angeles County Board of Supervisors brought forward a motion to establish the Antelope Valley Homelessness Consortium (AVHC) that was tasked with addressing the issue of homelessness through creating a sustainable, long-term housing and services plan in the Antelope Valley. The key issues that the plan must address include:*

- critical lack of emergency shelter beds due to recent closure;*
- lack of a comprehensive and coordinated system of services and housing opportunities;*
- lack of clear policies on who the system is designed to serve; and*
- lack of clear funding priorities.*

*While the community is faced with responding to the short-term issue of emergency shelter capacity, it also viewed this as an opportunity to look at emergency shelter in Antelope Valley, not in isolation, but rather, in concert with the broader regional homelessness services system to analyze and inform strategic decisions that ensure the system operates efficiently and effectively, and moves people into permanent housing solutions as quickly as possible. The Antelope Valley Homelessness Consortium is intended to be a conduit to implement the regional recommendations put forward in this report and continue to ensure implementation of these plans to address homelessness on an ongoing basis. The enhanced homeless system design is guided by a shared set of underlying principles that embrace national best practice and incorporate feedback from the Antelope Valley Homelessness Consortium and extended regional*



*stakeholders through an inclusive, community process supported by Los Angeles County's Fifth Supervisorial District, Chief Executive Office, Los Angeles Homeless Services Authority and CSH between August and November 2017.*

# Homelessness and System Interventions

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+ *Homelessness and Housing Interventions Overview*

+ *Homelessness in Antelope Valley*

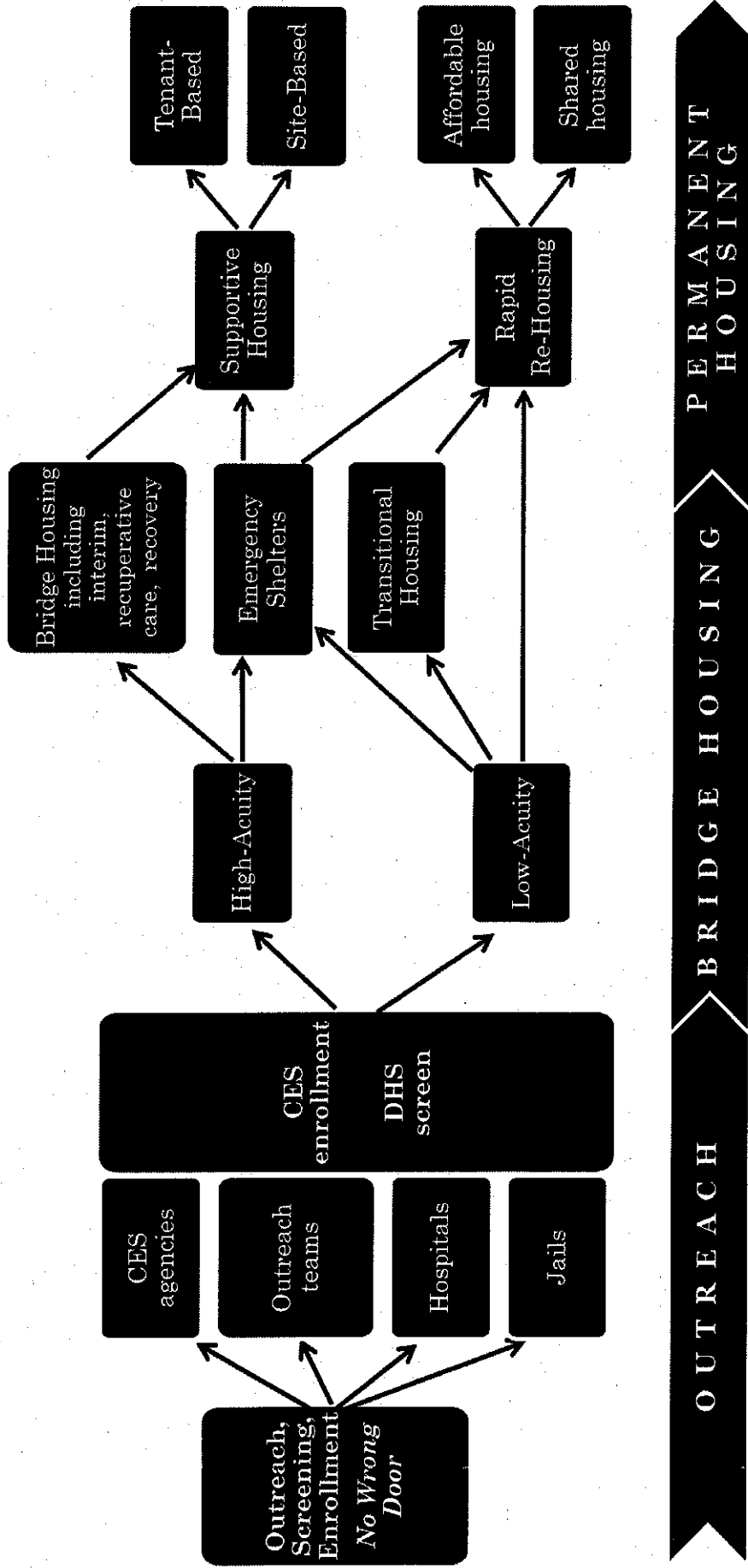
# 01

*+ Homelessness and Housing  
Interventions Overview*

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# LOS ANGELES COUNTY SYSTEM MAPPING: ACCESS TO HOUSING

**Key Systems:**  
LAHSA, PHAs  
DHS, DMH, DPH/SAPC



**OUTREACH**      **BRIDGE HOUSING**      **PERMANENT HOUSING**

**Terms:** Los Angeles Homeless Services Authority (LAHSA); Public Housing Authority (PHA); Department of Health Services (DHS); Department of Mental Health (DMH); Department Public Health (DPH); Substance Abuse Prevention and Control (SAPC); Coordinated Entry System (CES)



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# DEFINITIONS

*In order for this report to be accessible to a variety of stakeholders, definitions of housing programs, philosophies and populations are included here.*

## **Housing Interventions & Approaches**

**Permanent Supportive Housing:** long term, community based housing that has supportive services for homeless persons with disabling conditions. Permanent housing can be provided in one structure or in several structures at one site or in multiple structures in scattered sites

**Rapid Re-Housing:** a support intervention that uses a combination of case management, housing navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based scattered site, permanent housing.

**Housing First:** an approach to housing that is centered on the belief that everyone can achieve stability in permanent housing directly from homelessness and that stable housing is the foundation for pursuing other health and social services goals.

**Harm Reduction:** an approach to services that is voluntary and focuses on reducing harm associated with certain behaviors, as that person works toward recovery.

**Prevention:** an intervention that provides housing assistance to households that are at risk for becoming homeless, who would become homeless but for this assistance, which can include rental assistance and/or relocation and stabilization services such as utility payments, mediation and case management.

**Diversion:** an intervention that provides assistance or support to divert a household from the shelter system. This approach encourages households to find alternative and safe living situations, such as staying with friends and family.

**Transitional Housing:** buildings configured as rental housing developments, but operated under program requirements that call for the termination of assistance and recirculation of the assisted unit to another eligible program recipient at some predetermined future point in time, which shall be no less than six months.

**Emergency Shelter:** housing with minimal supportive services for homeless persons that is limited to occupancy of six months or less by a homeless person. No individual or household may be denied emergency shelter because of an inability to pay.

# DEFINITIONS (CONTINUED)

## Population-Based Definitions

**Homeless:** an individual or family who lacks a fixed, regular, and adequate nighttime residence; as well as an individual who has a primary nighttime residence that is a supervised publicly or privately operated shelter designed to provide temporary living accommodations, an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

**Chronically Homeless:** an unaccompanied homeless individual or family with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

*Housing and Community Development Department definitions are available at: [www.hcd.sfgov.gov/portal/glossary/glossary.html](http://www.hcd.sfgov.gov/portal/glossary/glossary.html)*

HOMELESSNESS CANNOT BE  
A "FAIR WEATHER" ISSUE.  
PEOPLE NEED A SAFE, SECURE,  
COMFORTABLE HOME YEAR-ROUND!

Photo credit: Antelope Valley Homelessness Consortium  
Meeting 2

+ *Homelessness in  
Antelope Valley*

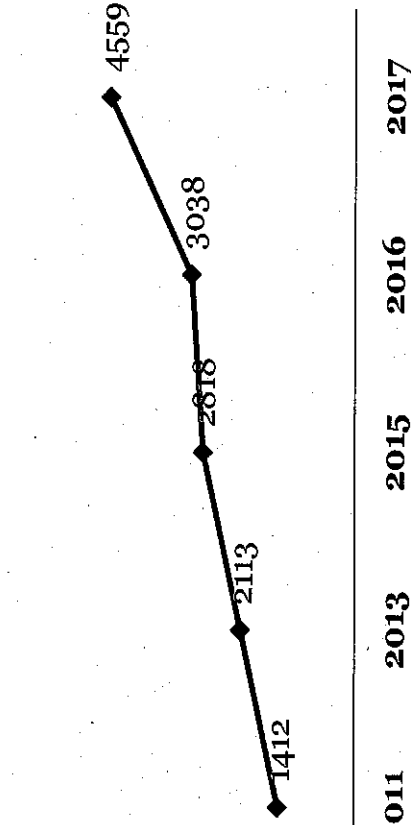
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# HOMELESSNESS IN ANTELOPE VALLEY

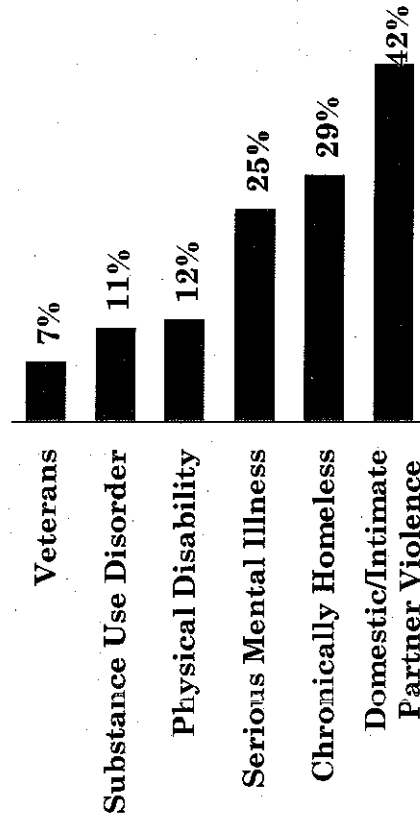
## Antelope Valley Homeless Count 2011-2017

◆ Point-in-Time Count



*The Antelope Valley homeless system is part of the joint City and County of Los Angeles Continuum of Care called the Los Angeles Homeless Services Authority (LAHSA), and makes up the county's Service Planning Area 1. The Antelope Valley works with providers and partners to coordinate local homeless services and housing interventions.*

In 2017, Antelope Valley counted **4,559** homeless people on one night. Here are the demographics:



**3,767**  
Individuals

**727** Family  
Members

**65**  
Unaccompanied  
Minors

SPA 1 TOTAL	Palmdale	Lancaster	Unincorporated Areas (UIA)	% UIA to SPA 1 Total
4559	342	642	2680	59%

*Note: Participants over age 18 stated having experienced Domestic/Intimate Partner Violence in their lifetime.  
Data Source: <https://www.lahsa.org/documents?id=1377-2017-homeless-count-results-service-planning-area-1.pdf>*



# OUTREACH PROGRAMS IN THE ANTELOPE VALLEY

## Outreach Provider (Program Name, if applicable) Eligibility

Catalyst Foundation (ICMS), (CBEST)	Chronically Homeless, Street Homeless
Department of Mental Health (SB-82)	Chronically Homeless, Street Homeless
Mental Health America (MDT), (FCCS/FSP), (Discovery Resource Center)	Chronically Homeless, Street Homeless
PATH (Veteran Housing and Case Management)	Veterans, Chronically Homeless, Street Homeless
Valley Oasis (LAHSA Outreach Coordination (ERT))	Chronically Homeless, Street Homeless
Victory Outreach	Chronically Homeless, Street Homeless
Grace Resources	Chronically Homeless, Street Homeless
Salvation Army	Chronically Homeless, Street Homeless
St. Vincent De Paul	Chronically Homeless, Street Homeless
Desert Vineyard	Chronically Homeless, Street Homeless
Bartz Alta-Donna Clinic	Chronically Homeless, Street Homeless



# TEMPORARY HOUSING PROGRAMS IN ANTELOPE VALLEY

Shelter Provider (Program Name)	Eligibility	Transitional Housing Provider (Program Name)	Eligibility
Valley Oasis (Crisis and Bridge Housing)	Victims of Domestic Violence	Penny Lane (Armargosa Project)	Transition Aged Youth 18-24
Valley Oasis (Valley Oasis Shelter)	Victims of Domestic Violence	Penny Lane (Independent Living Program)	Transition Aged Youth 18-24
City of Palmdale (South Antelope Valley Emergency Services) Motel Vouchers	No eligibility requirements noted	Valley Oasis (Oasis House Transitional Housing Project for Victims of Domestic Violence)	Victims of Domestic Violence
LA County Department of Public Social Services Voucher Beds	Families with children.	Valley Oasis (Steppin' Into the Light)	Victims of Domestic Violence
Total Deliverance Church (Crisis Housing)	No eligibility requirements noted	AV Youthbuild (Dream Center)	Transition Aged Youth 18-24
		Tarzana Treatment Center (Residential Alcohol and Drug Treatment)	Substance Use Disorder, HIV/AIDS, Transition Aged Youth 18-24



# PERMANENT HOUSING PROGRAMS IN THE ANTELOPE VALLEY

Permanent Supportive Housing Provider (Program Name)	Eligibility	Rapid Re-Housing Provider (Program Name)	Eligibility
Abbey Road (Cedar Ridge Apartments)	Families with children	Mental Health America (SSVF)	Single Veterans and Veterans' Families
Abbey Road / Adobe (Imagine Village)	Frequent Users & Single Veterans and Veterans' Families	PATH (SSVF)	Single Veterans and Veterans' Families
Affordable Living for the Aging (Lancaster Shared Housing)	Single adults	Mental Health America (Housing & Jobs Collaborative)	No eligibility requirements noted
InSite Development (Arbor Court Senior Community)	Seniors	Valley Oasis (Homeless Solutions Access Center)	Families with children
Meta Housing (Courson Arts Colony East)	Families with children	Mental Health America (Housing For Health)	Serious Mental Illness
Meta Housing / WCH (Courson Arts Colony West)	Single Veterans and Veterans' Families		
Mental Health America (HAP)	Single adults		
Mental Health America (Shelter Plus Care) CoC grants	Single adults, Chronically Homeless		
Valley Oasis (Shelter Plus Care)	Single adults, Victims of Domestic Violence, Chronically Homeless		



## REGIONAL PARTNERS

### *LAHSA and/or United Way funded:*

*Bartz Altadonna Clinic*

*Military Resource Center*

*Penny Lane*

*Acton Rehab Center*

*AV Community Clinics*

*El Nido Family Centers*

*City of Lancaster*

*City of Palmdale*

*High Desert Health System*

*AV Community College*

*Project 180*

*Paving the Way Foundation*

### *Additional partners:*

*Salvation Army*

*PATH*

*Children's Center*

*Desert Haven*

*Neighborhood Legal Services*

*Antelope Valley Partners for Health*

*Tarzana Treatment Center*

*Goodwill / Work Source Center*

*Psychiatric Urgent Care Facility*

*Deliverance Church (Bishop & Lady Royal)*

*Bishop Henry Herns*

*Victory Outreach*

*SAVES*

*Desert Vineyard*

*St. Vincent De Paul*

*Seventh Day Adventist*



# Antelope Valley System Analysis

- 
- + *System Map Overview*
  - + *Antelope Valley Homeless System Map*
  - + *Antelope Valley Unit Projections*

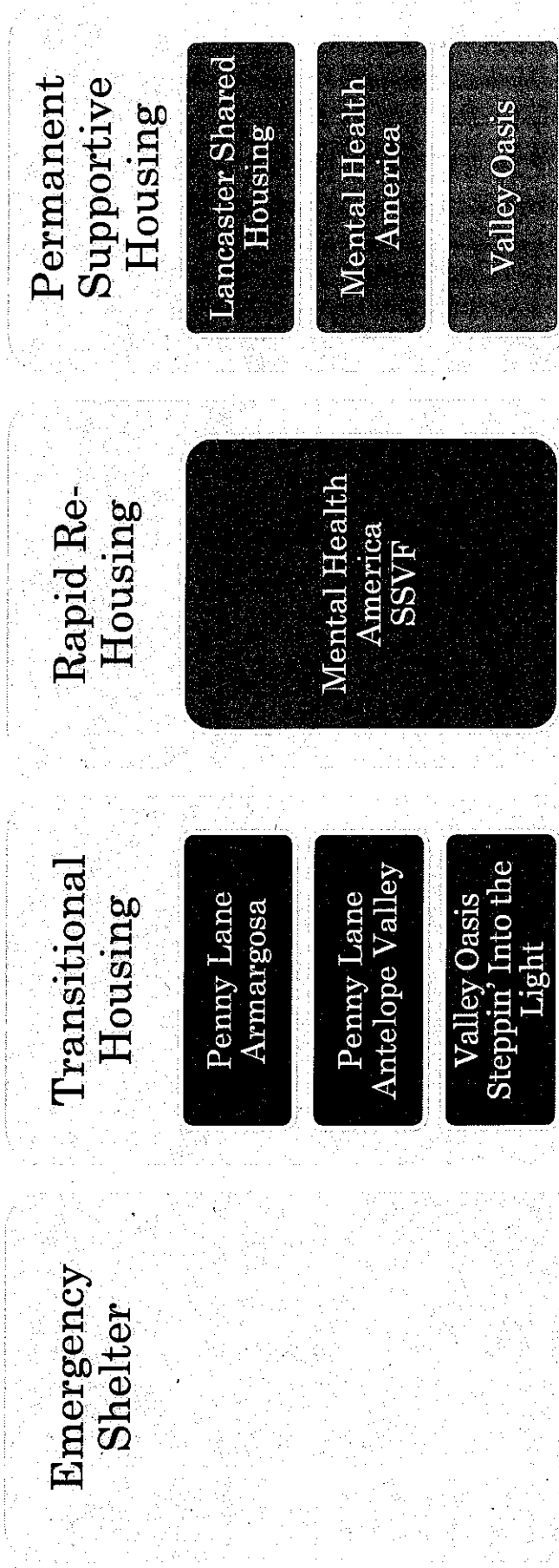
# 02

# + *System Map Overview*

# ANTELOPE VALLEY SYSTEM MAP OVERVIEW

*A system map is a visual way to analyze homeless system performance using data. The map shows the flow of households that access temporary and permanent housing intervention programs in a community. It is useful for identifying program and system strengths, gaps and possible data quality issues. Although the system map is itself an analysis tool, it highlights areas for further exploration, and is meant to set the stage for more in-depth analysis.*

*CSH created a system map for Antelope Valley using 2016-2017 Annual Performance Review data provided by individual projects and the Los Angeles Homeless Services Authority. The programs included in this system map are as follows:*





# + *Antelope Valley Homeless System Map*

# System Map: Emergency Shelter

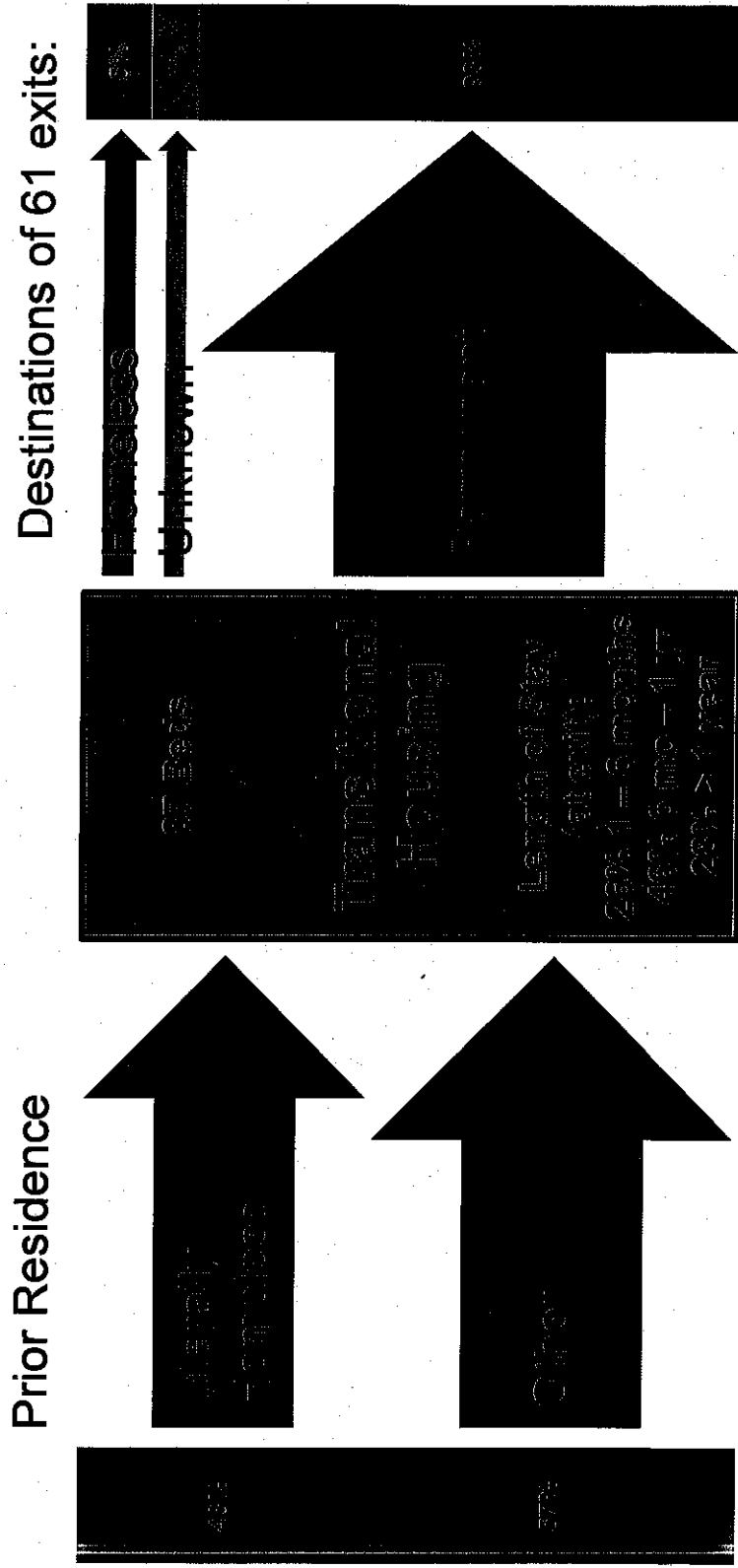
Prior Residences:  
**Data Not Available**



Destinations:  
**Data Not Available**

\*These beds were closed effective August 7, 2017.

# System Map: Transitional Housing



## Top Prior Residences:

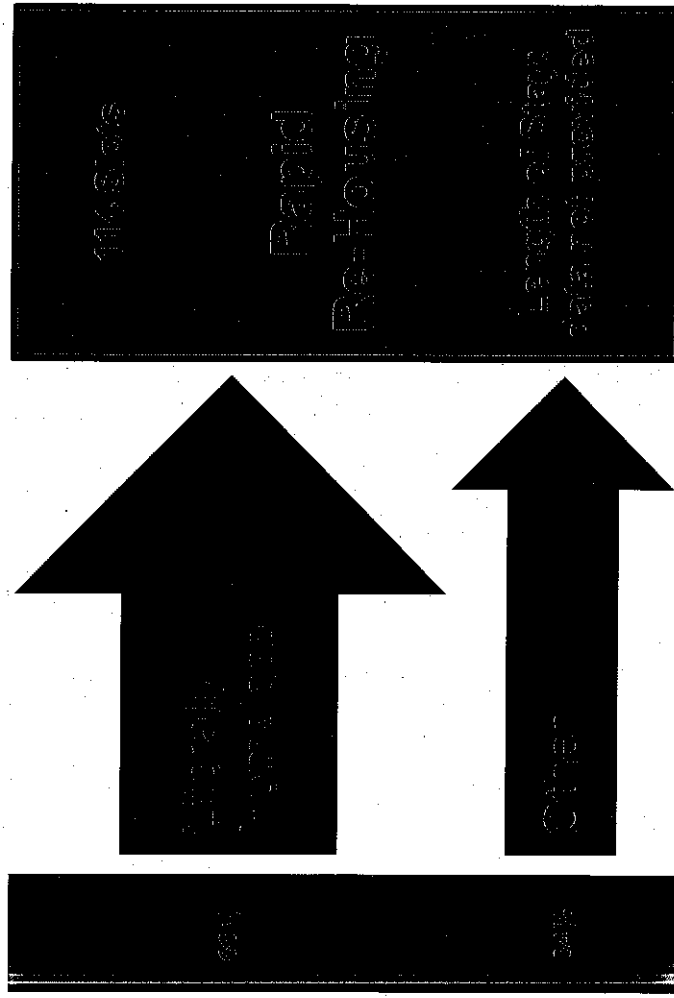
- 36% Emergency Shelter (Literally Homeless)
- 28% Staying with Family/Friends (Other)
- 21% Institutions – Foster Care/Detox (Other)

## Top Destinations:

- 57% Rental Housing (Permanent)
- 34% Permanent Stay with Family/Friends
- 3% Institution – Foster Care (Homeless)

# System Map: Rapid Re-Housing

Prior Residence

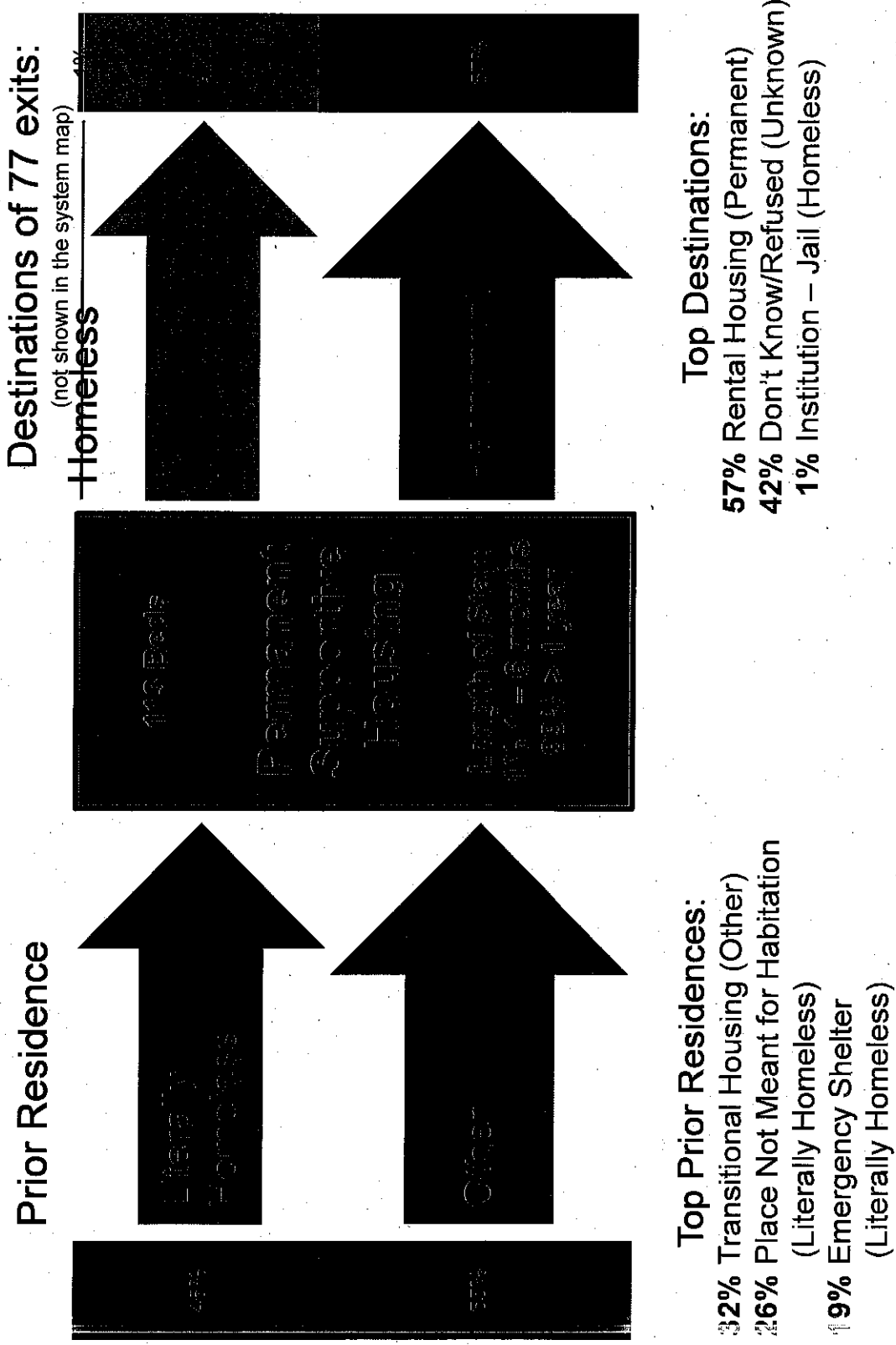


Destinations of 326 exits:  
**Data Not Available**

**Top Prior Residences:**

- 59% Place Not Meant for Habitation (Literally Homeless)**
- 24% Rental Housing (Other)**

# System Map: Permanent Supportive Housing



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# + *Antelope Valley Unit Projections*

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# Calculating Annualized Need

*In order to determine the annual demand for homeless housing and services in the Antelope Valley, CSH did the following:*

- *Used data to annualize the numbers of sheltered and unsheltered (both single adults and families; chronic and non-chronic) from the following sources:*
  - *2017 Service Planning Area 1 Point-In-Time (PIT) count*
  - *Estimated turnover rates from the Annual Homeless Assessment Report (AHAR) for Los Angeles County*
  - *Turnover rates from individual Antelope Valley provider Annual Performance Reports (APRs);*
- *Made assumptions where specific data for Antelope Valley was not available, particularly the AHAR (assumptions are based in doing over three dozen similar analyses, including several in LA County); and*
- *Created multipliers from these ratios and turnover rates to apply to all populations counted in the PIT, resulting in the total annualized numbers.*

*The PIT count is mandated by the US Department of Housing and Urban Development and provides a snapshot of homelessness in regions within LA County on a given night in January.*

*The PIT count and the other data sources mentioned above were used as a starting place to estimate demand because it is the most comprehensive information available about those experiencing homelessness across subpopulations, including single adults and families (including chronically homeless households).*

# Step 1: Calculating the Annual Demand

## 2017 Point-in-Time

	Sheltered	Unsheltered	Total
# of HH without children	107	3,660	3,767
# of HH with at least one adult and one child	160	125	285
# of HH with only children	2	63	65
<b>TOTAL</b>	<b>269</b>	<b>3,848</b>	<b>4,117</b>
Chronically homeless individuals	25	1,148	1,173
Chronically homeless family HH	19	33	52

## Subtracted Chronic HH to get Unduplicated Count

## Calculated Multipliers from PIT Ratios and Turnovers

	Sheltered	Unsheltered
<i>Ratio from PIT for Shelter Individuals</i>	5.00	1.50
<i>Ratio from PIT for Shelter Families</i>	5.00	1.50
<i>Ratio from PIT for Chronic Individuals</i>	1.23	1.31
<i>Ratio from PIT for Chronic Families</i>	1.12	1.32

## 2016 Annualized

	Sheltered	Unsheltered	TOTAL
Non-chronic Individual HH	410	3,768	4,178
Non-chronic Family HH	705	138	843
Non-chronic Children-Only HH	10	95	105
Chronically Homeless Individuals	31	1,508	1,539
Chronically Homeless Families	21	44	65





# Step 2: Calculating Demand for Each Intervention

Total Annualized Non-Chronic HH (Step 1)

## Self-Resolve

Assumptions	Families	Individuals
	843	4,178
<b>15%</b>	<b>126</b>	<b>627</b>
Remaining Non-Chronic HH	717	3,551
Total Annualized Chronic HH (Step 1)	65	1,539
Chronic Households needing PSH	58	1,385
Remaining Non-Chronic HH needing PSH	72	355
	<b>130</b>	<b>1,740</b>

## Permanent Supportive Housing

Remaining Non-Chronic HH

## Diversion/Prevention

	645	3,196
<b>17%</b>	<b>110</b>	<b>543</b>

Remaining Non-Chronic HH

Remaining Chronic Households

## Rapid Re-Housing/Other

	535	2,653
	7	154
<b>Remaining</b>	<b>542</b>	<b>2,807</b>

\*Decimals rounded, which account for some variation



# Step 3: Projecting the Number of Additional Units Needed to Meet Demand

## Need for Permanent Housing

Housing Intervention	Existing Stock	Available Annually*	Annual Demand (Step 2)	Annualized Over/(Under)
PSH - Fam.	26	32	130	(98)
PSH - Ind.	59	10	1,740	(1,730)
RRH/OPH - Fam.	30	30	542	(512)
RRH/OPH - Ind.	14	14	2,807	(2,793)
DIV/PREV - Fam.	0	0	110	(110)
DIV/PREV - Ind.	0	0	543	(543)

*Note: Any remaining households unable to self-resolve, unable to be diverted, unable to receive prevention assistance and not appropriate for PSH are assumed to need RRH. This is also indicated on previous slide in Step 2.*

\*Based on Utilization and Turnover Rates



# CSH Housing Projections Methodology

*Using the information in the System Map and CSH's Projection Tool, CSH created a projection for re-aligning the community homeless services system with a balance of interventions (diversion, prevention, rapid re-housing, temporary places to stay and permanent supportive housing) that addresses the needs of households experiencing homelessness in the Antelope Valley.*

	PSH	RRH / OPH	Diversion / Prevention	Totals
Individual Households	(1,730)	(2,793)	(543)	(5,066)
Family Households	(98)	(512)	(110)	(720)
Totals	(1,828)	(3,305)	(653)	(5,786)

*\*Currently, there are two affordable housing projects in development that will create a total of 236 units of affordable housing, of which 134 units will be permanent supportive housing units.*



# Antelope Valley Homelessness Consortium Meetings

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+ Meeting 1

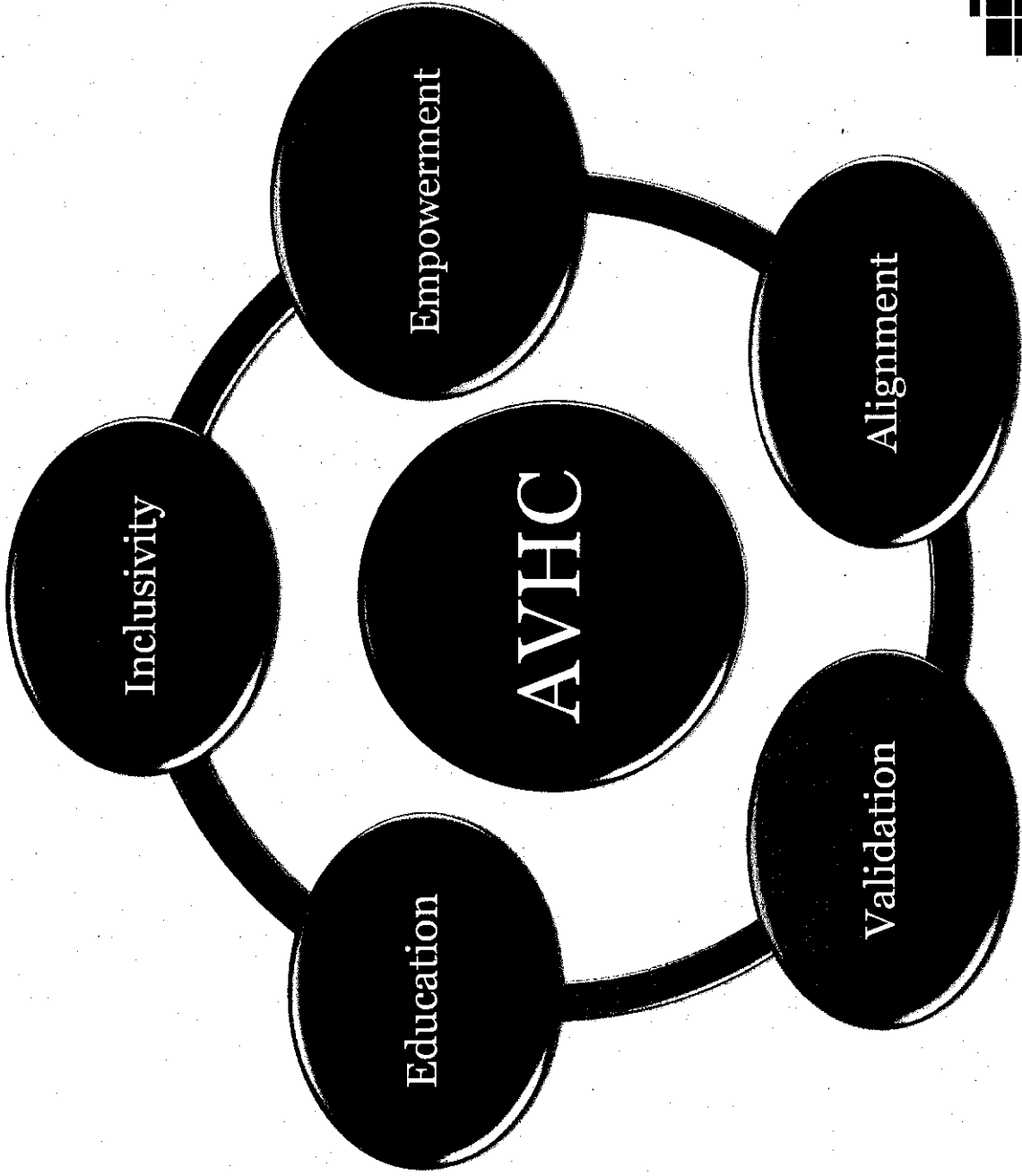
+ Meeting 2

+ Meeting 3

+ Meeting 4

# 03

# GUIDING PRINCIPLES



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# AVHC MEMBERSHIP

## **Governing Bodies:**

- *County of Los Angeles Board of Supervisors, Fifth Supervisorial District*
- *City of Lancaster*
- *City of Palmdale*

## **Community-Based Service Providers:**

- *Mental Health America*
- *People Assisting the Homeless (PATH)*
- *Penny Lane*
- *Salvation Army*
- *Valley Oasis*

## **Government Agencies:**

- *Los Angeles County Sheriff's Department, Lancaster Station*
- *Los Angeles County Sheriff's Department, Palmdale Station*
- *Los Angeles County Department of Mental Health (DMH)*
- *Los Angeles County Department of Public Health (DPH)*
- *Los Angeles County Chief Executive Office – Homeless Initiative*
- *Los Angeles Homeless Services Authority*

## **Healthcare Organizations:**

- *Antelope Valley Hospital*
- *Antelope Valley Partners for Health*
- *High Desert Medical Group / Heritage Health Care*

## **Faith-Based Organizations:**

- *Antelope Valley Ministerial Association*
- *Grace Resources Center*
- *Total Deliverance Church*
- *Victory Outreach*



# + AVHC Meeting 1

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## MEETING OVERVIEW AND KEY TAKEAWAYS

Our inaugural meeting of the Antelope Valley Homelessness Consortium (AVHC) was an important opportunity to set the framework of an inclusive, community-driven approach to gain insight on long-term, regional solutions to homelessness in the Antelope Valley. On August 28<sup>th</sup>, there were more than 210 community members in attendance, including 21 AVHC membership entities.

AVHC representatives shared their experience of the challenges and possible solutions in addressing homelessness in the Antelope Valley. The overarching themes that arose from the AVHC members were around **expanding the service provider network** in the Antelope Valley, **increasing the housing inventory and housing interventions** for individuals experiencing homelessness and ensuring that **all members of the AVHC have a mechanism to collaborate** in order to effectively and humanely address homelessness.

Members of the general public also had opportunities to share their insights and experiences throughout the evening. The areas of alignment communicated were the **need for more permanent housing options, crisis services (i.e., public restrooms, mobile services, etc.) and housing options, service providers and funding sources** to build out the capacity and capital.



# COMMON THREADS

**Community:** *Maintaining support networks and a sense of community for those experiencing homelessness. Keeping a person-centered focus on the types of services that are needed and the locations within the region that might be most accessible. Acknowledging the subpopulations of homelessness in the AV should be included in mindfulness of the sense of community (i.e., veterans, LGBTQ, those with substance use disorders, mental illness and chronic health conditions, domestic violence survivors, etc.).*

**Collaboration:** *Gathering the existing and prospective entities that interface with homeless populations to share perspectives and brainstorm on what works and what does not. Inclusivity is key in order to create a shared understanding of priorities.*

**Coordination:** *Organizing and orchestrating effective mechanisms for communication and service provision within the newly established AVHC network and others, such as transportation services, workforce and developers / property owners. Aligning to carry out right-sized interventions for the community.*

**Creativity:** *Understanding the uniqueness of the Antelope Valley and the unincorporated areas within the region. Devising less conventional housing developments, such as modular or micro developments, shared housing options and maximizing existing housing stock.*

# + AVHC Meeting 2



## MEETING OVERVIEW

*The Antelope Valley Homelessness Consortium met for the second time on September 18<sup>th</sup> with approximately 110 individuals in attendance, inclusive of 19 AVHC members. After CSH's presentation of the Antelope Valley Homeless System Map and Housing Projections, there were two simultaneous activities to engage and collect input from everyone in attendance.*

*The AVHC was asked to develop priorities for the Consortium by reflecting on the System Map and Housing Projections, ensuring that the priorities are feasible and actionable based on their experience of working with homeless populations in the AV. The priorities that were established by the AVHC members largely aligned and echoed the those of the general public.*

**Full-Service Shelter // Capacity & Coordination // Prevention Expansion // Accountability**



# ISSUE AREA GROUP DISCUSSIONS

*Members of the general public were asked to participate in group discussion with the following issue areas and questions to address:*

- ***Basic Needs Services (food, clothes, washers, lockers, restrooms, transportation, etc.)***
- ***Crisis / Interim Housing***
- ***Healthcare / Primary Care / Behavioral Health***
- ***Permanent Supportive Housing (PSH)***
- ***Role of Faith-Based Organizations***

*There were two additional topics, transportation and building sustainable housing, which emerged naturally as priorities and garnered important talking points to address homelessness. The common threads that emerged in all of these discussions were **gaps in knowledge around services, providers and programs (including eligibility criteria)** that can be addressed with a community-wide education campaign, **the need for services to be expanded to the unincorporated areas of the Antelope Valley (including accessibility with mass transit)** and **the need to eliminate siloes within each entity interfacing with homeless populations.***

# + AVHC Meetings 3



## MEETING OVERVIEW

*The Antelope Valley Homelessness Consortium gathered for its third convening on October 2nd with approximately 80 in attendance, inclusive of 19 AVHC members. The evening's activity was shaped around a Fishbowl activity which is specifically designed to provide a thorough exploration of the critical aspects of developing plans and action steps to address homelessness by capitalizing on local expertise in the community.*

*The goal of this Fishbowl was to produce a feasible set of recommendations through deep and meaningful conversation around two key areas identified at previous Consortium meetings in need of further exploration: **Collaboration and Coordination and Management and Accountability**. The AVHC entities who kicked off the discussions were representatives from the City of Lancaster, the City of Palmdale, the Fifth Supervisorial District, Penny Lane, Department of Public Health and Antelope Valley Christian Ministerial Alliance. The remainder of the Consortium members had the opportunity to reflect on what they heard and continue the conversation. The general public was able to further that discussion with their reflections as well.*

## FISHBOWL DISCUSSION

*The discussion provided critical input that demonstrated a dichotomy in perception: the Antelope Valley lacks service providers and there is redundancy or duplication of services in the region. These differing perceptions indicate opportunities to identify and analyze the programs or services and respective locations within the region, strengthen the communication amidst the community and activate bodies that might not otherwise be involved in the Coordinated Entry System.*

*Thereafter, CSH distilled the information into draft recommendations for the system as a whole. Those recommendations were provided at the fourth Consortium meeting.*



# + AVHC Meetings 4

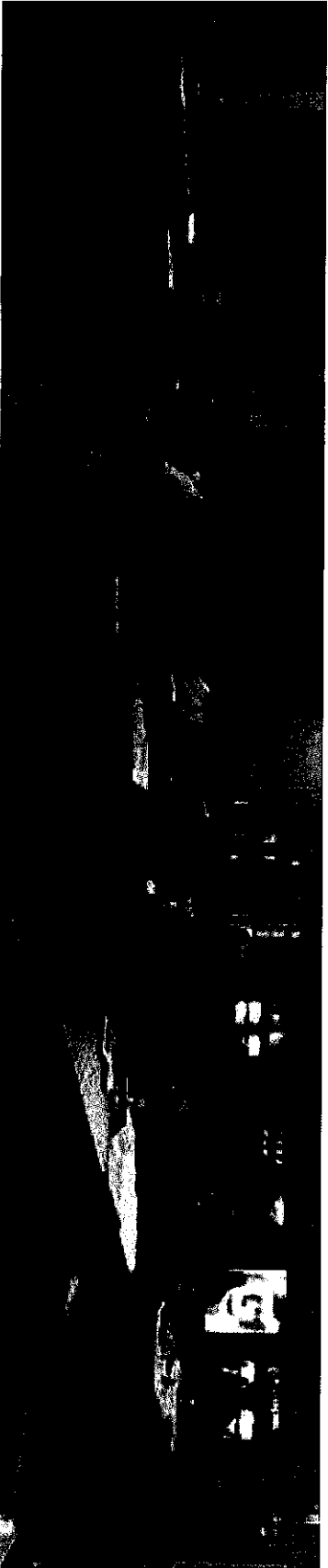
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## MEETING OVERVIEW

*CSH convened the fourth and final AVHC meeting on October 16<sup>th</sup>, where there were more than 70 attendees, including 17 AVHC members. CSH wanted to identify areas of alignment or divergence, both of which are helpful indicators of ways to proceed in ensuring that the recommendations are community-driven and feasible for continuation of the Consortium. CSH asked the AVHC to hold up green or red tags to indicate whether the recommendations within each issue area felt appropriate and reasonable, keeping in mind that these recommendations are not intended to address implementation, but rather setting the foundation on which to launch implementation.*

*With online AVHC and public input, CSH was able to continue the community-driven approach with ongoing feedback on the draft recommendations*



# AVHC MEMBER ALIGNMENT AND DIVERGENCE MEETING 4

Recommendation Area	Green	Yellow	Orange	Red	Alignment
Basic Needs Services	14	1			Co-location of services at Public facilities was acknowledged for its creativity. Clarity on the types of services that will be provided was expressed. Community buy-in will be beneficial for smooth implementation.
Crisis / Bridge / Interim Housing	14	1			1 Strong alignment on recommendations.
Healthcare / Primary Care / Behavioral Health	15	1			1 A high priority that was communicated was siting Mental Health Urgent Care facility(ies) with allowances for extended patient stay depending on medical necessity in contrast to hospitals or the criminal justice system being the housing intervention for those exhibiting chronic behavioral health symptoms.
Permanent Supportive Housing and Other Permanent Housing	15	1			1 Strong alignment on recommendations.
Role of Faith-Based Organizations	16	0			1 Strong alignment on recommendations.
Collaboration and Coordination	16	0			1 Strong alignment on recommendations.
Management, Accountability and Implementation	14	2			1 Strong alignment on recommendations.
Systems Level	14	2			1 Strong alignment on recommendations.

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# Recommendations

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04

# RECOMMENDATION ISSUE AREAS

*Basic Needs Services (food, clothes, washers, lockers, restrooms, transportation, etc.)*

*Crisis / Bridge / Interim Housing*

*Healthcare / Primary Care / Behavioral Health*

*Permanent Supportive Housing and Other Permanent Housing*

*Role of Faith-Based Organizations*

*Collaboration and Coordination*

*Management, Accountability and Implementation*

*Systems Level*

# BASIC NEEDS SERVICES

(SHOWERS, WASHERS, LOCKERS, FOOD, CLOTHING, RESTROOMS, TRANSPORTATION, ETC.)

- *Mobile services to focus on unincorporated areas. Services identified for highest need are showers, health services, toiletries and weather-specific needs distribution, meal service, etc.*
- *Co-locate targeted CES and day services at faith-based organizations and Public facilities like parks and libraries. Successful co-located services can include outreach and engagement, benefits enrollment and other services.*
- *Regionalized outreach teams closely communicate with service providers to ensure warm handoff for housing stability crisis management services. This also means leveraging first responders like EMT, MET, Sheriff's deputies and others for outreach services.*
- *Identify locations and secure nonprofit operators for centrally located navigation / open door centers that have easy access to mass transit lines. Integrating CES will be critical to the long-term housing stability of the users of day services. Case management and life skills workshops offered on-site. Optional safe parking program should space permit.*



# CRISIS / BRIDGE / INTERIM HOUSING

- *Identify year-round shelter locations and agency operators in Antelope Valley with ongoing supportive services and/or repurpose existing spaces as year-round facilities. These facilities must focus on being accessible and safe.*
- *Closely coordinate with faith-based organizations around inventory and capacity of beds and target populations (singles, families, TAY, animal-friendly, food served, etc.).*
- *Winter Shelter Connect Days should be hosted on various dates within Winter Shelter operation. Monthly resource fairs connect participants to available regional services for longer-term engagement. Services or agencies provided could be DPSS / benefits enrollment, DMV, legal services, CES / case management enrollment, veteran services, medical / dental / vision services, employment services program, etc.*
- *Connect health providers and law enforcement with bridge housing options such as recuperative care and sober living for those exiting institutions. Legal service providers should also be connected to bridge housing programs to reduce barriers to long-term housing.*

# HEALTHCARE / PRIMARY CARE / BEHAVIORAL HEALTH

- *Establish a committee of health entities and institutions in the Antelope Valley to address homelessness which reports back to the larger Antelope Valley Homelessness Consortium. This can overlap with existing Health Neighborhoods efforts, and this body should include private and County health systems.*
- *Dedicate one of the two additional DHS Multi-Disciplinary Teams (MDT) to focus on AV unincorporated areas. Ongoing communication and coordination with law enforcement and homeless service providers will be critical to the success of these added outreach efforts.*
- *Utilize existing data on frequent users of the health system in AV who are experiencing homelessness. This data drawn from CES and DHS databases, will enhance prioritization of housing and health linkages for the most vulnerable in the community.*
- *Engage in formal partnerships to deliver services and/or provide training to homeless service and supportive housing case management staff. FQHCs can enhance their partnerships with SUD and mental health providers to bolster bi-directional communication to secure medical homes and care coordination. Consider onsite, off-site and mobile case management and housing services.*
- *Enhance hospital engagement with homeless service providers to participate in CES referral system and/or plans for discharge. Consider incorporating care coordination, case management and recuperative care with hospital services.*

# PERMANENT SUPPORTIVE HOUSING AND OTHER PERMANENT HOUSING

*Develop and/or establish units for Permanent Supportive Housing (PSH) to meet the projected needs for single adults and families.*

*Permanent Supportive Housing (PSH) should exhibit the following qualities:*

- *Services should be individualized based on peoples' needs*
- *Barriers to housing should be reduced (i.e., tenants should not be turned away because they have a criminal record or have poor housing history)*
- *Support systems should be robust and encouraged outside of direct service provision*
- *Living skills (i.e., money management, housekeeping, self-care, conflict resolution, job readiness, etc.) services should be available*
- *Increase access to services – either have them on-site or ensure that tenants can get to them easily with public transportation*
- *For PSH, services should include clinical care, case management and residential services*
- *Financing for PSH could be streamlined by creating bundled funding opportunities through capital, services and operating resources*
- *Frontline staff, supervisors and managers should be trained in quality supportive housing, including relationship building between services and property management and other aspects of providing housing to vulnerable populations*
- *Eviction prevention strategies are important for people to be able to retain PSH. These strategies should focus on the strengths that tenants bring to the table*



# PERMANENT SUPPORTIVE HOUSING AND OTHER PERMANENT HOUSING (CONTINUED)

*Create more access to existing housing for people experiencing homelessness.*

- *Fund additional slots for rapid re-housing assistance for single adult and family households to meet the projected needs.*
- *Implement diversion services, prevention and/or reunification for single adult and family households to meet the projected needs.*

## **Other Permanent Housing strategies:**

- *Create landlord engagement strategies to house people in the private market as well as mainstream affordable housing. Landlords look for financial security when taking on risky tenants.*
- *Rapid Re-Housing funds should be targeted to those households who would most benefit from a short-term rent subsidy that comes with lighter service package. Connect employment opportunities to these households.*
- *Set aside existing and/or create new units in affordable developments for homeless individuals and families. These units should be subsidized more than the other units (at 0-30% Area Median Income) and have some services connected to them.*
- *Any crisis / bridge / short-term housing should be connected to housing placement teams. Outreach workers should also work on securing housing for homeless individuals and families.*
- *Create tenant engagement strategies for justice system linkages such as veteran's, mental health and drug courts, Project STAR and other diversion programs.*
- *Provide supports through mentors who are people with lived experience. Mentors can be advocates for housing for people experiencing homelessness as well as provide advice and support that those who do not have lived experience cannot necessarily give.*

# ROLE OF FAITH-BASED ORGANIZATIONS

- *Establish a committee of faith-based entities and institutions in the Antelope Valley to address homelessness which reports back to the larger Antelope Valley Homelessness Consortium.*
- *Faith leaders should attend and/or host resource fairs to raise awareness and connectivity amongst congregants and service providers.*
- *Coordinate a calendar of services amongst all members of faith-based alliances, having clear and regular bi-directional communication with homeless outreach coordination staff. These services can include: safe parking, beds (singles, families, TAY / students, with pets), food service, recovery services and others.*
- *Identify and leverage prospective volunteers, landlords and employers within the faith community. Faith-based organizations and their parishioners play a critical role in adding to local long-term housing stability interventions and can collaborate with homeless service providers to match clients enrolled in CES.*
- *Faith-based organizations can collaborate with LAHSA regarding Homeless Initiative strategies that can be covered under Measure H funding opportunities such as bridge housing, outreach strategies, justice-related activities, etc.*

# COLLABORATION AND COORDINATION

- *Continue the Antelope Valley Homelessness Consortium. This short-term process has just started to bring these diverse partners together in a strategic way. Although the partners have worked together in the past, this new effort allows for the community to create priorities and implement them in a coordinated fashion.*
- *Use this collaboration to take advantage of the unique opportunity to increase resources through Measure H and other funding opportunities. Largely, community members of Antelope Valley have identified the need for resources to create and boost crisis response, housing and services. Using this collaboration to apply for funding through Measure H could help fill that gap.*
- *Promote collaboration between Cities and with the County. Palmdale and Lancaster each have unique jurisdictional tools and funding that can support services to help reduce homelessness. Los Angeles County has additional tools and resources as well. Coordination across these jurisdictions is essential for supporting nonprofit agencies that are providing direct services and support regionally.*
- *Increase collaboration with people who have lived experience. Those who have experienced homelessness understand better than anyone what works and what does not. Their voices need a bigger role at the planning and implementation table for future coordination of this effort.*

# COLLABORATION AND COORDINATION (CONTINUED)

- *Recognize the layered response that needs to occur to respond to the diverse needs of different populations experiencing homelessness. Diverse populations experiencing homelessness include transition aged youth, seniors, veterans, single adults, families, communities of color, LGBTQ communities, survivors of domestic violence, people with mental health and/or substance use disorders, people with chronic health conditions and others. Very few people fall into only one category; therefore, providers need to coordinate to provide the unique services for these populations.*
- *Avoid unnecessary duplication of services and support through increased understanding of programs as well as increased coordination. Efficiencies may be gained through a resource mapping exercise that identifies who is providing what in the community. While this exercise may be helpful, the identification of additional resources to support coordinated efforts is essential.*
- *Provide the local Coordinated Entry System (CES) the support it needs to have the core competencies to be the clearinghouse for services and housing for homeless individuals and families. According to community members and providers, it is working “okay,” but needs local support to effectively operate as the “no wrong door” to the homeless response system.*
- *Encourage capacity building within service provider network to submit applications in response to LAHSA’s RFSQ to become eligible agencies to apply for future funds through LAHSA to reinforce the important work in the Service Planning Area.*

# MANAGEMENT, ACCOUNTABILITY AND IMPLEMENTATION

- *Engage a consultant to support implementation of recommendations and ongoing work of AVHC. Without staff support, the efforts that the AVHC started under this process may fall off the radar and never be fully implemented. Someone has to have the job of bringing people together under a coordinated work plan to accomplish goals, strategies and action items.*
- *Establish officers, particularly a chair and co-chair of the AVHC. Having clear leadership of the AVHC along with staff support will help create an environment of accountability for Consortium governance and its committees.*
- *Create committees of AVHC governance to carry out the tasks that need to be accomplished to achieve goals and strategies and complete action items. The full AVHC has limited time and resources to carry out all the objectives that came out of this planning process. Committees can help accomplish these tasks by taking on specific issue areas and pushing for implementation of action items. Each committee should have a chair who sits on the larger AVHC and can report back.*
  - *Committees can include (but are not limited to): housing, health, faith-based organizations, policy & systems, program & education, management.*
  - *Members can include (but are not limited to): business community and chambers of commerce, homeowners and landlord associations, law enforcement, library staff, transportation, educational institutions (school districts, colleges, adult learning and trade schools), community-based organizations, all interested members of the public.*

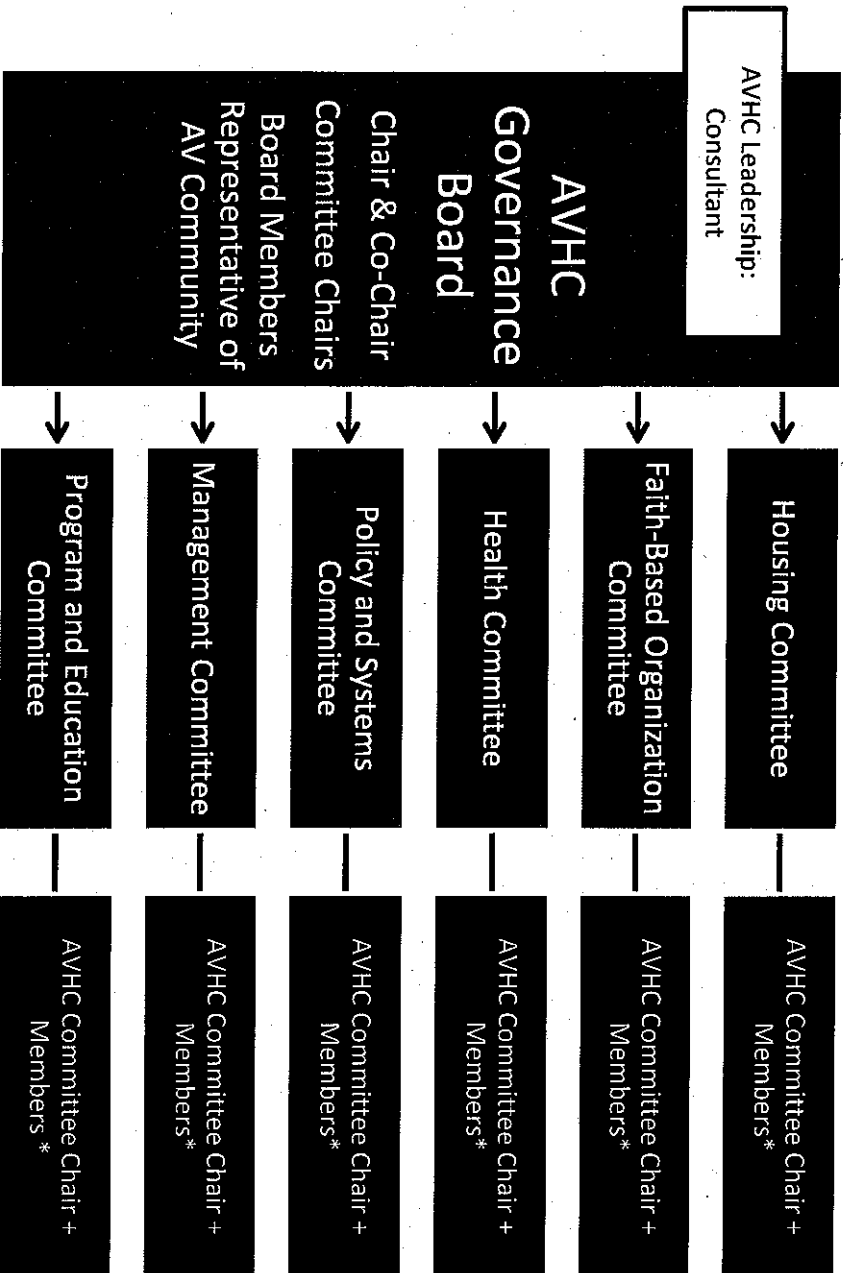
# MANAGEMENT, ACCOUNTABILITY AND IMPLEMENTATION (CONTINUED)

- *Ensure that implementation is responsive to the unique needs of the Antelope Valley. Antelope Valley is unlike other regions in Los Angeles County. The housing and services, for example, need to exist in the cities and the unincorporated areas, which makes up a large portion of the region. There is also an opportunity to be an example to other parts of the County.*
- *Create a management / work plan to guide implementation of the recommended action items. A plan that has strategies, tasks, deadlines and persons responsible will provide structure to the implementation process. This will give the AVHC and its staff a roadmap to ensure that the ongoing management of the plan is implemented realistically.*
- *Develop a unified method of reporting amongst public agency staff (Cities, County, LAHSA), AVHC and other providers. A clear line of communication promotes transparency, provides accountability and builds trust among jurisdictions as well as providers in the community. From addressing NIMBYism (not in my backyard) to promoting health resources through mainstream funding opportunities, this coordination is important.*

# SYSTEMS LEVEL

- **Create an education campaign about homelessness and methods that the community is undertaking to reduce it.** This campaign should include success stories of people with lived experience, updated digital and/or printed directory of local services and providers (including faith-based organizations), a description of future strategies that the communities will put into place, as well as specific calls to action.
- **Add more diversity to the planning and implementation table.** In addition to people with lived experience, others with expertise in specialized populations are also important participants in the implementation process. In order to avoid creating a Consortium that is too large and unwieldy, have meaningful participation from additional perspectives on committees.
- **Bring employers to the table.** Employment is a key strategy to move people from homelessness and poverty. Job training providers are important to this strategy, and employers need to learn that there are people who have come from homelessness who are accountable and can work well in their companies, industries, and/or organizations. Employers should include the nonprofit and faith-based community as well.
- **Take advantage of the data that is available through Homeless Management Information System (HMIS) to make a case for resources, report on achieved outcomes, and provide education to the larger community.** Data is a valuable tool to help provide education to funders, community members and others. Using this resource can also establish need for resources as well as returns on investments (ROIs) to show success.
- **Align City Homelessness Plans for Lancaster and Palmdale where possible.** Los Angeles County departments can help augment these City Homelessness Plans by working to identify areas of coverage to complement work being done by the Cities in Antelope Valley.
- **Leverage mass transit systems and education institutions as a way to build capacity and reinforce efforts to address homelessness, where the need is largely underutilized in the unincorporated areas.**

# RECOMMENDED AVHC GOVERNANCE BOARD STRUCTURE FOR IMPLEMENTATION



\*Members of Committees can include:

- Committee Chair who is on Governance Board
- Committees are open to all interested members of the community



## NEXT STEPS

*These recommendations are meant to inform Los Angeles County's Fifth Supervisorial District about strategic initiatives that address homelessness on a regional level and are intended to be implemented in the community to address long-term solutions.*

*As a next step, Los Angeles County and the Fifth Supervisorial District will hire a consultant to begin implementation around AVHC governance and host meetings to evaluate membership and leadership, beginning with housing program providers and Continuum of Care agencies to discuss resources, data and outcomes of their programs, and how these new strategic initiatives will address homelessness and housing crises in the community.*

## SUGGESTED ACTION PLAN TEMPLATE

*The Action Plan, at a minimum, should identify action steps associated with each goal and strategy. The action steps should directly correspond to outcome statements that define when the action is successful. The plan should include details such as the entity with lead responsibility, names of participants, and the timeframe for accomplishments. As your community develops its Action Plan, remember that repurposing existing committees can be a good way of utilizing existing efforts without creating redundancies.*

*The following examples are for the purposes of demonstrating the organization of an Action Plan only. Communities are encouraged to develop a plan for each goal in their Strategic Plans. The Action Plan may include a higher level of detail or a greater number of action steps than the examples provided, but keep in mind that this is a summary document to be shared with multiple stakeholders. Detailed "to do lists" that evolve from the Action Plan can be maintained as separate documents. The Action Plan should be as clear and concise as possible in identifying the key actions and outcomes as well as who is responsible.*

# SUGGESTED ACTION PLAN TEMPLATE (CONTINUED)

## Example

### Goal 1: Faith-Based Organization (FBO) Service Coordination within Coordinated Entry System (CES)

Strategy	Lead	Key Participants	Timeframe	Action Steps	Desired Outcome
<p>Develop a coordinated calendar of services provided by FBOs amongst all members of faith-based alliances, having clear and regular bi-directional communication with homeless outreach coordination staff.</p>	<p>Faith-Based Organization – Committee – staffed by AVHC Leadership</p>	<p>Faith community leaders, non-profit agencies, outreach staff and transportation staff and current FBOs providing homeless services (list out names)</p>	<p>Establish Committee – December 1, 2017</p> <p>FBO services “menu” centralized and coordinated with homeless outreach teams – March 31, 2018</p> <p>(to be updated as new FBOs participate / fluctuate)</p>	<p>Create list of FBOs, homeless services currently provided / feasible to provide and identify gaps (region, services)</p>	<p>By January 15, 2018, 50% of unique individuals in FBOs for crisis services are newly enrolled in CES</p>
				<p>Identify congregations with capacity to get involved and do presentations with homeless outreach teams there</p>	<p>A team of 3-4 people become experts in explaining housing first, CES and how to mitigate risk for unstably housed neighbors</p> <p>Antelope Valley has 75 new jobs from congregant business owners and 50 units from congregant landlords set aside for homeless parishioners by March 31, 2018</p>
				<p>Coordinate outreach teams to provide housing linkage services on-site if possible, or on-call for CES enrollment. Logistics include space for intake, appropriate point-of-contact based on client need, etc.</p>	<p>Community members and nonprofit partners are well-versed in “linking” unstably housed or homeless neighbors to emergency housing supports via faith-based community efforts</p>

## ACKNOWLEDGMENTS

*CSH wishes to acknowledge all those who participated in conversations and discussions that helped to shape this document and the Consortium process.*

*CSH also wishes to thank the Fifth Supervisorial District staff, particularly **Erick Matos, Dana Vanderford, Donna Termeer, Nicole Barbarino and Daniel Divita** for all their assistance and for making the logistics run smoothly. Also, critical in this planning and execution process was **Ashlee Oh** of the Homeless Initiative in the Los Angeles County Chief Executive Office, **Saba Tekle**, Supervisor of Regional Coordination at Los Angeles Homeless Services Authority, and **Norayr (Noro) Zurabyan** of Los Angeles County Counsel.*

# CONTACT INFORMATION

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**CSH, Los Angeles**

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**David Howden**

**Director**

**CSH, Los Angeles**

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**Amber Buening**

**Program Manager**

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EXHIBIT D: CHARRETTE SHEET





“The CSH Charrette process and leadership in the community of Lafayette and Tippecanoe County are an excellent example of how communities can join in the USICH Call to Action to align with national goals.” – *Beverly Ebersold, USICH*



“A CSH Charrette is a fast, efficient, and comprehensive way to gather community input. It is a great way to generate momentum in a planning process.” – *Norm Suchar, HUD (formerly of National Alliance to End Homelessness)*

“The Charrette process was/is brilliant for accelerating and focusing the planning process, engaging the community in a meaningful way and most importantly galvanizing the community for action on ending homelessness.” – *Tim Richter, Director of the Canadian Alliance to End Homelessness*



“The Charrette for the rural areas in Oregon engaged a diverse group of participants all across the state. That was great. What was remarkable was that CSH was able to take two days of intensive conversations and create concrete and applicable recommendations for these regions and the State of Oregon, too.” – *Rick Crager, former Director of Oregon Office of Housing*



*CSH works with communities searching for smarter ways to address problems placing special priority on the highest-need areas that will benefit most from our work.*

*CSH blends our experience and dedication with a practical and entrepreneurial spirit. We uncover ways to move forward even in the most complex environments, so our partners can achieve stability, strength and success for the most vulnerable people in the communities where they live.*



*For more information visit us online or email us*

[csh.org](http://csh.org)  
[consulting@csh.org](mailto:consulting@csh.org)



# Charrette

*A platform for community collaboration, planning & action*

**CHAR•RETTE (PRONOUNCED [SHƏ'RET]) NOUN**

**1. A MEETING IN WHICH ALL STAKEHOLDERS IN A PROJECT ATTEMPT TO RESOLVE CONFLICTS AND MAP SOLUTIONS.**

A CSH Charrette is an intensive planning process facilitated by CSH that jumpstarts and streamlines how your community responds to problems related to homelessness within a very short period.



## **What does a CSH Charrette include?**

- 3 - 6 months of facilitated planning with a diverse steering committee of community stakeholders
- A customized multi-day session of expert-led discussions and concentrated planning
- A framework with concrete steps and strategies to guide ongoing implementation

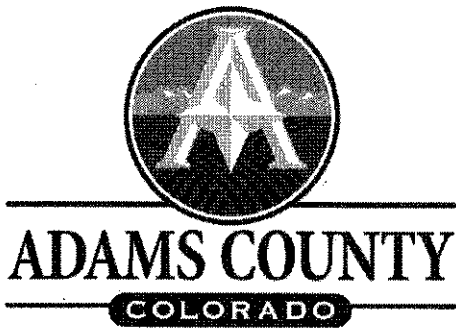
## **How can the CSH Charrette benefit my community?**

- Dramatically decrease the time required for community planning
- Quickly establish an open environment for concerns and questions
- Strengthen relationships across systems, programs and funders
- Push the community conversation forward and confront the most difficult issues

**A CSH Charrette is useful for almost any planning process that requires an involved and transparent community process.**

- Housing First and Supportive Housing
- New or renewed Plan to End Homelessness
- Policies and Plans for special populations (Re-entry, Frequent Users of Health Systems, Transition Age Youth, etc.)





Adams County Finance Department  
Purchasing Division  
4430 S Adams County Parkway  
Brighton, Colorado 80601

**REQUEST FOR PROPOSAL  
ADDENDUM ONE**

---

Addendum One Issue Date: Thursday, January 4, 2018

RFP Number: **RFP-HE-2017-730**

RFP Title: Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative

Proposal will be received until: Tuesday, January 9, 2018, 4:00 pm (MT)  
4430 South Adams County Parkway, Front Lobby  
Brighton, CO 80601

Goods or services to be delivered to or performed at: Adams County Regional Affairs Office

For additional information please contact: Heidi Ellis, Contract Specialist II  
720-523-6053  
Email Address: [hellis@adcogov.org](mailto:hellis@adcogov.org)

PRINT OR TYPE YOUR INFORMATION

Name of Contractor: \_\_\_\_\_

Authorized Representative's Signature: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

**ADAMS COUNTY**  
**RFP-HE-2017-730**  
**Adams County Regional Homeless Service System Evaluation**  
**and Strategic Planning and Implementation Initiative**

Addendum One (1) is being issued to provided responses to questions received for RFP 2017.730. The proposal due date remains the same.

Questions and Responses:

Q1. Developing a project within a budget range supports a more targeted response to Adams County's evaluation needs and improves the efficiency of the RFP process for both proposal readers and respondents. Therefore, is it possible for Adams County to provide a budget range so that submitting organizations will develop proposals that are more apt to fulfill the County's expectations for this work?

**R1: The County is open to receiving proposals with a budget based on the required scope of work and project details as determined by the submitting contractor.**

Q2: Please clarify the timeline. Are all deliverables due by October 15, 2018 (see page 17) or is there the possibility that some of the deliverables' could have extended timelines, with their completion dates moved into the optional two year renewal (see page 2)?

**R2: The timeline for all deliverables is by October 15, 2018. If the respondent would like to propose a different timeline, they may do so in their proposal along with an in-depth explanation for the proposed deadline changes.**

Q3: Is the budget for 9 months or over three years?

**R3: The project budget is for a nine (9) month period, unless otherwise proposed by the contractor and agreed upon by the County.**

Q4: Please clarify bullet #3 on page 14, "Review and evaluate the effectiveness of current programs and services engaged in addressing homelessness and homelessness prevention." Is this one component of what is to be gleaned from the literature review, or do you want the applicant to conduct a full review and evaluation of current programs and services?

**R4: It is envisioned that this evaluation will be compiled through a number of sources: literature review, homelessness services system evaluation (gaps analysis), and interviews with stakeholders. The current programs and services are emerging, and as such this deliverable should not represent a significant proportion of a project proposal.**

Q5: Is Adams County willing to negotiate the indemnification language in the final contract?

**R5: During the award process, both parties will have opportunity to evaluate final agreement language. Agreement language will be reviewed at that time with the awarded contractor.**

Q6: Is there a cap on indirect costs that can be written into the contract?

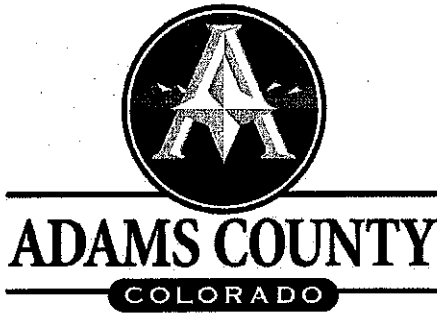
**R6: Contractors are expected to include all cost for all direct and indirect costs in their submitted proposal.**

- Q7: Can you please provide clarification on Adams County definition of “scaling up” for this project? Is the goal of this evaluation to scale up a process of collective impact that can be sustained over time or is it to scale up outcomes/programs? Is it scaling up within the county or outside of Adams County?
- R7: **“Scaling up” for this project refers to the development or augmentation of programs, services, policies, and related initiatives over time to build an effective Homeless Crisis Response System within Adams County, which appropriately meets the needs of current and projected subpopulations facing homelessness. This process will be informed by agreed upon outcome metrics developed as a part of this initiative.**
- Q8: Considering the upcoming Christmas and New Year’s holidays, is it possible for the proposal due date to be extended to at least a week later?
- R8: **The solicitation due date for proposal submissions is January 9, 2018. Depending upon various factors related to the received submissions, deadlines may or may not be extended at the County’s discretion.**
- Q9: Is there a maximum budget the County has available for this project?
- R9: **The County is open to receiving proposals with a budget based on the required scope of work and project details as determined by the submitting contractor.**
- Q10: The scope of work describes a very robust stakeholder engagement and input process, including a number of meetings with the Coalition for the Homeless, Board of County Commissioners, and other stakeholders. For firms that are not local to the Denver area, will the County entertain the possibility of video meetings for some of this work, if the Contractor is responsible for furnishing the needed software and providing technical assistance for successful set up and implementation of video conferencing?
- R10: **Some aspects of the stakeholder engagement piece may be accommodated through virtual meetings, however others such as engagement with persons with lived experience, and formal meetings with elected officials and other stakeholder groups may require physical presence to be most effective. The County is looking forward to receiving proposals with different approaches, which may include a combination of virtual and in-person meetings.**
- Q11: The Project Outreach section specifies that the Contractor will be responsible for mailing notices for stakeholder meetings and indicates the County will “assist” the Contractor in locating meeting space. Can you provide more details about what aspects of meeting logistics the County will be responsible for? Typically in our work with clients around the United States, the client community holds responsibility for all the local logistical work, including reserving meeting space, identifying and inviting participants, room set up, making copies and providing refreshments. Sending out meeting invitations by mail is not something we are typically asked to do. Most client communities prefer to be publicly accountable for the proceedings and so such communications originate from the client agency. We typically provide assistance with crafting invitations, considering whether or not RSVPs are important for different types of events, and helping determine which types of stakeholders are invited to each meeting to ensure the planning process obtains the needed information.

We are wondering if this type of division of labor would be of interest and acceptable to Adams County? We are not experts on who the local stakeholders are and who should be invited to what. We are also not experts in conducting large scale administrative tasks like mass mailings, and we would not be interested in taking responsibility for work outside our area of expertise.

**R11: The County Project Management staff will be responsible for local logistical arrangements of meetings including reserving meeting space, identifying and inviting participants, room set up, making copies, and providing refreshments. Identifying individual meeting participants will be a collaborative process between the County and the awarded Contractor, where local knowledge will be combined with the contractor's expertise. Should the Contractor propose large stakeholder meetings where mass mailings are identified as the most appropriate means of sharing information, the Contractor would be expected to be responsible for producing those mailings and paying required postage. Should there be additional outreach mechanisms anticipated by the Contractor, those should be submitted within the proposal including any associated costs.**

End of questions




Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

REQUEST FOR PROPOSAL  
2017.730  
CONTRACTOR'S CERTIFICATION  
OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et. seq.*, as amended 5/13/08, as a prerequisite to entering into a Agreement for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or Agreement with an illegal alien who will perform work under the attached Agreement for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached Agreement for services.

Corporation for Supportive Housing  
Contractor Name

Nancy McGraw  
Printed or Typed Name

  
Signature

Chief Development Officer  
Title

January 8, 2018  
Date

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering.



Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

REQUEST FOR PROPOSAL  
2017.730  
CONTRACTOR'S STATEMENT

I have read and fully understand all the conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said conditions as stated or implied. In consideration of the above statement, the following Bid is hereby submitted.

If any of the documents listed on the cover page are missing from this package, contact Adams County Purchasing. If you require additional information, call the Purchasing Division contact person.

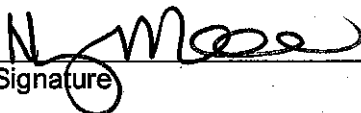
The undersigned hereby affirms that (1) he/she is a duly authorized agent of the Contractor, (2) he/she has read all terms and conditions and technical specifications which were made available in conjunction with this solicitation and fully understands and accepts them unless specific variations have been expressly listed in his/her Bid, (3) the Bid is being submitted on behalf of the Contractor in accordance with any terms and conditions set forth in this Solicitation, and (4) the Contractor will accept any awards made to it as a result of the Proposal submitted herein for a minimum of 120 calendar days following the date of submission.

*WE, THE UNDERSIGNED, HEREBY ACKNOWLEDGE RECEIPT OF*

Addenda (list all): 1

Corporation for Supportive Housing  
Contractor Name

January 8, 2018  
Date

  
Signature

Nancy McGraw  
Printed Name

Chief Development Officer  
Title

61 Broadway, Suite 2300  
Address

New York, NY 10006  
City, State, Zip Code

New York  
County

(212) 986-2966 x 282  
Telephone

(212) 986-6522  
Fax

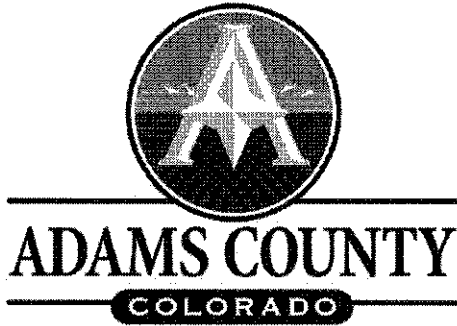
nancy.mcgraw@csh.org  
Email

## **EXHIBIT A**

(All Documents following this page of the Agreement)

### Exhibit:

1. RFP 2017.370 Scope of Work



Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

**EXHIBIT A**  
**REQUEST FOR PROPOSAL**  
**COVER SHEET**

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RFP Issue Date: Monday, December 11, 2017

RFP Number: RFP-HE-2017-730

RFP Title: **Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative**

Pre-Proposal Meeting: Not Applicable

RFP Questions Due: Tuesday, December 19, 2017 by 2:00 p.m. (MT)

Proposal will be received until: Tuesday, January 9, 2018, 4:00 pm (MT)  
4430 South Adams County Parkway, Front Lobby  
Brighton, CO 80601

**Goods or services to be delivered to or performed at:** Adams County Regional Affairs

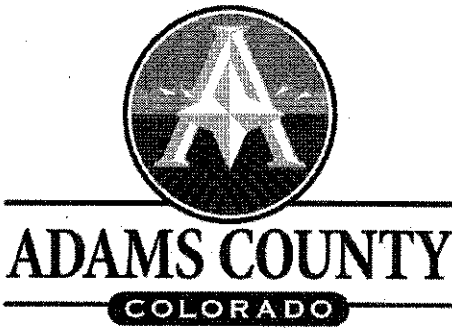
**For additional information please contact:** Heidi Ellis, Contract Specialist II  
720-523-6053

**Email Address:** [hellis@adcogov.org](mailto:hellis@adcogov.org)

**Documents included in this package:**

- Proposal Instructions
- General Terms and Conditions
- Scope of Work (SOW)/ Specifications
- Pricing Form
- Submission Check List
- Statement of No Proposal
- Contractor's Certificate of Compliance
- Contractor's Statement
- Reference Form
- Term of Acceptance Form
- Appendix A – Sample Agreement





Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

REQUEST FOR PROPOSAL  
2017.730  
PROPOSAL INSTRUCTIONS

1. **PURPOSE/BACKGROUND:** Adams County Board of Commissioners (BOCC) through its Purchasing Division of the Finance Department is seeking proposals from qualified organizations to assist Adams County Office of Regional Affairs in preparing information and analysis leading to a coordinated regional effort to address homelessness.
2. **SUBMISSION OF PROPOSALS:** The proposal must be received before the due date and time as specified in this solicitation. The Contractor is responsible for addressing the envelope as indicated below. If the submittal arrives late, it may be returned unopened. Address the envelope as follows:

Mailing Address:  
Adams County Government Center  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, CO 80601

Hand Deliveries accepted:  
Adams County Government Center  
First Floor Central Lobby Receptionist  
4430 South Adams County Parkway  
Brighton, CO 80601

ATTN: Heidi Ellis, P.H.M.  
Contract Specialist II  
RFP-HE-2017-730

ATTN: Heidi Ellis, P.H.M.  
Contract Specialist II  
RFP-HE-2017-730

3. The Adams County Board of County Commissioners by and through its Purchasing Division of the Finance Department is accepting proposals for **Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative.**
4. All documents related to this RFP will be posted on the Rocky Mountain Bid System (BidNet) at: <http://www.bidnetdirect.com/colorado/solicitations/open-bids>
  - 4.1. Interested parties must register with this service to receive these documents.
5. **TERM OF AGREEMENT:** This is a one year agreement with the option of two one year renewals.
  - 5.1. **OPTION TO RENEW FOR TWO (2) SUBSEQUENT YEARS (MAINTAINING SAME PRICES):** The prices or discounts quoted by the Contractor in its Proposal shall prevail for the term of the Agreement, at which time the County shall have the option to renew the Agreement for two (2) subsequent one year periods, provided, however, that such Contractor will maintain the same prices or discounts that were agreed to in the initial Agreement. Continuation of the Agreement beyond the initial period is a County prerogative and not a right of

the Contractor. This prerogative will be exercised only when such continuation is clearly in the best interest of the County and upon budget approval.

## **6. CONTRACTUAL OBLIGATIONS**

- 6.1. The successful Contractor will be required to sign an Agreement substantially similar to the Agreement form in Appendix A. The County reserves the right to add or delete provisions to the form prior to Agreement execution.
- 6.2. Issuance of this solicitation does not commit the County to award any Agreement or to procure or Agreement for any equipment, materials or services.
- 6.3. If a formal Agreement is required, the Contractor agrees and understands that a Notice of Award does not constitute an Agreement or create a property interest of any nature until an Agreement is signed by the Awardee and the Board of County Commissioners and/or their authorized designee.
- 6.4. Contractor is responsible for reviewing the form Agreement and understanding the terms and conditions contained therein, including, but not limited to, insurance requirements, indemnification, illegal aliens, equal opportunity, non-appropriation, and termination.
- 6.5. Contractor's Response must state its willingness to enter into the form Agreement or Contractor shall identify and include any proposed revisions they have for the form Agreement. Any proposed revisions made by the Contractor after the County Notice of Intent to Award the Solicitation may be grounds for rescinding said Notice. The identification of willingness to enter into the standard Agreement is for general purposes at this time, but is part of the evaluation process and must be included. There may be negotiations on a project-by-project basis that provide further clarification.
- 6.6. Incorrect Pricing/Invoicing. As part of any award resulting from this process, Contractor(s) will discount all transactions as agreed. In the event the County discovers, through its Agreement monitoring process or formal audit process, that material or services were priced/invoiced incorrectly, Contractor(s) agree to promptly refund all overpayments and to pay all reasonable audit expenses incurred as a result of the non-compliance.
- 6.7. The County may, during the term of the Agreement and any extensions, request additional work at other locations throughout Adams County by the successful Contractor.

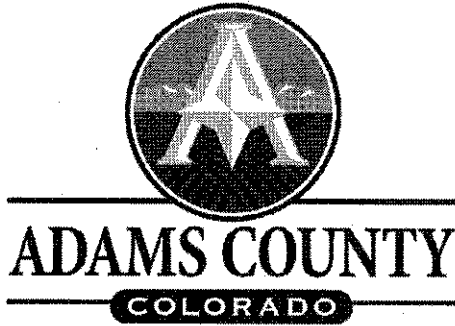
## **7. PRE-PROPOSAL MEETING AND WALK-THROUGH IS: *Not Applicable***

## **8. METHOD OF AWARD - It is the intent of the County to award an Agreement to the Contractor who provides the best value for Adams County.**

- 8.1. If it is in the best interest of the County, the Evaluation Committee may invite a limited number of Contractors to provide an oral presentation.

- 8.2. The County reserves the right to conduct negotiations with Contractors and to accept revisions of Responses. During this negotiation period, the County will not disclose any information derived from Responses submitted, or from discussions with other Contractors. Once an award is made, the Solicitation file and the Responses contained therein are in the public record.
- 8.6. Questions which arise during the Response preparation period regarding issues around this Solicitation, purchasing and/or award should be directed, via e-mail, to Heidi Ellis, Contract Specialist II, Purchasing Division, Adams County, [hellis@adcogov.org](mailto:hellis@adcogov.org). The Contractor submitting the question(s) shall be responsible for ensuring the question(s) is received by the County by the date listed above in the schedule of activities for submitting the question(s) regardless of the method of delivery.
9. Any official interpretation of this RFP must be made by an agent of the County's Purchasing Division who is authorized to act on behalf of the County. The County shall not be responsible for interpretations offered by employees of the County who are not agents of the County's Purchasing Division.
10. COOPERATIVE PURCHASING: Adams County encourages cooperative purchasing in an effort to assist other agencies to reduce their cost of bidding and to make better use of taxpayer dollars through volume purchasing. Contractor(s) may, at their discretion, agree to extend the prices and/or terms of the resulting award to other state or local government agencies, school districts, or political subdivisions in the event they would have a need for the same product/service. Usage by any entity shall not have a negative impact on Adams County in the current term or in any future terms.
11. The Contractor(s) must deal directly with any governmental agency concerning the placement of purchase orders/agreements, freight/delivery charges, Contractual disputes, invoices, and payments. Adams County shall not be liable for any costs or damages incurred by any other entity.
12. BUDGET: Budget will not be disclosed.
13. DEBARMENT: By submitting this proposal, the Contractor warrants and certifies they are eligible to submit a proposal because their company and/or subcontract(s) is/are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in a transaction by any Federal, State, or local department or agency.

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Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

REQUEST FOR PROPOSAL  
2017.730  
**GENERAL TERMS AND CONDITIONS**

1. **APPLICABILITY:** These General Terms and Conditions apply, but are not limited, to all bids, proposals, qualifications and quotations (hereinafter referred to as "Proposal" or "Response") made to Adams County (hereinafter referred to as "County") by all prospective Contractors, Contractors, bidders, firms, companies, publishers, consultants, or suppliers (herein after referred to as "Contractor" or "Contractors") in response, but not limited, to all Invitations to Bid, Requests for Proposals, Requests for Qualifications, and Requests for Quotations (hereinafter referred to as "Solicitation" or "Solicitations").
2. **CONTENTS OF PROPOSAL**
  - 2.1. **GENERAL CONDITIONS:** Contractors are required to submit their Proposals in accordance with the following expressed conditions:
    - 2.1.1. Contractors shall make all investigations necessary to thoroughly inform themselves regarding the plant and facilities affected by the delivery of materials and equipment as required by the conditions of the Solicitation. No plea of ignorance by the Contractor of conditions that exist or that may hereafter exist will be accepted as the basis for varying the requirements of the County or the compensation to the Contractor.
    - 2.1.2. Contractors are advised that all County Solicitations and Agreements are subject to all requirements contained in the County's Purchasing Division's Policies and state and federal statutes. When conflicts occur, the highest authority will prevail.
    - 2.1.3. Contractors are required to state exactly what they intend to furnish to the County in their Proposal and must indicate any variances to the terms, conditions, and specifications of this Solicitation no matter how slight. If variations are not stated in a Contractor's Proposal, it shall be construed that the Contractor's Proposal fully complies with all conditions identified in this Solicitation.
3. **Equal Opportunity:** The County intends and expects that the Contracting processes of the County and its Contractors provide equal opportunity without regard to gender, race, ethnicity, religion, age or disability and that its Contractors make available equal opportunities to the extent third parties are engaged to provide goods and services to the County as Subcontractors, Contractors, or otherwise. Accordingly, the Contractor shall not discriminate on any of the foregoing grounds in the performance of any Agreement awarded to the Contractor, and shall make

available equal opportunities to the extent third parties are engaged to provide goods and services in connection with performance of the Agreement. If submitting a joint venture proposal, or a proposal involving a partnership arrangement, articles of partnership stating each partner's responsibilities shall be furnished and submitted with the Response.

4. **Colorado Open Records Act:** All documentation submitted in response to this solicitation will become the property of Adams County. All documentation maintained or kept by Adams County shall be subject to the Colorado Open Records Act. C.R.S. 24-72-201 *et. seq.* ("CORA"). Accordingly, respondents are discouraged from providing information that they consider confidential, privileged, and/or trade secrets as part of a response to this solicitation. Any portions of submissions that are reasonably considered confidential should be clearly marked as such. The County does not guarantee the confidentiality of any record(s).

Careful consideration should be given before submitting confidential information to the County. The Colorado Open Records Act permits public scrutiny of most materials collected in this solicitation process.

## 5. CLARIFICATION AND MODIFICATIONS IN TERMS AND CONDITIONS

- 5.1. Where there appears to be variances or conflicts between the General Terms and Conditions, any Special Terms and Conditions and the Scope of Work/Specifications outlined in this Solicitation, the Scope of Work/Specifications, and then the Special Terms and Conditions, will prevail.

- 5.1.1. If any Contractor contemplating submitting a Proposal under this Solicitation is in doubt as to the true meaning of the Scope of Work or any other portion of the Solicitation, the Contractor must submit a **written request** via email for clarification to the Point of Contact listed on the first page of this Solicitation. The Contractor submitting the request shall be responsible for ensuring that the request is received by the County prior to the deadline for submitting questions.

- 5.1.2. The County shall issue a written addendum if substantial changes which impact the technical submission of Proposals are required. A copy of such addenda will be available at the Rocky Mountain E-Purchasing System (BIDNET) website. In the event of conflict with the original Solicitation documents, addenda shall supersede to the extent specified. Subsequent addenda shall supersede prior addenda only to the extent specified.

- 5.1.3. **ADDENDA: CONTRACTOR IS RESPONSIBLE FOR OBTAINING AND ACKNOWLEDGING ALL SUBSEQUENT ADDENDA VIA THE ROCKY MOUNTAIN E-PURCHASING SYSTEM (BIDNET). FAILURE TO SUBMIT ANY AND ALL SUBSEQUENT ADDENDUM/ADDENDA MAY DEEM THE CONTRACTOR NON-RESPONSIVE. EACH AND EVERY ADDENDUM TO BE SEPARATELY ACKNOWLEDGED.**

## **5.2. PRICES CONTAINED IN PROPOSAL-DISCOUNTS, TAXES, COLLUSION**

5.2.1. Contractors may offer a cash discount for prompt payment. Discounts will be considered in determining the lowest net cost for the evaluation of Proposals; discounts for periods of less than twenty days, however, will not be considered in making an award. If no prompt payment discount is being offered, the Contractor shall enter a zero (0) for the percentage discount to indicate net thirty days. If the Contractor does not enter a percentage discount, it is hereby understood and agreed that the payment terms shall be net thirty days, effective on the date that the County receives an accurate invoice or accepts the products, whichever is the later date. Payment is deemed to be made on the date of the mailing of the check.

5.2.2. Contractors shall not include federal, state, or local excise or sales taxes in prices offered, as the County is exempt from payment of such taxes.

5.2.2.1. Federal Identification Number: 84-6000732

5.2.2.2. State of Colorado Tax Exempt Number: 98-03569

## **6. SIGNING PROPOSAL**

6.1. Contractor, by affixing its signature to this Solicitation, certifies that its Proposal is made without previous understanding, agreement, or connection either with any persons, firms or corporations making a Proposal for the same items, or with the County. The Contractor also certifies that its Proposal is in all respects fair, without outside control, collusion, fraud, or otherwise illegal action. To insure integrity of the County's public procurement process, all Contractors are hereby placed on notice that any and all Contractors who falsify the certifications required in conjunction with this section will be prosecuted to the fullest extent of the law.

## **7. PREPARATION AND SUBMISSION OF PROPOSAL**

### **7.1. PREPARATION**

7.1.1. The Proposal must be typed or legibly printed in ink. The use of erasable ink is not permitted. All corrections made by the Contractor must be initialed by the authorized agent of the Contractor.

7.1.2. Proposals must contain a manual signature of an authorized agent of the Contractor in the space provided on the Solicitation cover page. The Contractor's Statement of this Solicitation must be included in all Proposals. If the Contractor's authorized agent fails to sign and return the original cover page of the Solicitation, its Proposal may be invalid and may not be considered.

- 7.1.3. The County logo is trademarked and property solely of the County. Contractors do not have permission to use the County's logo on any documentation or presentation materials and to do so would be a violation of the County's trademark
- 7.1.4. Unit prices shall be provided by the Contractor on the Solicitation's Specification and Pricing Form when required in conjunction with the prescribed method of award and shall be for the unit of measure requested. Prices that are not in accordance with the measurements and descriptions requested shall be considered non-responsive and shall not be considered. Where there is a discrepancy between the unit price and the extension of prices, the unit price shall prevail.
- 7.1.5. Alternate Proposals will not be considered unless expressly permitted in the Scope of Work.
- 7.1.6. The accuracy of the Proposal is the sole responsibility of the Contractor. No changes in the Proposal shall be allowed after the date and time that submission of the Proposals is due.

## 7.2. SUBMISSION

- 7.2.1. The Proposal shall be sealed in an envelope with the Contractor's name and the Solicitation number on the outside. The County's Pricing Form, which is attached to this Solicitation, must be used when the Contractor is submitting its Proposal. The Contractor shall not alter this form (e.g. add or modify categories for posting prices offered) unless expressly permitted in the Solicitation or in an addendum duly issued by the County. Only sealed proposals received by the Purchasing Division of the Finance Department will be accepted; proposals submitted telephone, email, or facsimile machines are not acceptable.
- 7.2.2. Each Proposal must be submitted at the time and place, and number of copies as specified in this Solicitation. Failure to submit the required number of copies may deem the Contractor's Proposal non-responsive.
- 7.2.3. Failure to provide any requested information may result in the rejection of the Proposal as non-responsive.
- 7.2.4. Proposal must be submitted in the format supplied and/or described by the County. Failure to submit in the format provided may be cause for rejection of the proposal. Proposals must be furnished exclusive of taxes.
- 7.2.5. Contractor is responsible for ensuring their Proposal is received by the Purchasing Division prior to the deadline outlined in the solicitation regardless of the method of delivery.
- 7.2.6. Contractors, which qualify their Proposal by requiring alternate Contractual terms and conditions as a stipulation for Agreement award, must include such alternate terms and conditions in their Response.

The County reserves the right to declare a Contractor's Proposal as non-responsive if any of these alternate terms and conditions is in conflict with the County's terms and conditions, or if they are not in the best interests of the County.

## 8. LATE PROPOSALS

- 8.1. Proposals received after the date and time set for the opening shall be considered non-responsive and may be returned unopened to the Contractor.
- 8.2. The County assumes no responsibility for late deliveries of mail on behalf of the United States Post Office or any other delivery system.
- 8.3. The County assumes no responsibility for a Proposal being either opened early or improperly routed if the envelope is not clearly marked on the outside: **RFP-HE-2017-730 Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative.**
- 8.4. In the event of a situation severe enough to cause the Adams County Board of Commissioners to close the County offices for any reason, the Purchasing Manager has the prerogative of rescheduling the proposal opening time and date. No proposal will be considered above all other proposals by having met the proposal opening time and date requirements to the exclusion of those who were unable to present their proposal due to a situation severe enough to cause the Board of County Commissioners to close the County offices.

## 9. MODIFICATION AND WITHDRAWAL OF PROPOSALS

- 9.1. **MODIFICATIONS TO PROPOSALS.** Proposals may only be modified in the form of a written notice on Contractor letterhead and must be received prior to the time and date set for the Proposals to be opened. Each modification submitted to the County's Purchasing Division must have the Contractor's name and return address and the applicable Solicitation number and title clearly marked on the face of the sealed envelope. If more than one modification is submitted, the modification bearing the latest date of receipt by the County's Purchasing Division will be considered the valid modification.
- 9.2. **WITHDRAWAL OF PROPOSALS**
  - 9.2.1. Proposals may be withdrawn in the form of a written notice on Contractor letterhead and must be received prior to the time and date set for the opening of Proposals. Any withdrawal of a Proposal submitted to Adams County Purchase Division must have the Contractor's name, return address, and the applicable Solicitation number and title clearly marked on the face of the envelope and on the withdrawal letter.
  - 9.2.2. Proposals may not be withdrawn after the time and date set for the opening for a period of ninety calendar days. If a Proposal is withdrawn by the Contractor during this ninety-day period, the County may, at its option, suspend the Contractor and may not accept any



Proposal from the Contractor for a six-month period following the withdrawal.

## **10. REJECTION OF PROPOSALS**

10.1. REJECTION OF PROPOSALS. The County may, at its sole and absolute discretion:

10.1.1. Reject any and all, or parts of any or all, Proposals submitted by prospective Contractors;

10.1.2. Re-advertise this Solicitation;

10.1.3. Postpone or cancel the process;

10.1.4. Waive any irregularities in the Proposals received in conjunction with this Solicitation; and/or

10.2. REJECTION OF A PARTICULAR PROPOSAL. In addition to any reason identified above, the County may reject a Proposal under any of the following conditions:

10.2.1. The Contractor misstates or conceals any material fact in its Proposal;

10.2.2. The Contractor's Proposal does not strictly conform to the law or the requirements of the Solicitation;

10.2.3. The Proposal expressly requires or implies a conditional award that conflicts with the method of award stipulated in the Solicitation;

10.2.4. The Proposal does not include documents, including, but not limited to, certificates, licenses, and/or samples, which are required for submission with the Proposal in accordance with the Solicitation; and/or,

10.2.5. The Proposal has not been executed by the Contractor through an authorized signature on the Contractor's Statement.

10.3. The County reserves the right to waive any irregularities or informalities, and the right to accept or reject any and all proposals.

## **11. ELIMINATION FROM CONSIDERATION**

11.1. A Proposal may not be accepted from, nor any Agreement be awarded to, any person or firm which is in arrears to the County upon any debt or Agreement or which is a defaulter as surety or otherwise upon any obligation to the County.

11.2. A Proposal may not be accepted from, nor any Agreement awarded to, any person or firm who has failed to perform faithfully any previous Agreement

with the County or other governmental entity, for a minimum period of three years after the previous Agreement was terminated for cause.

11.3. Any communications in regards to this RFP must go through the Adams County Purchasing Division only. Any contact with other County personnel or County Contractors may be cause for disqualification.

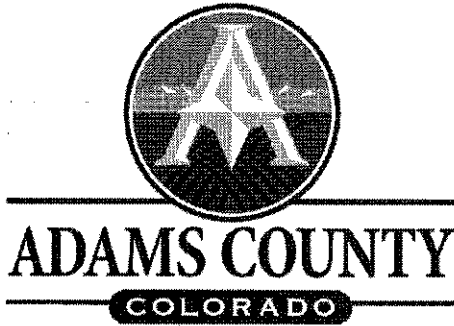
11.4. No damages shall be recoverable by any challenger as a result of the determinations listed in this Section or decisions by the County.

11.5. The Board of County Commissioners may rescind the award of any proposal within one week thereof or at its next regularly scheduled meeting; whichever is later, when the public interest will be served thereby.

**12. QUALIFICATIONS OF CONTRACTOR:** The County may make such investigations as deemed necessary to determine the ability of the Contractor to perform work, and the Contractor shall furnish all information and data for this purpose as the County requests. Such information includes, but is not limited to: current/maximum bonding capabilities, current licensing information, audited financial statements, history of the firm on assessments of liquidated damages, Agreements cancelled prior to completion and/or lawsuits and/or pending lawsuits against the firm and/or its principals. The County reserves the right to reject any Proposal if the evidence submitted by, or investigation of, such Contractor fails to satisfy the County that such Contractor is properly qualified to carry out the obligations of the Agreement and to complete the work contemplated therein. Conditional Proposals will not be accepted.

**13. AWARD OF SOLICITATION:** The County shall award this Solicitation to the successful Contractor through the issuance of a Notice of Intent to Award. All Contractors that participated in the Solicitation process will be notified of Contractor selection. No services or goods shall be provided, and no compensation shall be paid, until and unless an Agreement has been signed by an authorized representative of the County and the Contractor.

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Adams County Finance Department  
Purchasing Division  
4430 South Adams County Parkway  
Brighton, Colorado 80601

**REQUEST FOR PROPOSAL**  
**2017.730**  
**SCOPE OF WORK**

**I. INTRODUCTION**

Adams County Board of Commissioners (BOCC) through its Purchasing Division of the Finance Department is seeking proposals from qualified organizations to assist Adams County Office of Regional Affairs in preparing information and analysis leading to a coordinated regional effort to address homelessness (referred to hereafter as the "County").

**II. REQUIRED DOCUMENTATION:** *Not Applicable*

**III. RESPONSE FORMAT**

Failure to respond in the required format may deem your submittal non-responsive. Failure to provide required information may deem your submittal non-responsive.

**SUBMISSION OF PROPOSALS: ONE (1) ORIGINAL hardcopy, Seven (7) COPIES, and ONE (1) electronic ORIGINAL (USB or CD-single PDF document),** must be received at the time and place specified in this Solicitation. Submittals should be prepared simply and economically providing a straightforward, concise description of the Contractor's ability to perform the requirements of this solicitation. Proposal should not exceed **twenty (20) pages** for the technical proposal, excluding the RFP required pages. Failure to submit the required number of copies may deem the Contractor non-responsive.

**PRICING MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOPE. THERE MUST NOT BE ANY PRICING INFORMATION WITHIN THE PROPOSAL SUBMITTAL ENVELOPE.**

**Electronic copy shall be an EXACT reproduction of the original documents provided. All sections shall be combined into a single PDF electronic document.**

1. Provide submittal without reference to Adams County logo or company logo.
2. Label cover of Original submittal.
3. Submit proposal in a tab format.
4. Table of Contents – Include a clear identification of the material by section and by page number, i.e. Mandatory Requirements section, etc.

5. Executive Summary - The executive summary should give in brief concise terms a summation of your submittal. Identify the points that make your firm uniquely qualified for this engagement.
6. Profile of the Firm – State whether your firm is local, national, or international. Also include the following for the office this work would originate from:
  - a. Size of the Firm and size of local office (if applicable).
  - b. Location of the office, where the work on this engagement is to be performed.
  - c. Number and nature of the professional staff to be assigned to the project on a full-time basis.
  - d. Number and nature of staff to be assigned to this project on a part-time basis.
  - e. Identify the supervisory and management staff who will be assigned to the engagement. Provide resumes for each person that will be assigned to this engagement.
  - f. Provide any substantiated complaints against the firm in the last 3 years and any outstanding litigation.
7. Provide documentation that satisfies the Required Document requests.
8. Provide documentation that satisfies the criteria to be evaluated.

#### **IV. Detailed Scope/Specification Requirements**

Background: The County is seeking an interdisciplinary team or individual to provide expertise and analysis leading to an implementable phasing plan. The Contractor will be providing assistance to the County's Department of Regional Affairs.

The Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative will springboard off the Burnes Center on Poverty and Homelessness Assessment of the County's efforts to address homelessness completed in December 2016. The initiative will take the significant issues and findings from both efforts and produce an overarching vision to guide planning and implementation in the future creation and delivery of homelessness services and policy.

The purpose of the Initiative is to:

1. Complete a systems-level evaluation of current efforts to address homelessness across subpopulations throughout the County.
2. Identify gaps and provide creative strategies to effectively bring to scale homelessness interventions through regional collaboration and collective impact.
3. Define future data collection and sharing needs, and provide recommendations for data integration across broad affiliates and interests.
4. Create and clarify regional actions and goals in the short, medium, and long-term to address homelessness.
5. Develop a strategic regional plan with phasing to maximize efficiency and efficacy in homeless service delivery and policy making, including recommendations for ongoing stakeholder engagement and decision making processes involving municipalities, county departments, service providers, and persons with lived experience.
6. Provide guidance for incorporating homelessness efforts into the broader Collective Impact and Poverty Reduction work in which the County is currently engaged (see link below).

[http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0ahUKEwivwl6urtXWAhWKSFKHRRhDgMQFggrMAE&url=http%3A%2F%2Fwww.adcogov.org%2Fsites%2Fdefault%2Ffiles%2FNeighborhood%2520Needs%2520Analysis\\_ExecutiveSummary\\_2%25207%252017.pdf&usq=AOvVaw2glNmWiNmgr04cKn4hgA1d](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0ahUKEwivwl6urtXWAhWKSFKHRRhDgMQFggrMAE&url=http%3A%2F%2Fwww.adcogov.org%2Fsites%2Fdefault%2Ffiles%2FNeighborhood%2520Needs%2520Analysis_ExecutiveSummary_2%25207%252017.pdf&usq=AOvVaw2glNmWiNmgr04cKn4hgA1d)

7. Identify potential funding sources required for plan implementation.

The County is committed to spearheading a regionally focused, countywide strategy to address homelessness. This effort will allow for a regional understanding of the current foundation of services and policies impacting those experiencing homelessness and homelessness prevention, and initiate a systems level approach to future planning and innovation in Adams County. There is strong public and political will to address the increasing prevalence of homelessness across the County.

## **V. Scope of Work**

The Adams County Regional Homeless Service System Evaluation and Strategic Planning and Implementation Initiative goal is to provide information and analysis leading to improved coordination of services, efficient and effective service delivery, and a regionally focused strategy for informed policy implementation, future funding, planning efforts, implementation action steps, and progress evaluation.

The Contractor will be responsible for:

### **Inventory and Information Gathering**

- Review applicable plans and studies related to homelessness including the Adams County Housing Needs Assessment 2017, the Collective Impact Network Quality of Life report, The Burnes Institute Assessment on Adams County's Efforts to Address Homelessness report, Community Enrichment and Poverty Reduction Efforts in Adams County report, City of Westminster Affordable and Workforce Housing Strategic Plan, the Adams County Housing plan, the MDHI Regional System Performance Report, population projections, and other plans and reports as appropriate.
- Review the current HMIS, PIT, OneHome/VI-SPDAT, and McKinney-Vento data, as well as other pertinent datasets.
- Review and evaluate the effectiveness of current programs and services engaged in addressing homelessness and homelessness prevention.
- Review current workgroups, subcommittees, and other convenings centered around homelessness, housing, and poverty reduction throughout the county and the region, including within local municipalities, county departments, and among service providers.
- Interview appropriate City and County Government officials, as well as public, private, and non-profit sector representatives involved in homelessness and housing, as well as, persons with current or lived experience with homelessness and/or housing insecurity.

### **Develop and Implement a Public and Stakeholder Involvement Process for:**

- Non-profit, faith-based, County and Municipal Government entities and other partners currently engaged in homelessness service delivery and planning in the region.
- Persons with current or lived experience with homelessness.
- See also Project Outreach under Additional Information below.

### **Develop a Systems Map and Implementation Strategy Plan:**

- Develop a homeless systems map of current programs and policies using GIS and other appropriate means.
  - Identify strengths and gaps in current service delivery.
  - Provide cost estimates and funding source recommendations for program scaling.
  - Provide projected subpopulation needs including current and future system vulnerabilities to be used in long range planning and program creation.
- Develop an Implementation Strategy Plan for systems transformation with recommendations for how to bring to scale homelessness resources and policies across the region.
  - Provide recommendations for the development of a steering committee, including committee members, governance structure, etc.
  - Identify needs for technical assistance to align current programs and policies with best practices.
  - Provide strategies for realigning current funding resources with identified system transformation goals.
  - Provide recommendations for data collection and integration.
  - Provide recommendations for guidelines and metrics to evaluate overall plan effectiveness.
  - Provide recommendations for ongoing participation in policy and program development and evaluation for persons with current or lived experience with homelessness.
  - Provide recommendations for an ongoing communications and engagement strategy targeting the general public, stakeholders, and other relevant parties.

## **VI. TENTATIVE DELIVERABLES**

### Deliverable by mid-February:

- Schedule, arrange and attend an initial project "kick-off" meeting with the County Staff.

### Deliverable by end of February:

- Development of Stakeholder Involvement Processes.

### Project Deliverables to be phased according to work plan developed by the Contractor and approved by the County:

- Map of current homelessness programs and services in both paper and electronic versions supported by the appropriate software (ex. GIS).
- Map of current stakeholder engagement.
- Spatial interpretation of homelessness response system and how potential consumers engage with the system.
- Analyze current strengths, gaps, and vulnerabilities in homelessness response system.
- Analyze current data pertaining to homelessness and at-risk populations.
- Provide recommendations for future data collection and integration.
- Analyze regional county goals pertaining to homelessness and provide clarification of those goals, or provide new goals, and indicate how they

align with best practices as well as Metro Denver Homeless Initiative Continuum of Care goals for the broader region.

- Develop a minimum of a ten (10) year dynamic strategy for system scaling, which prioritizes program and service needs based on best practices and practicability.
- Provide cost estimates and recommend funding opportunities for system and program creation and scaling, including realignment of existing resources.
- Detail needs for technical assistance to align current programs and policies with best practices.
- Provide analysis and recommendations to improve how homeless system transformation strategy aligns with other related County ventures.
- Map of phasing plans.
- A minimum attendance at three (3) Adams County Coalition for the Homeless meetings.
- A minimum participation in four (4) Board of County Commissioners Study Sessions/Hearings.
- A minimum of three (3) stakeholder meetings including city government representatives.
- A minimum of three (3) stakeholder meetings including persons with current or lived experience.
- Detail strategy for ongoing stakeholder engagement and involvement.
- Detail recommendations for ongoing plan oversight, governance, and decision making.
- Communication strategy for the general public, stakeholders, and other relevant parties.

**Final Deliverable:**

- Printed copies of plan, phasing plans, maps, and copies also in electronic form and GIS.
- All materials developed, research completed, plans, maps, analysis and cost estimates, resource inventory, analysis, trends and maps; discussion of the issues; findings from public input sessions and stakeholder meetings; a description of the process undertaken to develop the phasing plans and implementation matrix; criteria to evaluate and rate implementation priorities; along with specified deliverables and recommendations for alternative implementation concepts; recommendations of financial strategies; raw data, maps, and relevant tables; and any other items deemed pertinent by the consultant and the County will become the property of the County.

**Additional Information:**

**Project Outreach:**

The Offeror shall provide a specific outreach plan to the County describing the type, frequency, and extent of outreach necessary to accomplish the goals of this project within the project budget and time limitations. The specific outreach plan and results must be included as an appendix to the final project plan.

- It is envisioned that the Contractor will conduct community/stakeholder meetings for the project. The County's staff will assist the Contractor in identifying meeting space and the Contractor will pay for and mail meeting notices as necessary or required in an amount not to exceed \$5,000. Adams

County will be responsible for providing food at community meetings and focus groups, where appropriate.

- It is also envisioned that the Contractor shall conduct key informant interviews and/or forums with identified stakeholders and the County staff to gather preferences and ideas, , concerns, and issues that need to be addressed as part of the planning process. The County will provide the Contractor with the list of stakeholders which will be expanded, if needed, based on recommendations by the Contractor.
- Contractor shall attend all meetings and facilitate and participate in community meetings as directed.
- The Contractor shall provide minutes of all meetings. The minutes will be provided to the County Project Manager within five (5) working days after the meeting. In general, all reports and submittals must be approved by the County.

### **VII. Document Software**

The Contractor shall provide copies of the project documents in a software format acceptable to the County. Project maps shall be in GIS compatible with the County's system unless otherwise agreed to by the County and draft written chapters of the document shall be in Word and Excel as applicable to the type of documents being developed. Final documents shall be in software acceptable to the County.

### **VIII. Meeting Preparation**

Prior to all meetings with stakeholders, the Contractor shall meet with the County staff for review of documents and information proposed to be presented. Contractor shall make revisions as requested.

#### Meetings with the County's Staff:

It is anticipated that this will be a nine month project ending in October 2018. The County and Contractor's Project Manager will meet either by phone or face-to-face on a regular basis at least at two (2) week intervals. These progress meetings will be used to coordinate the work effort, prepare for upcoming project phases, and resolve project problems. Meetings may involve County staff and Contractor's staff. The meetings will follow the agenda listed below:

- Activities completed since the last meeting
- Problems encountered
- Late activities
- Activities required by the next progress meeting
- Solutions for the unresolved and anticipated problems
- Project coordination with the other private or government entities

### **IX. Web Page Material**

The County shall create and maintain a webpage for the project and may from time to time request information from the Contractor for the webpage during any phase of the project.

### **X. The County FTP Site**

Contractor shall use the County's FTP site or another agreed upon hosting site for the transfer and sharing of all electronic project files including, but not limited, to



documents, maps and graphics.

#### **XI. Progress/Payment**

The Contractor shall document work progress, and project meetings through monthly progress reports submitted to the County Project Manager as part of the monthly billing procedure. The Contractor will be paid monthly, based on work completed. Payment will be contingent on completion of the work in a manner acceptable to the County and for the specified pay period. All project work will be subject to approval by the County Project Manager. Payment will be withheld on all unsatisfactory work. All such work shall be corrected without additional cost to the County

#### **XII. PROPOSAL PREPARATION INSTRUCTIONS:**

This section is intended to indicate the minimum items required with each proposal in order to be properly evaluated. At a minimum each proposal should include the following information. Please prepare your proposal utilizing the following format. Provide a complete response to each item and include at the front of your proposal.

Please provide responses in the below order and make sure your agency addresses each of the following in your proposal.

- Firm(s), qualifications: firm organization, where organized
- Name of principals, officers, directors, and their professional credentials, contact information
- Key personnel: titles, experience, service with firm in years-and who would be project manager and main point of contact, describe the skill and experience of the project manager. Include availability of key personnel and identify the percentage of time that the key individuals of the team will be committed to the project.
- Statement of Qualifications: A description of the consulting firm's experience in similar projects and in disciplines necessary to fulfill the project requirements. Limit the descriptions of the relevant projects to a maximum of three examples. Specify the roles performed by the key personnel for each project. Samples from similar projects completed by the Consultant are encouraged and may be included in the proposal.
- Project List and References for similar or relevant projects, and with contact information
- Qualifications of sub contractors, etc.
- Describe how the team will accomplish the work in an effective and timely manner. Include information regarding:
  - Management approach to insure effective coordination of all work products.
  - Brief scheduling for the project's main tasks and activities.
  - Philosophy, approach and specific awareness of the issues, problems and opportunities.
  - Examples of project budgeting.
- Describe the capacity of the consulting firm to do the work.
- Submit Price Schedule in the same format as Attachment B and submit with your proposal.
- At least three (3) references shall be provided for similar projects.