

Proposed Scope of Work

Approach, Strategy and Execution Plan

Homebase Offers a Proven Approach Tailored to Local Context and Needs

Homebase will work with the City of Hayward to develop a five-year strategic plan to make homelessness in the City of Hayward rare, brief, and non-recurring. The plan will be developed through an inclusive, community-based planning process with a racial equity lens that both aligns with the EveryOne Home Strategic Plan for Alameda County and addresses the unique challenges faced by the City, within the context of the larger Bay Area. The plan will also be rooted within the current context of the COVID-19 global pandemic and the rapidly changing needs of the homeless community – taking into consideration the short- and long-term fiscal and economic implications for unemployment, housing instability, and homelessness. The plan will identify specific policies, initiatives, and tasks that will support the implementation of the goals and priorities of the plan and result in a coordinated housing and service system that will effectively address homelessness through use of best practices and innovative solutions.

Homebase's approach to strategic planning recognizes that the planning process is an opportunity to engage and empower the full community and is vital to the successful implementation of the plan. As such, we structure a transparent and open process that engages a full array of stakeholders, providing multiple opportunities to provide input through a variety of methods (interviews, surveys, focus groups, planning meetings) while being respectful of time constraints and other obligations, and involves stakeholders in consensus-based decision making whenever possible. We also ensure that planning is based on a full understanding of local data and needs, aligns with state and federal policy and funding requirements, and incorporates best practices from around the nation. To this end, our agendas and planning tools are developed to provide participants with information that allows them to focus and target their input to be most useful and encourages innovation by tailoring approaches to respond to the local context. We have a strong focus on developing an actionable plan, and each action step includes the detail necessary to support implementation. Through the planning process, we seek to engage mainstream partners and build community support essential to the successful implementation of the plan and concrete impact in reducing homelessness.

Homebase will develop a unique planning process for the City of Hayward informed by a range of best practices which we have honed during recent homelessness strategic planning processes in communities that are similar in nature, size and scope such as Stockton/San Joaquin County, Tulare/Kings County, and Santa Clara County in California, Tulsa, Oklahoma, and San Antonio, Texas. We have learned from these processes that key elements of successful strategic planning processes, regardless of the community, include:

- Early recruitment and engagement of a **strategic planning steering committee** that includes key cross-sector stakeholders and is responsible for overseeing the process and ensuring implementation of the plan.
- Identification of **topical subcommittees** to facilitate investigation of high priority issues and strategies and work with the steering committee to develop key elements of the plan - clarifying key issues and gaps and developing targeted recommendations for addressing them, including budgets and implementation plans.
- A **public community-wide planning kick-off event**, inviting government officials and staff, housing and service providers, representatives from schools, criminal justice, health care, and other affected systems, business and community leaders, members of the general public, and individuals with lived experience of homelessness to build support for the process and gather initial information to guide planning.
- **Assessing community resources and needs**, informed by key informant interviews, consumer and provider focus groups, surveys, an online forum to gather and share information, review of key documents (including related state and local plans), and analysis of HMIS and other data.
- **Engaging cross-system partners** in the planning and implementation processes, including physical and behavioral healthcare, education, local police departments, court and probation systems, and elected officials.
- Identification of key points of contact in the community who can facilitate connections with unsheltered, sheltered and housed **individuals with lived experience of homelessness** and experts who confront homelessness on the front lines daily through various systems of care.

Elements of the planning process for the City of Hayward which will be unique include how it is situated within Alameda County, which involves regional factors that impact homelessness and housing. Homebase is familiar with the Alameda County EveryOne Home Strategic Plan and will be able to ensure that the Hayward Homelessness Reduction Strategic Plan is in alignment with the county plan. Furthermore, the unique strengths and challenges that the City faces in addressing homelessness, including resources, location, direct service providers, and demographics, will inform the development of the strategic plan, resulting in a tailored roadmap that is based on local needs and strategies that work to reduce homelessness within a regional context.

Detailed Work Plan

Homebase will pursue a community-led, data-driven process, combining research on national best practices and emerging models with information and feedback on the current system to identify community strengths and weaknesses. After identifying specific community needs, Homebase will provide locally-tailored recommendations and options for the City of Hayward to pursue in addressing homelessness.

One of Homebase's senior staff members, Amanda Wehrman, JD, will act as the Principal-in-Charge for this project, heading up a five-member team with significant experience in consensus-based strategic planning. Ms. Wehrman is a Deputy Director

at Homebase with over 8 years of experience supporting numerous communities with strategic planning and implementation. She will be the primary point-of-contact with the City, ensure that the work plan is carried out and all deadlines achieved, and provide day-to-day management and oversight for the project team. The team will include Lauren Larin, Ph.D., a Policy Analyst with over 12 years of experience related to homelessness and housing; Miguel Becerra, MSW, MA, a Policy Analyst with deep quantitative skills, who is fluent in Spanish; Melissa Hong, JD, a Staff Attorney with strong research and writing skills; and Erika Siao, a Research Associate with analytical skills and advanced proficiency in Spanish. Ms. Wehrman, with support from Homebase's Executive Leadership, will ensure quality control and accuracy of all deliverables.

Homebase will adhere to an empowering process that is equitable, inclusive, and authentically allows for stakeholders to take part in and influence decisions. While we will be responsive to community input and guidance about what would work best, based on the information provided in the RFP we propose the following four-phase planning process to best accomplish the City of Hayward's strategic planning goals.

PHASE I: Assessment of Existing System and Services July – Sept. 2020

Phase I will focus on gathering information and data to develop a baseline understanding of the City of Hayward's strengths, needs, and gaps in relation to homelessness. As part of this phase, Homebase will carry out a **needs assessment and gaps analysis** that identifies existing housing and services, unmet needs, and priority gaps to be addressed. This assessment will be conducted based on review of key documents; analysis of HMIS and other data on numbers, needs and performance; targeted discussions with key stakeholders to contextualize the data and information gathered; client focus groups; and/or provider e-surveys. The gaps analysis will look at the homelessness system of care overall and at sub-population and sub-regional needs and differential access, and it will consider both the need for new programs as well as improvements to the operation of existing housing and services. Homebase will also review and analyze the Alameda County EveryOne Home Strategic Plan, the Hayward Strategic Roadmap, and other initiatives underway in the city, county, and region to ensure that the plan is informed by and aligned with the work that has already begun.

Through our extensive experience with other communities, Homebase has found the early recruitment and engagement of a **Strategic Planning Steering Committee** has been key to the overall success of the process. This Steering Committee would oversee and advance the strategic planning process and include representatives of the City of Hayward Community Service Commission, City Council, Housing and Homelessness Task Force, members of the community with lived experience of homelessness, and/or any other stakeholders identified by the City. If Hayward chooses to convene a Steering Committee, Homebase would attend and facilitate monthly meetings and develop agendas, announcements, and meeting materials. Homebase would also host the meetings via a virtual platform in light of any ongoing public health concerns due to the COVID-19 pandemic. During this phase, the Steering Committee would be a forum for initial discussion of persistent challenges and emerging opportunities for critical

investment. The Steering Committee would also review and approve Homebase's Planning Process and Stakeholder Engagement Plan to establish a guiding vision and goals for the planning process and subsequent Plan implementation.

PHASE II: Stakeholder Engagement/Input

Sept. – Nov. 2020

Homebase has found that engaging people in the planning process and getting their support is paramount for a successful strategic plan and implementation. As such, Homebase will facilitate a **comprehensive community engagement process** that ensures that planning and recommendation development is based on concrete information about local needs and resources. Building upon the needs assessment and gaps analysis begun during Phase I, we will conduct a deeper environmental review/assessment grounded in community engagement via a **community kick-off event, virtual stakeholder interviews, community work sessions, and meetings with City staff**. While we will employ these key methods, we have found that community outreach and engagement is often an iterative process where new ideas, additional gaps, and questions arise throughout the planning process. We therefore develop our processes to leave room to weave in additional outreach and engagement as needed to fully assess community needs and resources for addressing homelessness.

Homebase will facilitate the kick-off event and work sessions in both English and Spanish, and hold interviews in either language, according to the preference of interviewees. Homebase will work with the City of Hayward to design and facilitate virtual convenings in light of ongoing public health concerns due to the COVID-19 pandemic. Homebase has deep experience conducting online meetings with diverse stakeholders that leverage technology, use adult learning principles, and are inclusive of people with varying degrees of access, comfort, and facility with technology. We will work with the City to develop agendas, discussion questions, infographics, and other materials necessary for the following engagement activities:

Community Kick-Off Event: Homebase proposes that community engagement begins with a planning process Community Kick-Off Event that takes the place of one of the community work sessions proposed in the RFP. This event would be an open virtual meeting aimed at achieving early engagement and buy-in from key stakeholders. The event will be organized with the goal of inviting everyone with any interest in the plan, including City officials and staff, housing and service providers, representatives from schools, law enforcement, healthcare and other affected systems, business and community leaders, individuals with lived experience of homelessness, and members of the general public. This event will be structured to both build community-wide support for the planning process and gather initial information to guide planning. As such, meeting participants will receive information about homelessness in the City of Hayward and general information on best practices and will have the opportunity to provide initial feedback to the process about needs, gaps, and existing service system performance. Homebase will facilitate the event, arrange for Spanish translation, and will also develop appropriate presentation materials in both English and Spanish.

Key Stakeholder Interviews: From our extensive experience in various communities and processes throughout the country, Homebase has found that identifying the right stakeholders to provide in-depth information via individual interviews is an important element of the strategic planning process. We will work with the City and/or Strategic Planning Steering Committee to identify key stakeholders for initial interviews. We have also found that important stakeholders who may best inform the process via interviews are often identified during the process of community meetings and outreach. As such, we propose beginning with 5-10 key individuals representing a cross-section of the system. Those individuals may in turn identify others to reach out to for input either via interviews or engaging them further in the planning process, with the goal of interviewing a total of 10-15 key stakeholders.

Work Sessions and Meetings: We will become further informed of the community resources and needs and guide the development of the Plan through facilitating a second open community engagement work session; an internal inter-departmental City staff meeting; and a joint work session of the Community Services Commission and City Council Housing and Homelessness Task Force that is inclusive of community engagement session participants. These meetings will seek to engage the knowledge and experiences of a cross-section of those most involved with addressing homelessness in Hayward, including City staff, City Council members, housing and homeless service providers, those with lived experience, public and behavioral health providers, business groups, civil rights organizations, court officials, public safety providers, education providers, economic and workforce development providers, and neighborhood associations.

In addition to the community-wide kickoff event, individual interviews, and work sessions/meetings, we propose conducting a **provider e-survey and 2-4 consumer focus groups**, if budget and circumstances allow. We have found that focus groups that engage those with direct experiences of homelessness, organized by geography, sub-population, or program component, are a key source of information to guide the strategic plan. The structure of these focus groups, who will be invited to participate, and outreach and engagement methods will be determined in consultation with the Steering Committee and/or City staff and will take into consideration logistical constraints due to COVID-19 as necessary. We have also found that e-surveys allow for an additional avenue to gain input from a full array stakeholders while being respectful of time constraints and other obligations.

PHASE III: Synthesis and Draft Plan Development. Dec. 2020 – Jan. 2021

Phase III will focus on culling the information gathered during the assessment and stakeholder engagement processes in Phases I and II to identify overall strengths, unmet needs, priority gaps, and opportunities present in Hayward to address homelessness. Homebase will work with the Steering Committee and/or City staff to flesh out and refine the mission, goals, objectives, and strategies/action steps, in alignment with the EveryOne Home Strategic Plan and Hayward Strategic Roadmap, to guide the City in addressing homelessness over the next five years.

Topical Subcommittee Planning Process: Based on previous experience, we propose that the process of developing the Strategic Plan is done through establishing 3-4 Topical Subcommittees of the Strategic Planning Steering Committee to facilitate investigation of the highest priority issues and strategies identified during the assessment and stakeholder engagement processes. Subcommittees will be designated by the Steering Committee, and participation will be open to all those interested in that topic. Homebase will develop user-friendly meeting materials to help frame issues and guide Subcommittees in setting priorities and developing recommendations. Subcommittees will be responsible for developing key elements of the Plan, including clarifying key issues and gaps and developing targeted recommendations for addressing them. The Steering Committee will continue to meet on a monthly basis during this phase and will consider the recommendations as they are developed by the Subcommittees, as well as draft iterations of the Strategic Plan as it is developed.

Best Practices and Data Analysis: Homebase will carry out relevant data analysis and research on evidence-based and best practices in similar communities and high performing continuums of care. This will be informed by our extensive experience developing, implementing and evaluating coordinated entry systems; planning and supporting homeless response and affordable housing systems; providing technical assistance to actualize Housing First programs; and building Continuum of Care capacity through funding, staffing, strong governance structures, community coordination and optimized Homeless Management Information Systems. Homebase will also analyze data related to racial and ethnic disparities and homelessness in Hayward. This information will support the work of the subcommittees in identifying key elements and recommendations for the strategic plan and ensure that they are not further contributing to inequalities by having a disparate impact on people based on their race or ethnicity.

Plan Drafting and Feedback: Based on plan draft iterations and Subcommittee Plan elements and recommendations, all of which will have been reviewed by the Steering Committee and/or City staff, Homebase will develop a draft of the Strategic Plan. This will include:

- The overall vision statement and mission of the Plan;
- Information from the community resources and needs assessment phases, identifying strengths, unmet needs, priority gaps, and opportunities;
- Priority areas for action, as defined by the Steering Committee and Subcommittees, with information clarifying the issues and needs;
- Goals, objectives, and recommendations for each priority area of action;
- Plan cost analysis; and
- Concrete implementation plan, identifying responsible parties, timelines, funding sources, and establishing metrics to be used, with data sources, for evaluating success in Plan implementation.

The draft will be presented to the Steering Committee for initial feedback and then to the Community Services Commission, Homelessness and Housing Task Force, Hayward City Council and other community bodies, with established deadlines for feedback.

Cost-Analysis Development: As the Subcommittee recommendations are solidified, Homebase will begin work on a cost analysis. The cost analysis will provide estimates of the overall cost for Plan implementation, based on existing homeless housing and service expenditures plus the estimated costs of additional actions called for in the recommendations. It will include data on how Plan recommendations will help to reduce costs in other public systems, including healthcare, behavioral health, criminal justice, and general assistance, and it will make suggestions on how to strategically allocate existing resources to maximize impact, leverage mainstream resources, and identify potential new sources of funding.

Begin Preliminary Implementation: Although the Plan is not yet finished and approved, Homebase has found that there are often recommendations identified which have broad consensus and which can begin to be implemented immediately. This initial implementation action offers a chance to practice new partnerships, collaboration, and communication, all of which will be essential to full Plan implementation, and it helps to reinforce planning process momentum and purpose. Towards the end of Stage III, we will work with City staff, the Steering Committee, and Subcommittees to identify actions whose implementation can begin immediately. These may be framed as “The First 100 Days” and other very short-term targets to practice aiming at collective targets and achieving success that fuels action for longer-term gains.

PHASE IV: Finalization and Approval of Strategic Plan. Jan. – Feb. 2021

Homebase will incorporate the feedback received during Phase III into a final version of the Hayward Homelessness Reduction Strategic Plan. The Plan will identify City actions that support the EveryOne Home Strategic Plan for Alameda County goals and strategic priorities, are not duplicative, and leverage additional resources for collective impact on homelessness. Recognizing the Hayward City Council’s commitment to addressing homelessness (as evidenced by its continuing designation of homeless services as a priority and inclusion of housing and reducing homelessness as key priorities within the Hayward Strategic Roadmap), its recognition of the need for affordable housing, and its desire to ensure that funds are used effectively, Homebase will propose ideas for the City to consider to maximize the impact of its housing and service dollars and to ensure appropriate coordination with the County.

The final Strategic Plan will be presented for approval by the Hayward City Council, as well as by any other appropriate bodies. The final document will be user-friendly, easy to read, and accessible for a lay audience, making use of graphics to illustrate key concepts. It will be focused on key goals and outcomes, and it will be useable in both print and electronic formats.

Timeline, Milestones, and Deliverables

The following timeline assumes that the work will be carried out over the course of eight months, from July 2020 – February 2021, in accordance with the plan presented in the RFP.

PHASE I: Assessment of Existing System and Services July – Sept. 2020

Activities:

Months 1-2 (July – August 2020)

- Initial meeting with primary City of Hayward staff contacts to finalize contract and work plan and identify potential data and information sources.
- Needs assessment and gaps analysis begins. Will include document and data review, development of stakeholder engagement plan, and initial identification of stakeholders to be invited to Kick-Off Event and/or be contacted for interviews. City to provide background documents, data, and list of stakeholders to contact/interview.
- Strategic Planning Steering Committee convened for initial meeting/retreat. Agenda will cover the following, resulting in a workplan outlining planning process activities:
 - Approval of strategic planning process, stakeholder engagement plan, and timeline.
 - Development of a draft shared, clear, compelling, and timely strategic vision.
 - Plan logistics for Community Kick-Off Event.

Months 2-3 (August – September 2020):

- Analysis of capacity, available resources, and demographic trends, including racial disparities of City of Hayward homeless population
- Finalize needs assessment and gaps analysis.
- Steering Committee to review needs assessment findings, discuss persistent challenges and emerging opportunities for critical investment, and identify goals and strategic priorities for addressing homelessness.
- Finalize plans for Community Kick-Off Event.

Milestones and Deliverables

- ✓ Workplan outlining planning process activities.
- ✓ Needs Assessment and Gaps Analysis write-up.
- ✓ Strategic Planning Steering Committee Meeting/Retreat, including related agenda, materials, and tools.
- ✓ Strategic Planning Steering Committee Monthly Meetings, including agenda and materials.

- ✓ Consensus-based vision, Plan goals and strategic priorities developed.

PHASE II: Stakeholder Engagement/Input

Sept. – Nov. 2020

Activities:

Months 3-5 (September - November 2020):

- Community Kick-Off Event to engage a broad cross-section of community stakeholders for input about persistent challenges and emerging opportunities for addressing homelessness in their communities, with a focus on identification and engagement of disproportionately impacted racial groups.
- Gather initial information from Kick-Off Event to guide planning goals and strategic priorities. Meeting logistics arranged in coordination with Strategic Planning Steering Committee; agenda and materials developed by Homebase.
- Monthly Steering Committee meetings to:
 - review input from Community Kick-Off Event,
 - identify key stakeholders for initial interviews (5-10 people),
 - plan the second open community engagement work session (to follow-up on the Kick-Off Event),
 - plan internal inter-departmental City staff meeting and joint work session,
 - plan consumer focus groups (if budget and circumstances allow)
 - identify topical subcommittees to be convened in Phase III.
- Facilitate 10-15 key stakeholder interviews, community engagement work session, internal inter-departmental City staff meeting, joint work session of the Community Services Commission and City Council Housing and Homelessness Task Force (including community engagement participants), consumer focus groups, and provider e-survey.

Milestones and Deliverables

- ✓ Communication and Engagement Plan, including:
 - Completion of stakeholder interviews, meetings, work sessions, focus groups and e-survey.
- ✓ Reports and Presentations at community engagement sessions, including:
 - Community Kick-Off Event, including related agenda, materials, and tools.
 - Strategic Planning Steering Committee Monthly Meetings, including agenda and materials.

PHASE III: Synthesis and Draft Plan Development.

Dec. 2020 – Jan. 2021

Activities:

Months 6-7 (December 2020 - January 2021)

- Monthly Strategic Planning Steering Committee meetings to review input from community engagement activities, review topical subcommittee recommendations, and finalize action steps.
- Topical Subcommittees meet 2-3 times to develop recommendations for Strategic Planning Steering Committee.
- Additional community outreach and information-gathering, as needed.
- Best practices and data analysis.
- Drafting of Strategic Plan and feedback.
- Preparation of Draft Strategic Plan based on the assessment, community engagement sessions, City staff meeting, and joint work session.
- Presentation of Draft Plan to Community Services Commission, Homelessness and Housing Task Force, Hayward City Council, and other community bodies.
- Review, synthesis, and incorporation of community input on Draft Plan.
- Cost analysis development, including identification of infrastructure and funding sources needed to support implementation.
- Identification of initial implementation actions that can begin immediately.

Milestones and Deliverables

- ✓ Draft Hayward Homelessness Reduction Strategic Plan completed, including cost analysis and implementation framework.
- ✓ Presentations and reports, including:
 - Strategic Planning Steering Committee Monthly Meetings, including agenda and materials.
 - Topical Subcommittee Meetings, including agenda and materials.
- ✓ Initial implementation actions

PHASE IV: Finalization and Approval of Strategic Plan. Jan. – Feb. 2021

Activities:

Months 7-8 (January - February 2021)

- Update and finalize the Draft Plan based on internal and external stakeholder input.
- Production of Final Strategic Plan with graphic design elements. Final plan will include a proposed phasing plan with implementation timelines for strategies, clear metrics of success, and data collection plans.
- Presentation of Final City of Hayward Homelessness Reduction Strategic Plan to Community Services Commission, Homelessness and Housing Task Force, Hayward City Council, and other community bodies.

Milestones and Deliverables

- ✓ Strategic Planning Steering Committee Monthly Meetings, including agenda and materials.
- ✓ Final Hayward Homelessness Reduction Strategic Plan completed, including cost analysis and implementation framework.
- ✓ Presentation of Final Strategic Plan to Hayward City Council and community.

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