



county of Santa Cruz 0193

HUMAN RESOURCES AGENCY

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November 29, 2000

Agenda: December 12, 2000

BOARD OF SUPERVISORS

County of Santa Cruz

701 Ocean Street

Santa Cruz, CA 95060

CONTRACT FOR STRATEGIC PLAN ON HOMELESSNESS IN SANTA CRUZ COUNTY

Dear Members of the Board:

As you know, on September 26, 2000, your Board accepted the Santa Cruz County Homeless 2000 Census and Needs Assessment and directed HRA to work with the other jurisdictions to expand the scope and membership of the Continuum of Care and develop short-term projects and a long-term strategic plan to address homelessness in Santa Cruz County. In order to avoid further delay, HRA is requesting your Board's approval to execute a sole-source contract with HomeBase, a public interest law firm specializing in homelessness, to assist in conducting these activities. HomeBase staffs capabilities and experience, as well as familiarity with Santa Cruz County's Continuum of Care, make it the most appropriate organization to lead our strategic planning process. HomeBase's qualifications are detailed in Attachment A, "Expression of Qualifications."

For the past thirteen years, HomeBase has demonstrated considerable expertise in helping communities develop and implement effective responses to homelessness. For example, HomeBase has led strategic planning efforts in the counties of Monterey, Contra Costa, Alameda, and San Francisco. Discussions with other counties have confirmed that HomeBase is the only firm in Northern California with this level of experience and expertise. During the past year, HomeBase assisted the Continuum of Care in developing its 2000 McKinney/HUD application for funding. As a result, HomeBase became very familiar with Santa Cruz County's homeless services; the expansion of the Continuum of Care and development of a strategic plan are logical extensions of the work that was done as part of that endeavor. HomeBase would require only minimal preparation time to begin the strategic planning process.

During the planning process, HomeBase will assist the Continuum of Care in broadening its membership to include representation from all local jurisdictions and a range of community

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income, and health care. With HomeBase facilitating, the planning group will articulate immediate action steps and specific short-term projects to meet the most critical needs identified in the Santa Cruz County Homeless 2000 Census and Needs Assessment; further analyze existing data as guidelines for action; develop strategies and recommendations for 2001-2005; and assess community concerns.

The total cost of these activities is \$40,000. As with the previous contract with HomeBase, HRA and the City of Santa Cruz will share the cost. The City of Santa Cruz is preparing a Memorandum of Understanding with the County specifying that the City will provide the County with \$20,000 and will assist in overseeing the project. Parties to the contract for services will be the County and HomeBase. HRA's portion of the funding is contained in the FY 2000-01 budget; no additional funds are required.

When this project is completed, remaining tasks will include prioritizing recommendations, developing an implementation schedule for each recommendation, and finalizing Year 1 implementation details. HRA anticipates returning to your Board during budget hearings for FY 2001-02 with a request for an additional \$20,000 to complete the project. Prior to budget hearings, HRA will explore additional funding sources, including contributions from other jurisdictions. Preliminary discussions have already been held with the Cities of Watsonville, Scotts Valley, and Capitola. As your Board directed on September 26, 2000, HRA will return to your Board on or before March 27, 2001, with a report on the status of the project.

IT IS THEREFORE RECOMMENDED that your Board take the following actions:

1. Authorize the Human Resources Agency Administrator to enter into contract negotiations with HomeBase for the development of a strategic plan in an amount not to exceed \$40,000 and to return to your Board for final contract approval; and
2. Authorize the Human Resources Agency Administrator to sign a Memorandum of Understanding with the City of Santa Cruz describing the joint responsibilities of the County and the City of Santa Cruz in funding and monitoring the contract with HomeBase.

Very truly yours,



CECILIA ESPINOLA
Administrator

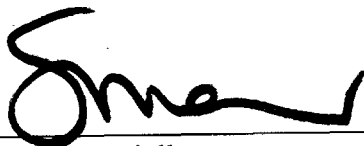
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Attachment

RECOMMENDED

A handwritten signature in black ink, appearing to read "Sma", written over a horizontal line.

Susan A. Mauriello
County Administrative Officer

cc Auditor-Controller
City of Santa Cruz

Expression Of Qualifications

HOMEBASE

Description Of Firm

HomeBase is California's public policy law firm on homelessness. Our purpose is to end homelessness, prevent its recurrence, and decrease its effect on communities. Our approach is twofold: identifying and analyzing the causes of homelessness and developing and implementing long-term solutions that remove these causes. We work with service providers, local communities, public and nonprofit sectors, and homeless people to implement these solutions.

The focus of HomeBase is to:

- 0 Support communities in implementing and maintaining long-term comprehensive responses to homelessness.
- 0 Establish easily accessible community networks of services available to homeless families, adults, and children.
- 0 Channel community and government resources to housing and employment.
- 0 Ensure that every dollar invested is well spent.

Working in partnership with all who have a stake in the outcome, HomeBase:

- 0 Conducts comprehensive research and formulates concrete strategies for addressing homelessness.
- 0 Creates models for how homeless people, the public sector, nonprofit organizations and private enterprise can work together in delivering solutions to homelessness.
- 0 Educates community residents on the causes of and solutions to homelessness.
- 0 Assists local jurisdictions in strengthening community responses to homelessness.
- 0 Helps local efforts move from emergency services to permanent solutions.
- 0 Funnels federal and state dollars to their best use in responding to homelessness.

HomeBase has developed a national reputation for high-quality services and sound, pragmatic analysis on the social problem of homelessness. Headquartered in San Francisco, California, the firm thrives on the commitment of a high-quality, compatible staff, dynamic teamwork, and a cadre of dedicated volunteers. The firm provides a broad range of research, training and technical assistance services to public, nonprofit and private sector constituents.

Experience With Homeless Issues And Policies

◆ Community Wide Homeless Systems Planning

The staff of HomeBase have been in the forefront of assisting communities in planning system-wide comprehensive responses to homelessness for over 13 years.

- 0 Working with Supervisor John George, we nurtured the formation of the Alameda County Task Force on Homelessness, and assisted in 1986-87 their development of the county-wide plan, ***Homelessness in Alameda County***, presented to the Board of Supervisors in August 1987 and subsequently adopted and implemented.
- ◇ In 1996, HomeBase designed the planning process, facilitated meetings, and developed recommendations to create the new ***5-year Continuum of Care Plan*** for comprehensive homeless service delivery in Alameda County. This Plan outlines an integrated county-wide response to homelessness that blends entitlement jurisdictions with others throughout the county, in structuring a local governing board for disbursement of federal funds and policy-setting. Because of the creative involvement of providers, citizens, local government staff and homeless people, this Plan has been recognized by HUD as a model process and document,
- 0 Working with the City of Oakland, HomeBase created a ***5-year Strategic Homeless Continuum of Care Plan*** that builds upon our earlier work with the Oakland Homeless Commission, organizing all mainstream city departments into a team to execute the ***Oakland Homeless Plan***. Under the leadership of the Oakland Homeless Coordinator, HomeBase assisted in this model effort to assign responsibility for Plan recommendations to city departments, for implementation.
- 0 Working with community based agencies, local governments, service provider coalitions, land use planning consultants, and county governments, from 1987 to date, HomeBase has supported the creation of city and county task forces on homelessness, and the drafting of plans responding to homelessness in Contra Costa County, Santa Clara County, San Mateo County, San Francisco County, Marin County, Oakland and Berkeley. Many of these early plans were in response to HUD guidance for Comprehensive Housing Affordability Strategy (CHAS), Comprehensive Homeless Assistance Plan (CHAP), and the state Housing Element requirement on homelessness. Recent planning activities have been dubbed continuum of care, in response to evolving standards. Working with state and federal agencies and legislators, HomeBase participated in the shaping of these requirements.
- 0 From this hands-on experience, HomeBase convened those most active in efforts in the Bay Area to design government responses to homelessness, and staffed the

development of a widely-distributed technical assistance manual on forming community-wide systems, published as ***A Place for Every Person: Community Based Planning for the Provision of Housing and Services to Homeless People.***

- 0 Working with the Association of Bay Area Governments and the Bay Area Council, HomeBase generated a chapter on homelessness for ***Blueprint for Bay Area Housing***, and trained local jurisdictions on techniques for fulfilling the Housing Element obligation on homelessness. The Executive Committee of ABAG adopted as regional policy and distributed to governments throughout the region our analysis ***Ending Homelessness: 10 Steps in Which Every Community Should be Engaged.*** Recently, ***Turning Homelessness Around: Lessons Emerging from the Successful Strategies of the Bay Area Regional Initiative*** was distributed to the ABAG Executive Committee.
- 0 Working with the forerunners of today's Regional Steering Committee, HomeBase assisted in developing the 1987 Stuart B. McKinney Homeless Assistance Act, and has brought Bay Area concerns to national efforts at implementing and reforming the Act. These include, since 1992, participating in HUD analysis of the Act's provisions, the creation of a federal plan on homelessness, and recommending an inclusive local board and comprehensive homeless systems planning process. It is these shifts in national direction, including HUD's proposal to block grant homeless resources with housing dollars, towards which the planning process in Santa Cruz County is directed.

◆ **Experience With Planning Process/Plan Development, Including Meeting & Group Facilitation**

The work of HomeBase is conducted through staff facilitation of work groups, ongoing facilitation of meetings of the Regional Steering Committee on Homelessness and Housing, interviews of homeless/formerly homeless people, convening focus groups, as well as secondary research and document drafting. Gathering information on models of effective programs, linking issues into holistic approaches, and setting projects into their context is part of our work method. In addition to the community planning work above, a few examples of our efforts in targeted areas are:

- 0 Working with the City of Oakland and the County of Alameda, HomeBase staffed the 1990 Multi-Service Center Steering Committee; which included community based organization representatives, and members of the homeless community. Developing a workplan for the committee within guidelines set by the funding source, facilitating the sessions, developing a plan, negotiating for community acceptance, working with community based organizations to identify agency co-responsibilities and MOU terms were tasks of HomeBase, leading to the opening of the Henry Robinson Multi Service Center,
- ◇ Working with the Emergency Services Network and the East Bay Conversion and Reinvestment Commission, HomeBase facilitated the planning among homeless service providers for reuse of converting military base property to homeless housing, service center and jobs, leading to the formation of a county-wide provider collaborative that has accessed property and funding to launch new programs. A technical assistance manual written by HomeBase on accessing former military base property to house and serve homeless people was included in a Commission report to Congress. HomeBase convened local government and nonprofit groups around the region and state to explore the need for changes in the administrative and political process, conducted trainings on

applying for surplus federal property, and prepared issues briefings for California Senators Boxer and Feinstein on the impact of pending legislative changes on homeless people in the Bay Area.

- 0 Working with the Regional Steering Committee on Homelessness and Housing, HomeBase strove to secure and then shape significant new resources for regional homelessness, under the ***Innovative Homelessness Initiative Demonstration Act***. An initial award of \$7 million has been made at the discretion of the Secretary of Housing and Urban Development. HomeBase has facilitated the region-wide planning process to set priorities for leveraging this grant, targeting programs that show special promise. Homeless people have had strong input into this effort, and well over 1,000 diverse voices have been heard, in producing ***Reducing Homelessness Around the Bay Area: A Plan for Action*** for submission to HUD. HomeBase is providing technical assistance, community building, and administrative support to this Initiative. A national training was conducted in Washington, D.C. in the summer of 1999 on the lessons emerging from this Initiative.

◆ Track Record Of Writing Skills And Successful Grant Writing

HomeBase staff have authored more than 25 publications on homelessness, nationally appreciated as technical assistance tools on a variety of issues. Recently, HomeBase has staffed working groups who have generated publications on welfare reform and community acceptance strategies, while supporting local efforts in these arenas. Our nationally distributed publications are in addition to the plans developed and analysis generated for local constituents, such as the 1992 assessment of past grants **and** future funding under the San Francisco Foundation's Homelessness Initiative, as well as a report on the Oakland Independence Support ***Center-Organizational Evaluation During Time of Transition***.

The core operations of HomeBase, supporting our work as a community resource, come from a variety of foundations and corporate contributions, numbering well over 100 successful grants written in our 13 years. Moreover, HomeBase staff have engaged in a number of fund development and grant writing activities with organizations, in addition to those mentioned above such as:

- 0 Working with communities in Contra Costa, Monterey, Napa, Santa Clara, and Solano Counties, HomeBase has provided technical assistance and writing to help prepare winning Continuum of Care funding applications to HUD.
- 0 Working with the Homeless Coordinator of Marin County, HomeBase prepared for the Marin Homeless Commission a compendium, ***Sources of Funding for a Multi-Service Center***. This comprehensive analysis of potential funding sources for a proposed homeless facility included a number of innovative approach suggestions, examples of programs operational elsewhere, and application procedures for immediate resources.
- 0 Working with the United Way, and now the NCCSC, HomeBase has participated in the evolution of the Alameda County FEMA Board, the disbursement arm of Federal Emergency Food and Shelter Program dollars, as well as state Emergency Housing Assistance Program funds, where Oakland, Berkeley and Alameda County resources are allocated in a collaborative process.

Ability To Be Organized And Availability To Do Scope Of Work Within A Short Time Frame

The massive amount of work produced by **HomeBase** over the last 13 years has been in response to the overwhelming nature of the issue of homelessness, with its roots in our delivery systems of housing, incomes, and services. We have evolved strategies as an organization for responding to tight time frames, shortages of resources, multiple responsibilities, and evolving community needs. One such strategy has been to organize the vast volumes of information our effort gathers on model programs and policies into a resource library - a collection of more than 4,000 reports, books, magazine articles and studies categorized into 29 subjects including Housing, Health Care, Needs of Homeless Children, Public Funding and Government, Emergency Shelters and Employment.