



2019 Iowa Council on Homelessness Strategic Planning

Related to Iowa Balance of State Continuum of Care Governance

Request for Information RFI-HC2-2019
Iowa Finance Authority

Submitted by SPPG + Essman Research
May 30, 2019

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Amber Lewis, Homelessness Programs Manager
Iowa Finance Authority
1963 Bell Avenue, Suite 200
Des Moines, IA 50315

Dear Ms. Lewis,

On behalf of State Public Policy Group and Essman Research (SPPG), thank you for the opportunity to submit this proposal to work with Iowa Finance Authority and the Iowa Council on Homelessness on strategic, governance, and transition planning related to Iowa Balance of State Continuum of Care.

As a private, Iowa-based consulting firm, strategic planning, outreach, engagement, and organizational technical assistance are among SPPG's core services. Our mission is to work with organizations and systems to improve the health and well-being of the people they serve. Our work takes us across Iowa, the Midwest, the nation, and the world to work on issues ranging from public health to disaster planning. Specifically, we offer strategic planning, process facilitation, training, curriculum development, research and surveying, issue management, government relations, and a host of other services necessary for organizational and systemic effectiveness. See www.sppg.com for more information.

Strategic planning is a core service provided by SPPG. Over our 35 years serving Iowa, we have assisted dozens of clients in a planning process that fits the organization's evolving needs. As you will see in our proposal, our clients are private, nonprofit, and public sector organizations ranging from Iowa Public Radio to Oakridge Neighborhood Services. Examples of our strategic planning work over the years include Oakridge, Tenco Industries, Inc., Community Housing Initiatives, Tanager Place (included leadership transition planning), State Hygienic Laboratory, Iowa Environmental Council, Direct Care Workforce Initiative, and Des Moines Area Metropolitan Planning Organization.

The team selected for this project is based on experience and expertise with strategic planning and/or the issues relevant to the Council, CoC, and IFA.

Thank you again for the opportunity. We look forward to answering any questions you might have.

Sincerely,

A handwritten signature in black ink that reads "Brad Knott". The signature is written in a cursive, slightly slanted style.

Bradley T Knott
Managing Partner
SPPG+Essman Research, LLC

Overview

Iowa Finance Authority (IFA) seeks a professionally qualified consultant to work with the Iowa Council on Homelessness (Council) and IFA on strategic planning related to Iowa Balance of State Continuum of Care (CoC) governance and transition planning. We at State Public Policy Group, Inc. (SPPG) are pleased to be invited to submit a proposal for facilitating development and implementation of a strategic plan to separate CoC governance into a new body independent of the Council.

In addition, SPPG will assist with developing and clarifying the roles of the Council, IFA, and other stakeholders under the new CoC governance structure and provide a timeline for implementation.

As responsibilities have evolved and expectations have changed, the role of the Council and the COC also need to be revisited. The Council voted in January of 2019 to move forward with separating out CoC's responsibilities in a governing body distinct from the Council. An ad hoc working group, the Transition Team, was appointed to develop and operationalize the plans moving forward.

SPPG is a private sector consulting business that provides public policy consultation, project management, strategic planning and facilitation services. We are well matched to the needs of this project. In our 35th year of business, SPPG is no stranger to the challenges organizations face in focusing on strategic implementation and facilitating complex transition outcomes. As discussed in our proposal, we have worked with scores of Iowa state government agencies, counties, and private sector entities on their strategic plans and implementation strategies.

With this as context, we are proposing a proven, yet practical, process to effectively work with the Transition Team, board members, and staff to identify the best path forward. Specifically, we will help the Transition Team develop a governance structure and transition process consistent with the mission.

Proposed Work Plan/Scope of Work

The strategic planning activities will be conducted in a coordinated and straightforward process as SPPG's team works closely with the Transition Team to finalize the scope of work and scheduling. We utilize a participative methodology to ensure all parties are fully informed of the process and are given ample opportunities to provide input and guidance as a consensus plan is developed.

With a proposed July 1, 2019 start date, SPPG anticipates this work could be completed and a transition plan and timeline finalized by the end of December 2019. We would, of course, remain engaged if the work is not completed or additional work emerges as the process unfolds.

Our first step will be a kick off meeting to gather background information, explain our process in more detail, including a preliminary timeline for specific steps. Specific dates, times, and locations will be established to maximize the commitment and participation of the Transition Team and appropriate staff in developing a strategic plan.

Strategies

SPPG will conduct the following activities in the strategic planning process.

- » Finalize the scope of work and hold initial project introductory meeting with IFA staff and Transition Team leadership.
- » Conduct individual interviews to better understand the challenges, the recent history including what has worked well, what needs to be improved, and why. This will inform SPPG of possible differing views on the Transition Team and understand the relationships of CoC, HUD, HomeBase, the Council, and IFA.
- » Facilitate planning sessions with the Transition Team.
- » Address components of the Strategic Plan:
 - Review/Develop a vision for CoC going forward.
 - Develop Core Values/Guiding Principles for the organization.
 - Develop CoC Mission.
 - Develop Goals and Objectives.
 - Develop Governance Structure.
- » Frame strategic priorities and programs with expectations for activities and outcomes.
- » Develop an implementation plan and timeline to for CoC to become a separate entity.

Work Plan with Anticipated Timeline

The following plan of work outlines major steps in the planning process.

Strategic planning process begins Finalize the scope of work and contract; review timeline, and secure dates for planning sessions; SPPG team meets with appropriate IFA and Council staff and Board members.

July 2019

Responsible: SPPG, IFA staff and Transition Team Leadership

In depth interviews Information gathering

July-August 2019

Responsible: SPPG

SPPG's team will begin work by gaining context, gathering information on current and past organizational work, and visiting with board members, partner organizations, and/or community leaders. We anticipate holding 10 -15 individual conversations. We will also review materials, data, and other relevant documents that inform the issues, challenges, and opportunities related to homelessness in Iowa.

<p>Facilitate initial planning session</p> <p>August 2019</p> <p>Responsible: SPPG and Transition Team</p>	<p>SPPG will facilitate a half-day session with members of the Transition Team. The work will focus on the CoC, its program potential, the capacity of the organization to achieve goals and priorities, and general perceptions of the direction the organization should be heading. Team members will be assigned specific tasks to support the development of the revised Governance Charter and relevant regulations regarding the changes to status.</p>
<p>Facilitate second planning session</p> <p>September 2019</p> <p>Responsible: SPPG and Transition Team</p>	<p>The second facilitated session will be a day-long facilitated discussion taking the work from the planning group as a basis for the deliberations. By the end of the day, the framework of the strategic plan will be agreed upon: Vision, Core Values, Mission, and Goals of the CoC Governance Body. It is less likely that detailed strategies and actions could also be finalized within a day's work, though the discussions will include direction to guide subsequent work and ensure compliance with regulatory requirements.</p>
<p>Develop final products</p> <ul style="list-style-type: none"> » Strategic Plan document » Framework for implementation » Notes of the two planning sessions <p>October 2019</p> <p>Responsible: SPPG</p>	<p>Following the two planning sessions, SPPG will write a first draft of the strategic plan and transition timeline and accompanying materials and notes. The draft plan will be provided to the Transition Team for comment. SPPG will continue to work closely with the Transition Team to revise the documents.</p>
<p>Provide final products to Transition Team</p> <p>November 2019</p> <p>Responsible: SPPG</p>	<p>Once the document review is completed, SPPG will provide a final document and transition timeline. We will meet with the Transition Team to review the plan and make any necessary changes. Included will be a plan for associated staffing and funding.</p>
<p>Present final product to the Council and IFA staff</p> <p>December 2019</p> <p>Responsible: SPPG</p>	<p>SPPG will present final document, timeline, and recommendations approved by the Transition Team to the Board of the Council, IFA staff and others relevant to the transition and governance of the CoC.</p>

Budget

SPPG proposes a fixed-price cost for professional services and expenses for the scope of work detailed in this proposal. This covers the contract period July 1 – December 31, 2019.

Fixed-price cost \$5,000/month for 6 months

Total cost \$30,000

This covers professional fees and out-of-pocket expenses including copies, communications and technology, travel, and other incidental costs that may arise.

It does not include costs associated with planning sessions or Transition Team expenses, such as food or refreshments or mileage reimbursement for travel.

Vendor Capabilities

About SPPG

FIRM NAME

SPPG, LLC (State Public Policy Group)

CONTACT INFORMATION

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AVAILABILITY

SPPG has available capacity to provide the strategic planning services to IFA, CoC, and the Council from July through December 2019.

DESCRIPTION AND QUALIFICATIONS OF FIRM AND TEAM

As a private Iowa-based consulting firm, strategic planning, outreach, engagement, and organizational technical assistance have been among State Public Policy Group's (SPPG) core services since the company was founded in 1984. SPPG's philosophy is to work with organizations and systems to improve the health and well-being of the people. Our work takes us across Iowa, the Midwest, the nation, and the world to work on issues ranging from public health to disaster planning. We provide facilitation and process facilitation, training, curriculum development, research and surveying, issue management, government relations, and a host of other services necessary for organizational and systemic effectiveness. See www.sppg.com for more information.

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public sector organizations and range from Iowa Public Radio to Oakridge Neighborhood Services. Examples of our strategic planning work include Oakridge Neighborhood, Tenco Industries, Inc., Community Housing Initiatives, Tanager Place (included leadership transition planning), State Hygienic Laboratory, Iowa Environmental Council, Direct Care Workforce Initiative, and Des Moines Area Metropolitan Planning Organization.

TEAM MEMBERS

The team for this effort is selected based on experience and expertise with strategic planning and/or the issues relevant to the Council, CoC, and IFA. Robyn Mills, SPPG Senior Program Manager, will serve as Team Lead and the primary point of contact. Bradley Knott, Britney Samuelson, and Hannah Gebhart will be significantly involved in the activities throughout the strategic planning process. Biographical summaries for each team member are provided below.

Robyn Mills joined SPPG in February 2017 as a Senior Program Manager. Mills' legislative experience in policy development includes banking and insurance laws; corrections; Iowa courts; criminal and juvenile justice; and labor and employment law and health-related issues, including Medicaid. Mills has experience in outreach, advocacy, issue education, non-profit organizations, board management, strategic planning, event management and building stakeholder networks and engagement. She was previously the Chief of Staff to Senate Majority Leader Pam Jochum and the Public Policy Director for the Alzheimer's Association. She has a Bachelor of Arts in International Relations from Simpson College and a Master's Degree in Public Administration from Drake University.

Bradley T. Knott is SPPG's managing partner, former Assistant Iowa Attorney General, and Administrative Judge at the U.S. Department of Labor (DOL). Before his move to SPPG, Knott was the managing partner of HAVA Partners, an online training and consulting business. He is a former staff member on the US Senate Labor Policy Committee. While at the DOL, Knott was deeply involved in Re-Inventing Government as a facilitator to implement the General Electric Work-Out program and the Breakthrough Strategy change management program. Knott is a native of Carroll, Iowa, and graduate of the University of Iowa where he earned his bachelor's and master's degrees. Knott received his law degree from The Catholic University of America's Columbus School of Law.

Britney Samuelson joined SPPG in March 2018 as a Program Manager. In this role, Samuelson assists teams focused on research, outreach, public policy development and advocacy, and strategic planning. Prior to joining SPPG, Samuelson worked as a freelance policy researcher for United Way of Central Iowa and held internships at the Iowa Department of Human Rights, Office of Asian and Pacific Islander Affairs. Samuelson earned bachelor's degrees in Social Justice, Spanish, and Applied Philosophy with a minor in Latin American Studies from Simpson College.

Hannah Gebhart came to SPPG in 2009 as Communications and Design Manager. Gebhart ensures that each project's individual message is presented effectively and within client specifications. Gebhart considers each client's personality and target audience to develop a unique, consistent identity and/or marketing campaign. Gebhart works closely with printers, mail houses, website hosts, and media outlets to make sure that each client's message reaches their target audience in a timely, cost-effective manner. Gebhart's diverse set of design skills allows SPPG to provide its clientele a

multitude of creative solutions for their individual needs. She earned her Bachelor of Fine Arts from Drake University.

COMPARABLE PROJECTS AND REFERENCES

SPPG has completed scores of comparable projects that included one or more outreach, engagement, research, and planning services and strategic planning processes. Examples of SPPG's work below are projects that focus on strategic planning, significant stakeholder engagement, and/or are of a scope similar to that described for the strategic planning process described above.

Metropolitan Planning Organization (MPO) Strategic Plan. An eight-month planning effort designed to engage multiple stakeholders across jurisdictions to develop a consensus strategic plan for the organization. The process included individual interviews, SWOT and PEST analyses, issue-focused small group meetings, an online stakeholder survey, monthly facilitated sessions of the planning committee, coordination through co-chairs and MPO staff leadership and development of the organization's first strategic plan.

Reference: R. Todd Ashby, AICP – tashby@dmampo.org; 515-334-0075

Alternative contact: Gunnar Olson Communications Manager: golson@dmampo.org; 515-290-0127

Oakridge Neighborhood Services Strategic Plan. A seven-month process to collect input from stakeholders and facilitate the Oakridge Board of Directors and staff to develop a strategic plan for the organization that provides federally subsidized housing and an array of resident services in Des Moines. Input included focus groups with residents and youth, facilitated sessions of the Board of Directors as well as staff, and one-on-one interviews with various stakeholders of the organization. Final strategic and implementation plans were submitted to Oakridge on October 31, 2017.

Reference: Teree Caldwell-Johnson - TCaldwell-johnson@Oakridgeneighborhood.org; 515-244-7702

Iowa Girls Justice Planning Initiative. Facilitated a planning process with the expanded Iowa Girls Justice Initiative planning group to develop consensus recommendations for a system and services for girls in the juvenile justice system and who have the highest needs. The system and services recommended by consensus agreement of the planning group will guide state policy makers in providing the services no longer available since the closing of the girls' state training school.

Reference: Kathy Nesteby – Kathy.Nesteby@iowa.gov; 515-281-6915

Iowa Quality Standards. Facilitated stakeholder-driven process to develop and promote common standards for programs serving those who are or at risk of homelessness. An initiative of the Iowa Council on Homelessness, SPPG worked directly with an advisory committee during the process and development, reported to the Council, conducted two rounds of statewide outreach and an electronic survey. Iowa Quality Standards were adopted by the Council on Homelessness in 2015.

Reference: Amber Lewis – amber.lewis@iowa.gov; 515-725-2209

Rebuild Iowa Office Planning. SPPG provided staffing, facilitation and report development services to the Rebuild Iowa Office in 2008 following catastrophic statewide flooding. SPPG supported all work, including planning meetings and development of final reports, of the nine Task Forces for the Rebuild Iowa Advisory Commission (RIAC). SPPG also facilitated the Rebuild Iowa Advisory Commission’s final two meetings in which the Commission developed final recommendations to the Governor. The final report was used by the Governor and his staff to create immediate and long-term priorities related to the 2008 disaster recovery efforts.

Reference: David Miller – dmler7105@gmail.com; 515-238-1608