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March 10, 2021

Alison Hade, Community Partnership Administrator
City of Loveland Community Partnership Office
Loveland Municipal building
500 E 3rd St
Loveland, CO 80537

Alison,

On behalf of Homeward Alliance, it is my honor to submit our proposal to develop an implementation plan to address gaps in services for Loveland residents experiencing homelessness.

In this proposal, Homeward Alliance (HWA) would assume the “lead agency” role on behalf of the City of Loveland. In the narrative that follows, we will identify gaps and recommendations (based on the Burnes Center’s report and HWA’s experience providing services in Larimer County), propose a timeline for implementation, and present a budget—including potential sources of funding—for both the lead agency’s strategic work and recommended services (services not necessarily provided by the lead agency).

As the Executive Director, I will be the primary contact person for this project.

Thank you for this opportunity. Please contact me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "David Rout".

David Rout, Executive Director

David@HomewardAlliance.org
(970) 682-3193

A. Cover Letter

B. Relevant Project Experience

Organizational History and Goals

When Ken John sold his sporting goods manufacturing business and retired in 2007, he set out to help people experiencing homelessness. He founded Homeless Gear, now Homeward Alliance (HWA), in 2008 with a simple mission: collect and distribute life-sustaining supplies to the people who needed them most.

In the 13 years since, that program has helped thousands of people survive and meet basic needs.

More importantly, we have applied (and continue to apply) the same principles as Ken did in 2007/2008: collect data to identify gaps, implement evidence-based solutions to fill those gaps and evaluate our work in terms of outcomes and efficiency. That has led us to absorb or launch over a dozen additional programs and initiatives that provide everything from basic-needs assistance to long-term, housing-focused case management and more.

Today, HWA is the largest and most-impactful provider of services to people experiencing or at-risk of homelessness in Larimer County, a local thought leader and advocate for data-driven, cost-efficient solutions to the issue of homelessness and a nimble centerpiece of a rapidly improving, regional homelessness response system in northern Colorado.

HWA seeks to provide evidence-based services that produce positive outcomes for people experiencing or seeking to avoid homelessness and, simultaneously, lead or participate in system-level efforts to address the issue. Our goals reflect that dual effort:

- Goal #1: Empower individuals and families to escape homelessness and/or maintain housing, achieve economic stability via employment or other income, and develop permanent support networks;
- Goal #2: Provide individuals and families who are homeless with basic needs (e.g. day shelter, food, showers), supplies (e.g. outerwear) and resources (e.g. referrals to healthcare providers) that they need to survive and meet basic physical and emotional needs;
- Goal #3: Collect and utilize data to inform program development, educate the community, identify service gaps and issue system-level recommendations on the issue of homelessness; and
- Goal #4: Advocate for and participate in the implementation of system-level changes that improve outcomes for people experiencing homelessness and reduce community costs associated with homelessness, including—as the Homeless Management Information Systems (HMIS) Data Lead-- data leadership efforts in the federally-funded Northern Colorado Continuum of Care (NoCO CoC).

Current Programs and Initiatives

Homeward Alliance provides a range of services to about 5,000 individuals each year: everything from basic-needs assistance to behavioral healthcare, employment- and housing-focused case management, and more. We are also the Homeless Management Information System (HMIS) Lead Agency for the recently formed Northern Colorado Continuum of Care.

Current HWA programs/Initiatives, including year founded, Include:

MURPHY CENTER FOR HOPE (2015)- Homeward Alliance assumed operations of the Murphy Center in 2015. The Murphy Center hosts 20 independent agencies and is the hub of services for people experiencing or at-risk of

homelessness in Larimer County. Services include basic needs, day shelter, Inclement Weather Shelter and resource referral and facilitation.

EMPLOYMENT- (2010) Through Hand Up, we provide comprehensive one-to-one support to individuals seeking employment (e.g. resume building, document acquisition and more).

FAMILY SERVICES- (2014) Our Family Services department assists families to secure and maintain permanent, affordable housing. We achieve these outcomes via a range of services, including case management, housing navigation and direct-client assistance including first-month's rent, security deposits, eviction prevention funds and more. Resource support (2010) including food, clothing, winter gear and hygiene items is provided through door-to-door deliveries, drive-thru Family Resource Fairs, and one-to-one appointments at our Family Food and Children/Teen Closet.

HOUSING-FOCUSED CASE MANAGEMENT (2016)- The Housing Services Department consists of multiple programs, including Housing First Initiative (HFI), Frequent Utilizers Systems Engagement (FUSE), and Peer Recovery and Re-Entry, that provide housing-focused case management to diverse populations (including people experiencing chronic homelessness, frequent utilizers of health and criminal justice systems, adults with substance use disorders and those exiting incarceration).

COMMUNITY PROGRAMS - Our Community Programs Department includes volunteer-run or volunteer-driven programs, including Distribution (2008), Bike Repair (2016), and Mobile Laundry (2019).

Experience with the Coordinated Assessment and Housing Placement System

HWA is deeply involved in the NoCO CoC's Coordinated Assessment and Housing Placement System (CAHPS). We have been a central participant since CAHPS was launched regionally, providing—far and away—more names and VI-SPDAT scores (vulnerability assessments) to the CoC's by-name list. We sit on the CAHPS Steering Committee, where we help shape policies that determine prioritization for housing programs, among other activities. We participate weekly in at least three CAHPS case conference calls: for individuals, families and veterans. We also participate in youth CAHPS conference calls, but with less frequency.

As HMIS Lead Agency, we expect to incorporate CAHPS—and the entire Coordinated Entry System—into HMIS during the first half of 2021. This will vastly improve efficiency within the initiative, preventing our region's CAHPS coordinator from having to utilize Excel spreadsheets and manually collect information from CAHPS participating agencies.

Municipal Governments Collaboration

The following are examples of collaboration with local governments:

1. Warming Center; City of Fort Collins

With funding from the city, HWA launched expanded hours at the Murphy Center December 2018 – April 2019 and November 2019 – April 2020. The expansion filled a dangerous community gap: the lack of a consistent location for people to be during the hours of 5 pm (when the Murphy Center typically closes) and 10 pm (when overnight shelters typically let most guests in) during the winter months. The Warming Center was more than just a safe, warm place to be—guests could also access core services at the Murphy Center (mail, showers, lockers, laundry) as well as case management and employment services.

Individuals who frequently accessed warming center services in the evening were more likely to be chronically homeless, veterans, and younger (age 18-25) than individuals who used the service less

frequently or visited the Murphy Center solely during the day. Fort Collins Police Services reported a 10% decrease in city-wide calls for disruptive behaviors involving people experiencing homelessness during the months the Warming Center was open. The downtown public library reported a 35% decrease in incidents reported by staff/patrons during the same time-period.

2. COVID-19 Emergency Congregate Shelter; City of Fort Collins

For three months--from March 19th through June 19th--Homeward Alliance co-managed a 24/7 day- and overnight shelter at the Northside Aztlan Community Center (NACC) with Health District of Northern Larimer County, Catholic Charities, Fort Collins Rescue Mission and SummitStone Health Partners. The City of Fort Collins donated the space. The building provided people experiencing homelessness with a place to adequately social distance and follow other essential health protocols/processes during the early stages of the COVID-19 pandemic.

About 1,200 unduplicated individuals visited the facility during the three months the NACC was open, receiving meals and overnight shelter from Catholic Charities and the Fort Collins Rescue Mission, day shelter and core services (e.g. showers, laundry) from Homeward Alliance and Catholic Charities, mental-health services from SummitStone Health Partners and health services from the Health District of Northern Larimer County.

The result: only two individuals who visited the NACC tested positive for COVID-19, and those individuals were quickly relocated at an isolation site—also co-managed by Health District and Homeward Alliance—that now serves as the official recovery/isolation site for the entire County. No one experiencing homelessness fell seriously ill or died due to COVID-19 during the project period.

The opportunity to collaborate with multiple partners, in an emergency situation with round-the-clock hours, provided us with valuable experience and skills that we can bring to the proposed activities of this application.

3. IRQ with Larimer County; Larimer County

Homeward Alliance (HWA) and the Health Department of Northern Larimer County (Health District) established COVID-19 isolation/recovery rooms at the NACC in March 2020 (discussed above).

In May 2020, Health District and HWA partnered to launch a COVID-19 Isolation, Recovery, Quarantine (IRQ) site for people experiencing homelessness at a two-house site on W. Myrtle Street in Fort Collins. The site was donated (free rent) by Colorado State University Research Foundation, and it soon became Larimer County's official IRQ site. It remains open today.

In November and early-December 2020, more than 100 people without homes--including many at community corrections, a transitional housing project in Wellington and two overnight shelters in Fort Collins--tested positive for COVID-19. This led to a temporary expansion of IRQ services to Fort Collins Rescue Mission's then-vacant Jefferson Street shelter, and an eventual 60-day relocation to the 85-room Best Western Inn hotel in Loveland (funded by Larimer County). The new site provided the necessary space to squelch the outbreak, and case counts declined quickly.

The IRQ Site relocated back to the W. Myrtle site in February, where it continues to operate. Through February 28th, 2021 the site has served 193 adults and children. 113 were confirmed positive and 80 were either symptomatic or required isolation.

4. Inclement Weather Shelter; City of Fort Collins

An exhaustive search was commenced in summer 2020 for COVID-19 safe indoor day shelter space for Winter 2020-2021 (our community's regular overnight and day shelter facilities are too small for adequate social distancing). While our community was ultimately able to identify a location for overnight shelter (at a local non-profit's empty warehouse), we were not able to secure a location for day shelter.

As a result, we reconfigured the Murphy Center's "front lawn" into a functional Day Shelter space. We installed portable restrooms, hydration stations and hand washing facilities. We developed new processes to conduct health screenings at check-in and serve coffee and meals through an exterior window. As the temperatures dropped, we added five propane heaters to help keep people warm. Guests still access the building for showers, laundry, lockers, digital offices, etc., but we limit the number of people inside at any one time. While not an ideal outcome, it still helps us retain our connection to the people we serve and provides a safe, accessible place for people to meet their basic needs and engage with service providers.

For Inclement Weather Days (days expected to be at or below freezing and or record significant precipitation), we open three winter day shelter sites. The Murphy Center accommodates 45 people, Westminster Presbyterian accommodates 60 people and the outdoor tent at Catholic Charities accommodates 40 people. HWA staffs all three sites, provides coffee and food, on-site security and cleaning. Transfort provides transportation. The City of Fort Collins provides funding for these activities.

While not ideal (we would prefer to have all services at one location) this three-site model has helped us gain experience with a rotational shelter model.

5. Non-Congregate Shelter; City of Fort Collins

Homeward Alliance assumed operations of the city-funded Non-Congregate Shelter in early November 2020. Catholic Charities had operated the site since August, but needed to redeploy staff to winter shelter operations. The NCS site provides motel housing for people experiencing homelessness who are age 65 plus and/or have health conditions that make them susceptible to serious illness or death from COVID-19. Homeward Alliance staffs the program with Case Managers and Resource Navigators to help residents identify viable housing options, acquire the documentation they need for housing, connect them to medical care, and much more. Of the 31 residents who were at the site when HWA assumed operations, more than 20 have exited to permanent affordable housing.

Gaps and Recommendation Strategies

Gap: Service providers in Loveland do not utilize a shared data system

In the City of Loveland, and more broadly across Larimer and Weld Counties, there is only minimal use of shared data systems and few data sharing agreements. This vastly limits the community's ability to quantify the scope of the problem and evaluate interventions to address it. It also disqualifies Loveland service providers from applying for, and receiving, funding through the Northern Colorado Continuum of Care.

HWA Response: Integrate Loveland providers into the regional database

HWA is the Homeless Management Information System (HMIS) Lead Agency for the Northern Colorado Continuum of Care. In that role, we oversee the data system that is mandated for use among all agencies that

receive funding from the U.S. Department of Housing and Urban Development (HUD). Our goal is to expand the use of the data system beyond the nine regional agencies that are required to use it.

We plan to integrate Loveland service providers into HMIS by developing customized data systems (within the existing HMIS system) for individual providers or connecting existing data systems to HMIS. This will position agencies in the City of Loveland as qualifying applicants and future recipients of federal funding that flows through the NoCO CoC. This will also provide City of Loveland leaders with crucial data about the state of homelessness in the community.

Gap: Loveland does not have a data dashboard that informs the community about the issue of homelessness

Communities use dashboards that usually include data on the state/scope of homelessness, demographic and other insights about the people who experience homelessness, and—most importantly—information that allows communities to measure progress toward shared goals.

HWA Response: Develop a regional data dashboard with Loveland-specific data points

As the HMIS Lead Agency for the region, HWA already plans to expand our existing data dashboard to include all of Larimer and Weld Counties.

If selected as Lead Agency for the City of Loveland, however, HWA would also incorporate Loveland-specific data points into the dashboard. We would select those data points in consultation with City leadership. The dashboard would link directly to our data system, enabling stakeholders to view real-time data on the HWA and/or Continuum of Care website.

Gap: There is a lack of a regular, year-round Street Outreach program in Loveland

Some people who are homeless—and a higher percentage of people who are chronically homeless—do not access services through the traditional agency system. As a result, the people who need services the most (those with significant mental health issues, for example) often access those services the least.

Street Outreach programs are an effective and relatively inexpensive way to engage regularly with people who are disengaged from services.

HWA Response: Establish a Street Outreach program that meets the needs of the Loveland community

As Lead Agency, we would work to identify the priorities and needs of the Loveland community (staff needs, target locations, primary goals, MOU's, etc.) and facilitate one of the following: 1) facilitate the expansion of Outreach Fort Collins into Loveland, 2) empower a partner agency to launch a similar program in Loveland and/or train an existing agency to assume the function, or 3) empower a partner agency to launch a volunteer-run program. It is also worth noting that HWA has, since 2011, operated a volunteer-led Street Outreach program. While a professionally staffed model is preferable, a volunteer-run team could also benefit Loveland. HWA would also develop a budget and identify potential funding sources.

Gap: Loveland lacks a year-round shelter and a reliable plan for emergency winter shelter

While Loveland has some programs that provide year-round shelter or transitional housing to subpopulations and others that provide emergency shelter to individuals during winter months, the City of Loveland does not have a

reliable, long-term plan for providing shelter to the most-vulnerable people who are homeless during the coldest months of the year.

HWA Response: Partner with an existing service provider or combination of providers/faith-based partners to provide rotational emergency shelter beginning 2021-2022.

HWA does not provide shelter, but as Lead Agency, we would develop relationships and partnerships to ensure that emergency shelter is available to anyone who needs it.

Catholic Charities, for example, has already expressed interest in operating a seasonal shelter in Loveland. In such a scenario, HWA would work with Catholic Charities (and other stakeholders) to identify shelter sites, and Catholic Charities staff would operate the shelter. Homeward Alliance has experience in partnering with Catholic Charities and the Fort Collins Rescue Mission for overnight shelter, as discussed above in Municipal Governments Collaboration, section B.2.

While our aim would be to facilitate the creation of, at minimum, a Loveland-based seasonal overnight shelter, HWA is working on the Fort Collins Homeless Advisory Committee which is exploring the possibility of opening a much larger overnight shelter in Fort Collins. As a member of this committee, we will ensure that the needs of the City of Loveland are considered.

Gaps: There is a shortage of programs that provide workforce training, job counseling and connections to employers (Jobs/Income)

Individuals who are homeless compete in an employment market filled with jobs that often do not pay a living wage, and they do it in the context of complex barriers—survival, safety, stigma—that people who are stably housed simply do not face. As a result, job seekers who are homeless require specialized support (combined with other homelessness services) to obtain and maintain employment.

HWA Response: Launch employment support program in Loveland and/or expand existing capacity in Loveland.

HWA operates the Hand Up program at the Murphy Center, providing one-on-one, employment-focused case management and form partnerships with local businesses that hire participants. Currently the program works with about 50 Loveland residents each year who commute from Loveland to north Fort Collins to receive case management and supportive services from the Re-Entry (specific to parolees) and Hand Up (all job seekers) programs.

HWA is tentatively planning an expansion into Loveland of our employment services (pending funding). Our organization convened a professional-led strategic planning session to identify short, medium and long-term goals for the expansion. Goals (all Loveland based) include the establishment of a Career Closet at Salvation Army, providing employment services twice a week, hiring a Bilingual Resource Navigator to build capacity and support employment goals, and hosting job fairs with area hiring managers.

As Lead Agency, we would seek funding to expand our Hand Up program in Loveland or help existing service providers in Loveland develop a similar program.

Gaps: There are no Loveland organizations that conduct Shelter Diversions, a best practice and the most cost effective intervention available toward the goal of preventing homelessness (Diversion and Family Reunification)

HWA Response:

As Lead Agency, Homeward Alliance would train organizations to conduct Shelter Diversions and help agencies operationalize this process into their Intake Procedures. Services include thorough intakes that identify and develop housing-focused action plans. Examples include diversion-related, short-term assistance; housing identification; and warm referrals to other agencies and programs.

Gaps: Long-term, housing-focused case management is limited (Housing Retention)

People frequently require supportive services to both secure, and maintain, permanent affordable housing.

Loveland, like many communities in northern Colorado, has some capacity to provide those supportive services; unfortunately, that capacity is not sufficient to meet the demand. To that point: in the Burnes Center study, large caseloads and understaffed agencies were among the top five challenges cited by volunteers/staff in providing services to people who are homeless. A shortage of housing was the top challenge cited.

HWA Response: Expand HWA case management capacity in Loveland and/or help local providers expand capacity

HWA has extensive experience, with a track record of excellent outcomes, providing housing-focused case management to hundreds of individuals each year. Those individuals represent all demographic groups and include people with disabilities, seniors, veterans, families and frequent utilizers of costly community services (hospitals, jails, etc.).

As lead agency, we would seek to secure new funding sources to expand our case management capacity in Loveland, help other agencies secure funding, and/or provide training to agencies that want to improve or launch case management programs.

Gaps: Loveland's participation in Built for Zero and the Point-in-Time Homeless Count falls to city staff with limited capacity**HWA Response: HWA is already involved in leadership positions in Built for Zero and the Point in Time Count**

As Lead Agency, HWA would ensure that the Project Manager represents the City of Loveland's interests and assumes all responsibility for the tasks associated with both Built for Zero and the 2022 Point-in-Time Count. We already have multiple staff members who participate in both of these initiatives, which would simplify the training process for any new employees.

C. Staff Qualifications

Provide brief resumes describing the educational and work experiences for each of the key staff who would be assigned to the project.

Key Homeward Alliance staff include:**David Rout, Executive Director**

Master of Social Work (MSW) degree

B.A. in Journalism/Professional Writing

Executive Director of Homeward Alliance, 2012 – present

Current boards/ committees include:

Outreach Fort Collins, Board Treasurer

Statewide HMIS Collaborative Board, Member

Fort Collins City Manager's 2020 Homelessness Advisory Committee, Member

NoCO CoC Data and Performance Committee, Member

Linda Nuss, Operations Manager

Extensive experience in project management, program development and staff supervision

Current boards/ committees include:

NoCO CoC Governing Board, Member

Serena Thomas, Programs Director

B. A. Computer Science and Math

Experience in Project Management, Program Development and Community Programming

Katina Norwood, Housing Services Director

B.A. Social Work

Experience in Community Mental Health, Case Management and Housing Services

Current boards/ committees include:

CAHPS Steering Committee, Member

Fred Palmer

B.A. Social Work

Experience in Physical/Behavioral Healthcare Services and Case Management for criminal justice involved individuals and job seekers

In order to carry out the activities described in section B, we propose the following addition of 2 staff members (year 1) and 3 staff members (years 2 and 3) dedicated exclusively to this project:

1 FTE Project Manager: Years 1, 2 and 3

Responsibilities to include but not limited to: working alongside Loveland agencies and organizations to identify program models in alignment with best practices and community needs and either replicating/bolstering existing programs or creating new programs to meet community gaps (described in section B), developing outcomes, goals, strategies and objectives for each program, creating client and program evaluations, building relationships with Loveland partners, exploring and identifying potential funding opportunities, and community engagement activities.

PT Consultant/Project Manager Support: Years 1, 2 and 3

Ian Fletcher, Consultant at Windhover Impact, has been identified for this role. Ian is a former HMIS Manager for Denver Metro Homeless Initiative/CoC , who in this role managed the build out of the entire HMIS system statewide. In addition, Homeward Alliance contracted with him in 2019/2020 to build out the NoCO CoC's HMIS system and train our HMIS staff. Ian's biography is attached.

.5 FTE Project Assistant: Last 6 months of Year One and all of Years 2 and 3

Under the direction of the Project Manager, responsibilities to include support for all Project Manager duties as well as data entry, documentation, and communications.

D. Timeline of Activities

HWA proposes the following timeline:

YEAR ONE

If selected as Lead Agency, HWA proposes to take the following actions immediately:

- Hire Consultant, as described previously, for Project Management Support
- Establish Governing Board to oversee implementation of plan

The Governing Board will be comprised of key local stakeholders from diverse sectors, including nonprofit, business, government, the faith community, etc. We expect the group to convene monthly or quarterly and oversee the implementation of the homelessness strategic plan.

Within six months of hire, HWA expects to deliver—via the efforts of the project lead and with the guidance of the Governing Board—an expanded and more inclusive version of this proposal. In other words, HWA proposes that, for the first six months of this project, the project lead and Governing Board develop a more robust strategy with concrete objectives (programmatic, fundraising, etc.) for the City of Loveland. Such a strategy is simply not possible without significant community input and buy-in, and we expect to receive that input and gain that buy-in during the first six months of operations.

In any scenario, within the first year as Lead Agency, HWA expects to produce the following:

- Establish a plan for seasonal emergency shelter for 2021-2022 cold-weather season
- Establish a plan for the 2022 Loveland Point-in-Time Count
- Develop a regional data dashboard with Loveland-specific data points
- Produce quarterly reports (in whatever format desired by the City), similar to those already produced by HWA for the City of Fort Collins, on the state of homelessness in Loveland and efforts to address it
- Develop a fundraising strategy for buildout of services
- Conduct a Data & Literature Analysis
- Develop Loveland agency HMIS Engagement and Increased Participation
- Implement Built for Zero Methodology, including By Name List Support
- Conduct a Housing Asset Analysis
- Conduct Dashboard Scoping
- Develop NoCO CoC Engagement and expand Coordinated Entry System Coverage
- Conduct a Funding Analysis
- Provide Training & Education (varying topics) to Loveland Stakeholders

We also expect that the project manager (employee) would immediately serve on the Governing Board for the Northern Colorado Continuum of Care, act as the Loveland representative for the statewide Built for Zero initiative, oversee Loveland's implementation of the Point in Time Count in 2022, and advocate for the City of Loveland at the state and regional levels.

YEARS TWO AND THREE

As described above, it is not yet possible to provide a definitive timeline for the rollout of new services. However, in the second and third years, in addition to maintaining the above-mentioned activities, HWA expects to deliver the following:

- Integrate Loveland service providers into the regional HMIS database, either by developing customized platforms for individual providers or building bridges between other providers' platforms and HMIS (these data bridges already exist in Denver and other communities across the country).
- Host regular best practice trainings for local nonprofits and/or help existing agencies expand and improve programs or develop new services.
- Expand case management capacity for all subpopulations (as determined by the data) that require such support, including but not limited to: families, youth, veterans, seniors, people with disabilities, etc. HWA expects to expand case management capacity through our own programs and/or by helping Loveland-based agencies expand or develop their own capacity.
- Expand HWA's Hand Up program to include Loveland or empower/train a Loveland-based agency to absorb a similar program.
- Expand intake capacity in the City of Loveland to include diversion/reunification and integrate more-fully with the Coordinated Entry System.
- Launch volunteer- or professionally staffed Street Outreach program, scaled to the Loveland community.
- By Name List Continuation
- Training & Education (varying topics)
- Establish a plan for the 2023 and 2024 Loveland Point-in-Time Count.
- Establish a plan for seasonal emergency shelter for 2022- 2023 and 2023-2024 cold-weather seasons; present future Winter Shelter Recommendations.
- Complete the Dashboard Buildout.
- Develop a Support Strategy for PSH Building Opening (Tenants, Services, Documentation, CES).
- Identify Notice Of Funding Availability (NOFA) New Project & State of Colorado Applications.

E. Proposer References

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F. Cost

**HOMeward ALLIANCE, LOVELAND LEAD AGENCY
THREE-YEAR EXPENSE BUDGET**

LEAD AGENCY EXPENSES*	Year One	Year Two	Year Three	Proposed Funding Source(s)
Project Lead (Salary, Benefits, Taxes)	79,500	84,000	84,000	City of Loveland
Homeward Alliance Leadership Staff	27,500	18,600	18,600	City of Loveland
Part Time staff (.5 FTE)	12,300	24,500	24,500	City of Loveland
Consultant	18,000	6,000	6,000	City of Loveland
Administrative (10% of total)	13,730	13,310	13,310	City of Loveland
TOTAL LEAD AGENCY EXPENSES	151,030	146,410	146,410	

* While Homeward Alliance does not expect to receive any other funding for lead agency expenses, this total is leveraged and supported by Homeward Alliance's \$3.5 million budget and approximately 15 programs.

Biography- Ian Fletcher

Ian Fletcher has assisted several communities analyze and enhance their HMIS operations and outcomes.

In 2018, Ian was selected to oversee Colorado's migration from three separate HMIS vendors into a single, Statewide instance of HMIS. This involved technical migration of historical data, data clean-up, a training plan for over 800 people, financial and contract management, a communications rollout and shared governance, including updated policies and procedures. Additionally, Ian facilitated Community Listening Sessions on Data for over 100 participants, to evaluate the current relationship with HMIS for both participating and non-participating agencies and staff in Metro Denver. This evolved into a Blueprint for Success to inform the HMIS migration and subsequent priorities such as incorporation of coordinated entry functionality, community-wide reporting and business development for non-HUD funded agencies such as emergency shelters to participate in HMIS.

Concurrent with the Colorado HMIS Migration, the Metro Denver Homeless Initiative CoC decided to change HMIS Lead Agencies and Ian was tasked with hiring, onboarding and developing a seven person HMIS Lead Agency from scratch. This included crafting job descriptions, reviewing workflows and customer service data from the previous HMIS Lead Agency and optimizing new processes such as monitoring, and a website and ZenDesk customer service platform implementation.

Following his work in Metro Denver, Ian supported standing up a brand new CoC in Northern Colorado who had previously been encapsulated in the Colorado Balance of State CoC. This necessitated facilitating regular conversations with HUD technical assistance and HUD field office staff, Northern Colorado CoC leadership and the new HMIS Lead Agency. Ian successfully developed a hiring plan, training curriculum and monitoring strategy to get the new CoC up and running.

Most recently, Ian led the State of Colorado's CARES Act ESG-CV data plan to quickly disburse funds to new and existing agencies, expand HMIS use and update data standards to reflect COVID-19 protocols, such as non-congregate shelters and rental assistance. This strategic intervention helped to craft new relationships between entitlement ESG and State ESG recipients and align priorities during a rapidly changing context of the COVID-19 pandemic.

Ian has an ongoing partnership with Community Solutions acting as a Systems Transformation Advisor on the Built for Zero Large Cities team, driving reductions for Veteran and chronic homelessness in Metro Denver and Colorado. Ian is intimately familiar with the Built for Zero campaign, of which Loveland, CO is participating.