Seeking Consultant to Lead High-Performing Non-Profit Collaborative to Next Phase

Background
Keep Oakland Housed (KOH) is a collaborative pilot designed to reduce evictions and prevent homelessness through legal aid, flexible financial assistance and supportive services.

KOH is led by three nonprofits, Bay Area Community Services, Catholic Charities of the East Bay, and East Bay Community Law Center. It is supported by three foundation partners, The San Francisco Foundation, Kaiser Permanente and Crankstart, who created a $12m fund at the San Francisco Foundation to support KOH for three years. It has since attracted additional support from a range of other donors and foundations.

KOH was designed in partnership with the City of Oakland. Following a soft start in July 2018, the formal program launched publicly in October 2018. As of December 2019, KOH has served over 2,400 households (including over 3,500 individuals). In 18 months the collaborative has spent a total of $2,863,202 direct assistance funds, with clients and families receiving an average of about $2,600 in financial support to prevent them from losing their housing. Data from January through June 2020 is being collected and is showing a 30% increase in clients served due to COVID19.

KOH focuses on those most likely to become homeless, particularly very low-income African American individuals/families and households experiencing a financial shock, such as the loss of a job or income. KOH has grown to become a city-wide effort to reduce displacement and homelessness, with many allies from city government and other nonprofit agencies partnering and participating quarterly meetings to coordinate efforts and share expertise.

Throughout its first two years, KOH has evolved and adjusted as the collaborative partners learned about areas of need and best practices. The 2019 Point in Time study demonstrated a substantial increase in newly houseless individuals and families among non-leaseholders. These findings prompted the collaborative partners to expand the approach to

We can prevent homelessness before it starts.
This past year, it took an average of only $2,093 to prevent a household from falling into homelessness.

#MoreThanARoof

Keep Oakland HOUSED
include non-leaseholders who are doubled-up, couch surfing or otherwise unstably housed and at the greatest risk of becoming unsheltered.

During COVID-19, additional funds were raised and two more nonprofit partners were welcomed in to KOH to increase the number of physical sites where clients could access support, as well as to add additional language and cultural responsiveness to the program: The Unity Council (formerly Spanish Speaking Unity Council) and the East Bay Asian Local Development Coalition (EBALDC).

On July 1, 2020, Keep Oakland Housed began the third and final year of the pilot. During year three, the collaborative must make a host of critical decisions to insure the program’s long-term viability.

A long-term funding strategy, formal infrastructure, and strategic plan that aligns with the broader homeless system of care is critical to the future success of the collaborative.

Goals
1. Begin planning with enough lead time to gather input and build consensus
2. Identify the optimal “home” for the program, once SFF’s administrative role concludes
3. Identify the optimal solution for program management, including the creation and filling of any necessary new positions
4. Identify funding needs, create fundraising plan and secure additional resources before current funding ends

Scope of Work
1. Gather input from primary partners and other stakeholders. Summarize key findings.
2. Draft a plan to transition the program into its next iteration, including recommendations for structure, management, data, evaluation, fundraising, partnerships and communications
3. Gather feedback on the draft from partners and stakeholders and revise
4. Present final transition plan for approval by collaborative
5. Support the collaborative during and after the transition, including support with hiring, operations, policy advocacy, fundraising and communications

Deliverables
1. Summary of key findings from first round of input
2. Draft transition plan
3. Final transition plan including roles and responsibilities, job descriptions for any new positions, and detailed plan for the ongoing structure, program management, data, evaluation, fundraising, partnerships and communications required for long-term success

4. Monthly progress report on the implementation of the transition plan

**Reports to: Keep Oakland Housed Leadership Team**

- Demitrius Burnett, San Francisco Foundation
- Angela Jenkins, Kaiser Permanente
- Jackie Downing, Crankstart
- Jamie Almanza, Bay Area Community Services
- Karen Erickson, Catholic Charities East Bay
- Zoë Polk, East Bay Community Law Center

**Fee**
The consultant fee will be established at $100/hour and the total contract will be a not-to-exceed $45,000 and the length of the contract will be about 6 months. Bay Area Community Services will hold the contractual relationship with the consultant and the leadership group will oversee the consultant’s Scope of Work.

**Competencies and Planning for the Future**
The KOH Collaborative is seeking a locally connected individual that lives in an equity-framework, who is well-organized, community-focused and engaged consultant with deep knowledge of the homeless and housing ecosystem and who understands the prevention and anti-displacement model. The ideal candidate is someone who can create cohesion, push quality discussions, move groups towards decisions, and make strategic observations while cultivating continued operational infrastructure and design in the functions of information technology, monitoring and evaluation, budget forecasting, fundraising, and program design and development.

There is potential that this role becomes a director-level role managing the Collaborative in its next phase of implementation.

**Next Steps**
If you or anyone you know is interested, please contact:

Jamie Almanza, CEO, BACS | jalmanza@bayareacs.org | 510.415.4672

Please email your CV, a cover letter, and any questions, thoughts, information. Submissions are due by August 14, 2020. Meetings with selected candidates and the Collaborative will occur the week of August 24th and a candidate will be selected by September 1.