

Homes for All Coalition (H4A) Strengthening - Request for Proposal

July 2019

A. Summary

Housing and homelessness have risen to the front pages of news and media and to the top of policy agendas for elected officials at local, state and national levels, including becoming a top issue of the 2020 Presidential campaign. The unprecedented attention on this issue provides both an opportunity and a responsibility to focus energy on building and strengthening our coalition to channel this attention in strategic ways and leverage legislative success for long-term impact.

Homes for All, a statewide coalition that advances shared policy initiatives that lead to housing stability for all Minnesotans, is seeking a consultant(s) to assist in coalition building and governance for the coalition to achieve maximum impact. H4A is building on its success, and desires to grow its influence and power to leverage more state legislative investments and policy improvements in affordable housing and ending homelessness. H4A desires to strengthen its current coalition structure and governance, as well as increase participation of new housing stakeholders, and provide an “on-ramp” for all new stakeholders to participate, in order to position it for future growth and increased power, influence and success.

H4A does not function in isolation. In 2018, Governor Dayton convened a bipartisan Task Force on Housing which resulted in [a report](#) with six goals and 30 recommendations serving a platform for community solutions in the housing industry. Many organizations are engaged in advancing these recommendations. Other advocacy efforts are also poised to influence the public debate and understanding how such relationships overlap, intersect - or compete – is critical to expanding and strengthening H4A.

This RFP is comprised of several separate components or phases, and respondents are asked to bid and budget these components separately. There are immediate H4A governance issues that must be addressed ASAP, as well as several components that will help expand the reach and alignment of H4A with a broader constituency that needs to be factored in immediately, but may continue through next year.

B. Background Information on Homes for All coalition

Who we are: <http://www.homesforallmn.org/>

Where we live impacts every aspect of our lives. Where we call home affects the groceries we buy, where we send our kids to school, and how we thrive in our community. At every stage of life, where we live is the foundation for our health, education, safety, and economic wellbeing.

But in communities across the state, there isn't enough affordable housing. This leaves few options for Minnesotans struggling to make ends meet.

In 2011, advocates across Minnesota came together to create Homes for All.

With significant successes at the state legislature, the coalition has grown to more than **200 endorsing organizations** across the state representing nonprofits, service providers, affordable housing developers, faith groups, government agencies and more.

C. Scope of Work

The requested Scope of Work (SOW) includes a core focus on reviewing general coalition governance and operations, and several additional focus areas that we would request are separately outlined by respondents that include:

- a) strategies for expanding coalition membership to *potential stakeholders* and
- b) planning for annual legislative coalition strategy.

The consultant should feel free to suggest other components for the SOW that you would recommend based on your experience and expertise.

Consultant will work closely with current leadership of H4A (“**coordinating committee**”) comprised of approximately 6-8 individuals from 6 organizations to accomplish and facilitate this SOW. **Executive leaders** of these and other core H4A partners will also be deeply engaged in guiding and affirming this planning work, and the SOW should outline when/how that is recommended to occur.

Coalition evaluation:

Homes for All agreed on June 20th to use the [Wilder Collaboration Factors Inventory](#) with H4A partners, and potential stakeholders, to identify strengths of the coalition itself, and areas to improve. This will be sent out to H4A member organizations through a surveymonkey type survey, in order to easily compile this information, including disaggregation by type of organization. Each organization would choose only one person presenting their organization to fill this out. NOTE: This Factors Inventory is evidenced based factors that successful collaborations demonstrate. It is intended to help to understand the strengths or weaknesses of our efforts and quickly identify where to target our efforts for strengthening coalition. Responses will be collected and compiled by mid-July by H4A (not the consultant), ideally to inform and be used by the consultant who comes onboard to assist the coalition.

COMPONENT 1: Governance

The coalition wants to ensure a strong platform for its ongoing work, as well as to ensure a clear path for expanding to new partners. Understanding, creating and clarifying decision-making, leadership, membership, and formulation of the policy agenda is critical. H4A should be structured and function to have clarity in building new members, and in working with aligned efforts. Consultant should review core governance documents and facilitate discussions that create agreements to update and position coalition for future success. Specific questions and areas of focus include creating coalition governance agreements and documents that clearly outline:

- **Mutual goals and how to clarify each individual organization’s self-interest in participating**, membership – distinguishing between organizational and individual membership, different levels of members (if any);
- **Coalition leadership** – define clearly responsibilities and authorities of core leadership group, how to balance selection of individual leaders who volunteer each year and longer term organizational/ institutional commitments, terms, voting status, etc. Defining these governance protocols is the foremost desired outcome of this RFP.
 - Currently work is conducted through existing **committees**: Communications, Community Engagement, and Policy. Assess this structure and recommend any changes or improvements.
 - Clarify and make recommendations on how delegation of leadership for each members’ organization is determined, how and how often **executive leaders of participating organizations/institutions are involved**, etc.
- **Staffing of coalition** – today staffing is determined by individuals who volunteer their time, with no clarity on dedicated staff for the coalition, resulting in unpredictable staffing and unclear expectations for responsibility of core operations and committees. Recommendations on type of staff

recommended (e.g., executive or coordinator), role of members' lead advocacy staff, relationship of staff to coalition leadership, and factors to determine appropriate "home" or "host" for coalition.

- **Funding of coalition** – agreement on organizational commitments (funding, staffing, activating members, influencing, etc.) with clarity on funding (and other) expectations from member organizations and with philanthropic partners to sustain the coalition in predictable ways.

COMPONENT 2: Policy development

With more than 200 diverse stakeholders already, and a desire to expand further, a transparent, engaging, and strategic policy development process is needed. Recommendations in outlining a process that provides:

- A **predictable annual timeline** and meeting structure;
- **Recommendations on staffing and leading the policy development process** (by specific/pre-determined organizational leaders/volunteers or by annual volunteer member organization delegates or by coalition staff or another recommended approach);
- **Clarity on what organizations and stakeholders can participate** and how they can participate, e.g., bringing forth policy proposals and/or voting on policy agenda and/or voting on priorities within that policy agenda or ?
- **Clarity on when/how executive leadership of member organizations/stakeholders are consulted and engaged on policy agenda**, during the policy development process and during the legislative session as policy priorities are clarified and amended. This is needed to ensure organizational and institutional commitments are clear, and executive leaders of participating organizations understand those priorities and commitments.

COMPONENT 3: Expand membership and build power with aligned stakeholders

Facilitate conversations with **potential stakeholders, aligned partners and other advocacy efforts** to better understand how to expand H4A influence and membership, to drive legislative success. These stakeholders might include, e.g., people with lived experience in housing instability and homelessness, for-profit developers, business community and chambers of commerce, health care industry, Building Trade Unions, education unions, seniors, etc. Clarify H4A membership roles, and opportunities for these aligned partners that will maximize the power, influence, and impact of the housing advocacy field.

COMPONENT 4: Strategic outreach and advocacy

The coalition has been effective in reaching to all corners of the state in engaging stakeholders in this work. Additional strategic outreach in targeted regions and districts is desired. H4A desires recommendations on honing that strategy and creating an annual process to evaluate and improve upon it. A power analysis that assesses what is needed to grow power and influence in the most impact way to achieve progress on policy and practice around the state.

D. Timeline and budget

Work with the coalition is desired to jumpstart in July, with the results of the Collaboration Factors Inventory to focus on key needs of strengthening the coalition. The consultant proposal should include a timeline that targets and phases this work, keeping in mind that the policy development process typically occurs in the fall and the 2020 legislative session will begin in March 2020. Ideally a consultant will be identified and hired by end of July 2019, and prepared to spend significant time on this work in August, September and beyond.

Please outline a budget that indicates budget assumptions, and disaggregates budget (and/or hours) by planning components as indicated above.

Note that responses are requested by Wednesday, July 17th, and interviews with potential consultants are planned for Wednesday, July 24th. Respondents should indicate whether you would be available on Wednesday, July 24th. Ideally work will commence shortly thereafter. Although please indicate when your availability to start begins.

E. How to Submit a Proposal

Please submit the following electronically no later than Wednesday July 17th, 2019 to:

Attn: Allison Streich

Carver County CDA

allisons@carvercda.org (memo line: H4A Coalition Building)

Proposal should include:

- 1. A proposal that describes your approach to this work, expands or clarifies upon this scope of work as needed and outlines a timeline and estimated hours for consultant and for H4A stakeholders and coalition leadership for accomplishing this work, by component or phase. Outline specific outcomes and deliverables.*
- 2. Budget for the related scope of work, and any budget assumptions.*
- 3. A summary of your experience and any recent and relevant projects. NOTE: Experience and expertise in coalition building, coalition planning, collaborations, issue campaigns, and facilitation of collaborative efforts and collaborative stakeholders is essential.*
- 4. Resumes of consultants who would be involved in the project.*
- 5. References: Names, phone numbers, and email addresses of at least three prior clients, including at least one collaborative or coalition.*

For questions: allisons@carvercda.org - 952-556-2803 or anne.mavity@mhponline.org - 651-925-5547.