

Appendix 7: Stark County Interagency Council on Homelessness Strategic Plan

STARK COUNTY INTERAGENCY COUNCIL ON HOMELESSNESS MISSION STATEMENT

To develop and implement strategies and solutions to address the problem of homelessness throughout Stark County, including the development of supportive housing options and the securing of federal, state, and local resources and other measurements designed to:

1. Prevent and end chronic homelessness in Stark County;
2. Insure a coordinated safety net of emergency services for those in short term housing crisis; and
3. Coordinate and consolidate local efforts to provide a cost-effective and streamlined system for addressing homelessness.

What do you think are the main reasons people end up on the street? Root Causes:

- | | |
|--|----------------------------|
| 1. Mental illness | 2. Giving up, hopelessness |
| 3. Released offenders caught in system | 4. Foster kids |
| 5. Loss of income-spouse, parents | 6. Lack of support system |
| 7. Overwhelming medical costs | 8. Addictions |
| 9. Not knowing where to turn | 10. Lack of education |
| 11. Poor decisions | 12. Domestic violence |
| 13. Predatory lenders | 14. Abandonment |

WORKSHOP QUESTION

HOW DO WE, OVER THE NEXT 5 YEARS, ENHANCE THE CAPACITY AND THE COLLABORATION OF MULTIPLE AGENCIES AND THE COMMUNITY TO MAKE SIGNIFICANT PROGRESS TOWARD ENDING HOMELESSNESS IN STARK COUNTY?

**Practical Vision
Focus Question
IN 3-5 YEARS, WHAT DO WE WANT TO SEE IN PLACE IN STARK COUNTY?**

<i>Combined Categories</i>	<i>Combined Categories</i>	<i>Combined Categories</i>	<i><u>Public Education to Change Attitudes</u></i>	<i><u>Intensive Intervention for Special Populations</u></i>
<p><u>Integrated, Accessible, Intake Services</u> One-stop shop--- expert shoppers for legal, medical, housing Centralized intake/referral center One stop shops for services (3) Identity & personal needs coordinator Central triage facility System for monitoring medications & stressors Match needs to services Homeless kits--- clothes, food, instructions</p>	<p><u>Increase & Develop Supplemental Housing</u> 300 new affordable/ Supportive housing units Renovate housing (multiple) (i.e. Habitat model) Rehabilitate existing buildings for permanent supportive housing “Supported housing” facility More supportive housing to match population Distributed integrated community housing (in everybody’s backyard!) State of the art housing facility</p>	<p><u>Support Services for At-Risk Youth</u> Focus on youth to adult transition Transport for 100 kids back to school of origin Care-team concept captures at-risk children <hr/> <u>Early Intervention Strategies to Prevent Homelessness</u> Task force to ID the nearly homeless Top prevention strategies changing systems Prevention programs: financial, counseling, employers/schools</p>	<p>A county-wide “reality” program to share homeless experience Regular news documenting success</p>	<p>Re-evaluate deinstitutionalization as a strategy 2nd chance program certified, graduates deserve Integration programs: ex-cons, foster care, expatriates Inmate risk and needs assessment Better discharge planning</p>

	3-4 Homeless regional centers			
<i>Combined Categories</i>	<i>Combined Categories</i>	<i>Combined Categories</i>	<i><u>Public Education to Change Attitudes</u></i>	<i><u>Intensive Intervention for Special Populations</u></i>
<i><u>Streamlined & Integrated Information System</u></i> Centralized intake/referral center Integrated & coordinated assessment tool Network data for services & aftercare plan Global intake & data Repair & upgrade homeless ID—based help Eliminate panhandling Mandatory collaboration Consolidation of services	<i><u>Multifaceted Facilities for the Homeless</u></i> Neighborhood rebuilding Alternative to faith-based help Provide shelter for those who can't be helped A gathering place—safe, entertainment, respite, stories 5-10 supervised shower/ Locker rooms in com. 50-75 new Habitat houses for tenuously housed			
<i><u>Training & Education for Self-Sufficiency</u></i> More case management (includes mentoring) Neighborhood rebuilding Specialized job training/employment				

programs				
Training for steps income ladder				
Education to be self- suff.				

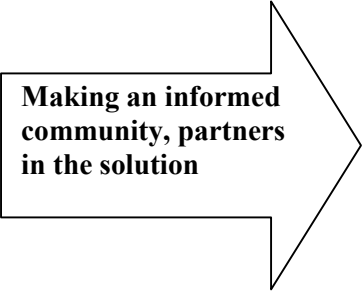
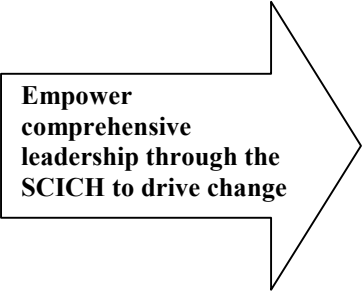
Underlying Contradictions
Focus Question
WHAT IS BLOCKING SCICH FROM REACHING ITS VISION?

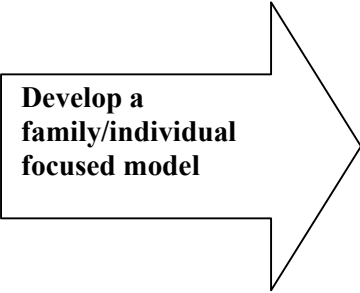
<u><i>Inability to Establish Comprehensive Leadership</i></u>	<u><i>Inability to Deal with Problems Discourages Self-Sufficiency</i></u>	<u><i>Current Funding Sources Inhibit Long-term Solutions</i></u>	<u><i>Competitive System Limits Collaboration & Effectiveness</i></u>	<u><i>Faulty Assumptions & Inflexibility Prolongs Homelessness</i></u>	<u><i>Ignorance & Apathy Inhibit Involvement & Support</i></u>
Commitment to long-term solution	Dysfunctional families	Coordination of funding	System supports competition, turf, bureaucracy	Appropriate incentives & disincentives	Public's apathetic attitude
Big picture thinking & planning	Unskilled individuals	Funding sources reward status quo	Job protection	Funding is not need-based	Apathy ---leadership ---ignorance ---fear ---unpopular cause
Leadership & coordination	Financial illiteracy	More affordable housing	Turf wars	Agency-based, heavy requirements for eligibility	Uncaring
More affordable housing	Complex people, complex problems	More \$\$\$	Competition between providers	Conflicting requirements & regulations	Homelessness is not a priority
Planning & preparation prior to discharge/emancipation	Need more jobs for special needs people		Inertia	Need good complete tracking system	"Not in my backyard"
Success measure is unclear	Increasing cost of basic needs		No central authority	Conflicting government policies	Selfishness---"Not in my backyard"
Break the cycle Whose responsibility? Who defines problem? Who assumes cost? Content with status quo			Programs not coordinated	Confidentiality requirements	NIMBY (not in my backyard)
				Can't fix what we haven't experienced	
				Disconnect between program focus & client needs	

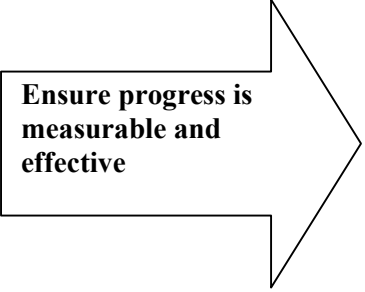
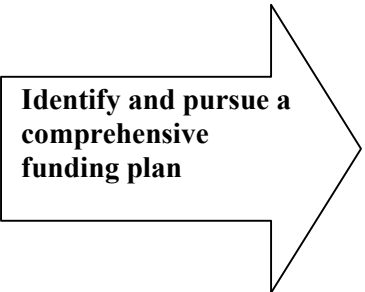
***Need for Public Relations permeates all categories across the board.**

Strategic Directions
Focus Question:

WHAT INNOVATIVE PRACTICAL ACTIONS WILL DEAL WITH THE UNDERLYING CONTRADICTIONS AND MOVE US TOWARD OUR VISION?

<p><u>Developing Community Partners</u></p> <ul style="list-style-type: none"> • Create more interaction between homeless and non homeless • Grow community involvement 	<p><u>Create a Marketing Plan</u></p> <ul style="list-style-type: none"> • Identify senior business leader to energize and recruit • Celebrate success • Fundraise for private \$\$\$ • Homeless awareness week • Educate law enforcement personnel • Media blitz to educate and build empathy and understanding • Better define problem and impact on Stark County • Continuing comprehensive marketing plan 	 <p align="center">Making an informed community, partners in the solution</p>
<p><i>Encourage Teamwork</i></p> <ul style="list-style-type: none"> • Develop niche for each agency • Develop a road map of providers and services • Reward collaboration 	<p><u>Clarify Roles & Responsibilities</u></p> <ul style="list-style-type: none"> • Have a “point” organization with staff to coordinate services • Pool resources and staffing • Senior Business leader 	 <p align="center">Empower comprehensive leadership through the SCICH to drive change</p>

<p>through funding</p>	<p>leader</p> <ul style="list-style-type: none"> • Paid support staff for SCICH • Delineate roles and SCICH and HSC • Empower one group to set strategy • Develop a team to strengthen interagency collaboration 	
<p>Uniform Accessibility</p> <ul style="list-style-type: none"> • Create uniform service regulations across providers • Simplify eligibility requirements • One central intake 	<p><i>Continuing assessment of family/individual needs</i></p> <ul style="list-style-type: none"> • Target special population with realistic outcomes • Early identification of at-risk persons/families • Ongoing consumer survey • Set goals based on need and pair with funding • Expand job training & opportunities • Coordination and follow-up after temporary assistance • Reassess funding and match to client need • Develop mentoring for at-risk youth • Develop peer support roles models 	 <p>Develop a family/individual focused model</p>

<p>Assess & Analyze Capacity</p> <ul style="list-style-type: none"> • Inventory and analyze housing • Eliminate duplicated services 	<p><i>Monitor and Evaluate</i></p> <ul style="list-style-type: none"> • Create and apply uniform evaluation criteria • Use national and local models to set benchmarks 	 <p>Ensure progress is measurable and effective</p>
	<p><u>Fundraising Strategies</u></p> <ul style="list-style-type: none"> • Target new funding sources • Reward collaboration via funding • Pool resources and staffing • Restructure funding streams • Identify other sources of funding • Fundraise for private \$\$\$ 	 <p>Identify and pursue a comprehensive funding plan</p>

YEAR ONE PLAN

WHAT WILL OUR SPECIFIC, MEASURABLE ACCOMPLISHMENTS BE FOR THE FIRST YEAR?

STRATEGIC DIRECTION I: Making an informed community, partners in the solution

Current Reality	1 st Year Accomplishments	Success Indicators
No current plan	Coordinated press releases	More media coverage

Limited media coverage	thru SCICH	More involvement with community leadership
Lack of understanding	Media Blitz---1 month followed by monthly informational sessions	Educate caretakers of potential homeless (i.e. law enforcement, foster care, et cetera)
Lack of coordination between housing agencies	Establish a plan for "releasees" (i.e. jail, hospital, et cetera) in order to educate community about available options	
Limited preparation for potentially homeless people	Establish full marketing plan for community and partners	

STRATEGIC DIRECTION II: Empower comprehensive leadership through the SCICH to drive change

Current Reality	1 st Year Accomplishments	Success Indicators
SCICH Council	Defined plan that all agency Boards agree to	Leadership---Senior Executive
Busy people		Train/Develop program for leadership
Agency conf. overlap	Try to fund as a group	
Leadership need organization	Supportive housing model moves forward in development	Paid Staff person
Council has taken on care process	*Interview and hire a director	Coordinated services---agency niche defined and accepted
Communication between agencies	SCICH has a plan for Massillon and Alliance for supportive housing	Coordinated and agreed upon mission and goals for council/agencies
	*Business community & SCICH plan agreement	Buy-in by agencies

STRATEGIC DIRECTION III: Develop a family/individual focused model

Current Reality	1 st Year Accomplishments	Success Indicators
Multiple points of	Description of intake process	Coordinated intake

<p>intake</p> <p>Confusing, sometimes conflicting regulations and eligibility rules</p> <p>Lack of mobility hinders service delivery</p> <p>Inefficient allocation of funds causes fragmented services</p>	<p>developed</p> <p>Coordinated analysis of regulations and eligibility criteria of all participating agencies</p> <p>Transportation/documentation fund established <ul style="list-style-type: none"> ▪ Processes/Alternatives researched </p> <p>Job description/training devised for Intake Specialist</p> <p>1st draft of ongoing consumer survey</p>	<p>Streamline regulations and eligibility criteria among agencies/programs</p> <p>Transportation/documentation fund accessible at intake</p> <p>Intake Specialist functions as advocate</p> <p>Intake will guide family/individual to services for unique needs</p>
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STRATEGIC DIRECTION IV: Ensure progress is measurable and effective

Current Reality	1st Year Accomplishments	Success Indicators
<p>Have evaluation committee</p> <p>Have process imp. committee</p> <p>HMIS needs fixing</p> <p>Inventory of housing has been started</p> <p>Analyze where \$ is going--- emergency/transitional/supportive</p> <p>Don't know # of units needed</p> <p>Community lacks capacity to do supportive housing</p> <p>Lack of information on new ways to do supportive housing</p>	<p>Know # of units of supportive housing that are needed and the costs</p> <p>½ of provider agencies inputting directly into HMIS</p> <p>More effective re-entry plan for discharged prisoners</p> <ul style="list-style-type: none"> ▪ Identify a consultant to facilitate a group to put a plan together <p>Have outcome measurement tool</p>	<p>Accurate data on housing needs</p> <p>Increase in supportive housing units</p> <p>Reduction of # of chronic homeless</p> <p>Redistribute existing dollars</p> <p>See how we compare with best practices</p> <ul style="list-style-type: none"> ▪ ICAN/Mental Health ▪ Jails ▪ Hospitals <p>Workable HMIS with 100% participation</p> <p>Providers have bought into the new process</p>

STRATEGIC DIRECTION V: Identify and pursue a comprehensive funding plan

Current Reality	1st Year Accomplishments	Success Indicators
\$10 million used by 30+ agencies for homeless services	Have determined financial needs to achieve community goal	Complete accountability of funds provided and results achieved per agency
Only “CoC” funding is coordinated (\$2.2million)	Complete inventory of all agency services	50% of all new funding is because of a collaborative initiative
More agencies are pursuing funding from local sources	Identify <u>5</u> new key funding sources	Significant increase in annual funding over the next five years
Agency results are unknown to all funders	At least \$1 million new money identified	An increasing amount of current dollars by local funders is made jointly
Unknown funding sources <ul style="list-style-type: none"> ▪ Who is asked? ▪ Who isn't? 	Criteria established that “ <i>incentivizes</i> ” collaboration	

SCICH Presentation
9-08

Who are the individuals that comprise the SCICH? We are a group of concerned citizens working hard to create an organized system; one that will develop and implement strategies and solutions to address homelessness throughout Stark County and hopefully someday end it. Simply put insure a coordinated safety net for the whole spectrum of housing needs from those in crisis to having enough affordable housing. We believe that part of the answer involves creating more permanent supportive housing.

Our current structure consists of a governance committee (9 members) made up of non providers (which handles strategy and policy decisions), an executive committee (includes governance members plus several providers and the two presidents of the homeless services collaboratives (focus is on coordinating and implementation through work teams that focus on HMIS, Evaluation, Grants, Income and leveraging and Public Relations and education). The third group is our Council which is broad based (focus is communications). Finally, we have project committees such as strategic planning, or special task forces to assist with implementation efforts until the system is better organized.

Share Point in Time Count information.

Summary of 2008/2009 work plan objectives:

1. Create a real time data and HMIS system and implement daily reporting requirements. A compliance checklist will be established for those provider agencies seeking future support from SCICH. To ensure the best use of our limited resources we want to analyze our capacity and

utilization and also provide more accurate information for monitoring and evaluating services and needs.

2. Write a more comprehensive white paper to educate our Community and garner continued support for preventing and ending homelessness in our County. We want to have an ongoing report to our Community on the status of our efforts and put a face on homelessness. We want people to hear the stories of former homeless people to know it is not a desired state and that together we can make a difference.
3. Flow chart and document all existing providers and the services they offer and basic operating characteristics.
4. Develop an annual operating and capital budget for SCICH to help change and improve the system.
5. Hire an Executive Director so we have a full time Community leader, coordinating and leading the change process. Provide this individual with the necessary support staff, space and consulting support.
6. Transition our Governance Committee into a Countywide "Shelter Board" addressing all housing needs from Crisis/Emergency Shelter--->Affordable housing. Consideration is being given to merge the efforts of SCICH with another Community Board combining our similar missions and visions relating to housing.
7. Identify a Community champion to lead Board and recruit other key persons to our cause.
8. Establish a centralized Resource and Placement Center to create more of a one stop shop to improve access to the most appropriate provider based on assessment of individual(s) specific needs.
9. Acquire \$204,000 seed money for 2008/2009. Current balance \$19,000.
10. Develop a website and supportive IT system.

Preliminary Draft Budget

\$4500	On going grant writing support
\$5000	Website development
\$10000	White paper continued development
\$10000	Corporation Supportive Housing consulting
\$100000	Full time Exec. Director, staff, office
\$35000	IT system and equipment,hotline
\$10000	Flow charting and documentation
\$30000	Change agent consultation
\$ _____	Create full time 24/7 housing specialist coverage(4.6 FTE, currently only 1.5
\$204,000	1st year funding