

Heading Home SLC Governing Board Strategic Planning

Date: January 28th
Time: 9:00am-4:00pm - lunch from 12:00-1:00 (Potluck – Heather, bring sloppy joes/buns/chips)
Location: Cotton Town Hall, Cotton, MN

Agenda

Welcome, purpose (Laura, Char)

Laura:

- 463 beds to 978 beds
- Stability of State and Federal HUD funding
- Need to be strategic
- Date driven (to look at trends and to assist with strategic planning)
 - Identify gaps

Char comm development

- block grant funds & emergency funds
- Partnership to bring resources and improve plan as well as keep pulse on changes / best practices for HUD

Introductions, agenda overview, group norms (Karen)

- Intro question: What was your first job
- Strategic Planning Cycle Figure on p. 1:
 - Captures the notion that strategic planning is a work in progress
 - Cyclical piece of this diagram - use this framework on Key Strategic Question
- Key Strategic Question:
Which Priority objectives will best advance Heading Home SLC strategic goals in the next 2 years?
 1. Prevent new occurrences of homelessness & rapid re-house to permanent solutions
 2. Maximize & target resources through a coordinated access system
 3. Build capacity for Self-support
 - a) Economic security
 4. Improve and increase access to stable and affordable housing
 5. Align and increase effectiveness of existing resources by improving coordination, compatibility and engagement
 - a) Coordination and collaboration
 - b) How can we do better together vs. Individually
 - c) Balance

Who we are

Section I Governance Board Review (9:00-10:00)

Structures/tools/resources: What supports our efforts?

Topic (Q & A as needed)

➤ Mission/Vision/Purpose/Goals (Edie)

- Page 3 in packet
- Mission: Diverse communities joining together to prevent and end homelessness
 - Guiding statement to keep the group focused
- Vision is our desired future - keep this in mind as we move forward

- Is there a need for guiding principles? They may provide a moral compass for making decisions
 - Evidence-based practices and programs
 - Remain accountable for funding decisions etc.

Our work and responsibility is not to bicker and fight for scarce financial resources, but to collaborate.

How will we work together to get the job done?

**See St. Louis County Continuum of Care graphic in binder

- Structure – org chart overview
- Leadership Council membership update (Matt) - Liaison
- Overview of members **see list in binder
- Staff - are an asset but not an end-all to this work (Stacy, Laura, and Char)
- This council is reliant on all individuals to achieve goals of this council
- Non-voting members can be used as assets as well
- We are not expected to do all of the actual work, but are here to ensure that things are set up to ensure success as a council.
 - Roles/responsibilities/expectations
 - Committee descriptions and populations (Char/Com. Reps.)
- Continuum of Care chart - all of the resources in your community working together to work with those experiencing homelessness
 - All should contribute to a committee to help accomplish 5 goals
 - 4 main committees, a few ad-hoc committees
 - ◆ Performance committee
 - ◆ Data/HMIS
 - Showing numbers and outcomes
 - Better access to data collection system
 - All agencies contribute data
 - ◆ HHSLC - Ten Year Plan
 - Continually look at plan
 - Assess need for updates
 - Annual summit - highlighting accomplishments, identify areas of focus
 - ◆ Coordinated Access
 - Maximizing community resources
 - Streamlining system
 - ◆ Prevention / RRH Committee
 - All 3 funding sources - objective is to create programs of rapidly re-housing individuals
 - Expansion of RRH
 - Prevention - work towards strategies to prevent homelessness

Ad-Hoc - ie: Project Homeless connect

**The descriptions for each committees could be worked on more - this is tabled to the “Parking Lot” to be talked about later

**Committees need to be strengthened, so it would serve the council well to sign up for committees and allow those to re-refine the specific descriptions/goals etc. away from the larger group meeting. Those elements might be too detailed for this broad of a committee

**There exists the ability to move between committees - they will not be set in stone.

- Request for individuals to sign up for committee/s (Karen, Laura)
- Request for volunteers to serve as officers

- Conflict of interest form completion - logistic piece - to be completed today before leaving, will be filed at St. Louis County

Structure of committees - Sign up today, Vote is in February

Officer roles 1 year commitment, Leadership is 3 year with opportunity to renew

Need for good Geographic balance, at least one from Duluth and one from the Range

Chair, Vice Chair, 2nd Vice Chair

Opening for Vice Chair and 2nd Vice Chair

Break

Section II Current Environment and Focused Conversation (10:30-12:00)

1. Prevent new occurrences of homelessness & rapid re-house to permanent solutions
2. Maximize & target resources through a coordinated access system
3. Build capacity for Self-support
4. Improve and increase access to stable and affordable housing
5. Align and increase effectiveness of existing resources by improving coordination, compatibility and engagement
Coordination and collaboration
How can we do better together vs. Individually
Balance

**Distributed a Continuum of Care Component Description

**Statewide housing was placed in the "Parking Lot" area for later discussion

**Distributed a Data Trend Analysis Worksheet - data are used to set outcomes.

- During discussion regarding analysis of trends, questions around stabilization of housing were brought up. Key issue: managing homelessness vs. Ending homelessness
- Data collection methods were also discussed, how they have evolved and how to interpret data according to this extraneous variable
- Developing a broader approach to addressing the need rather than immediacy of housing need

Context: Current environment per existing data

➤ Trends Reporting

Data Set Resources

- Federal, State, local plans direction & alignment
- Continuum of Care Component Descriptions
- Measurement/evaluation – targets
- Best practice
- Stakeholders

Stacy - Emergency Solutions Grant information (ESG) Program (County-wide)

**See fact sheet in binder in Section 3

**Trend Analysis sheet handed out

**ESG trend analysis from Char (limited to Duluth)

Limited availability of data

Topics and questions were collected for discussion in the afternoon

Lunch

Section III: Developing our strategic framework - focused conversation (12:30-4:00)

Key Strategic Question What 3-4 priority objectives will best advance Heading Home strategic goals in the next two years?

Strengths In General: One per group member

General: County and City resources
Goal 5: Willing to put on Annual Summit and Homeless Connect
General: In-house expertise - both this group and providers' experience
Goal 2: Federal, State, City and County alignment and coordination
Excellent service providers with strong community ties who implement strategies relating to all goals
Goal 2: Coordinated access system
Commitment and energy on all levels
Dedication to improve system and structure of HHLC
Goal 1: Care about solving individuals' housing situations
Goal 5: Willingness to learn to listen and listen to learn, emphasis on diversity
Technological advances have allowed access to information on other programs and evidence based research.
Social services are important to our local culture ie: "Minnesota Nice"
Dedicated City and County staff who are dedicated to mission and not just looking to collect paycheck
Belief that every individual has a right to housing, no judgment on those without housing.
We ask questions that allow us to become better advocates to those experiencing homelessness
Community wants to achieve great things
Restructuring/Strengthening of HMIS system
New members and a full roster for the HHLC
Goal 4: Huge increases in permanent supportive housing beds since 2011
Goal 1: Good landlords willing to work with agencies
Goal 2: County financial resources being streamlined
Goal 3: People willing to engage with others to increase self-support ie: Circles of Support (mentorship)
Goal 3: Innovations in MN and commitment and models to assist with addictions
Goal 3: Education resources in the state of MN
Goal 3: DAIP project (The Duluth Model)
Goal 5: School Liaisons - resources in the schools
Goal 5: Rural Housing Coalition and Affordable Housing Coalition

Challenges and Opportunities:

Goal 1: Lack of community support for affordable housing:
Opportunity to Educate
Goal 5: Staff, Council etc. turnovers at all levels:
Define processes have in place (roles, responsibilities)
Goal 2: Reduced funding will result in a competitive atmosphere that challenges collaboration:
Agencies could partner and reduce duplications of services and to highlight strengths of each agency to encourage participation
Target and maximize resources
Goal 5: We want providers to be involved and we want transparency - people are too busy doing their job to come to meetings etc to increase transparency. Not just one voice needs to be heard, it is important to hear the voices of all providers:
Invite all to be heard, invite ourselves to hear stories from providers on their turf. Intentional conversations are important.
Goal 2: Trust:
Provider input on committees.
General: Racial disparity between % in general population vs % experiences:
Meaningful community engagements with underrepresented and marginalized groups.
Goal 5: Agencies not seeing value in HMIS:
Start to work through and demonstrating value of this system
Look holistically at who we are assisting
Goal 1: Poor housing stock that does not meet Section 8 housing quality standards:
We have eager landlords willing to work toward solutions.
Manual for Landlords to improve existing housing
County-wide rental code

General: Geographic challenges that come along with the unique structure and size of St. Louis County:
 We can be more innovative and creative on collaborating, using technology to create a better conversation..

General: Getting overburdened and losing effectiveness:
 System and structure can be looked back on (ie strengthening committees) when it is well organized
 Delineate staff vs membership roles and responsibilities
 Combine avenues in community instead of re-creating things that cause stress

General: Inclusiveness and Efficiency:
 Make sure we have a yearly system in place

General: Competition with political agendas:
 Provide education, contact legislators
 Make affordable housing part of infrastructure - highlight economic opportunity for communities
 Combine forces with state-wide coalitions

General: Difficult reactions to change:
 Carry forward with an open mind to change

Goal 3: Increasing problem with opiate addiction:
 Partnership of those interested in housing with those interested with addiction
 Educating kids in the schools (Jr. High and Sr. High) - perhaps utilize groups like AA, NA, etc to create partnerships rather than begin new and expensive programs.

Goal 2: Feelings of the government/governmental entities trying to "take over" when alignment is taking place. Mistrust is evident.
 Move in the same direction while building trust and maximizing resources

Goal 4: Lack of a Housing Access Center:
 Connected and coordinated access hub
 Find other, already existing agencies that do some of these tasks

General: Personalities can clash, passionate beliefs
 ID what we bring to the table

General: Hard to "hand off" a client from one provider to another, not a smooth transition
 Atmosphere of change improvements: Stages of change model could be useful
 Not everyone knows what agencies do which tasks, services are then duplicated
 ID what we do and what we do well

Lack of discharge planning:
 Katy
 Essentia Health

Determining Priority Objectives

Criteria:

Sphere of Influence

Does it improve our work as a council

Fits our role and responsibility

We could influence

Timing

2 year

Long Term

Both?

Realistic

Good Use of Energy

(Being our best: Identify 3-4 strategic objectives per strategic goal)
 Assessment and Input per strategic goals

- What strengths do we have to support of our work?
 - What challenges might we face over the next few years?
 - What Opportunities reside in these challenges?
 - What results are reasonable accomplishments for us to work toward in the next two years?
- Continual process / system in place to ensure all decisions have been done to ensure
 1. Inclusion
 2. Transparency
 3. Efficiency
 4. Evidence
 5. Local
 6. Funding
 - Work with diverse ethnic groups and come together as one
 - Goal 2 Continue efforts to create a coordinated access and assessment system that is guided by best practices and successful models to help create the vision and action steps
 - Set benchmarks to access programs
 - Goals 1 & 2 : Target groups like Churches and schools as access points for resources
 - Secure funding for coordinated access & support
 - Goal 1: Prevent and anticipate that there will be homelessness whenever possible
Discharge Policy and procedure should have checklist for accessing services
 - Hotline that could be called, encourage community places to get the word out that it is ok to ask for help
 - Goal 5 Develop clear fair realistic coordinated funding decision making processes
 - Strengthen Statewide Advocacy & Work CHAMPS from SLC MHFA Relationship
 - Goal 5 Work more on education and funding to get into the churches and schools to reach core issues that cause homelessness
 - Continue the efforts that city & country housing providers to seek funding to bring our resources to create additional affordable housing units
 - Goal 4 Resources for “doubling up” families that would increase the time we as a community had to provide permanent housing for those living in someone else’s house
 - Goal 5 Finding new ways to further engage and educate community - free PSA, billboards, radio announcements, draw on strength of MN nice.
 - Goal 4: Tying into infrastructure in politics as a way to build in something to a system ie: new construction has to have certain % that has to be donated to building affordable housing.
 - Goal 5 Provide technical assistance and support to increase services to underserved areas
 - Goal 2 Create avenue for possible partnerships in order to decrease competition for funds
 - Better use of data to allocate funds and to access funds
 - Goal 1 Further engage landlords to improve housing in the community
 - Goal 1 Placing someone in a home is a step, not necessarily an end. Support is needed to keep a home
 - Goal 4 Provide working relationships with developers
 - Goal 1: Develop targeting strategy
- What are our top priority objectives for the next two years? (ID priority criteria)
 - Where will I/my group best fit in this work?

Next steps to developing a 2-year strategic plan (2-3 page document), closure and thank you