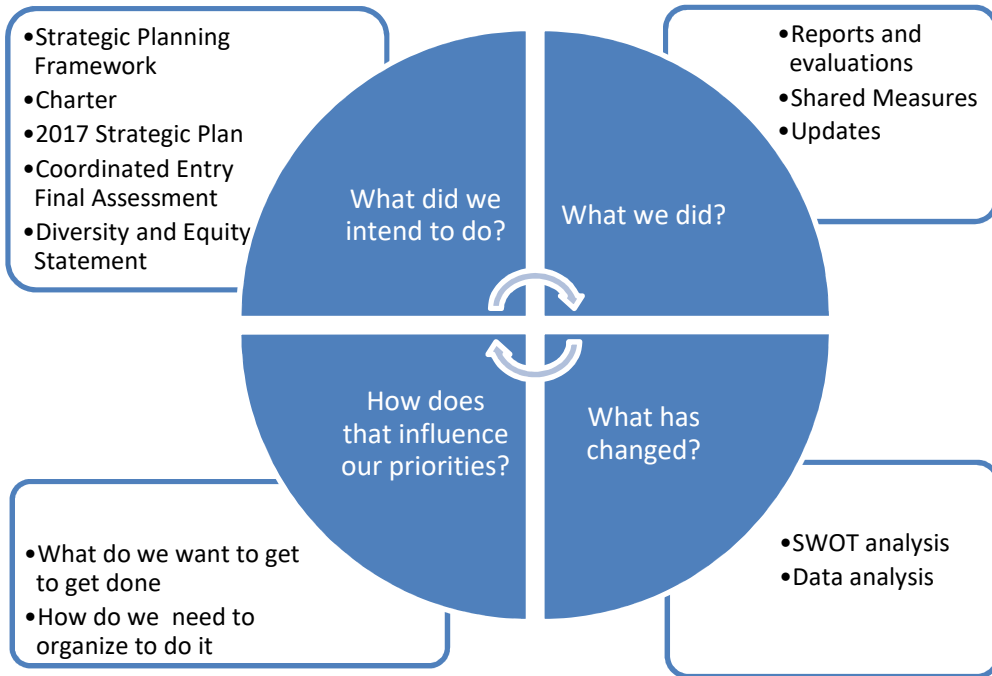


**Chittenden County Homeless Alliance
Strategic Planning Design: Draft 2
December 2022**

Overview of Planning Process

Purpose: Learning from the past to better understand the present and point toward the future.



What did we intend to do and What we did

Source Documents:

Chittenden County Homeless Alliance Strategic Plan:

Common Agenda – All people who are experiencing homelessness in Chittenden County who want housing become stably and safely housed through access to a responsive, comprehensive, and coordinated system of care.

Governance Charter:

The Chittenden County Homeless Alliance is a coalition of individuals, organizations, and government entities who support our vision of a safe, decent, affordable, stable home for every person and family in Chittenden County, Vermont. Our mission is to end homelessness in Chittenden County by being a

forum for gathering information, building consensus, coordinating efforts, and advocating for the end of homelessness through prevention, early intervention, and remediation.

Prior Strategic Plan (from introduction)

In addition to changing our governance and meeting structure to better and more appropriately engage partners with a role to play, the Alliance negotiated a partnership with the Balance of State to participate in a statewide HMIS system, began to develop strategic goals for the next 3 – 5 years and began exploring the potential of using a Collective Impact approach to better facilitate its work and achieve greater impact.

In the spring of 2016, the Alliance contracted with COPE and Associates to help us begin an exploration of the appropriateness of working within a Collective Impact Approach. Specifically we asked Cope to lead a process to help us reach agreement around two of the five conditions of Collective Impact — common agenda and shared measurements. When it was determined that indeed there was substantial agreement we then asked the consultants to help us assess what it would take to develop the other three conditions of Collective Impact — mutually reinforcing activities, continuous communication, and backbone support. The result of this work made it very clear that the Alliance needs additional, capacity to function as a collaborative backbone organization, provide continuous and effective communication and identify, advocate for, and track the effectiveness of our mutually reinforcing activities. It also became clear the addition of capacity at this time would allow the Alliance to be exponentially more effective leveraging its unique position to take advantage of, lend coordination to, or assume leadership for, opportunities to better align community resources to meet the needs of individuals and families unable to secure and maintain safe, sustainable housing.

Over the Summer of 2016, the Strategic Planning Committee developed and the Steering Committee approved a three-year organizational development plan that will provide the Alliance with the needed training and staff to fulfill its role as a hub for projects, activities and programs intended to end homelessness in Chittenden County. At the end of the three-year grant period the Alliance Steering Committee believed the results of the work completed, the integration of practice and systems changes, and recognition of the value added by and through the work of a highly efficient, effective and appropriate backbone organization will ensure the sustainability of gains realized.

Coordinated Entry Final Assessment Report

This Coordinated Entry Committee is charged with identifying systemic approaches for the CCHA to meet HUD's requirements related to coordinated entry. The committee will make recommendations to the Steering Committee on approaches to coordinated entry and offer the Steering Committee recommendations for implementation. The committee will remain in effect after full implementation to monitor progress on coordinated entry and to offer changes as needed. The committee will evaluate policies and procedures for access and interventions for different sub-populations, based on need with an emphasis on BIPOC community.

a. Community Housing Review Committee. Functions as a sub-committee of the Coordinated Entry Committee. The Community Housing Review Committee is charged with coordinating subsidy, services, and housing placement for households on the CCHA's Coordinated Entry Master List, as prioritized according to the community's coordinated entry policies and procedures.

Diversity Equity and Inclusion Statement:

The CCHA is a coalition of individuals, organizations, and government entities whose mission is to end homelessness in Chittenden County. CCHA recognizes the role played by current and past discriminatory policies that, to this date, impede access to housing and lead to homelessness for many community members; the Black, Indigenous, and People of Color, LGBTQ+, low income, and other marginalized populations. CCHA stands alongside these populations as we affirm that racial equity, inclusion, and belonging are important and interdependent components that contribute to building a just society.

Report on Addressing Racial Disparities in Homelessness in Chittenden County provided both data about existing disparities and a set of recommendations for Action.

Feedback from people with lived experience

There are two documents that summarize information provided by people with lived experience about the current service delivery system. (2017 – Summary of Quarterly Alliance meeting and 2019 Coordinated Entry Assessment Report)

Activities:

1. During the months of January and February some combination of Alliance members will be asked to review information in the documents, reflect on recommendations that have been addressed, and add other accomplishments. **Discussion should happen about whether this can and should be done by and/or through the Strategic Planning Committee and their contacts in Standing Committees. If yes, the goal would be to complete the work in January.**

What has changed and How does/should that influence our priorities?

2. During the months of February and March a series of focus groups will be held to explore thoughts and concerns about current conditions and aspirations for change.

What is next?

3. In early April several open discussions will be scheduled to shape concerns and aspirations into strategies and the role of the Alliance in implementing them.

THE CHALLENGE: MAXIMIZING access and input while and MINIMIZING impact on time

Assumptions used to draft calendar:

To the extent possible:

- Hold focus groups discussions with committees during regularly scheduled meeting time
- Avoid the last two weeks in January for service-oriented committees likely to be engaged in annual PIT count.
- Provide open working sessions outside the committee structure to maximize participation and foster cross-committee and community communications
- As practicable, meeting not within an existing structure that holds in-person meeting, all focus groups should be virtual to reduce the time burden of participation
- Engage people with lived experience at times and in places that are convenient – work through members to provide as many opportunities as possible

Assumptions about engagement:

- Results from the planning effort could be shared at a community-wide meeting held no later than the first or second week in April
- Be clear about what we are asking of people
- Offer various ways to participate – group meetings, interviews and surveys
- Track who is, and who is not, accessing opportunities to engage
- Outreach at any phase in the process is okay
- Be transparent and communication about process and progress
- Trust that if people know what is happening, when and why, they will make an informed decision about how, in what ways, or if they will be involved.

