

**Chittenden County Homeless Alliance
Strategy Plan
February 2024**

Governance and Operations

The Alliance will need to address both ordinary and extraordinary situations and conditions to fully implement its next five-year strategic plan. Among the ordinary, conditions the Alliance could anticipate, the Alliance will need to:

- Secure and maintain adequate backbone support – the foundation needed to meet all statutory and regulatory requirements of core functions and support multi-partner and sector collaborative work.
- Review and re-organize around a governance structure and practices that support the mission and work of the Alliance. Although there have been a few additions, the Governance Charter for the Alliance has not been reviewed for almost 10 years. This Charter and any complementary documents like committee charters, procedures and protocols, MOUs and data from evaluations and feedback loops are crucial for the Alliance to provide surety, transparency and accountability to funders, regulators, partners and the community at large. They are also requisites to successfully implement the new five-year plan.
- Clarify the roles, responsibilities and relationship of the Alliance **and** the individual partners that comprise the Alliance to better leverage and align them in ways that benefit the system as a whole and produce better outcomes.

Among the extraordinary, conditions organizations could not anticipate or may not have adequately plan for, the Alliance will need to:

- Leverage learning and mitigate the negative impacts of the pandemic. COVID brought with it an exponential increase in the numbers of individuals and families needing shelter, increased stress and strain on the workforce to adapt to a rapidly changing work environment and an environment that required close collaboration, trust and innovation.
- Leverage and/or mitigate the consequences that come along with the developmental stage of the Alliance. The Alliance is a mature organization. As such, it has experienced changes of leadership, losses in institutional experience and memory, and regulatory changes and requirements. And although the organization may attract new partners and connections, unless there is a process in place to orient and fully engage and support new partners, the continued effectiveness of the organization may be, or feel, compromised. Mature organizations also tend to have established practices both informal and formal that are not necessarily understood by everyone, nor continually followed or evaluated for their ongoing effectiveness, appropriateness and relevance.

Work on some of the issues outlined above must be a priority from the start, as they will provide a stable foundation for the full implementation of the strategic plan. Other issues can be

addressed in tandem or parallel with the continued implementation of the strategic plan. A phased organizational development plan would include the following:

Phase 1: Planning and Capacity Building (9 – 12 months)

During this phase the Alliance needs to focus internally and:

- Build support and alignment around key elements of the strategic plan
- Define what it will take to implement the strategies
- Secure and leverage resources to implement the plan
- Assign responsibility, authority and accountability across Alliance for moving key element of the plan forward
- Revise and create governance documents to keep Alliance focused on the plan
- (Re)Engage current and past partners
- Establish means to evaluate the value and benefit of the Alliance

Phase 2: Transition and Implementation (12 – 18 months)

During this phase the Alliance will begin to implement the strategic plan more fully by:

- Establishing annual priorities and work plans
- Allocating and securing resources to support the priorities
- Building structures to invite and appropriately engage partners, other needed community members and advisors into the work of the Alliance
- Establishing consistent evaluation and data sharing processes and practices
- Adding new committees or work group options to the Alliance
- Standardizing feedback mechanisms across efforts the Alliance is responsible for providing

Phase 3: Reflection and Adjustment (12 -18 months)

During this phase the Alliance will strengthen and formalize practices around how data is used to inform decision-making and how data and decisions will inform how practices or priorities should be adjusted.

Phase 4: Sustaining (on-going)

During this phase the Alliance will have embedded practices established in earlier phases, regular cycles for reflection and adjustments and a monitoring system robust enough to track improvement and forewarn of changing conditions.

Timeline - beginning July 2024 (?)

	Engagement	Infrastructure	Impact
2024-2025 Planning and Capacity Building	<p>Survey current partners about their needs and interests and connection to the Alliance</p> <p>Survey current partners to see how they currently gather and use feedback from people with lived experience and if and/or how it could be shared, aligned or streamlined across system.</p> <p>Develop and maintain regularly scheduled meetings, events and trainings to meet the needs of the Alliance, its partners and the community</p> <p>Create an effective and appropriate communication plan</p> <p>Hold annual retreat – review progress and set priorities.</p> <p>Build actions plans and MOUs around agreed upon priorities with each partner</p>	<p>Review all governing documents and create, update or revise as needed.</p> <p>Identify the types of inventories that could better leverage already existing resources. Update as needed and make them as universally available as appropriate</p> <p>Identify all relevant data sources that are available – map data to decisions of committees to inform or influence work and decisions.</p> <p>Identify and prioritize data needs and gaps</p> <p>Secure backbone support including administrative support, training or consulting funds, and operational expenses. In addition, a project pool should be considered to support planning and implementation efforts.</p> <p>Build resource development plan to support five-year strategic.</p>	<p>Create mutually agreed upon feedback loops with frontline staff and supervisors to determine and share on-going needs and issues</p> <p>Convene work groups and host working retreats of officers and committee chairs to draft committee charters and develop an integrated and mutually reinforcing workplan to implementation of the strategic</p> <p>Offer professional development trainings based on current knowledge and information gathered through feedback loops.</p>

		Secure fiscal and financial services for the Alliance	
2025-2026 Transitions and Implementation	Implement prioritized outreach campaign to engage or re-engage individuals and representation from un or under-represented sectors, networks or coalitions	<p>Evaluate use and effectiveness of current website and work with partners to design one that would be useful – for all audiences it is intended to reach</p> <p>Convene an advisory group to draft an evaluation and oversight plan – develop scorecards to record and share information</p> <p>Provide data access and data analysis training</p> <p>Hold regular data review and sharing sessions to build and maintain knowledge</p> <p>Build ways to monitor partner engagement across the system</p>	<p>Update integrated work plans across committees and work groups.</p> <p>Establish work group to assess readiness to develop a shared training and professional and development program for employees across the system.</p> <p>Consider adding committees or work groups or re-defining charge of existing committees to move work forward</p>
2026-2027 Reflection and Adjustment	<p>Explore ways to document and leverage promising policies, procedures and practices</p> <p>Implement new activities</p>	<p>Implement phased data improvement plan</p> <p>Develop and implement system and schedule to evaluate all contracts</p>	<p>Conduct a job satisfaction and compensation survey of frontline workers and explore ways to increase/stabilize the workforce</p>
2027-2028 Sustaining	Replicate promising practices	Plan for next strategic planning effort	Pilot workforce stabilization strategies with small group of willing partners

2028-2029	Evaluate the value and benefits of the Alliance	Update strategic plan	Evaluate progress on the strategic plan
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*Every year there will be activities that comprise a continuous effort and activities that need to be carried forward as well as new activities. Only new activities are included in the timeline.