

Chittenden County Homeless Alliance Strategic Plan: July 1, 2024 – June 30, 2029

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Chittenden County Homeless Alliance Acknowledgments and Dedication

We want to acknowledge and thank the many people who participated in this strategic planning effort. During the listening process over 100 people shared their hopes, concerns and aspirations for and about the housing system in Chittenden County. This plan was built on the insights and experiences they shared.

The Strategic Planning Committee regularly reviewed the information gathered and explored the meaning, how to incorporate it into the plan, and mapped a path forward. They facilitated community conversations, conducted interviews and focus groups, and created and administered surveys.

The Executive Committee and the Chairs of the sub-Committees met to review the plan content, identify how the plan would fit into the scope of work for their sub-Committee, and began to determine challenges that would need to be addressed during implementation.

Partners and community members tested the emerging themes and strategies on multiple occasions, resulting in revisions, additions, and source-checking. Finally at the May 28, 2024 Community Meeting, a participatory activity reviewed and confirmed that there was broad interest and alignment around the six key strategies that will drive the direction of the Alliance for the next five years. This meeting was attended by over 30 community partners and 54 people with lived experience of homelessness.

Countless hours have been invested in the development of this plan and, while it is impossible to quantify, we are confident the incredible effort of so many has resulted in a plan which was co-created to reflect the needs of our shared community. It is our great hope this plan will ensure sustainability of the Alliance as we move into the next five years.

As the plan is finalized, it is also important to note that the completion of a strategic plan is not an end – it is a beginning. We look forward to beginning the implementation process and welcome anyone interested to join us in this next step.

Finally, we wish to recognize and share appreciation for several people who strove above and beyond with the development of this plan. To Diana Carminati, who has been so much more than a consultant; our patient guide and cheerleader- thank you for sticking with us and holding space for us. To our two stellar editors: Ari Kisler and Justin Graham – thank you for your eagle eyes, commitment to the process, and ensuring this plan reflects all of our hard work.

It is with fondness and deep admiration, we dedicate this plan to our colleague, always a voice on our minds and in our hearts. Margaret Bozik was a wise, talented woman who knew how to get things done - and was not afraid to do them. She was undeterred by challenge, asked the tough questions, and led the way forward. More than that, Margaret believed in the work of the Alliance and in our collective ability to respond to homelessness in a way that was inclusive, strategic, and compassionate. Her memory is a blessing.

With gratitude,

Sarah Russell, CCHA Co-Chair and Strategic Planning Committee Co-Chair (2022-present)

Taylor Thibault, CCHA Co-Chair (2023-present)

Will Towne, CCHA Co-Chair (2021-2023)

Nicole Kubon, Strategic Planning Co-Chair (2022-present)

Background

Today's Chittenden County Homeless Alliance ("CCHA" or "the Alliance") began in the 1980s when a group of concerned citizens and organizations began meeting to address the growing issue of homelessness. Out of

those meetings, the city's first two shelters were created. The Alliance continued to meet on a regular basis and began to function as a local Continuum of Care (CoC). In 1995, when the Department of Housing and Urban Development (HUD) began to require communities to submit a single application for Homeless Assistance Grants, the Alliance was ready and well-positioned to assume that responsibility. Since that time, it has been an able steward of the HUD funding process.

Role and Purpose of the Alliance

The Alliance is not an independent and autonomous organization. It is a coalition of individuals, organizations, and government entities who share a common vision of a safe, decent, affordable, stable home for every person and family in Chittenden County. As a coalition the Alliance plays a variety of roles – all of them intended to fulfill its primary purposes to:

- Collect and share data to inform priorities, direction and decision-making
- Amplify the voice of people who are or have experienced being unhoused
- Educate and advocate for sound housing policy and practices
- Address stigma
- Secure and allocate resources
- Support collaborative actions
- Maintain accessible entry points to housing supports and services
- Evaluate impact
- Maintain focus on equity, gaps and disparities

The last strategic planning effort by the Alliance took place in 2016-2017. This effort was comprised of two mutually reinforcing but independent pieces of work that, taken together, established the strategic priorities for the Alliance from 2018 through 2022:

- An effort led by the Strategic Planning Committee created a chart that summarized the purpose of the Alliance and an organizational development plan that would 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.
- An effort led by a newly created Coordinated Entry Committee developed and launched a HUD required Coordinated Entry System - a system that helps communities continually assess the needs of program participants and effectively match each household with the most appropriate resources.

The 2024 Strategic Plan carries forward and is built on the common agenda, guiding principles, and common measures of progress established in prior plans.

Common Agenda: Homelessness in Chittenden County will be rare and brief and non-recurring. 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.

Guiding Principles*:

- Programs and systems are inclusive and culturally competent
- We engage people with lived experience when we design, implement and evaluate programs and systems
- All interactions are trauma-informed
- We provide multi-generational services for families
- We know people by name, and we know what their individual needs are
- We use a standardized assessment at all doors so that people have fair and equitable access to resources
- All people experiencing homelessness will be treated with dignity, respect, and compassion

Common Measures of Progress:

- Number of people experiencing homelessness (Rare)
- Length of time people remain homeless (Brief)
- The extent to which people who exit homelessness to permanent housing destinations return to homelessness (Non-recurring)

Current Conditions

The Alliance supports a Point-in-Time (PIT) count every January. The PIT count provides numeric and demographic information about the individuals and families experiencing sheltered and unsheltered homelessness on one specific night. The count also includes information about the housing inventory – the number of beds and units available and the types of housing programs that support them. This information serves as a measure of impact and informs the Alliance’s planning and prioritization, resource needs and capacity, services, education and advocacy work.

Point-in-time counts January 2015 – January 2024

Year	Sheltered	Unsheltered	Total	Total % of decrease	Total % of increase
2015	389	82	471		
2016	270	62	332	29.5%	
2017	263	28	291	12.3%	
2018	342	17	359		23.4%
2019	261	48	309	13.9%	
2020	216	45	261	15.5%	

2021	700		700		168.2%
2022	658	10	668	4.6%	
2023	715	43	715		13.5%
2024	724	87	811		13.4%

The Alliance made significant progress on priorities outlined in the prior strategic plan to address homelessness – reflected in the PIT counts through January 2020. However, the COVID-19 Pandemic and subsequent March 2020 notice to Vermonters to Stay at Home, required an immediate pivot to focus on programs and service delivery systems to prioritize safety. The increase of people experiencing homelessness due to the impact of COVID-19 is clearly reflected in the PIT count beginning with the data from 2021.

The impacts of COVID-19 on the Alliance and its community partners are less quantifiable and were discussed during our strategic planning process:

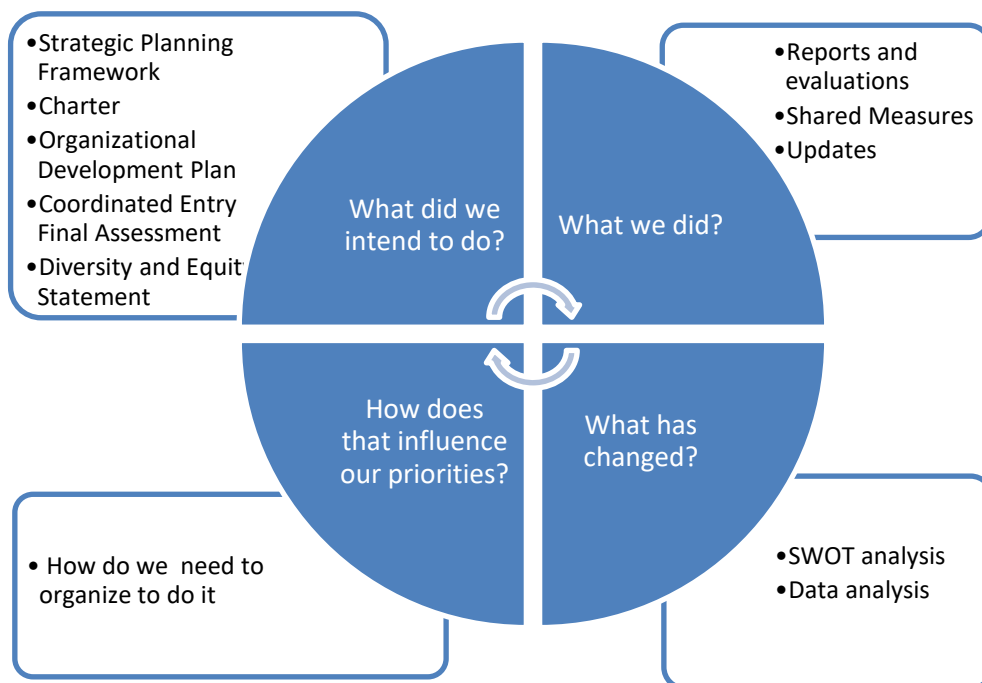
- Learning occurred across the system as people stretched and flexed to meet increased need and circumstances that required services and programs to be delivered differently
- Significant federal and state resource allocation into the system had a monumental impact to meet needs
- Efforts to mitigate the immediate impact on the system with the end of COVID-19 funding and continued high demand for services and programs
- Longer term strategies to address transition post-COVID

Approach and Planning Framework

In the fall of 2022, the Strategic Planning Committee began the process of creating a (new) five-year strategic plan. The design for the strategic planning process was grounded in two principles:

- Learn from the past to better understand the present and point to the future
- Listen to the people who will be responsible for – and impacted by – the plan

These two principles drove the flow and focus of each planning phase. The first two phases involved reviewing and summarizing key data and information about past intent and performance. The second two phases used this data to inform conversations with partners and community members.



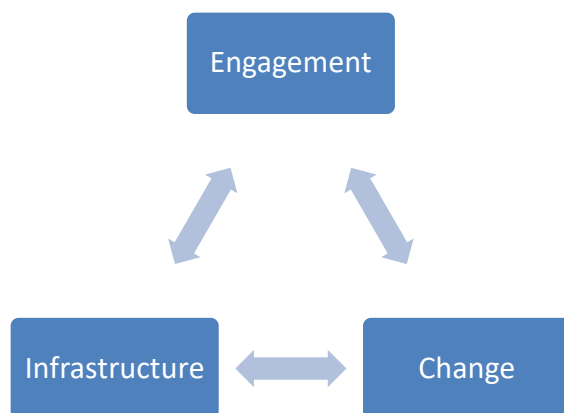
Topics for exploration included:

- What concerns you about current conditions?
- What would you like to see changed?
- How could the Alliance support the changes identified?
- How is the Alliance doing? What do you see as the internal strengths and weakness of the Alliance and external opportunities and threats that Alliance should prepare to meet?

Results

Between March and July 2023, the Alliance heard from more than 100 people. The community engagement and outreach efforts identified twelve areas for action that could be summarized into three central themes for implementation. These themes were then translated into mutually reinforcing strategic priorities that became the foundation for the Strategic Plan for 2024 – 2029.

Themes and Strategies



Engagement

The Alliance must actively engage new partners to successfully address; a) stigma and discrimination (social); b) policies and regulations that make it difficult to rehouse individuals that have been evicted from public housing, or have negative rental history (political); and c) financial instability given both the cost of housing and the realities of benefit and wage levels in the labor market (economic).

The Alliance must share and build on organizational successes for communicating and responding to clients and meeting them where they are. We must improve our capacity as a coalition to provide consistency in our service approach and continuity in communications. Finally, we must create opportunities for people with lived experience to inform and share in decision-making to continuously improve our processes.

Engagement Strategies:

1. Ensure service delivery system improvement is driven by people with lived experience

- Engage people with lived experience in planning and decision-making
- Meet people where they are – people do not fit in bubbles defined by programs
- Build more housing options that are in line with what folks want and create more places for people to call home
- Identify ways to better meet the needs of those who have the most complex lives through flexibility in requirements and service delivery.
- Support individual efforts to develop a well-rounded support system.
- Acknowledge and address issues and conditions that can negatively affect relapse vulnerable individuals (Example: placement in a low barrier shelter)

2. Strengthen, deepen and broaden active participation and the scope of work of the Alliance

- Bring new partners to the table and further engage and strengthen relationships with existing partners

- Increase alignment with Balance of State – (the Alliance is the Continuum of Care for Chittenden County only. The Balance of State Continuum represents the other thirteen counties.)
- Create spaces to have difficult conversations that ask people to think creatively
- Engage with community leadership
- Align Notice of Funds Opportunity (NOFO) to data-driven priorities of the Alliance
- Influence policy at state level – think at higher strategic level and systems level
- Create opportunities to advocate collectively
- Rethink the meeting structure of the Alliance to better address the growing needs and interests of members and the organization
- Develop a responsibility and accountability framework

Infrastructure

Addressing homelessness and meeting the affordable housing needs of individuals and families requires the alignment of stock (appropriate housing available), subsidy (supports to keep housing affordable) and services (programs and services needed to maintain housing).

‘All the agencies are busy – hard to access services as there are so many seeking help.’ ‘The agencies are awesome but the wait for appointments and connections is slow – too many folks homeless and not enough shelter or housing.’

Timely, accurate and accessible data must be made readily available to drive decision making. Gathering and sharing data, trends and personal stories will help the Alliance better understand who is/is not doing well and why, and whether the supports and housing options are meeting the need.

‘myself, I was getting lots of help and had housing but lost it due to mental illness and now they have to reapply.’

Finally, individual services and programs must be accessible, responsive and appropriate. This requires an investment in infrastructure to include increased staffing for Alliance partners.

Infrastructure Strategies:

1. Improve availability, timeliness and use of data to drive practice and make decisions

- Track housing retention and other protective factors
- Work with funders to develop realistic performance measures
- Build and maintain evaluation systems
- Gather and use feedback from front-line staff to build and evaluate solutions to challenges with coordination and collaboration
- Routinely review key data and ensure that relevant data is available and reviewed prior to making decisions

- Use data to develop aligned messaging about solutions and share with the broader community
- Identify and prioritize additional data needs

2. Develop adequate and sustainable resources

- Increase, coordinate and align staffing needs and collaboratively address resource constraints
- Seek funding for core Alliance functions
- Partner more effectively with substance abuse and mental health organizations – especially around how increased funds being made available through Pharma settlement are used

Change

The Alliance is part of a larger system comprised of individuals, organizations, and government entities. Navigating housing services is extremely complex and difficult. Policies and regulations set by governmental agencies impact resource allocation and often restrict services to narrow eligibility requirements. Additionally, legislation for emergency housing services continuously changes with last-minute notifications.

‘The agencies that are the most helpful provide holistic services so that clients do not have to feel stretched between many agencies.’

Organizations in the system are reporting challenges with employee recruitment, retention and burnout. Inflation and keeping up with competitive wages and benefits has compounded issues in an already fragile workforce environment. Individual service providers feel stressed, frustrated by the lack of resources and overall housing stock to support their clients, and overly burdened by enormous and growing caseloads.

‘Waiting is the worse part of the housing process.’ ‘We need more listings of services and food – publicize it more. ‘More info and outreach – put a map of where services are on the wall.’

These challenges require significant attention from the Alliance to support the overall conditions within the local housing system and contribute in whatever ways possible to the challenges facing the system statewide. The Alliance must consider strategies that create a collaborative and supportive culture committed to workforce development, innovation, and advocacy that supports our workforce and challenges systematic

inefficiencies.

Change

1. Model and encourage a culture of continuous improvement

- Document best practices and leverage them across the system
- Support and evaluate pilot programs and innovations
- Create more opportunities for collaboration and relationship building among Alliance members and service providers
- Use an equity lens when planning and making decisions

2. Support and advocate for a system-wide workforce and professional development plan

- Embrace a harm reduction approach and build it into housing options and services
- Encourage learning and incorporate new practices when appropriate
- Provide resources, training and supports needed by frontline workers to address increased demand for, and complexity of, the work – both structured and unstructured
- Identify and address challenges to recruiting and retaining employees

The combined impact of the above mutually reinforcing strategies will ensure the Alliance addresses each of the following key elements of success. It will also ensure the Alliance meets regulatory requirements, reaches its goals and fulfills its mission.

Key Elements of Success

	Accessible, affordable and responsive (Services and Programs)	Efficient, effective, and impactful (Strategies and Tactics)	Accountable, adequately resourced and sustainable CoC (Systems/Structure)
Primary Influencers	Individuals who have experienced/are experiencing being unhoused or housing insecurity Frontline workers	Program and service providers Organizational policies and procedures Funders' priorities/practices	Membership Standing Committees Policy makers, regulators, and funders
Strategies	Formalized process to secure, amplify and use voices of people using services to drive and influence programs, policy and the system as a whole Coordinated training, workforce development and supports for frontline workers Process to secure and use data to drive change and innovation	Accurate, timely and shared data to drive decision-making and practice Integrated and aligned services and programs Shared training and workforce development Evaluation system that measures individual and joint responsibility and accountability	Sponsored or supported efforts at the individual, community and systems levels Memorandums of Understanding Over-arching strategic plan with timely review and amendments as needed Organizational structure Sustainable funding
Performance measures and methods	Satisfaction surveys Evaluations Formal feedback loops Regular review and analysis of information gathered Procedures to ensure data-driven decision-making	Shared measures and priorities Process and outcome measures Regular review and analysis of information gathered Procedures to ensure data-driven decision-making	Professional standards Program compliance and financial audits Scorecards Transparent and shared program monitoring Regular review and analysis of information gathered

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 anticipates, 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 cross-sector collaborative work.
- **Review and re-organize around a governance structure that supports 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 ten years. This Charter and any complementary documents are crucial for the Alliance to provide surety, transparency and accountability to funders, regulators, partners and the community at large. Complementary documents include subcommittee charters, procedures, and protocols; MOUs; data from evaluations; and feedback loops. 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.
- **Leverage the strengths/opportunities and address the weaknesses/threats identified through a Situational Analysis (SWOT)** conducted during the listening phase of the planning. (Summary of the SWOT Analysis is included in the Reference Section of the plan)

Among the extraordinary conditions the Alliance cannot anticipate or may not be able to 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 that required close collaboration, trust and innovation.
- **Leverage and/or mitigate the consequences that come 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 including regulatory changes and requirements are to be expected. Although the organization may attract new partners, unless there is a process in place to orient and fully engage and support those who are new, 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.

Governance strategies 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 strategies 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 by:

- Building support and alignment around key elements of the strategic plan
- Defining what it will take to implement the strategies
- Securing and leveraging resources to implement the plan
- Assigning responsibility, authority and accountability across the Alliance for moving key elements of the plan forward
- Revising and creating governance documents to keep the Alliance focused on the plan
- (Re)Engaging current and past partners
- Establishing 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 and 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 implementing

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

*Each year will include new and continuing efforts. Only new activities are listed in the table.

	Engagement	Infrastructure	Change
2024-2025 Planning and Capacity Building	<p>Survey current partners about their needs/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 communication plan</p> <p>Develop and implement policy and advocacy processes and procedures</p> <p>Hold annual retreat to review progress and set priorities.</p> <p>Build action plans and MOUs around priorities with partners</p> <p>Develop clear and visual orientation materials about the Alliance</p>	<p>Review all governing documents and create, update or revise as needed.</p> <p>Identify the types of resource or actor inventories or maps available or needed to better leverage existing resources. Update as needed and make them universally available.</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/consulting funds, and operational expenses. Consider a project pool to support planning and pilot projects.</p> <p>Build a resource development plan to support a five-year strategic plan.</p> <p>Secure fiscal and financial services for the Alliance</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 implement the strategic plan</p> <p>Offer professional development training based on current knowledge and information gathered through feedback loops.</p>

	Engagement	Infrastructure	Change
2025-2026 Transition and Implementation	Implement prioritized outreach campaign to engage or re-engage individuals and participation from under-represented sectors, networks or coalitions	Evaluate current website and work with partners to design one that would be useful for all audiences Convene group to draft an evaluation and oversight plan – develop scorecards to record and share information Provide data access and data analysis training Hold regular data review and sharing sessions to build and maintain knowledge Monitor partner engagement	Update integrated work plans Establish work group to assess readiness to develop a shared training and professional development program for employees across the system. Add or re-define existing committees or work groups to move work forward
2026-2027 Reflection and Adjustment	Explore ways to document and leverage promising policies, procedures and practices Implement new activities	Implement phased data improvement plan Develop system and schedule to evaluate all contracts Develop leadership transitioning plan Develop a sustainable funding model	Conduct a job satisfaction and compensation survey of frontline workers and explore ways to increase/stabilize the workforce
2027-2028 Sustaining	Replicate promising practices	Plan for next strategic planning effort	Pilot workforce stabilization strategies with small group of willing partners
2028-2029 Evaluating and Adjusting	Evaluate the value and benefits of the Alliance	Update strategic plan	Evaluate progress on the strategic plan

**Chittenden County Homeless Alliance
Strategic Plan: 5-Year Budget**

Budget

The Alliance budget is comprised of two components. Funds for Alliance Operations are expenses that need to be generated by the Alliance to perform basic Backbone Functions. Contractual and Regulatory funds provided through the HUD-CoC grant process cover the costs of programs and services that are the responsibility of the Alliance to provide directly or hold the responsibility to provide oversight, monitoring and evaluation. As the Contractual and Regulatory funds are subject to annual appropriation and a ranking process, the projections below are only for the Alliance Operations.

CCHA Strategic Plan					
5-Year Budget Projections					
Alliance Operations					
Personnel	Year 1	Year 2	Year 3	Year 4	Year 5
Coordinator	78,624	81,432	84,240	87,048	89,856
Admin support/website	4,050	6,318	6,561	6,804	7,047
Data Support	5,000	7,500	5,000	7,500	7,500
Communications	5,000	5,000	7,500	7,500	7,500
VISTA		10,000	10,000	10,000	10,000
Other Expenses					
Working retreats	3,000	4,000	4,500	4,500	4,500
Community meetings	1,000	1,500	1,500	2,500	2,500
Trainings	4,000	4,000	6,000	6,000	6,000
Partner payments	5,000	10,000	10,000	10,000	10,000
Participation compensation	2,500	2,500	3,500	5,000	5,000
Pilot pool	10,000	20,000	25,000	25,000	25,000
Consultants	10,000	10,000	10,000	20,000	25,000
Materials and supplies	2,500	3,000	3,000	4,500	4,500
Other					
Sub-Total	130,674	165,250	176,801	196,352	204,403
Indirect	13,067	16,525	17,680	19,635	20,440
Total	143,741	181,775	194,481	215,987	224,843

Budget Narrative

CCHA Strategic Plan	
5-Year Budget Projections	
Personnel	
Coordinator	1 fte, base hourly \$28/35% for benefits – 3.5% annual increase
Admin support/website	10 hrs. monthly yr. 1, 15 for yrs. 2-5, base hourly \$25/ benefits 35% - 3.5% annual increase
Data Support	Temp or contract for projects and reports – increased need in out years when the strategic plan needs to be updated
Communications	Temp or contract for material, media and website design/support
VISTA	Assumes applications in years 2-5, could also include interns
Operating	
Working retreats	
Community meetings	
Trainings	Offered by and through the Alliance
Partner payments*	Reimbursement for non-employment related efforts
Participation compensation	Compensation for participation and access challenges for community members
Pilot pool*	Funds to support work of committees
Consultants	Increase in out years in preparation for evaluation and new strategic plan
Materials and supplies	
Other	
Sub-Total	
Indirect	Calculated at 10% of direct operating costs

*Items in these two categories could be considered fungible and moved to cover expenses in either category as needed

Evaluation

The foundation for the Alliance to evaluate itself and its impact on the housing system can be built using the following information and metrics:

- Logic model
- RBA measures - how much, how well, is anyone better off
- Previously adopted joint measures:
 - Number of people homeless
 - Length of time people remain homeless
 - The extent to which people who exit homelessness to permanent housing destinations return to homelessness

A focused effort to streamline and consolidate data collection, and a system to regularly generate and review reports with this information will allow the Alliance to make data-informed adjustments to strategies or tactics when needed.

Chittenden County Homeless Alliance Logic Model

INPUTS <i>Resources used to do the work</i>	ACTIVITIES <i>The work being done</i>	OUTPUTS <i>Direct products of the work that is done</i>	OUTCOMES <i>Beneficial impact of the work</i>	
			<i>Short-term</i>	<i>Longer-term</i>
<p>PARTICIPANTS</p> <ul style="list-style-type: none"> - Housing partners - People with lived experience - Representatives from additional sectors including local and municipal government, planning commissions, health and human services, funders, law enforcement <p>PARTNERSHIPS</p> <ul style="list-style-type: none"> - HUD - CEDO - Balance of State - VHFA - Organizations hosting Alliance functions - Contractors - Grantees 	<p>COLLABORATIVE WORK</p> <ul style="list-style-type: none"> - Convene steering, community-wide and working committee meetings - Organize activities around a strategic plan that is reviewed and updated as needed - Assign roles and responsibilities and provide oversight for committees or work groups <p>DEEPEN ENGAGEMENT</p> <ul style="list-style-type: none"> - Engage people with lived experience in efforts to improve the system - Host topic and population specific forums to address emerging needs and 	<p># of meeting of Steering. Community, Committees and work groups</p> <p># of committee and work groups with charters and work plans</p> <p># of committees or work groups engaged in efforts to implement the strategic plan and meet regulatory requirements</p> <p># people with lived experience engaged in Alliance</p> <p># of issue or solution-focused forums</p>	<p>Alliance</p> <p>Roles, responsibilities and authority of committees, Alliance, and individual partners are clarified</p> <p>Annual reviews of work and priority setting leads to coordinated and aligned work plans across committees responsible for the work</p> <p>Updates and additions to governance and operation policies, procedures and practices</p> <p>Partners</p> <p>Programs, services, and resources are accessible, inclusive, appropriate and driven by people using</p>	<p>Alliance</p> <p>Alliance has robust multi-sector and organizational representation and engagement</p> <p>Alliance remains nimble and capable of both reactive and proactive responses to opportunities and threats</p> <p>Stability of funding for Alliance infrastructure</p> <p>Partners</p> <p>Best practices and innovations are replicated across the system</p>

INPUTS <i>Resources used to do the work</i>	ACTIVITIES <i>The work being done</i>	OUTPUTS <i>Direct products of the work that is done</i>	OUTCOMES <i>Beneficial impact of the work</i> <i>Short- term</i> <i>Longer-term</i>	
<ul style="list-style-type: none"> - Funders <p>FUNDING</p> <ul style="list-style-type: none"> - Functions/operations - Implement strategies <p>BACKBONE</p> <ul style="list-style-type: none"> - Fiscal agent - Staff and space - Technology - Materials - Communication - Contact list <p>REFERENCES</p> <ul style="list-style-type: none"> - Strategic Plan - Annual priorities and work plans - Logic Model - Evaluation system and reports - Data about needs, resources and performance 	<p>interests</p> <ul style="list-style-type: none"> - Connect to Balance of State and other regional and statewide partners - Recruit, engage and (re)engage partners with a role to play in making homelessness rare and brief - Orient new partners to the Alliance <p>DATA-DRIVEN ACTION AND DECISION-MAKING</p> <ul style="list-style-type: none"> - Gather, maintain and review regional data for reporting and decision-making purposes - Evaluate work of Alliance and its committees and work groups - Develop and maintain performance scorecards that are regularly shared - Establish feedback loops with partners and frontline workers and supervisors <p>EDUCATION AND ADVOCACY</p> <ul style="list-style-type: none"> - Implement internal and external communication plan to keep partners informed and educate the broader community - Create unifying messaging to amplify the voice of partners in areas of shared interest and concern <p>SHARED RESOURCES</p> <ul style="list-style-type: none"> - Design and maintain a website - Coordinate training 	<p># of partners engaged in the Alliance</p> <p># of new or re-engaged partners</p> <p>Orientation packet</p> <p>Quarterly reports</p> <p>Format, schedule and distribution plan for reports</p> <p># of program/services improvement surveys implemented</p> <p># of feedback loops established and maintained</p> <p># communications by audience</p> <p># recipients</p> <p># of specific topics</p> <p># specific populations: (frontline workers, community leaders, people with lived experience and others)</p> <p>Deliverables (created or updated): Website: info, data, resources and scorecards</p>	<p>them</p> <p>Partners develop relationships, work together and build trust</p> <p>System</p> <p>Alliance funds pilots to improve outcomes</p> <p>Data is reviewed regularly, and gaps are identified and addressed</p> <p>Policy and advocacy process and procedures established and implemented</p>	<p>Partners see the value of the Alliance.</p> <p>System</p> <p>All parties have access to resources they want and need (data, referral, information, connection)</p> <p>Decision-making and planning are driven by the people most impacted by them</p> <p>Alliance provides collective voice for policy development advocacy</p> <p>Deeper connection with Balance of State and other housing organizations across the country.</p>

INPUTS <i>Resources used to do the work</i>	ACTIVITIES <i>The work being done</i>	OUTPUTS <i>Direct products of the work that is done</i>	OUTCOMES <i>Beneficial impact of the work</i>	
			<i>Short- term</i>	<i>Longer-term</i>
	<ul style="list-style-type: none"> - Develop, curate and disseminate best practices and case studies about promising practices <p>BACKBONE FUNCTIONS</p> <ul style="list-style-type: none"> - Budget planning - Secure funding for the backbone and work of the Alliance - Grant making and reporting - Resource development - Prepare/coordinate regional and/or collaborative grant applications - Ensure the Alliance has access to appropriate and adequate financial and fiscal services. 	<p>\$\$ invested through granting or funding pool</p> <p># of efforts funded</p> <p># of reports to funders</p> <p>\$\$ secured for Alliance support and activities</p> <p>Contracting and evaluation processes and contracts for services</p>		

Recommended Measures

Chittenden County Homeless Alliance

How well is the Alliance Working	How is the Alliance Doing?	Is anyone better off?
<p>Multi-sector and community representation</p> <p>Feedback from partners and people using services</p> <p>Financial and regulatory audits and reviews</p>	<p># of actively engaged partners</p> <p># of sectors represented</p> <p># of people with lived experience driving or informing the system</p> <p># of convenings</p>	<p>Partner and participant feedback</p> <p>Stability of funding for Alliance operations</p> <p>Rates of homelessness</p> <p>Length of time people are homeless</p> <p>Rates of people returning to homelessness after being housed</p> <p>Number of individuals homeless for the first time</p> <p>Number of individuals kept in housing</p>

Chittenden County Homeless Alliance References

Reports and Materials available on the Alliance Website (cchavt.org):

- Strategic Plan- Strategic Plan Overview and Organizations Development Plan
- PIT Count summaries
- Coordinated Entry evaluation
- Diversity and Equity Statement
- Report on Addressing Racial Disparities in Homelessness in Chittenden County
- Chittenden County Homeless Alliance Governance Charter
- Information about committees and minutes to meetings

Attachment 1: Situational Analysis

A situational analysis (SWOT) was part of the focus group agenda with Alliance partners. Partners were asked to identify internal strengths and weaknesses of the Alliance, and the external opportunities and threats the Alliance should consider during the planning process.

Summary

Strengths	Weaknesses
Existing strong collaboration and relationships	Availability and accessibility of training opportunities across the system for workers
Data reporting and getting accurate data	Finding authentic and meaningful ways to engage and compensate people with lived experience in the work of the Alliance
Lots of knowledge and experience	Orienting new or potential partners about the work of the Alliance and the ‘world of housing’ in general
CCHA is small and can be nimble We can do things well - examples of success and progress – coordinated entry program; coordinated entry has allowed for a lot of successful housing opportunities and is less siloed, Elmwood -- highlights the creation of something built to respond to homelessness in our community	Addressing stigma Housing retention programs and supports
CCHA provides a landing space, helps creates a MAP of doing the work / relationship building platform, space	Data driven decision-making and practice Creating a team approach for individuals who are working with multiple providers
Sees humanity in the work – commitment to collaborative action	May not spend enough time finding out what kind of housing someone needs and not default to the first available
Has buy-in from local governmental agencies and established relationships with state and funding sources	Working with Alliance can seem to compete with responsibilities of full-time job
What have we learned from COVID – that should be kept – success, what worked and what did not	Inconsistency in participation levels among Alliance partners
Housing First engrained	Need to create or strengthen connections across community and a variety of sectors

<p>Variety of approaches to service available</p>	<p>Be transparent and acknowledge challenges and the complexity of needs and issues people are facing</p> <p>Data limitations – timeliness, access and sharing</p> <p>Lack of capacity</p> <p>Making time to step back, review and reflect</p> <p>How do you get exposed to larger picture – the Alliance speaks to systems</p> <p>How do we focus on and monitor progress on issues we agree to move forward</p> <p>Aligned messaging about solutions and needs</p> <p>Re-engagement plans for people not using services</p> <p>Common definitions of services and what constitutes success</p> <p>Changing our structures to meet the needs of the Alliance and its partners</p> <p>Burnout and discouragement – organizations stepped up during COVID. People cannot keep it up anymore. We worked harder than ever, and things are worse than they ever were. How do you keep up the motivation</p> <p>We do not pay people well for this work. Hiring is hard</p>
<p>Opportunities</p>	<p>Threats</p>
<p>Build on experience of working with private landlords –</p> <p>Connection to State of Vermont – CCHA continues to do advocacy; rules around ‘adverse weather’ as an example – voices that we do have around advocacy are strong, respected, and listened to</p>	<p>Challenges with employment (staff turnover and burnout at service agencies), capacity, labor market conditions and lack of housing for workers</p> <p>Airbnb taking up space from families; short term rental vs long term housing stock</p>

<p>What have we learned from COVID? How can we incorporate lessons learned and update rules, regulations, policies to better fit our needs and the needs of our communities NOW</p> <p>Build on work with Economic Services Division – Emergency housing and shelter, easier to house during COVID; extending new rules to support emergency shelter housing</p> <p>Build on work with AALV and housing new Americans, immigrants, refugees (3- or 6-month supportive services), welcoming new members to our committees and coordination with housing supportive services long-term</p> <p>Building awareness of homelessness and reducing stigma in our community</p> <p>Accessing funding opportunities</p> <p>More collaboration across towns in County</p> <p>Viewing gaps as opportunities</p>	<p>Loss of funding – programs going back to old rules (pre-COVID)</p> <p>Need to think about how we bring people back to this work and make it sustainable - work/life balance</p> <p>Push for more competitive salaries and benefits in housing service</p> <p>Impact of tragic events</p> <p>Stigma and discrimination</p> <p>Complexity and lack of understanding about the connection between individual situations and larger issues – like income inequality, class divisions, and discrimination</p> <p>Time is always a threat – especially in terms of how long it takes to bring new units into the service.</p>
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