

STRATEGIC PLAN



Kansas Statewide **Homeless Coalition**

2020-2022

Final - 08.11.2020

Organizational Description

The Kansas Statewide Homeless Coalition (KSHC) is a 501 (c) 3 lead organization and collaborative applicant for the Kansas Balance of State Continuum of Care (KS BoS CoC). KSHC offers the CoC access to strong leadership, resources and visibility across the 101 counties and communities making up the BoS. As the lead agency, KSHC provides the BoS CoC with the reach needed to attract broad-based participation in the community, the ability to form partnerships across a variety of sectors at the local, state and national level, to advocate for changes that will bring an end to homelessness in Kansas and to act as the fiscal agent responsible for the funding that comes to the state from the Department of Housing and Urban Development (HUD). KSHC is a membership organization represented by agencies across the Kansas Balance of State serving the homeless population in a variety of ways, contingent upon the individual agency mission.

Executive Summary

The agencies and organizations that comprise the Kansas Balance of State Continuum of Care (KS BoS CoC) provide housing and services to those experiencing homelessness. Through these agencies and organizations, thousands of individuals and families are provided with shelter and assistance to find new homes and regain stability in those homes. Still, homelessness remains a pressing issue for too many in Kansas.

Feeling a sense of urgency and a commitment to end homelessness in our state, the KS BoS CoC is launching a 2-year strategic plan. This plan embraces bold goals and describes various concrete objectives to achieve these goals. The efforts described in the strategic plan are made with the goal of making a significant impact on the homeless population within the state of Kansas.

Mission Statement

To be the catalyst for safe, appropriate and affordable housing for all Kansans in collaboration with local, state, and national partners.

Vision Statement

Safe, appropriate and affordable housing for all Kansans.

Guiding Principles

The KSHC mission and vision guides the activities of the organization. KSHC encourages individuals who are experiencing homelessness, those formerly homeless and those concerned with the homeless to join KSHC's efforts. As a diverse group, KSHC represents government agencies, homeless individuals, service providers, faith-based organizations and homeless advocates. We act as a unifying voice to influence policies toward the fair and equitable treatment of individuals and families experiencing homelessness.

Goal # 1

Implement a cohesive Governance Structure.

Strategy	Objective	Action Steps	Responsible Party	Timeframe	Outputs/Outcome	Progress
Define the Structure of the Organization	Revise the Bylaws	<ul style="list-style-type: none"> • Determine the amount of Board Members • Provide Voting Flexibility • Determine Board Term Limits • Define roles and responsibilities of the Executive Committee 	<ul style="list-style-type: none"> • Bylaw committee 	To Board prior to 11.30.2020 for review and approval	Current Bylaws	In Progress
Determine Roles & Responsibilities of Committees and Members	Approve a Governance Charter	<ul style="list-style-type: none"> • Establish definition of CoC Members • Develop a description of Committees 	<ul style="list-style-type: none"> • HUD TA's • Continuum 	10.30.2020	HUD TA will have accomplished by October 2020	In Progress
Align Policies and Procedures to Best Practices	Update CoC Policies and Procedures – Update HMIS Policies and Procedures – 06.01.2020 Update CES Policies and Procedures	<ul style="list-style-type: none"> • Determine CoC Operating Standards for recipients and subrecipients • Update HMIS policies to new HUD Requirements • Align CES policies to Best Practices 	<ul style="list-style-type: none"> • Committee chair 	Update CoC Policies and Procedures - Working Update HMIS Policies and Procedures – 06.01.2020 Update CES Policies and Procedures 08.01.2020	Governance Charter 11/2020	Update CoC P and P – In Progress Update HMIS P and P – Completed 06.01.2020 CES P and P – Completed
Diversify Board Membership	Develop a Board Recruitment Plan	<ul style="list-style-type: none"> • Create a Board Roster: <ul style="list-style-type: none"> ○ Homeless Rep ○ Legal Rep. ○ Financial Rep ○ Regional Rep 	<ul style="list-style-type: none"> • KSHC Staff • Continuum 	07.27.2020 07.02.2021	Recruitment Plan by 11/2020	In Process Added 3 board members 07/20

Ensure long term organizational sustainability	Develop a Succession Plan	<ul style="list-style-type: none"> • Develop organization-wide plan • Develop Emergency/Planned Departure for ED and Board Members 	<ul style="list-style-type: none"> • KSHC Staff 	02.01.2021	Succession Plan	
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Goal # 2

Increase and formalize beneficial partnerships to ending homelessness

Specific Goal	Objective	Action Plan	Responsible Party	Timeframe	Outputs/Outcome	Progress
Establish partnerships to ending homelessness	Identification of current partnerships and needed partners	<ul style="list-style-type: none"> • Create a list of current CoC organizations • Create a list of HUD required partnerships • Create a list of Regional level partners. • Create a list of Statewide partnerships 	<ul style="list-style-type: none"> • Regional Coordinators • Committee Chairs • KSHC Staff 	09.01.2021	Statewide list of Partners HUD Required Partners	In Progress: VA MOU FYI MOU Collecting ESG partnerships
Define Roles and Responsibilities of Partnerships and Collaborations	Establish agreements and memorandum of understandings	<ul style="list-style-type: none"> • Provide MOUs to current CoC partners 	<ul style="list-style-type: none"> • Regional Coordinators • Committee Chairs • KSHC 	01.01.2021 01.01.2022	Increase by 5 Increase by 10	In Progress: Ready to distribute
Provide Outreach to Recruit more partners.	Recruit non-CoC organizations and individuals into the CoC	<ul style="list-style-type: none"> • Establish Online Membership option • Create Regional Coordinator training outreach policies and procedures 	<ul style="list-style-type: none"> • Regional Coordinators • KSHC Staff 	07.01.2020	Online membership completed Regional Coordinator Training packet in progress.	In Progress: Training in progress

Goal # 3

To increase resources to serve those experiencing homelessness

Specific Goal	Objective	Action Plan	Responsible Party	Timeframe	Outputs/Outcome	Progress
Expand the use of technology throughout the CoC	Utilize technology to increase outreach and better serve people experiencing homelessness	<ul style="list-style-type: none"> Improve data quality to minimize error responses and increase reliability (e.g. HMIS, CES, etc.) Expand Social Media outputs Provide access to tablets in order to increase the ability to do CES outreach. 	<ul style="list-style-type: none"> HMIS Committee KSHC Staff 	<p>07.01.2021</p>	<p>New HMIS System</p> <p>Increased web and social media progress – 4 posts a month</p> <p>Website Blog</p>	<p>75% new HMIS</p> <p>4 posts a month on web and social media</p>
Expand funding and revenue sources	Increase annual funding streams	<ul style="list-style-type: none"> Build donor base Establish online fundraising Identify and apply for more funding to continue to grow inventory of available housing and supportive services as needed. 	<ul style="list-style-type: none"> Board KSHC Staff 	<p>01.01.2021</p> <p>01.01.2022</p>	<p>Increase CoC funding by 5%</p> <p>Increase fundraising by 10%</p>	<p>In progress:</p> <p>Grant award \$85,000</p>
Increase staffing capacity	Ensure staff coverage for CoC duties	<ul style="list-style-type: none"> Hire an additional staff member focused on HMIS and CES Hire an additional staff member focused on development, donor relations and social media. 	<ul style="list-style-type: none"> KSCH Staff 	<p>01.01.2020</p> <p>01.01.2022</p>	<p>2 additional staff</p>	<p>In progress</p>
Increase the number of Memberships/Stakeholders	Add additional partnerships to the CoC	<ul style="list-style-type: none"> Determine if there are gaps in service and prioritize funding for new stakeholders. Recruit more public housing authorities into a CoC membership Reach out to faith – and community-based organizations and other social service agencies that interact with people experiencing homelessness. Build partnerships with hospitals and healthcare organizations 	<ul style="list-style-type: none"> Committee Chairs KSHC Staff Board members 	<p>06.30.2021</p>	<p>Funding Priority Committee doing needs assessment</p>	<p>4 new PHAs</p> <p>Working closer with KDADS</p>

Performance Measures	Increase agency level performance measures	<ul style="list-style-type: none"> • Develop a Performance Management Plan to achieve high-performing community performance for all project types • Assess system readiness for move-on strategy and develop move-on strategies. • Require and monitor agency training logs for employees (e.g. system data quality, trauma-informed care, progressive engagement, case management, motivational interviewing, LGBTQIA+ and other agency level training.) • Increase income potential of those receiving services through stronger partnerships with employment agencies, career develop agencies, childcare services, transportation availability, etc. • Improve access to mainstream benefits. 	<ul style="list-style-type: none"> • HMIS Committee • KSHC Staff 	01.01.2021	HMIS Data Quality Plan	HMIS incentive program
Marketing and Branding	Develop a CES Marketing Strategy	<ul style="list-style-type: none"> • Assess internal and external marketing needs, including gaps in regional awareness of CES. • Develop guidance for homeless crisis response system partners on how to talk about CES, including consistent language. 	<ul style="list-style-type: none"> • KSHC • Governance committee 	06.01.2021		In progress: New Logo, Website, Social media presence

Goal # 4

Improve advocacy and education efforts to appropriate stakeholders.

Specific Goal	Objective	Action Plan	Responsible Party	Timeframe	Outputs/Outcome	
Build the capacity to conduct advocacy	Increase public awareness through a media campaign	<ul style="list-style-type: none"> Establish a universal message for stakeholders Determine and disseminate evidence-based data 	<ul style="list-style-type: none"> KSHC Staff 	12.31.2021	Formal written external communication plan	
Advocate for affordable and adequate housing	Facilitate access to affordable housing for homeless individuals and families.	<ul style="list-style-type: none"> Increase the supply and variety of housing affordable to homeless individuals and families. Ensure adequate rental assistance for homeless individuals and families that pairs with a variety of housing types and approaches. Engage with public housing authorities (PHAs) to implement homeless preferences in order to increase access to public housing and housing vouchers. 	<ul style="list-style-type: none"> KSHC Staff 	12.31.2021	Advocacy plan and outreach project	Partnered with NLIHC
Communicate consistent messages to target population and community stakeholders	Develop an Organizational Communication Plan	<ul style="list-style-type: none"> Improve internal communication among regions. Increase education and training on homelessness to community and other systems (e.g. education, criminal justice, behavioral health, etc.) Ensure annual training opportunities: data, diversion strategies, homeless prevention, system assess and CES, trauma-informed care, racial equity, and housing first. Develop a Landlord Engagement Strategy to strengthen engagement with Landlords to access available housing units. 	<ul style="list-style-type: none"> KSHC Staff 	12.31.2021	Formal internal CoC communication plan	In progress: <ul style="list-style-type: none"> List serv email lists Newsletter 400 units of Case manager training (Diversion, TIC, Rapid Resolution, Excellence in Housing) Regional Coordinator Training