

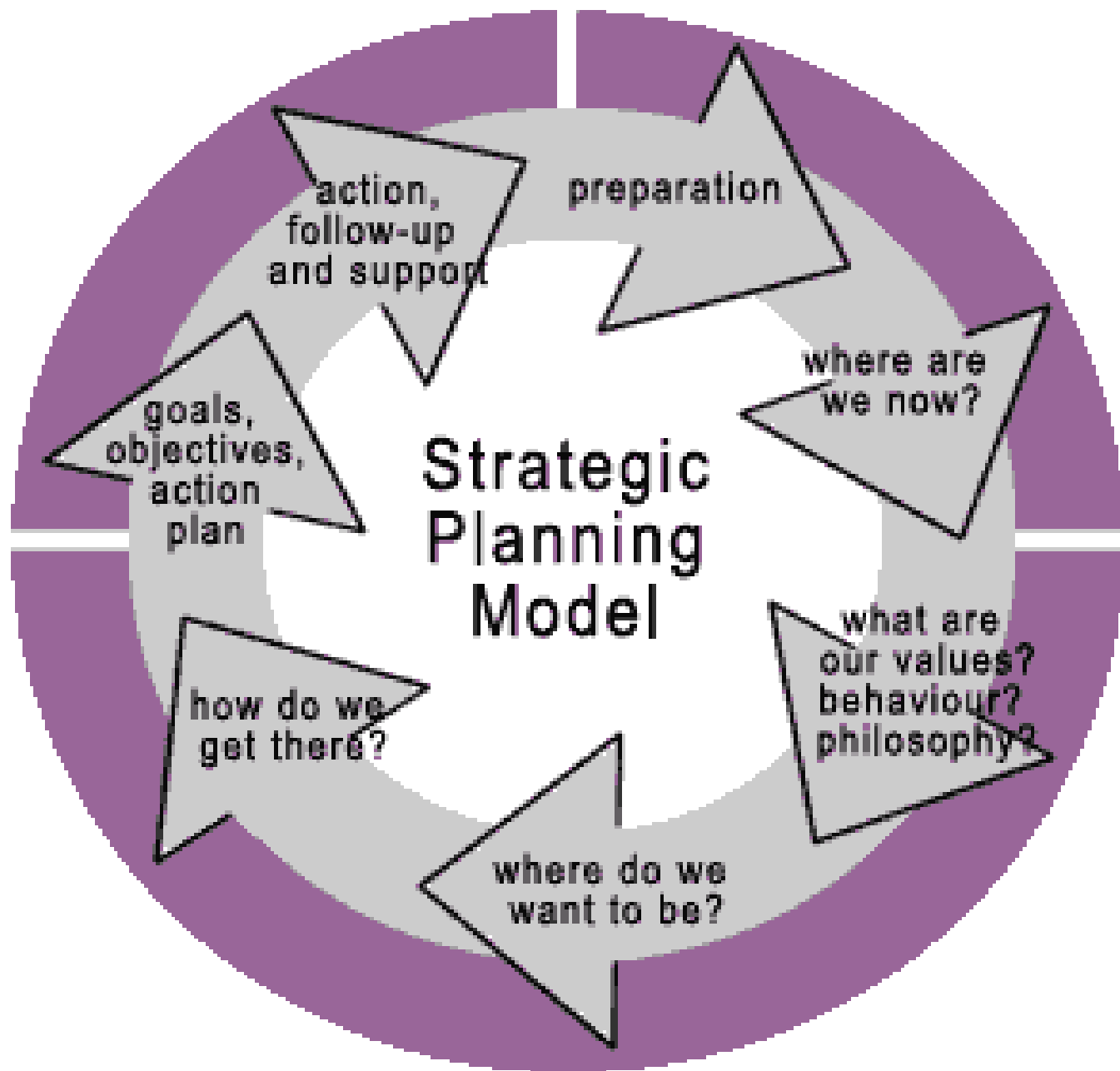
# Tucson Pima Collaboration to End Homelessness



## **STRATEGIC PLANNING 2011-2012**



LeCroy & Milligan  
ASSOCIATES, INC.



# Why is there a need for strategic planning?



“...HUD will continue to use a pro-rata need formula and selection criteria to determine funding...*The selection criteria include the following factors:*

- **Performance:**

- The previous performance of the community, including :
  - ✦ reductions in the length of time people are homeless
  - ✦ reductions in homelessness recidivism
  - ✦ thoroughness in reaching homeless people
  - ✦ reductions in the number of homeless people
  - ✦ increases in jobs and income
  - ✦ reductions in the number of people who become homeless.”

# Why is there a need for strategic planning?



- **“Plans:**
  - The quality and comprehensiveness of a community's plan to:
    - ✦ reduce homelessness, ensure homeless children receive education services, and address the needs of all subpopulations.
    - ✦ the extent to which the plan identifies quantifiable performance measures, timelines, funding sources, and entities responsible for implementation.”

*Summary of HEARTH Act*  
National Alliance to End Homelessness

# Benefits /“Products” of Strategic Planning



- Short Term
  - Vision, principles, and value statements
  - Crosswalk/Alignment of TPCCH performance goals with federal strategic plan framework, HEARTH Act, etc.
  - Key Priority areas/Goals are identified
  - Gaps and resources identified
  - Exhibit 1

# Benefits/“Products” of Strategic Planning



- Long Term
  - Outcomes and their benchmarks to work towards are established
  - Action steps, including responsibilities, are put in place

# What's happened so far?

## Strategic Planning Design Process



- TPCCH selected LeCroy & Milligan Associates to help design and facilitate the strategic planning process
- TPCCH membership formed a Strategic Planning ***Design Workgroup***
- The Design Workgroup met for 3 Strategic Planning Design sessions from May-August 2011
- The Design Workgroup developed a strategic planning process to bring to the TPCCH membership

# *Designing the Process: What strategic planning process and products can realistically be accomplished...*

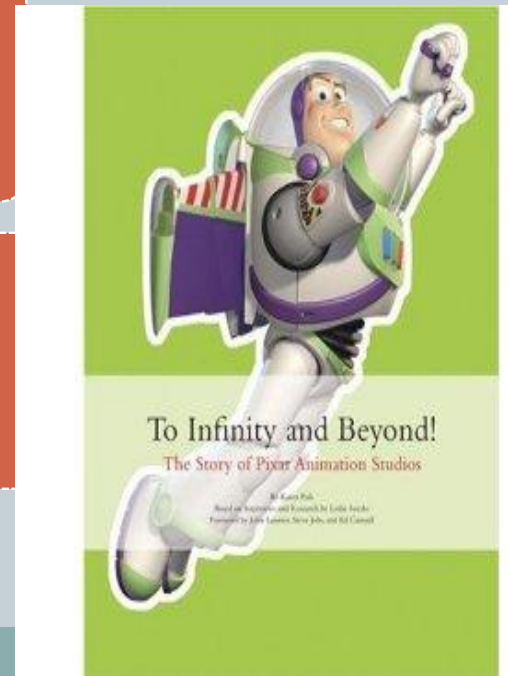


In the next 4 months?

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In the next year?

In the next 3-5 years?



# Strategic Planning Design Steps: What did the workgroup do?

## Step 1



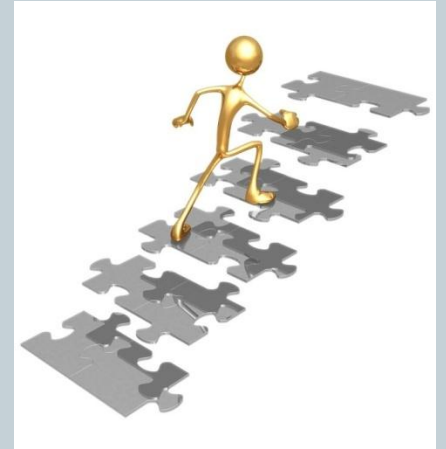
- Identified components of a strategic planning process
  - Reviewed other strategic planning reports, including:
    - ✦ The Plan to End Homelessness, Pima County, Arizona (2006)
    - ✦ Huntsville, Alabama (2008)
    - ✦ Nashville, Tennessee (2005)
    - ✦ Jackson, Mississippi (2006)
    - ✦ Hamilton, Canada (2007)

# Strategic Planning Design Steps



## Step 2

- Identified stakeholders to be involved in developing a strategic plan



## Step 3

- Identified methods for getting broad input into plan (e.g., surveys, focus groups, key informant interviews, etc.)

# Strategic Planning Design Steps



## Step 4

- Identified “products” of strategic planning process- looked at examples for other communities, such as the chart below.

PRIORITY ONE: Provide Permanent Supportive Housing for Chronically Homeless People in Jackson, Mississippi					
STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>Strategy 1.1</b> Prioritize “chronically homeless” people for placement in permanent supportive housing	<b>Action 1.1.1</b> Assess the size and needs of the “chronically homeless” population	Outreach Committee and Gaps Analysis Committee of Partners to End Homelessness (PTEH)	1. Number of chronically homeless by service needs  2. Consensus on criteria to prioritize client populations  3. Agreement re: units and services appropriate for highest priority populations	1. Results from 2007 Point in Time Survey  2. Consensus around number of permanent housing units and support services to be provided	December 2007 and ongoing
	<b>Action 1.1.2</b> Adopt HMIS to centralize tracking homeless people in the city of Jackson	City of Jackson, Task Force to End Homelessness (TFEH), PTEH	1. Database to identify needs of homeless population  2. Funds identified to implement HMIS	1. Reduced duplication of services  2. Funding for implementation by all service providers	December 2008 and ongoing

# Strategic Planning Design Steps



## Step 5

- Developed a ***sustainable process*** for carrying out strategic planning
  - Establish Coordination Workgroup to guide the process to completion. Initial duties will include determining priorities to be included in the plan and a timeline.
  - Utilize TPCH committees as groups that will carry out specific strategic planning activities

# Design Workgroup Team



- Jennifer Andersen – New Beginnings for Women and Children
- Jodie Barnes – City of Tucson, Housing and Community Development Department
- Leslie Carlson
- Linda Kot – Primavera Foundation
- Laurie Mazerbo – Our Family Services
- Pam Moseley - Pima County Community Development & Neighborhood Conservation Department
- Steven Nelson – Sullivan Jackson Employment Center
- Mary Pat Sullivan





**Step Seven: Time to cook!**

# Let's Get Started!



## Recommendations on how to proceed:

- ① Ratify proposed strategic planning process:  
*TPCH standing committees play a central role by:*
  - Developing strategies, actions, and benchmarks and identifying implementers
  - Identifying and engaging stakeholders to be involved in strategy and benchmark development
  - Identify and carry out methods for getting broad input into plan (e.g., focus groups, key informant interviews, data gathering, etc.).

# Let's Get Started!



- ② *Select strategic planning Coordination Workgroup and clarify its roles and responsibilities. Among these, might be to:***
- a) Identify the major priorities (i.e., goals that address major needs)
  - b) Develop 9-12 month timeline
  - c) Develop clear description of roles and responsibilities of committees
  - d) Participate in Committees as usual

# Let's Get Started!



## ***Coordination Workgroup roles (continued)***

- c) Distribute priorities to appropriate committees to develop strategies, actions, and benchmarks and identification of implementers
- d) Identify and engage stakeholders to be involved
- e) Facilitate meeting of deadlines
- f) Collect strategic plan “pieces” from committees and aggregate them into a report

Coordination  
Workgroup  
Identifies Broad  
Priorities, assists in  
committee work along  
the way

Committees develop  
strategies,  
benchmarks and  
gather input and  
needed data

Coordination Workgroup  
Gathers Committee input into  
overall strategic plan  
document

TPCH Strategic  
plan  
guides future  
efforts in  
comprehensive,  
coordinated  
manner

