

## STRATEGIC PLAN FRAMEWORK

<b>Mission</b>	To help individuals and families experiencing homelessness achieve stability.
<b>Priority Areas</b>	A set of strategies where focused effort is needed to change outcomes.
<b>Strategies</b>	A coordinated set of actions designed to achieve success in the priority areas.
<b>Actions</b>	Specific steps to carry out strategies. Actions for each strategy are updated annually.
<b>Lead</b>	Those who will carry out the work.

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## Priority Area - Data

*Timely and accurate data is essential to making strategic decisions on housing, facilities, and homelessness services.*

### STRATEGIES

**1. DATA COLLECTION: Evaluate and consider the best alternatives for improving the data collection and analysis on homelessness on the Kenai Peninsula.**

- Analyze and evaluate what other similar communities are doing to collect data and evaluate progress.
- Design and implement new data collection strategies based on best practices research and identified data gaps.

**2. DATA GAPS: Identify gaps in data collection on the Kenai Peninsula and design strategies to better gather data across systems and agencies.**

- Work with coalition partners to first identify all data collection systems, then implement strategies to pull all data systems together (HMIS, DVIMS, CDVSA) for a more comprehensive view of homelessness on the Kenai Peninsula.
- Identify methods to better understand and collect data on practices like “couch surfing” and/or “doubling up” housing situations.

**3. DATA SHARING: Coordinate a robust process for shared data collection.**

- Work with partners (ICA) to expand access to HMIS data and better educate stakeholders on how to use, collect, and understand data from both HMIS and data that is not reported through HMIS.

**4. LONG-TERM PLANNING: Build long-term sustainable capacity to support data collection and coordination.**

- Work with Kenai Peninsula Borough to hire housing coordinator with support from the AMHTA to coordinate data collection and data sharing for the Peninsula.
- Establish a transition plan for this responsibility after year three of support.

**5. DATA MESSAGING: Leverage the data to communicate the story of homelessness on the Kenai Peninsula.**

- Use stories and data to demonstrate the “cost of the status quo” and use insights to better educate the community and policy makers on the homelessness problem on the Peninsula.

## **Priority Area - Housing/Facilities**

***Apply Built for Zero approach to creating and sustaining housing and shelter solutions across the Kenai Peninsula.***

### **STRATEGIES**

- 1. EMERGENCY/COLD-WEATHER SHELTER: *Prioritize an emergency/cold-weather shelter facility.***
- 2. CONTINUUM OF HOUSING SOLUTIONS: *Address the continuum of housing needs, including prevention, emergency shelter, transitional, and permanent housing.***
  - Consider all possible strategies for meeting needs both locally and regionally
  - Coordinate system development.
- 3. YOUTH EXPERIENCING HOMELESSNESS: *Evaluate and consider the reasons behind youth homelessness and identify strategic actions to meet their specific housing needs.***
  - Analyze and evaluate what other similar places are doing to address youth homelessness.
  - Use data to understand the scope of housing needs on the Peninsula.
- 4. DATA -INFORMED PLANNING: *Establish size and capacity goals for housing, programs and facilities that are supported and informed by data.***
  - Consider known data as a factor when determining size and capacity of new development.
  - As new data becomes available, allow for system flexibility to meet potentially shifting needs.
- 5. INVENTORY: *Conduct an inventory of available properties, facilities, and housing options on the Kenai Peninsula.***
  - Engage realtors, developers, and other partners in efforts to conduct an inventory.
  - Share inventory available with coalition partners to assist with planning and development.

**6. ADDRESS BARRIERS: *Identify and find ways to address barriers to federal, state, and local licensing requirements for a wider array of properties and facilities.***

- Identify primary barriers facing facilities in permitting process through stakeholder interviews and discussions.
- Consult with local authorities to better understand Fire Marshall codes, DEC policies; sprinkler systems and egress; and retrofit requirements.
- Leverage volunteers with expertise to help provide resources and technical assistance to facilities wishing to provide shelter options.
- Identify targeted small funding opportunities to address licensing barriers to increase available shelter options.

**7. FUNDING STRATEGIES: *Develop collaborative funding strategies, including an inventory of available grants and low-income housing opportunities.***

- Identify grants and funding sources such as private foundations, federal, state, cities, borough funding sources.
- Compile, centralize, share, and inventory funding opportunities.
- Develop a funding strategy and support Kenai Peninsula partners in their funding strategies.
- Explore low-income housing incentives as part of any funding strategy.

**8. CAPACITY: *Secure funding and support for local capacity-building, including the hiring of a housing and data coordinator.***

- Engage with cities and borough in the implementation of housing development.
- Leverage other key staff positions to help coordinate strategic plan implementation activities.
- Identify long-term support needs on the Kenai Peninsula.

## **Priority Area - Education and Awareness**

***Increasing awareness of and educating the community about homelessness on the Kenai Peninsula can combat the negative stigma associated with the experience of homelessness and engage the larger community in finding solutions.***

### **STRATEGIES:**

**1. COMMUNICATIONS PLAN: *Coordinate a robust communications strategy, using existing channels and established organizations, to highlight stories of success and solutions to homelessness using local print media, radio, and social media.***

- Finalize all branding (logo, materials, etc.)
- Define target audiences and conduct market research on their perceptions and attitudes and learn more about how they get their information.
- Develop a concise data summary and contextual overview so it is available to highlight when talking about the strategic plan.
- Consistently provide testimony into public record at council/assembly meetings. Repeat at various public forums.
- Use data from other locations to show how programs can be successful.
- Share stories in printed materials like flyers.
- Once there is consensus on messaging, initiate regular updates on radio and in newspaper.
- Social media - (once branding finalized) start a FB page for group to advertise meetings and stories; provide updates and share data.

**2. MESSAGING: *Use messaging that is clear, consistent, and compelling.***

- Draft elevator speech to clarify message.
- Host workshops for advocates to practice their elevator speeches.
- Agree on a consistent message when audiences ask: "what can we do?"

**3. STORIES: *Utilize the data, as well as personal experiences and anecdotes, to tell the stories and address the stigma associated with those experiencing homelessness on Kenai Peninsula.***

- Assist interested people in sharing their stories regularly on public radio/local radio stations.
- Start to collect recordings of those willing to share their stories of homelessness.

**4. RELATIONSHIPS: Leverage partnerships to build positive relationships with the larger community, policy makers, funding institutions, faith-based organizations, and other coalitions and groups working on homelessness.**

- Build positive relationships with policymakers; meeting with them and keeping them updated.
- Engage with members and organizations from the faith community and keep them informed (through Love, Inc.)
- Invite community groups to coalition/public meetings (Lions Club, Home Builders Association, KP Association of Realtors)
- Have spokesperson at meetings (like the Kenai Peninsula Association of Realtors) to encourage collaboration and consideration of those who are experiencing homelessness.

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## **Priority Area - Transportation**

***A robust, strategic, and coordinated transportation system on the Kenai Peninsula would provide increased access to resources and services for those experiencing homelessness.***

### **STRATEGIES:**

**1. COORDINATION: *Identify ways that transportation across Kenai Peninsula communities can be better coordinated and made more accessible.***

- Conduct a needs assessment and better understand where limited transport options are impacting access to services.
- Inventory existing transportation options across the Kenai Peninsula.
- Create a centralized database accessible to the public that maps all routes and schedules of available transportation.
- Consider technology as a tool in coordinating and communicating transportation options throughout the Kenai Peninsula.

**2. FUNDING AND RESOURCES: *Expand access to transportation through a coordinated funding strategy to address the specific geographic needs of those experiencing homelessness on the Kenai Peninsula.***

- Provide access to resources and education so that stakeholders can better understand which federal, state, and local funding sources support transportation planning.
- Leverage partnerships among coalition members, stakeholders, and the community to coordinate funding strategies.

**3. TRANSPORTATION PLANNING FOR FACILITIES: *Include transportation strategies and partnership options in all facility development planning.***

- Convene key transportation experts on the Kenai Peninsula to assist in individual project transportation plans to increase accessibility.

**4. LONG TERM: *Ensure that there are systems of transportation for people experiencing homelessness on the Kenai Peninsula that are consistent, reliable, and sustainable over the longer-term.***

- Coordinate with already existing transportation planning efforts to establish a seat at the table for this transportation need on the Kenai Peninsula.
- Assign a liaison on behalf of the coalition to participate in transportation planning discussions and share information back to the coalition on how to best advocate.

## **Priority Area - Governance and Implementation**

***An aligned and coordinated approach to ensure the transparent and accountable implementation of the strategic plan for homelessness on the Kenai Peninsula.***

### **STRATEGIES:**

#### **1. STRATEGIC PLAN IMPLEMENTATION: *Implement the strategic plan through the Kenai Peninsula Homelessness Coalition.***

- Create annual calendar of activities including all coalition and workgroup meetings.
- Develop annual workplan using strategic plan framework.
- Establish roles and responsibilities (organizational & individual) for developing and implementing annual workplans.

#### **2. DECISION-MAKING: *Establish a formal organizational process to carry out the work of the plan and consider key decisions collaboratively through the Coalition.***

- Establish working groups or committees within the coalition to carry out work in the priority areas.
- Develop an organizational structure to guide the coalition's work.
- Agree on a decision-making method at the coalition level and at the workgroup level to guide the work of the coalition.

#### **3. PARTNERSHIPS: *Expand KPHC participation to include strategic local and regional partnerships.***

- Map stakeholders and identify who should be at the table.
- Identify funding gaps by considering where the coalition may not be utilizing funding collaboratively.
- Work with the school district, local councils, and assembly to facilitate and encourage alignment with existing strategic plans and keep local government informed on a regular and consistent basis.

#### **4. LONG TERM: *Evaluate and consider the best alternatives for the governance of programs and facilities for homelessness on the Kenai Peninsula.***

- Develop a funding strategy to support the coalition's work with a timeline for the next 5 years.
- Work with coalition members and funders to hire a housing /coalition coordinator who could provide administrative support as well as work on data coordination and long term plan implementation.