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| Fairbanks housing and homeless coalition |
| Strategic Plan  |
| March 2017 – March 2018 |
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| **Strategic Planning Committee** |
| **5/23/2017** |

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| This strategic plan is designed to serve as a guide for the Fairbanks Housing and Homeless Coalition to meet the objectives outlined in the organization’s Ten Year Plan. This Strategic Plan consists of an evaluation of the current status of the coalition Ten Year Plan, SWOT analysis, Risk Management, and an outline of specific ways to achieve the goals. |

Fairbanks Housing & Homeless Coalition

Strategic Plan





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# Executive Summary

This Strategic Plan is designed to guide the actions of Fairbanks Housing & Homeless Coalition through the use of a comprehensive Work Breakdown Structure (WBS). The WBS was drafted by carefully examining and analyzing the FHHC Ten Year Plan, a community and FHHC SWOT analysis, and a Risk Registry. The document was written with input from the FHHC Strategic Planning Committee.

The Plan recommends:

 - [preparing for potential incorporation if needed by February 2018](#_FHHC_Organizational_Changes)

 - [hosting the Fairbanks Symposium on Homelessness on December 6, 2017](#_Housing_&_Homeless_1)

 - [implementing a Coordinated Entry System by January 2018](#_Coordinated_Entry_System_1)

 - [plan day shelter project by July 2017](#_Day_Center)

 - [exploring a "Shepard Home" initiative for homeless teen parents by August 2017](#_Teen_Parents_Services_2)

 - [consider ways to increase Permanent Supportive Housing by October 2017](#_Permanent_Supportive_Housing_1)

The plan establishes realistic strategies and details specific action steps to achieve them. This plan assumes that current efforts will be maintained and that additional collaboration and resources will help create future successes. The plan will be reviewed monthly to determine if action steps have been completed or need to be updated.

# Background

The Fairbanks Housing and Homeless Coalition (FHHC) is an association of community members and organizations that have joined forces to achieve their common goal of eliminating homelessness in the Fairbanks North Star Borough. The coalition developed out of the 1994 Task Force on Homelessness and now includes approximately 30 agencies. We face the monumental task of providing lifesaving services to Fairbanks’ homeless population that endures the harshest of conditions and a struggling economy. The coalition’s January 2018 Point In Time (PIT) assessed well over 200 currently homeless individuals in Fairbanks. Many more were not present for the count. The number of individuals and families in Fairbanks that are at risk of becoming homeless is in the thousands.

 While the homeless situation in Fairbanks is daunting, there is hope. The coalition agencies are saving lives daily through emergency services, education, and compassion. The homeless community is a cross section of the most vulnerable groups of society, including children, the elderly, and those with disabilities. The coalition is working tirelessly to provide the homeless community with the stability and dignity they need and deserve. The FHHC has several examples of people progressing from the dire conditions of homelessness to becoming productive members of society that give back to the community.

# Mission Statement

The FHHC is a partnership of community members and agencies that have come together to stop homelessness within the communities of the Fairbanks North Star Borough.

# Vision Statement

Committed to ending homelessness in the Fairbanks North Star Borough

# Ten Year Plan

 The Ten Year Plan (TYP) to address homelessness in the Fairbanks North Star Borough (FNSB) is based on years of work by the Fairbanks Housing and Homeless Coalition (FHHC) and the input of dozens of people and homeless service providers. It is realistic and achievable. It will reduce the number of homeless individuals and families in total and decrease the duration of time spent in homelessness.

The TYP is composed of five broad categories. The first is *Homeless Prevention / Crisis Intervention* and it is geared toward averting homelessness. The second category is *Increase Community Awareness/Education of Issues and Data Collection*, which is abridged to *Education* for this plan. Next the TYP addresses *Increase Housing Options for Target Populations*, which relates to housing with some degree of supportive care or case management. Logically the next TYP topic is *Increase Housing Options for low income population with no support (case management).* The final TYP category is *Local Planning Efforts to Coordinate Activities*, which includes FHHC operational objectives.

The Fairbanks FHHC’s Ten Year Plan was adopted on July 1, 2013. At the drafting of this Strategic Plan the coalition has about six years and three months remaining on its current TYP. Prior to the current strategic planning; the last documented evaluation of the TYP was in June of 2015. The FHHC revisited and re-evaluated the TYP as part of the strategic planning process. The TYP objectives outlined in this Strategic Plan represent the most up to date assessment available. The following sections show the TYP objectives, as written in the TYP, with a brief current status update.

## Homeless Prevention / Crisis Intervention

 The Homeless Prevention / Crisis Intervention TYP category objectives will be marked with a P for Prevention and a number that corresponds to the objective placement within the category. For example (P1) is the first objective under the TYP category of Homeless Prevention / Crisis Intervention. This system is designed to aid in finding the objective in the TYP.

### (P1) Resource guide

[WBS](#_Community_Outreach) [WBS](#_Website)

“Create a Network of Care of Available Services aka Homeless Phonebook”

**Current Status:** There are a number of available service guides throughout the community. The problem is the services are constantly changing due to funding, offices being moved to new locations, new phone numbers, etc. Despite this issue, Love INC’s Clearing House has a consistently updated resource guide and personnel dedicated to keeping it updated. The Fairbanks Native Association might also have a similar resource guide.

**Coordinator Input:** A quick reference guide of stable resources might be worth publishing, but a comprehensive guide requires an approach similar to what Love INC has accomplished with the guide kept at the Clearing House. At this time, it seems it would be best to publish a new FHHC brochure that has contact information for the major supporting agencies rather than a detailed guide.

###  (P2) Services for short term needs

“Provide services geared to meet immediate short term needs”

**Current Status:** This objective has been split into two sub-objectives. The first deals with finding short term storage solutions for the homeless, particularly the recently homeless. The second sub-objective is based upon providing after hours/ weekend case management services. Neither sub-objective has been formally evaluated yet.

**Coordinator Input:** Both of these objectives are worth exploring. We need to determine if these two items are being provided in the community.

###  (P3) Centralized prevention resource pool

“Create centralized pool of prevention resources for rent, mortgage, & utility arrearages; or to pay housing costs for persons hospitalized, in substance abuse treatment; or for persons serving short- term incarceration (less than 60 days)”

**Current Status:** This TYP Objective has four sub-objectives, all of which call for centralized funding. The evaluation of three of the sub-objectives has been pushed to a future date and the fourth has been suggested to be changed.

**Coordinator Input:** It is highly unlikely that organizations would or could pool resources, but there is a high demand for the services. With only one full time employee, the FHHC should not be in the direct service provider role, so consolidating funds at the FHHC for such activities is not the best solution. However, the FHHC could undertake an aggressive funding campaign to augment the existing organizations that are providing the services described in the TYP. Additionally the FHHC should actively connect agencies with similar prevention activities to promote cooperation.

### (P4) Increase accessibility

[WBS](#_Community_Outreach)

“Increase ability of the homeless to access available resources”

**Current Status:** This objective is about ensuring the homeless are able to access Social Security services. In 2014 there were 12 service providers trained in SSI/SSDI Outreach, Access, and Recovery (SOAR).

**Coordinator Input:** We need to evaluate the need for more training, which appears to be available online and for free. Also a SOAR instructor has offered to lead a two day SOAR class for Fairbanks. Additionally perhaps the Social Security Office would man a booth during Project Homeless Connect (PHC) events. Additionally we should work at increasing accessibility to all applicable services through effective communication.

### (P5) Bean’s Café model

[WBS](#_Day_Centers)

“Create a Bean’s Café Model”

**Current Status:** This idea was looked at in 2014 and 2015.

**Coordinator Input:** A Bean’s Café type day shelter with over flow emergency night shelter could benefit the community. If a local organization or individual were to undertake such a project the FHHC would assist in securing funds and garnering community support.

## Education

Increase Community Awareness/Education of Issues and Data Collection is abridged to “Education” for this plan. The Education TYP category objectives will be marked with an E for Education and a number that corresponds to the objective placement within the category. For example (E1) is the first objective under the TYP category of Education. This system is designed to aid in finding the objective in the TYP.

### (E1) Mini Project Homeless Connect

“Participate in Project Homeless Connect (PHC) thru ‘mini’ event approach”

**Current Status:** The PHC events have not yet reached the three events per year threshold described in the TYP. Typically this event is held once per year in conjunction with the Point In Time (PIT) count due to funding.

**Coordinator Input:** It might be beneficial to conduct these events quarterly, at various locations, and with services based upon feedback of previous events. Funding will continue to be an issue, but there are a plethora of grants that we can try for.

### (E2) 100,000 Homes

“Join 100k Homes Campaign and/or other campaigns”

**Current Status:** It appears that at one point FHHC was loosely involved in the 100,000 Homes project and Fairbanks does have a Housing First facility. Fairbanks does not seem to be officially represented on the 100,000 Homes’ website, but Anchorage and Juneau are.

**Coordinator Input:** There are some benefits to being part of a nationally recognized campaign, including having another venue for posting data and events. Additionally the concept of having a hundred day campaign with “wildly ambitious goals” is a great idea.

### (E3) Increase HMIS participation

[WBS](#_Coordinated_Entry_System)

“Increase HMIS participation”

**Current Status**: With Coordinated Entry coming online in Fairbanks by January 2018, HMIS participation should increase.

**Coordinator Input:** As with any change there appears to be a fair amount of resistance to Coordinated Entry. This will probably pass, as many of the agencies already must use HMIS for Continuum of Care (COC) funds. As long as each agency is able to maintain their current programs without feeling as if they are giving up control to another agency, they will likely support the change.

### (E4) Host Bridges Out Of Poverty training

“Host Bridges Out of Poverty training for agencies/ community”

**Current Status:** This project seemed to have been evaluated in 2014-2015, but was not acted upon likely due to funding.

**Coordinator Input:** This could be beneficial, but I have concerns about getting the whole program implemented. Getting community leaders to attend the training would not be difficult, but the portion of the course that focuses on educating those in poverty might be difficult. There are already great courses being offered by FHHC agencies that are going unfilled. We would need some form of incentive to draw in participants.

### Increase Housing Options for Target Populations

[WBS](#_Planning_Committee)

The Increase Housing Options for Target Populations TYP category objectives will be marked with an S for Supportive Housing and a number that corresponds to the objective placement within the category. For example (S1) is the first objective under the TYP category of Increase Housing Options for Target Populations. This system is designed to aid in finding the objective in the TYP.

### (S1) Transitional housing for 18-21 year olds / pregnant teens

[WBS](#_Teen_Parents_Services)

“Increase options for Emergency shelter for Youth”

**Current Status:** With the opening of the Door, this objective was nearly met and now focuses on housing for pregnant teens and transitional housing for 18-21 year olds.

**Coordinator Input:** The Fairbanks Youth Advocacy (FYA) and the Street Outreach & Advocacy Program (SOAP) have both identified the pregnant teen and 18-21 year old transitional housing as a top priority.

### (S2) Increase adult emergency shelter options

“Increase options for Emergency shelter for Adults”

**Current Status:** The Fairbanks Rescue Mission and IAC continue to be the leaders in emergency housing options in Fairbanks. Housing First provides a great service, but has a 399 person waiting list and its tenants tend to stay for long periods of time. Tanana Chiefs Conference (TCC) is opening a Sobering Center in June 2017, which will aid in emergency shelters.

**Coordinator Input:** With the Sobering Center opening, Fairbanks should have a decent number of emergency beds, but I suspect the Sobering Center will fill up quickly. It seems the next big gap in Fairbanks housing is providing affordable transitional and long term housing.

### (S3) Increase transitional shelter for youth

“Increase Transitional Shelter for Youth”

**Current Status:** This is similar to (S1) Transitional housing for 18-21 year olds/ pregnant teens.

**Coordinator Input:** See above.

### (S4) Increase transitional shelter for adults

“Increase Housing options for Adults w/Case Management Services”

**Current Status:** This objective is broken into five sub-objectives. Transitional housing is considered a top priority by the FHHC leadership.

**Coordinator Input:** It seems that the FHHC is on the right track with transitional housing, but the community needs more of it. We should collectively look into additional facility options.

### (S5) Host Homes Program

[WBS](#_Teen_Parents_Services)

“Create long term shelter solution for Youth”

**Current Status:** The emphasis of this objective is to develop a Host Homes Program and has been undertaken by the Fairbanks Counseling & Adoption (FCA) Street Outreach & Advocacy Program (SOAP). Additionally the Executive Director of the Fyndout Free Clinic has suggested a church based Shepard Homes Program for Fairbanks. The program would have vetted couples, whose children are grown and out of the house, would take in the teen and their baby to provide the essential needs, counseling, and a generally positive environment. The program has been successful in other locations and is currently in its pilot program phase in Fairbanks with one pregnant teen housed and supported.

**Coordinator Input:** This is of particular importance with the FCA closing down in June 2017. We need to fully evaluate the effects of this agency closing and look for alternative agencies to pick up any gaps if needed. Fortunately SOAP is likely able to continue despite FCA closing.

### (S6) Increase permanent supportive housing

[WBS](#_Permanent_Supportive_Housing)

“Increase Permanent Supportive Housing”

**Current Status:** This objective has four sub-objectives dealing with supportive housing. Housing First and No Limits are each slotted against a sub-objective, with no current plans for the other sub-objectives.

**Coordinator Input:** Re-entry Housing seems to be taking off due to an influx in funding; however, Housing First’s 399 person waiting list illustrates the substantial need for additional supportive housing in Fairbanks.

### (S7) Master Lease Program

[WBS](#_Sex_Offenders)

“Research Master Lease program for hard to house program clients”

**Current Status:** This objective has been passed upon thus far.

**Coordinator Input:** This is worth investigating if we find a sponsor. It seems most organizations that can afford such an endeavor would likely buy the structure rather than lease it.

## Increase Housing Options for low income population with no support

[WBS](#_Planning_Committee)

The Increase Housing Options for low income population with no support TYP category objectives will be marked with an N for No support and a number that corresponds to the objective placement within the category. For example (N1) is the first objective under the TYP category of Increase Housing Options for low income population with no support. This system is designed to aid in finding the objective in the TYP.

### (N1) Increase low income housing

[WBS](#_Low_Income_Housing)

“Increase low income housing options”

**Current Status:** There are three sub-objectives for this objective. The first deals with obtaining quantitative data about the number of housing vouchers needed in Fairbanks and that data was collected in 2014. The next sub-objective was to increase access to public housing, which has not formerly been evaluated. The third was to contact Fairbanks Neighborhood Housing Services (FNHS) Inc., a Community Housing Development Organization (CHDO) to invite them to FHHC.

**Coordinator Input:** I have reached out to the executive director of FNHS. FNHS is extraordinarily accommodating. She has offered to provide reduced deposits for Ready to Rent graduates.

### (N2) Rapid Re-housing for families

[WBS](#_Rapid_Re-Housing)

“Provide rapid re-housing services for households with children”

**Current Status:** This objective looks at developing a coordinated homeless fund for rapid re-housing initiatives.

**Coordinator Input:** Rather than establishing a new fund, it might be more beneficial to support an existing fund if possible.

### (N3) Tenant certification program

[WBS](#_Low_Income_Housing)

“Provide responsible tenant certification to prevent eviction and increase desirability as a tenant”

**Current Status:** Restore Inc. and Love INC currently offer such training. Love INC has reported that it’s Ready to Rent Program is operational, but thus far has not had any trainees due to the inability to incentivize the program. The Fairbanks Rescue Mission has also offered Ready to Rent in the past.

**Coordinator Input:** Perhaps we could have a landlord summit at City Hall and explain the programs to see if they would be willing to offer smaller deposit requirements for graduates of the programs. The landlord summit approach has been brought up by a couple member organizations now.

### Local Planning Efforts to Coordinate Activities

The Local Planning Efforts to Coordinate Activities TYP category objectives will be marked with a C for Coordinate and a number that corresponds to the objective placement within the category. For example (C1) is the first objective under the TYP category of Local Planning Efforts to Coordinate Activities. This system is designed to aid in finding the objective in the TYP.

### (C1) Homeless Clearing House

“Establish Homeless Clearing House / Care Coordination”

**Current Status:** Love INC has a functional clearing and in 2014 FHHC had considered developing an assessment tool to screen clients.

**Coordinator Input:** I’m not certain if the assessment tool was implemented, but Love INC’s Clearing House appears to be effective.

### (C2) FHHC plans

[WBS](#_Board_of_Directors) [WBS](#_Community_Outreach) [WBS](#_Bylaws) [WBS](#_Partnerships)

“Develop plan to continue the FHHC”

**Current Status:** The sub-objectives in the plan to continue FHHC are a work in progress, but are obtainable.

**Coordinator Input:** This objective is will continue to be problematic unless sustainable funding is attained. One potential path to increased funding is through robust partnerships with the community and collaborative actions within the FHHC. Currently the FHHC does not have independent 501c3 status, which is fine considering it has the North Star Community Foundation as its fiscal agent, but I feel the FHHC should work on reaching the level of incorporation. To do so in accordance with the Alaska Nonprofit Corporation Act, FHHC will need to establish among other things a Board of Directors and by-laws. While there is no rush to incorporate, it would demonstrate that the FHHC is a professional organization capable of collaboration and worthy of partnerships and/or funding.

### (C3) Outreach

[WBS](#_Community_Outreach) [WBS](#_Website) [WBS](#_Planning_Committee)

“Increase Community participation through outreach efforts”

**Current Status:** Ongoing effort that is exceeding TYP objectives.

**Coordinator Input:** FHHC must continue outreach to bring in new members/partners while continually re-engaging current members. Additionally a significant focus for the next year should be an outreach campaign to reach out to the general public.

### (C4) Advocate for Behavioral Health options

[WBS](#_Planning_Committee) [WBS](#_Permanent_Supportive_Housing) [WBS](#_Day_Centers)

“Advocate for Behavioral Health options”

**Current Status:** This objective has had ongoing coordination between various stakeholders to advocate for more behavior health options.

**Coordinator Input:** Certainly behavioral health is an important component to ending homelessness, but I am unsure if more inpatient beds are still needed. I will research this further.

### (C5) Sustainment of services

[WBS](#_Board_of_Directors) [WBS](#_Coordinated_Entry_System)

“Sustain current level of services offered to the homeless community”

**Current Status:** This is an ongoing and generally successful objective.

**Coordinator Input:** Sustainment funding is a common concern amongst many FHHC agencies. We need to continue to investigate new funding sources. Additionally HUD funding significantly weights collaboration amongst agencies. The more the FHHC can demonstrate that the agencies are working together the better.

# SWOT



## Strengths

Strengths are the coalition’s positive internal attributes.

### Experienced, Effective Agencies

[WBS](#_Board_of_Directors)

The coalition is composed of a number of highly successful non-profit organizations with proven results. With few if any exceptions, every member agency is led by experts in their respective fields; employs knowledgeable staff members; and provides an important community service.

### Network

 Fairbanks is a relatively small town, in which people tend to stay. Most coalition members either know or know of each other.

### Compassion

 With any service related field, individuals can become jaded or burnt out, but most coalition members tend to be enthusiastic about the services they provide, their clientele, and their agencies.

### Drive

 The coalition has the energy and drive to accomplish difficult projects.

## Weaknesses

Weaknesses are the coalition’s negative internal attributes.

### Service Gaps

[WBS](#_Planning_Committee) [WBS](#_Permanent_Supportive_Housing)

 The Fairbanks community still has a few significant homeless gaps that need to be addressed including but not limited to:

 **Homeless Teen Mothers:** Currently there is not a good solution for homeless teen mothers that are trying to keep their children. Assisting a homeless teen mother with an infant is outside the scope of the current programs in Fairbanks. This is also among the most vulnerable demographic in the homeless community.

 **Transitional Housing / Permanent Supportive Housing:** The TYP identified a service gap for 18-21 year olds transitioning out of FYA, SOAP, Foster Care, etc. Other service providers have mentioned concerns about a general lack of transitional housing/services. The U.S. Department of Housing and Urban Development (HUD) still champions transitional housing for specific populations in short term crises (less than two years).

For long term crises such as substance abuse or mental illness HUD recommends Permanent Support Housing (PSH). All of our PSH programs have considerable waiting lists. This is a normal occurrence in such programs, because the nature of the clients’ crises is long term (more than two years to recover from).

 **Rapid Re-Housing:** Currently there are some gaps in our rapid re-housing and the topic has been brought up in a variety of FHHC meetings. The gaps seem to stem in large part from rapidly depleting the bulk of the community resources in short bursts creating long periods of time without funding availability.

 **Sex Offenders:** There are few if any housing or employment options for those previously convicted of a sex crime.

 **Soft Skill Programs:** A variety of organizations have soft skill employment opportunities, but the demand for “practice jobs” for the homeless population currently far exceeds the number of available positions.

### Communication

[WBS](#_Community_Outreach) [WBS](#_Website)

 Internal: At times the coalition has difficulty in clearly sending and receiving information. The bulk of the communication issues tend to be due to emotions clouding the conversations. In general the coalition needs to work on simplifying messages. Many of the reported communication issues have been due to either secondary messages being embedded or perceived to have been embedded in the primary message. Again this is primarily simply a result of members feeling passionately about their opinions, approaches, programs, or agencies.

 External: Currently the FHHC is not as well known throughout the community as many of the other coalition type organizations in Fairbanks. This is primarily due to the lack of consistent outreach and no significant web or social media presence. This makes it difficult for FHHC to communicate with the community and for the community to research FHHC or Fairbanks homeless issues. This is a significant weakness, but one that is relatively easy to correct.

### Trust / Collaboration

[WBS](#_Planning_Committee) [WBS](#_Coordinated_Entry_System)

 There are a few trust issues amongst the various agencies of the coalition that limit some collaboration efforts. This appears due in part to interagency competition. The many programs have similar goals, but different approaches to achieving the goals and it’s natural for program directors to want their initiatives to succeed. We need to remember as a coalition that each agency is providing a valuable service for their specific niche in the community and that for one program to succeed does not mean that its counterpart must fail. We should examine the possibility of organizations cooperating to provide services while lowering operational overhead.

### Funding

[WBS](#_Partnerships) [WBS](#_Fundraising_Consultation) [WBS](#_Planning_Committee) [WBS](#_Coordinated_Entry_System)

 Both the coalition and many of its member organizations are struggling to acquire sustainable long term funding. Most grants are tied to projects and are short term, but could certainly benefit the coalition until long term funding is figured out.

## Opportunities

Opportunities are external positive circumstances affecting the coalition.

### Coordinated Entry

[WBS](#_Coordinated_Entry_System) [WBS](#_Permanent_Supportive_Housing)

 The U.S. Department of Housing and Urban Development (HUD) has mandated that in order to receive Continuum of Care (CoC) funding communities must adopt a Coordinated Entry system by January 23, 2018. It has largely been left to the communities to design their system using the Homeless Management Information System (HMIS). This is truly falls into the Opportunity SWOT category rather than Threat category, because it facilitates increased communication amongst agencies to help eliminate potential gaps in service and ensure those that need the help the most receive it.

### Homeless Summit

[WBS](#_Planning_Committee)

 The FHHC Development Coordinator (VISTA) has agreed to organize a Fairbanks Homeless Summit. This will provide agency leaders, FHHC members, homeless individuals, and the general public to come together to discuss issues, raise awareness, and brainstorm creative solutions for service gaps in the community.

### Additional PHC Events

 The coalition is motivated to conduct additional Project Homeless Connect (PHC) events. This not only provides valuable services to the homeless community, but also gathers data and increases public awareness.

### Potential Rotary Club Donation

 It seems that the Rotary Club is considering donating $3,000 - $6,000 to FHHC in 2017. To receive these funds the FHHC must create an event, separate from PHC that directly benefits the homeless or raises funds/goods for the homeless programs.

### Grants

 One of the great things about operating in Fairbanks is there are numerous government and charitable grants available. Many of these grants must be tied to projects or programs, but they are out just waiting to fund FHHC initiatives.

### Potential Projects

[WBS](#_Planning_Committee) [WBS](#_Permanent_Supportive_Housing)

 The FHHC is lucky to have brilliant members with extraordinary ideas. A primary function of the FHHC should be to capture these ideas, discuss them, and work to implement the projects that evolve out of the good ideas.

### New Partnership Possibilities

[WBS](#_Partnerships) [WBS](#_Fundraising_Consultation)

 The Fairbanks community has untapped partnership possibilities. From businesses to government bodies to other non-profits and coalitions there are many potential partnerships that could develop.

### F-35 Squadrons

 Eielson Air Force Base (AFB) is expected to receive two squadrons of F-35 Lightning II fighter jets in 2020. The squadrons will bring an expected 1,244 new personnel to Eielson AFB with a breakdown of 761 families and 483 single Airmen, 120 of which will be housed on post. The State of Alaska could designate the area around the AFB a Military Facility Zone, which would bring in federal funds for local contractors to build housing in the zone. This would stimulate the economy and mitigate the burden on the local housing market.

## Threats

Threats are external negative circumstances affecting the coalition.

### Funding/Economy

[WBS](#_Partnerships) [WBS](#_Fundraising_Consultation)

 Due to a number of economic factors stemming from the national “Great Recession” funding sources might become scarcer. Relatively stable sources of income the coalition agencies have enjoyed in the past might now be at risk. The Coalition should look for new sources of revenue.

### Enable vs. Assist

 With some of the FHHC clients there is a thin line between helping them get out of a tough situation and making them dependent on our services. This must be tailored to each individual situation. Some clients will need permanent assistance, but others only need a touch of assistance and guidance to get back on their feet. With each project or program we initiate, we must consider if we are unintentionally holding our clients back from achieving independence.

### Substance Abuse Epidemic

[WBS](#_Planning_Committee) [WBS](#_Permanent_Supportive_Housing)

 Alcohol, heroine, and methamphetamine abuse is a significant issue in Fairbanks. While there are functional addicts, there is also a significant percentage of our homeless and at risk population that is debilitated by their addictions.

### Inaccurate/Incomplete Data

[WBS](#_Coordinated_Entry_System)

 With the substantial waitlists for services, the number of homeless camps around town, and the “couch surfing” that appears to be prevalent here, it is probable that our Point In Time (PIT) count is somewhat inaccurate. The national PIT is in January. This winter in Fairbanks there was multiple days of -40 degrees Fahrenheit, a night of -50 degrees, and weeks of consistent -20 to -30 degrees. Many who could couch surf, likely did and those that found makeshift shelters outside might not have been counted, despite efforts to obtain accurate homeless camp data.

### F-35 Squadrons

 The arrival of the F-35 Squadrons brings both opportunities and threats to the housing market. The threat is if the area around the AFB is not sufficiently developed by the arrival of the additional personnel our local housing market which is already severely strained would be inundated with renters and buyers; driving up the housing costs. Our at-risk low income families and individuals would not be able to compete with the Air Force salaries and Basic Allowance for Housing (BAH). As a result the FHHC agencies could see significant spikes in services due to increased need in the community.

### SB91

 State Senate Bill 91 is a criminal procedure reform bill that will commute sentences for a multitude of non-violent offenses. It is estimated that approximately 400 released inmates will return to Fairbanks. Currently it is uncertain what percentage of that population will be homeless upon release, but homelessness is a major contributor to recidivism. Fairbanks has had recidivism rates as high as 87% in the first month post release for homeless individuals. The returning population will have to be a top priority for FHHC.

# Risk Management

## Identified Risks

 Risks are inherent in all aspects of life. The risks listed here originate from the TYP and all four aspects of SWOT analysis.

### (R1) Service Gaps

 **Description:** The SWOT analysis revealed four primary service gaps affecting the community. That is not meant to be an all-inclusive list and there are likely other gaps in the coalition’s services. Additionally there could be unforeseen holes in the network of care that are specific to individuals with specific conditions that prevent them from qualifying for any of the coalition’s resources.

 **Probability:** High – There are already known gaps in the services provided in Fairbanks.

 **Impact:** High - For the struggling individual that doesn’t meet criteria for assistance the impact is potentially devastating.

### (R2) Coordinated Entry

**Description:** Risks can be associated with opportunities and Coordinated Entry is an excellent example of that. There are a number of risks associated with implementing any new system. For the purpose of this Strategic Plan, all Coordinated Entry risks will be recorded collectively as Coordinated Entry. The collective risks include, but are not limited to: creating service gaps, leakage of shared data, loss of entry control for programs, delays in service.

 **Probability:** High – Some agencies have already expressed some serious concerns about Coordinated Entry.

 **Impact:** Medium – Many other communities have already implemented Coordinated Entry with only mild “growing pains”.

### (R3) Loss of Funding

 **Description:** The coalition and its member agencies are consistently under threat of losing funding and struggling with inadequate funding. With limited warning many funding sources could eliminated.

 **Probability:** Medium – many federal funding sources are being examined in an effort to reduce national debt, which could have a trickledown effect throughout many FHHC funding sources.

 **Impact:** Varies - depending upon the amount and function of the funds in question.

### (R4) Enabling Rather Than Assisting

**Description:** With each program, we bring to the community to fight poverty and homelessness we run the risk of inadvertently creating a dependence on the program that prevents the participant from achieving self-reliance.

 **Probability:** Medium – All program participants naturally develop some reliance upon their respective program, but in most cases the trained professionals providing the service are able to mitigate the negative effects.

 **Impact:** High – If dependency does develop it can prevent the person from progressing, drain services, increase costs, and keep others from accessing the same resources.

### (R5) Interagency Disputes

 **Description:** Friction points between coalition member agencies could escalate, resulting in less cooperation and collaboration between agencies.

 **Probability:** High – There are already some serious contentions between a few agencies.

 **Impact:** Medium – The FHHC is big enough to mitigate most interagency tensions.

### (R6) Resistance to Change

 **Description:** The FHHC is undergoing some significant changes this year with the implementation of Coordinated Entry, the hiring of a coordinator and a development coordinator, and working on ratifying the FHHC structure, strategic plan, and business plan. This is a significant amount of change and we need to ensure individual concerns are addressed in the process.

 **Probability:** High – There most certainly will be resistance to some changes.

 **Impact:** Low – While there will be resistance to change, it is not guaranteed to have a negative or positive impact. Typically slowing down the speed of change allows for more issues to be resolved, which creates more success and success mitigates the absolute impediment of change.

### (R7) Increase in Homelessness

 **Description:** Increases in a homeless population are possible. Currently a faltering economy and a general increase in substance abuse could cause an increase in the homeless population. This could strain the resources that are already spread thin.

 **Probability:** Medium – While the Alaskan economy is still struggling due to low oil prices and increased state debt, the national economy has been showing signs of recovery. This will likely spread to Alaska, but probably not for a few years which could cause an increase in homelessness. Additionally the substance abuse problem seems to be growing and could cause increases in homelessness. Since substance abuse has been gaining more public attention it could (hopefully) produce an increase in addiction counseling, which might help to mitigate increases to homelessness.

 **Impact:** Medium – The homeless population tends to ebb and flow and FHHC agencies adjust accordingly, but an overwhelming increase in homelessness would be detrimental to homeless services in the region.

### (R8) Loss of Good Standing

 **Description:** Currently the FHHC enjoys a wide array of public support from community leaders, but to sustain this, the coalition will need to successfully provide services and projects to the homeless community. Any member agency’s negative actions could damage or even ruin the coalition’s standing in the community.

 **Probability:** Low – It is unlikely that any FHHC agency will spoil the coalition’s reputation, but it is possible if strict standards are not upheld.

 **Impact:** Low – If a member agency violates the good standing of the FHHC, it should be relatively easy to distance the coalition from that agency.

## Risk Register

A risk register is a simple, but typically effective tool, used to record identified risks, define risk controls, and recognize who is responsible for the controls. Most controls are the shared responsibility of several agencies, but only the lead agencies are listed. If the responsibility is shared across the coalition without a clear lead agency then it is listed as FHHC. Occasionally specific positions within an agency might be listed.

|  |  |  |
| --- | --- | --- |
| **Risk** | **Control** | **Who is Responsible** |
| (R1) Service Gaps  (R1.1) Homeless teen mothers (R1.2) Transitional Housing (R1.3) Rapid Re-housing (R1.4) Services for sex offenders | (R1a) Stay connected with the community to identify evolving service gaps(R1b) Document service gaps(R1c) Explore ideas for additional services(R1.1a) Identify homeless teen mothers(R1.1b) Search for housing solutions(R1.1c) Explore employment solutions(R1.2a) Identify Transitional Housing needs(R1.2b) Explore new transitional housing services(R1.2c) Look for additional Permanent Supportive Housing (PSH) options to align with HUD’s best practices of PSH instead of transitional housing(R1.3a) Identify Rapid Re-housing needs(R1.3b) Explore new Rapid Re-housing options(R1.4a) Identify sex offender needs(R1.4b) Explore PSH options for sex offender population(R1.4c) Explore employment solutions(R1.4d) Identify landlords in Fairbanks that are willing to accommodate previously convicted Sex Offenders  | (R1a) FHHC(R1b) FHHC Coordinator(R1c) FHHC(R1.1a) SOAP / FYA (R1.1b) SOAP / FYA(R1.1c) SOAP / FYA / Restore Inc.(R1.2a) FHHC(R1.2b) FHHC(R1.2c) FHHC(R1.3a) FHHC(R1.3b) FHHC(R1.4a) Re-Entry Coalition, No Limits, Restore Inc.(R1.4b) Re-Entry Coalition, No Limits, Restore Inc.(R1.4c) FHHC(R1.4d) FHHC Coordinator |
| **Risk** | **Control** | **Who is Responsible** |
| (R2) Coordinated Entry  (R2.1) Loss of program control (R2.2) Inability to agree upon policies and procedures (R2.3) Creation of service gaps  (R2.4) Program mission creep (R2.5) Animosity amongst participants | (R2a) Research lessons learned from locations using Coordinated Entry(R2b) Research HUD guidelines(R2c) Seek feedback from participating agencies. (R2d) Seek feedback from the Institute for Community Alliances (ICA) (R2e) Seek feedback from non-participating agencies to watch for unintended consequences(R2f) Record and convey all researched information and feedback to FHHC and ICA(R2.1a) All participants actively engage in the planning process(R2.1b) Research and distribute lessons learned from Continuum already using Coordinated Entry (R2.1c) Carefully document concerns, findings, and recommendations to identify trends indicating potential loss of program control(R2.2a) All participants actively engage in the planning process(R2.2b) Research and champion nationwide best practices that are backed by data(R2.3a) Ensure each agency actively participates in planning to ensure each aspect of the community’s service network is served by Coordinated Entry(R2.3b) Identify criteria, circumstances, or demographics that would prevent individuals from obtaining services at all Fairbanks agencies(R2.3c) Determine probability and impact of conditions identified in (R2.3b) then address on a case by case basis(R2.4a) All agencies express their program goals, limitations, and constraints during group planning sessions to ensure all parties understand(R2.4b) Identify potential mission creep caused by Coordinated Entry and express to all participating agencies(R2.4c) If detrimental mission creep occurs due to Coordinated Entry, hold additional planning sessions to correct the situation(R2.5a) Hold interagency meetings specifically to address concerns | (R2a) Development Coordinator & FHHC Coordinator(R2b) Development Coordinator & FHHC Coordinator(R2c) Development Coordinator & FHHC Coordinator(R2d) Development Coordinator & FHHC Coordinator(R2e) Development Coordinator & FHHC Coordinator(R2f) Development Coordinator & FHHC Coordinator(R2.1a) All participants(R2.1b) Development Coordinator & FHHC Coordinator(R2.1c) Development Coordinator & FHHC Coordinator(R2.2a) All participants(R2.2b) Development Coordinator & FHHC Coordinator(R2.3a) All participants(R2.3b) All participants(R2.3c) All participants(R2.4a) All participants(R2.4b) All participants(R2.4c) All participants(R2.5a) All participants |
| **Risk** | **Control** | **Who is Responsible** |
| (R3) Change in Funding  (R3.1) Change in federal funds (R3.2) Change in charitable funds | (R3a) Monitor all funding for potential increases and decreases(R3b) Research and champion best practices in sustainable non-profit funding(R3c) Help ensure coalition is made aware of any newly found funding sources(R3.1a) Seek out up to date information regarding current and new federal funds(R3.2a) Seek out up to date information regarding current and new charitable funds | (R3a) FHHC(R3b) FHHC Coordinator(R3c) FHHC Coordinator(R3.1a) FHHC(R3.2a) FHHC |
| **Risk** | **Control** | **Who is Responsible** |
| (R4) Enabling v. Assisting | (R4a) Research and champion nationwide best practices that are backed by data(R4b) Recognize local programs that are promoting self-reliance (R4c) Cross talk between agencies providing similar services(R4d) Identify individuals that repeatedly access services and seek to isolate the root problem of their dependence (R4e) When possible include counseling with the services provided(R4f) Provide discussion about enabling v. assisting in Homeless Summit | (R4a) FHHC Coordinator(R4b) FHHC Coordinator(R4c) FHHC(R4d) FHHC(R4e) FHHC(R4f) Development Coordinator & FHHC Coordinator |
| **Risk** | **Control** | **Who is Responsible** |
| (R5) Interagency Dispute | (R5a) Maintain open lines of communication with controlled emotions(R5b) Facilitate mediation activities if needed (R5c) Illustrate how each agency is a vital part to the community network and how each program/approach serves a particular population | (R5a) FHHC(R5b) FHHC Coordinator(R5c) FHHC Coordinator |
| **Risk** | **Control** | **Who is Responsible** |
| (R6) Resistance to Change  | (R6a) Research and analyze potential changes to ensure they are necessary and beneficial to the coalition(R6b) Approach change with an open mind(R6c) Carefully articulate your concerns(R6d) Offer solutions to problems when possible(R6e) Involve/engage change participants in decision making process. (R6f) Research and present all viewpoints for the change in question to ensure every participant understands the differing viewpoints(R6g) Confirm that the change is necessary for improving clients’ outcomes and illustrate the improvement to key leaders | (R6a) FHHC(R6b) FHHC(R6c) FHHC(R6d) FHHC(R6e) FHHC(R6f) FHHC Coordinator(R6g) FHHC Coordinator |
| **Risk** | **Control** | **Who is Responsible** |
| (R7) Increased Homelessness  (R7.1) Economic downturn  (R7.2) Substance abuse increase  (R7.3) SB91 (R7.4) Decreases in federal program funding | (R7a) Develop emergency shelter over flow locations(R7b) Advocate for prevention programs(R7c) Encourage local church programs that assist families and individuals (R7d) Conduct Landlord & FHHC meetings to address homelessness(R7.1a) Search for increased capabilities for prevention and Rapid Re-housing programs(R7.2a) Search for increased capabilities for Substance Abuse Disorder treatment and PSH(R7.3a) Provide additional Re-entry programs and PSH (R7.4a) Advocate for programs that successfully transition individuals and families away from government assistance and towards financial independence (R7.4b) Search for charitable funds to replace federal funds in situations where financial independence is not realistic | (R7a) FHHC(R7b) FHHC(R7c) Love INC(R7d) FHHC Coordinator(R7.1a) FHHC(R7.2a) Housing First, Restore Inc, FHHC Coordinator(R7.3a) Re-Entry Coalition, No Limits, Restore Inc.(R7.4a) Love INC, Salvation Army, FRM’s 30/60/90 Program, Restore Inc.(R7.4b) FHHC |
| **Risk** | **Control** | **Who is Responsible** |
| (R8) Loss of Good Standing | (R8a) Institute a Board of Directors composed of the community’s key leaders (R8b) Develop FHHC bylaws including a Code of Conduct(R8c) Appoint a Community Outreach Director (R8d) Establish a Community Outreach Committee that consistently plans events, media presentations, and other forms of outreach(R8e) Ensure all services are conducted within the accepted best practice standards and FHHC bylaws | (R8a) FHHC(R8b) Board of Directors(R8c) FHHC Coordinator(R8d) Community Outreach Director(R8e) FHHC |

# S.M.A.R.T. Objectives

 Management and project management professionals often use the acronym SMART when describing goals or objectives. There are several variations of the SMART acronym, but for this Strategic Plan SMART is:

**S**pecific: narrowly focused to clearly define area of improvement

**M**easureable: a tangible metric of success or failure

**A**greed Upon: FHHC member organizations approve actions to be taken and by whom

**R**ealistic: the goal is achievable

**T**ime bound: when the objective should be achieved

## FHHC Organizational Changes

### Board of Directors (Advisory Board)

[WBS](#_Board_of_Directors) [Executive Summary](#_Executive_Summary)

 By May 2017, the Fairbanks Housing and Homeless Coalition will have a Board of Directors, composed of seven Executive Directors from Fairbanks agencies that provide direct services to the community’s homeless and at risk populations. The Board of Directors will meet once per month to provide the direction, guidance, and decision making capacity for the FHHC. The implied subjective goal associated with this objective is to increase collaboration amongst the primary service providers in the region, so attending the monthly meeting is highly encouraged, but the FHHC Coordinator or acceptable surrogate will relay information as needed when scheduling conflicts occur.

### Community Outreach

[WBS](#_Community_Outreach)

 By June 2017, the FHHC Coordinator, FHHC Development Coordinator, and the FHHC Community Outreach Director will establish a Communication Plan that will serve as a guide for the coalition’s internal and external messaging. A main focus of the Communication plan will be to increase public outreach through routinely holding community events, and reaching out to the media when appropriate.

### Bylaws

[WBS](#_Bylaws)

 By August 2017, the Fairbanks Housing and Homeless Coalition Coordinator will form a Bylaw Development Team. The Bylaw Development Team will establish a draft of its preliminary bylaws by October 2017 to be approved by the Board of Directors no later than January 2018. The bylaws would codify coalition structure, operating procedures, and standard of conduct. The bylaws will be in compliance with the Alaska Nonprofit Corporation Act. While the FHHC is currently not incorporated, in the future it could be in the best interest of the FHHC to do so. Having established bylaws would ease the transition into incorporation.

### Partnerships

[WBS](#_Partnerships)

 By July 2017, the FHHC Coordinator will submit a draft document that details the essential elements of strategic partnerships to the Board of Directors for approval by August 2017. The essential elements include:

* Identity of the partner
* Expectations of the partner
* Expectations of FHHC
* Strategic benefits of the partnership
* Risks of the partnership
* Anticipated date and duration of partnership

Prospective areas of partnerships:

* Local governments
* Landlords
* Businesses & other organizations

### Website

[WBS](#_Website)

 By June 2017, the Community Outreach Committee will launch a Fairbanks Housing and Homeless Coalition website that includes a links page to each of the FHHC member organizations. The website will serve the following primary functions:

* Raise awareness about homelessness in and around Fairbanks
* Promote FHHC events and member events
* Provide links to community resources
* Collect donations through a link to the North Star Community Foundation

### Fundraising

[WBS](#_Fundraising_Consultation)

 By August 2017, the FHHC Coordinator will identify and apply for applicable grants to cover FHHC operating expenses not otherwise covered through local fund raising efforts.

## Fairbanks Symposium on Homelessness

[WBS](#_Planning_Committee) [Executive Summary](#_Executive_Summary)

 The Fairbanks Housing and Homeless Coalition is planning a Fairbanks Symposium on Homelessness. The FHHC is leading an effort to increase community awareness and communal problem solving to address issues affecting Fairbanks’ 266 homeless individuals. The cornerstone of this collaborative effort will be a community wide Fairbanks Symposium on Homelessness on December 6, 2017. The summit will further public discussion of key housing issues including:

* Disproportional rates of homelessness among Native Alaskans
* Housing for up to 400 individuals released early from incarceration by Senate Bill 91
* Permanent Supportive Housing waitlists
* Senior/elder housing
* Inadequate long term mental health services
* Employment opportunity programs

### Planning Committee

[WBS](#_Planning_Committee)

 The Fairbanks Housing and Homeless Coalition Development Coordinator has formed a Fairbanks Symposium on Homelessness Planning Committee. The committee meets at least once per month to plan and delegate tasks.

### Venue Selection

[WBS](#_Venue_Selection)

 By June 15, 2017 the Fairbanks Symposium on Homelessness Planning Committee will decide upon a venue for the summit. The FHHC Development Coordinator and Coordinator will meet with the Explore Fairbanks, Director of Meetings & Conventions on April 24, 2017 to discuss options. Explore Fairbanks has offered to submit an Invitation To Bid (ITB) to the applicable local venues.

###  Budget

[WBS](#_Budget)

 By July 2017, the Fairbanks Symposium on Homelessness Planning Committee will draft a budget for the summit. The budget must include the venue, catering, marketing, and any presentation fees.

### Funding

[WBS](#_Funding)

 By July 2017, the FHHC Development Coordinator, Treasurer, and Coordinator will apply for a number of grants with a total that exceeds projected budget expenses by at least 10% to cover unexpected costs. Additionally the Fairbanks Symposium on Homelessness Planning Committee will explore fund raising activities in preparation for the summit.

### Agenda/Schedule

[WBS](#_Agenda/Schedule)

 By August 2017, the Fairbanks Symposium on Homelessness Planning Committee will have an Agreed upon agenda and schedule to submit to the Board of Directors for approval. This should include topics of presentations, speakers, etc.

### Secure Speakers/Presenters

[WBS](#_Secure_Speakers/Presenters)

 By September 2017, the Fairbanks Symposium on Homelessness Planning Committee will have secured the presenters for the summit and have back up presentations ready for any presenter that cancels after agreeing to the summit.

### Marketing

[WBS](#_Marketing)

 By September 2017, the Fairbanks Symposium on Homelessness Planning Committee and Community Outreach Committee will create and implement a marketing plan. The marketing plan will consider advertising through all available forms of media and social media. The Marketing campaign must begin in September and increase through October until the November summit event.

### Summit Work Assignments

[WBS](#_Summit_Work_Assignments)

 By October 2017, the Fairbanks Symposium on Homelessness Planning Committee will have volunteers assigned to every work assignment generated for the summit. For example if the committee determines there needs to be a ten person setup team then they need to have at least ten people that have agreed to be on the setup team.

## Coordinated Entry System

[WBS](#_Coordinated_Entry_System) [Executive Summary](#_Executive_Summary)

 The U.S. Department of Housing and Urban Development mandated that all Continuum of Care (CoC) establish a Coordinated Entry System (CES) by January 23, 2018 (Notice CPD-17-01). Additionally HUD has already started emphasizing the importance of Coordinated Entry in the weighting of grants. Fairbanks is already losing out on available funds due to the lack of an implemented Coordinated Entry system. The following Fairbanks agencies are recognized as essential to the Coordinated Entry system in the continuum and representatives of each agency compose the Coordinated Entry Planning Taskforce:

* Fairbanks Rescue Mission
* Tanana Chiefs Conference
* Interior Alaska Center for Non-Violent Living
* Fairbanks Youth Advocates
* No Limits Inc.
* Restore Inc.
* Salvation Army

### Data Sharing Agreement

[WBS](#_Data_Sharing_Agreement)

 By June 20, 2017, the above listed will sign the Interagency Data Sharing & Coordinated Services Agreement, which facilitates the sharing of Homeless Management Information System (HMIS) data between the agencies.

### Priority Track Agreement

[WBS](#_Priority_Track_Agreement)

 By June 2017, the agencies listed above will have agreed upon the HUD approved priority tracks to use. The three standard tracks generate priority lists for individuals/couples, youth, and families. The community must use these three standard tracks, but there are other tracks that can be developed and authorized if needed. Other common HUD approved tracks include a Domestic Violence track and an At-risk of becoming homeless track.

### Access Point Policies Established

[WBS](#_Access_Point_Policies)

 By June 2017, the Coordinated Entry Planning Taskforce will have drafted access point policies that include identifying or developing access models. Nationwide the two basic approaches are the centralized access model and the “no wrong door” access model. Some communities have also augmented their access models with virtual access and mobile access.

### Release of Information Agreement

[WBS](#_Release_of_Information)

 By July 2017, the agencies listed above will have developed and agreed upon a standard Release of Information (ROI) form or forms. The form or forms will determine what level of sharing the agencies expect and what options the client will have.

### Define Assessment Phases

[WBS](#_Define_Assessment_Phases)

 By August 2017, the Coordinated Entry Planning Taskforce will have defined the assessment phases by task and by agency. The phases must include as a minimum:

* Initial triage
* Diversion
* Preventing screening
* Non-prioritized emergency services
* Assessment for prioritization
* Assessment for eligibility

### Data Entry Packet Agreement

[WBS](#_Data_Entry_Packet)

 By August 2017, the agencies involved in Coordinated Entry will have agreed upon a Data Entry Packet based upon the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). While the continuum can add optional questions to the VI-SPDAT to aid in scoring, it is HUD mandated that the VI-SPDAT provides the primary score.

### Develop Referral Process

[WBS](#_Develop_Referral_Process)

 By September 2017, the Coordinated Entry Planning Taskforce will have drafted a referral process policy that defines eligibility criteria for each homeless unit and creates a uniform procedure for entry to each homeless unit.

### Formal Policy Agreement

[WBS](#_Formal_Policy_Agreement)

 By October 2017, the agencies involved in Coordinated Entry will have agreed upon the policies drafted by the Coordinated Entry Planning Taskforce. At this point the Coordinated Entry system for Fairbanks will be nearly ready for implementation and all legal hurdles should be resolved.

### Case Conferences / Move-up Strategies

[WBS](#_Case_Conferences_/)

 By November 2017, the Coordinated Entry Planning Taskforce will develop a tentative case conference schedule and strategies for supporting applicable clients out of homeless services and into self-reliance.

### HMIS Work Flow

[WBS](#_HMIS_Work_Flow)

 By December 2017, the Coordinated Entry Planning Taskforce, with the support of the Institute for Community Alliances (ICA,) will have customized and tested the HMIS work flow of the Fairbanks CES.

### CES Implementation

[WBS](#_CES_Implementation)

 By January 2018, the Fairbanks Coordinated Entry System will be fully implemented.

## Service Gaps

[WBS](#_Service_Gaps)

 The following SMART objectives are to help eliminate the service gaps identified in the SWOT analysis and Ten Year Plan. These objectives should be viewed as the first steps in developing potential project proposals. Most of the gaps exist because there is not an easy or expedient solution, which means any projects developed from the proposals might take considerable time to fund and implement. Ultimately many of these potential projects will wait until after the implementation of the Coordinated Entry System, but the FHHC should have a number of projects prioritized and prepared to start following the CES launch.

A significant function of the FHHC will be to help secure funding sources for these projects. As previously stated most federal grants are starting to require interagency collaboration and many charitable grants prefer such partnerships. The FHHC should be a vehicle to illustrate the commitment to cooperation. Additionally the coalition has the community outreach capabilities to form lasting partnerships with a number of local businesses to aid in resource acquisition and funding.

### Day Center

[WBS](#_Teen_Parents_Services) [Executive Summary](#_Executive_Summary)

 By July 2017, the FFHC will evaluate the possibilities of establishing community centers that managed by its intended audience. This model has been successful locally in the Northern Hope Center and nationally in Veterans Helping Veterans models. The Northern Hope Center’s Executive Director and Board are actively looking to expand operations around Fairbanks. The Northern Hope Center’s Board Members all suffer from mental illness and all use the center to bring them stability through their trying times. Much like the Veterans Helping Veterans model, the Northern Hope Center model works because it is provides its clients with needed services, but the assistance is coming from peers enduring similar hardships rather than clinicians. The clients are more open to receiving the assistance in this setting.

### Teen Parents Services

[WBS](#_Teen_Parents_Services) [Executive Summary](#_Executive_Summary)

 By August 2017, FHHC will hold a brain storming session to search for solutions to the Teen Parent Services/Shelter gap. Ideally the FHHC Coordinator would facilitate the session with FYA, the Carenet Fyndout Free Clinic, and SOAP jointly providing expert guidance and analysis. Ideas approved by SOAP and FYA could then be converted into a project proposal for approval by the FHHC Board. Having the full weight of the coalition behind any potential project should significantly increase grant scoring, which could help secure primary or bonus funding sources. Additionally collaboration on that scale for a project to benefit perhaps the most vulnerable homeless demographic would also likely result in local business partnerships.

### Soft Skill Employment Programs

[WBS](#_Soft_Skill_Employment)

 By August 2017, FHHC will hold a brain storming session to search for solutions to the soft skill training gap. The brain storming session will likely result in a multitude of project proposals, as there are already a number of great ideas being passed around the coalition ranging from a food processing hub to landscaping services to a variety of day jobs. The FHHC should prioritize these proposals based upon impact and resource options.

### Permanent Supportive Housing

[WBS](#_Permanent_Supportive_Housing) [Executive Summary](#_Executive_Summary)

 By October 2017, FHHC will formally evaluate current FHHC ideas for increasing Permanent Supportive Housing beds in the community to see if the ideas can be moved into official proposals and projects. Currently there are at least two concepts being considered for additional PSH beds. Both of these ideas involve buying and renovating existing buildings. Perhaps in an effort to reduce overhead costs, improve coalition collaboration, and provide comprehensive support for the clients, multiple agencies could work out of the same facility. For example there could be a section for a Housing First’s PSH, for a section for No Limits’ style PSH, and perhaps a section for a transitional housing program. Then a variety of services could also be housed on the facility to serve each section, which should reduce the overall costs to each housing program. As stated above current funding trends are looking for community projects that emphasize collaboration amongst agencies. Additionally the HUD best practices suggest pairing Coordinated Entry with increases in PSH.

### Rapid Re-Housing

[WBS](#_Rapid_Re-Housing)

 By November 2017, FHHC will hold a brainstorming session to search for solutions to the Rapid Re-Housing gap. Much like the Teen Parent Service session, this should be facilitated by the FHHC Coordinator with Alaska Housing and Finance Corporation, Love INC, and the Salvation Army jointly providing expert guidance and analysis. It is likely that any Rapid Re-Housing initiatives would involve formal buy in from local landlords.

### Sex Offenders

[WBS](#_Sex_Offenders)

 By November 2017, FHHC will hold a brainstorming session to search for solutions to the service gap for sex offenders. This population is very limited on services, housing, and employment opportunities. This not only affects re-entry services, but the coalition as a whole, because there are registered sex offenders that are not returning from prison, but are in the community. With the highest number of sexual assault cases per capita, Fairbanks’ registered sex offender population is also abnormally high.

### Low Income Housing

[WBS](#_Low_Income_Housing)

 By February 2018, the FHHC will attempt to establish regular Affordable Housing Meetings composed local housing agencies, landlords, and members of FHHC leadership to discuss housing concerns. Organization such as the Tenant Watch Network and the Alaska Housing and Finance Corporation should also be invited to attend. The group should meet at least quarterly. This would provide FHHC to advocate for the low income population and champion programs such as Ready to Rent.

# Chronological Work Breakdown Structure (WBS)

 The following Work Breakdown Structure (WBS) is a general guide for accomplishing the objectives in this Strategic Plan. Some of the objectives in this Strategic Plan might require more a detailed WBS and Gantt Chart or similar timeline structure, but the intent of this WBS is to provide an user-friendly overview, which would be lost if such detail was included here. The objectives and the reasons for the objectives in this WBS are hyperlinked to the corresponding text throughout the Strategic Plan. To use the hyperlink feature press ctrl and left click the mouse over the objective or reason. To return to the WBS repeat the procedure over the “WBS” in the corresponding title.

|  |
| --- |
| **Chronological Work Breakdown Structure (WBS)** |
| **FHHC Organizational Changes** |
|  **NLT Date** | **Objective** | **Who is responsible** | **Reason for Objective** |
| May 2017 | Board of Directors (Advisory Board) | Coordinator | (C2) FHHC plans(C5) Sustainment of servicesExperienced, Effective Agencies |
| June 2017 | Community Outreach | Coordinator,Development Coordinator,Community Outreach Director | (P1) Resource guide(P4) Increase accessibility(C2) FHHC plans(C3) OutreachCommunication |
| August 2017October 2017January 2018 | Bylaws | Coordinator,Bylaw Development Team,BoD | (C2) FHHC plans |
| July 2017August 2017 | Partnerships | Coordinator,BoD | (C2) FHHC plansNew Partnership PossibilitiesFundingFunding/Economy |
| June 2017 | Website | Community Outreach Committee | (P1) Resource guide(C3) Outreach Communication |
| August 2017 | Fundraising  | Coordinator | FundingNew Partnership PossibilitiesFunding/Economy |
| **Fairbanks Symposium on Homelessness**  |
| *\* Reasons for Objective are the same for each entry in this section* |
|  **NLT Date** | **Objective** | **Who is responsible** | **Reason for Objective** |
| Complete | Planning Committee | Development Coordinator | Increase Housing Options for Target PopulationsIncrease Housing Options for low income population with no support(C3) Outreach(C4) Advocate for Behavioral Health optionsService GapsTrust / CollaborationFundingHomeless SummitPotential ProjectsSubstance Abuse Epidemic |
| June 15, 2017 | Venue Selection | Summit Planning Committee |  |
| July 2017 | Budget | Summit Planning Committee |  |
| July 2017 | Funding | Development Coordinator,Treasurer,Coordinator |  |
| August 2017 | Agenda/Schedule | Summit Planning Committee |  |
| September 2017 | Secure Speakers/Presenters | Summit Planning Committee |  |
| September 2017 | Marketing | Summit Planning Committee,Community Outreach Committee |  |
| October 2017 | Summit Work Assignments | Summit Planning Committee |  |
| **Coordinated Entry System** |
| *\* Reasons for Objective are the same for each entry in this section* |
|  **NLT Date** | **Objective** | **Who is responsible** | **Reason for Objective** |
| June 20, 2017 | Data Sharing Agreement | Agencies using HMIS | (E3) Increase HMIS participation(C5) Sustainment of servicesTrust / CollaborationFundingCoordinated EntryInaccurate/Incomplete Data |
| June 2017 | Priority Track Agreement | Agencies using HMIS |  |
| June 2017 | Access Point Policies Established | Coordinated Entry Planning Taskforce |  |
| July 2017 | Release of Information Agreement | Agencies using HMIS |  |
| August 2017 | Define Assessment Phases | Coordinated Entry Planning Taskforce |  |
| August 2017 | Data Entry Packet Agreement | Agencies using HMIS |  |
| September 2017 | Develop Referral Process | Coordinated Entry Planning Taskforce |  |
| October 2017 | Formal Policy Agreement | Agencies using HMIS |  |
| November 2017 | Case Conferences / Move-up Strategies | Coordinated Entry Planning Taskforce |  |
| December 2017 | HMIS Work Flow | Coordinated Entry Planning Taskforce |  |
| January 2017 | CES Implementation | Agencies using HMIS |  |
| **Service Gaps** |
|  **NLT Date** | **Objective** | **Who is responsible** | **Reason for Objective** |
| July 2017 | Day Centers | FHHC | (P5) Bean’s Café model(C4) Advocate for Behavioral Health optionsService Gaps |
| August 2017 | Teen Parents Services | FHHC,SOAP,FYA,Carenet | (S1) Transitional housing for 18-21 year olds / pregnant teens(S5) Host Homes ProgramService Gaps |
| August 2017 | Soft Skill Employment Programs | FHHC | Service Gaps |
| October 2017 | Permanent Supportive Housing | FHHC | (S6) Increase permanent supportive housing(C4) Advocate for Behavioral Health optionsCoordinated EntryPotential ProjectsSubstance Abuse EpidemicService Gaps |
| November 2017 | Rapid Re-Housing | FHHC | (N2) Rapid Re-housing for familiesService Gaps |
| November 2017 | Sex Offenders | FHHC | (S7) Master Lease ProgramService Gaps |
|  |  |  |  |
| February 2018 | Low Income Housing | FHHC | (N1) Increase low income housing(N3) Tenant certification programService Gaps |