Minnesota Coalition for the Homeless

2011-2014

Strategic Plan

February 2011

Table of Contents

Planning Background

The Minnesota Coalition for the Homeless (MCH) comprises more than 150 member organizations and represents a wide array of constituencies and interests, including people who have experienced homelessness, low-income service providers, advocates for people who have experienced homelessness, labor groups, local units of government, and community activists. About one-third of the Coalition's board of directors has experienced homelessness. The mission of the MCH is to generate individualized and flexible policies, community support, and resources that will help communities to meet their local housing and homelessness system needs.

Purpose

The MCH launched an inclusive strategic planning process in the fall of 2010 to identify short and long-term directives for the Coalition by engaging members, stakeholders and citizens to assess the status of MCH, identify future directions and help answer important questions such as:

- What are needed <u>directions and focus for the movement</u> to end homelessness?
- How do we <u>address the structural, bedrock issues</u> that sustain homelessness?
- What <u>role does MCH need to play</u> in ending homelessness?
- What <u>long and short-term MCH goals and initiatives</u> will implement that role?
- What are priorities for <u>using coalition resources to maximum impact</u>?
- How can <u>MCH work effectively with provider associates and others</u> to serve our constituents?

Process

The strategic planning process included following steps, activities and participants:

A. **Stakeholder Input:** September – October 2010 See input summary in Appendix B, pp.20-25
   MCH invited input from diverse stakeholders regarding MCH status and directions through multiple means:
   - Statewide focus groups met in Bemidji, Duluth, Owatonna and St. Paul
   - A web survey generated ideas and insights from members and the public
   - Interviews with leaders of statewide homeless initiatives, intermediaries and funding organizations

B. **Plan Drafting:** October 29, 2010
   MCH Staff and Board of Directors gathered for an all-day planning meeting to develop draft directions for the coalition based on input from members, stakeholders and other interested parties. Specific meeting objectives included the following:
   - *Review* the planning advice from partners, stakeholders and respondents
   - *Assess* the state of the coalition and key messages regarding future directions
   - *Identify* proposed 3-5 Year Goals
   - *Draft* 1-2 Year Priority Strategies

C. **Plan Review:** November 16, 2010 See input summary in Appendix C, pp.26-27
   The draft directions were shared at the 2010 MCH conference and attendees were invited to provide advice and ideas for refining the plan and implementing the priority strategies.

D. **Action Planning:** December 2010 – February 2011
   The staff, Board members and interested coalition volunteers worked in ad hoc teams to develop 6-12 month outcomes, steps, roles and timelines needed to implement the priority strategies. The Board reviewed and refined the action plan, approved the strategic plan and launched implementation at the February board meeting.

Plan-At-A-Glance

Mission and Vision

Generate policies, community support and local resources for housing and services to end homelessness in Minnesota.

| 1-2 Year Strategies | Current Challenges | Current Advantages | 3-5 Year Goals |

1-2 Year Strategies

Mobilize Unified ADVOCACY

A. *Lead* proactive system change advocacy

B. *Focus and build* active statewide communication

C. *Deepen and diversify* collaborative advocacy relationships

Structure Sustainable OPERATIONS

D. *Develop and revamp* board roles and operations

E. *Develop* a statewide staff team

F. *Implement* a plan for short and long-term financial stability

Details pp. 8-17

Current Challenges

A. Need to communicate and advocate for systemic and preventative solutions

B. Need to find common ground in order to represent all members' interests and positions

C. Clarify coalition roles and relationships and expand the network for alliances

D. Improve statewide coordination, operations and governance

E. Address funding and staffing shortages that severely limit service capacity

Details p.6

Current Advantages

A. Respected advocacy leadership
   - Reputation of being collaborative, admired, respected and needed
   - Longstanding history in working with those experiencing homelessness
   - Good leadership over many years that is now being carried forward with a new, fresh board
   - Considered thought-leaders and experts by legislators and others
   - The conferences and educational programs do a lot of good and make a difference

B. Voice for a diverse, statewide network
   - The coalition encompasses providers, low-income people and the "will" of the general public about the issue
   - The MCH is truly a statewide organization
   - Members represent a diversity of providers and continuum of services
   - Non-partisan organization

Details p.5

3-5 Year Goals

Unified ADVOCACY

A. Voice for legislative advocacy for systemic solutions

B. Statewide clearinghouse for resources - information, education and awareness

Participative COALITION

C. Proactive, inclusive and effective, member-driven coalition

D. Clear and steady board leadership to support coalition operations

Sustainable CAPACITY

E. Adequate and defined staff roles and capacity to fulfill the mission and purpose

F. Financially sustainable organization

Details p.7

Status Assessment

What are the <u>key messages</u> from partners and stakeholders? What is the <u>state of the coalition</u>?

Stakeholder Input Implications

After reviewing the comments and themes from planning focus groups and surveys, what are overall stakeholder messages to the planning process? (See *Appendix B for Pre-Planning stakeholder input themes*)

A. **Broad-based <u>support and faith in the coalition</u>**
   - Glad to hear that people were willing to help, they need the coalition and want MCH to succeed; they would consider it a gap if we went away
   - Good participation by a variety of stakeholders
   - Many see that MCH has made changes recently; they consider the changes positive
   - MCH is still perceived as relevant for the times

B. **Imperative for <u>intensified collaboration</u>**
   - Everyone is open to increased partnership
   - Useful to have suggestions about how we can work better together
   - Good to learn about the desire and need for funding collaboration even though we often compete for money
   - The "turf battles" are there but people really do want to collaborate
   - There is a clear recognition that we need unity, focus, direction and flexibility; a house divided cannot succeed

C. **Need for a <u>systemic view of homelessness</u>**
   - There is a need to move away from dichotomies – long-term vs. short-term; single adult vs. family focus; metro vs. rural, etc.
   - The issues related to youth are consistent
   - Must identify and communicate the interrelationships between issues and conditions

D. **<u>Advocacy and communication</u> continue to be essential coalition roles**
   - The feedback confirms the important cornerstone role of our advocacy – tracking what is happening at the Capitol and enabling grassroots engagement
   - Communication is a key strength and challenge

Advantages:

What did you hear/do you conclude are the <u>key strengths</u> of MCH that we cannot lose and need to leverage?

A. **Respected <u>advocacy leadership</u>**
   - Reputation of being collaborative, admired, respected and needed
   - Longstanding history in working with those experiencing homelessness
   - Good leadership over many years that is now being carried forward with a new, fresh board
   - Considered thought-leaders and experts by legislators and others
   - The conferences and educational programs do a lot of good and make a difference

B. **Voice for a <u>diverse, statewide network</u>**
   - The coalition encompasses providers, low-income people and the "will" of the general public about the issue
   - MCH is truly a statewide organization
   - Members represent a diversity of providers and continuum of services
   - Non-partisan organization
   - An independent voice that acknowledges its interdependence with many stakeholders and efforts

Status Assessment Continued

What are the key messages from partners and stakeholders? What is the state of the coalition?

Challenges:
What did you hear/do you conclude are the key challenges for MCH at this juncture?

A. **Need to communicate and <u>advocate for systemic and preventative solutions</u>**
  - ☐ Legislative role has tended to be identified with certain issues or positions vs. big picture
  - ☐ Need to refine our work and determine what the next initiatives are for effectively impacting homelessness
  - ☐ Need to better articulate and address the youth population issues, the complexity of homelessness and focus on preventative and proactive solutions
  - ☐ Increase ability to be deliberative about racial, ethnic and cultural inequities
  - ☐ Need better and consistent messaging about the coalition, the changing face of homelessness (new, former/chronic homelessness), consistency of message
  - ☐ Lack of data and visible proof of the return on investments made to address homelessness

B. **Need to <u>find common ground</u> in order to represent all members' interests and positions**
  - ☐ Need to be even more representative of all partners; eradicate perceptions about "not playing well with others"
  - ☐ Address and find common ground in Minneapolis/St. Paul and metro/rural tensions and conflicts

C. **Clarify <u>coalition roles and relationships</u> and expand the network for alliances**
  - ☐ Clarify and define internal and external alliance roles (e.g. STEP, national coalition)
  - ☐ Clarify MCH role to the public and members; identify who we are in relation to organizations working in the same field or cause
  - ☐ Need to expand the network of partners and begin working with another group of players – educators, health care, business, etc.

D. **Improve <u>statewide coordination, operations and governance</u>**
  - ☐ Improve ways in which we serve and operate statewide
  - ☐ Need to clarify expectations and roles of board members
  - ☐ Improve working infrastructure among partner members, those experiencing homelessness and the Board
  - ☐ Clarify working roles of board and staff

E. **Address <u>funding and staffing shortages</u> that severely limit capacity**
  - ☐ Must build financial stability and have a good fund development plan
  - ☐ Major staffing gaps; need to develop more, right and stable staff
  - ☐ Need to develop internal policies and procedures to assure sustainable operations

3-5 Year Goals

Where do <u>we want to be in 3-5 years</u>? What goals are worth <u>moving toward</u>?

Unified ADVOCACY

A. **Voice for <u>legislative advocacy for systemic solutions</u>**
   Related goals and desired outcomes:
   - ☐ Advocating systemic solutions to root causes
   - ☐ Large voice for the "big picture" view for addressing/ending homelessness
   - ☐ Establish clear legislative goals early such as General Assistance to $500, Minnesota Miracle to include homelessness (tax code), Jobs and training programs, etc.

B. **Statewide <u>clearinghouse for resources</u> - information, education and awareness**
   Related goals and desired outcomes:
   - ☐ Serve as the go-to place for advocacy information, training and issue framing
   - ☐ Frame the issue for advocates, the public, legislators and public officials
   - ☐ Change fear to hope in communicating and addressing the shifting face of homelessness

Participative COALITION

C. **Proactive, inclusive and effective, <u>member-driven coalition</u>**
   Related goals and desired outcomes:
   - ☐ Ongoing strengthening and broadening of the coalition
   - ☐ Statewide presence in building an army of volunteers with shared values
   - ☐ All know what solutions to achieve, focused on showing return on investments made to address homelessness
   - ☐ Active sub-committees, university linkages, communication channels, youth education, etc.
   - ☐ Strong working alignments with groups in diverse sectors - medical, DV, LE, etc.
   - ☐ Inclusive membership - racially, ethnically, rural/urban, etc.
   - ☐ Dedication to building sustainable communities that embrace diversity

D. **Clear and <u>steady board leadership to support coalition operations</u>**
   Related goals and desired outcomes:
   - ☐ Clear board role in coordinating and steering a dynamic network
   - ☐ Ongoing board development and clear member job descriptions
   - ☐ Established succession plan

Sustainable CAPACITY

E. **Adequate and defined <u>staff roles and capacity to fulfill the mission</u> and purpose**
   Related goals and desired outcomes:
   - ☐ Stable staffing to cover all needed roles - ED, advocacy for public policy, organizing, public education, development, program/technical assistance
   - ☐ Effective statewide management and coordination of all roles

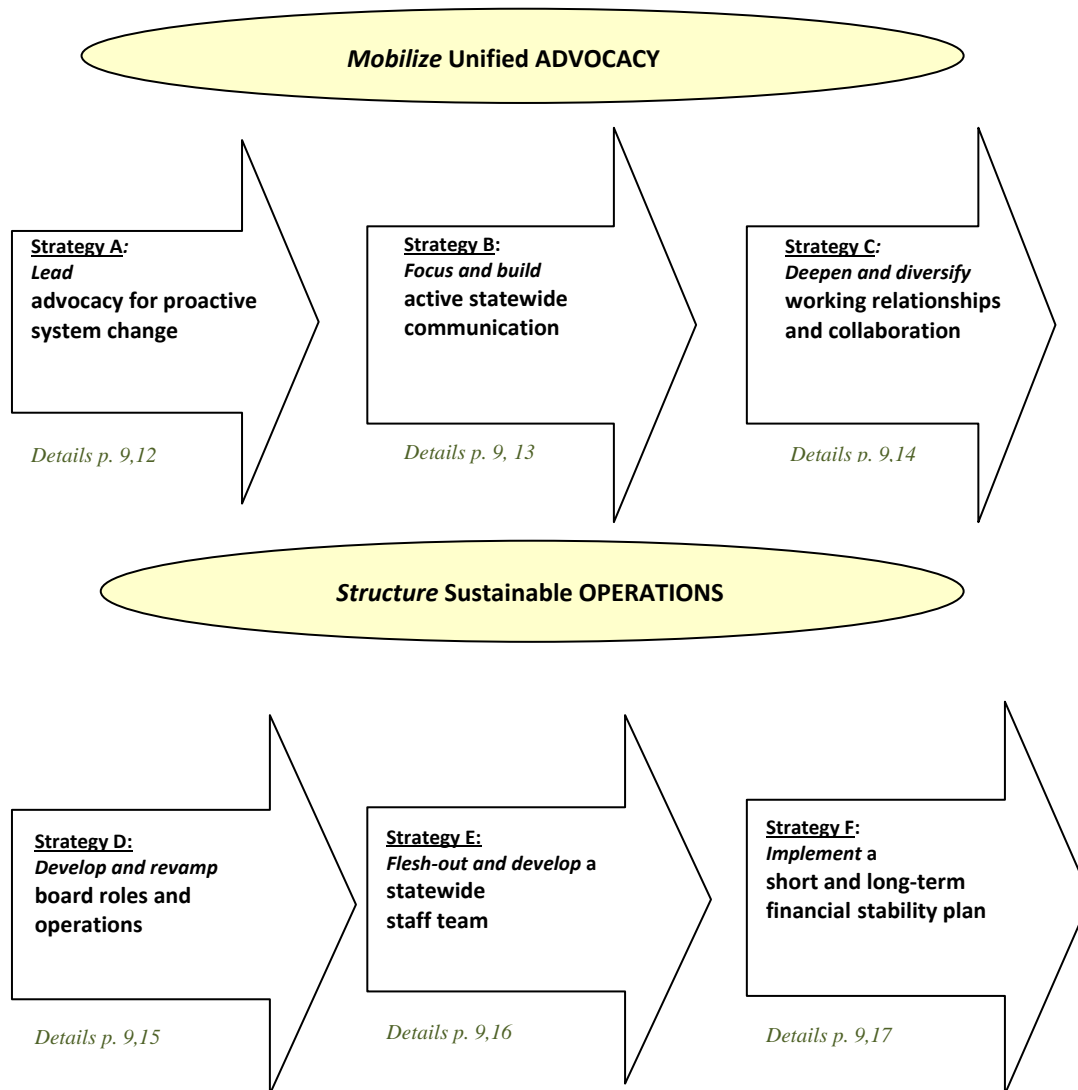F. **Financially <u>sustainable organization</u>**
   Related goals and desired outcomes:
   - ☐ Stable fiscal base to support operations
   - ☐ Financial stability with long-term funding strategies
   - ☐ Proactive fund development plan and systems

1-2 Year Priority Strategies

What actions or initiatives are needed to implement the goals?
What do we need to DO now to achieve our goals?

Mobilize Unified ADVOCACY

Strategy A:
Lead
advocacy for proactive system change

Details p. 9,12

Strategy B:
Focus and build
active statewide communication

Details p. 9, 13

Strategy C:
Deepen and diversify
working relationships and collaboration

Details p. 9,14

Structure Sustainable OPERATIONS

Strategy D:
Develop and revamp
board roles and operations

Details p. 9,15

Strategy E:
Flesh-out and develop a
statewide staff team

Details p. 9,16

Strategy F:
Implement a
short and long-term financial stability plan

Details p. 9,17

1-2 Year Priority Strategies Continued

Mobilize Unified ADVOCACY

A. *Lead* <u>advocacy for proactive system change</u>   *See Action Plan p. 10, 12*
In order *to* serve as the voice for legislative advocacy for systemic solutions, the MCH will lead and coordinate working together to…
   …increase visibility for proactive systemic solutions and root causes *(See Appendix A for an <u>initial framing of the issue</u>)*
   …build strong advocacy allies and a collaborative "tag team" approach on issues

B. *Focus and build* <u>active statewide communication</u>   *See Action Plan p. 10, 13*
In order to support strong grassroots advocacy with information, education and awareness, the MCH will structure communication to catalyze a unified voice at the Capitol and establish a public relations initiative to…
   …define and communicate clear, core messages that have "brand identity"
   …convey our vision for what we see Minnesota should be
   …revamp a relevant toolkit for broad-based communication and messaging

C. *Deepen and diversify* <u>working relationships and collaboration</u>   *See Action Plan p. 10, 14*
In order to assure a proactive, inclusive and effective, member-driven coalition, MCH will expand working relationships with current and new partners through an active networking effort to…
   …provide people and organizations reasons to collaborate and engage with MCH
   …identify gaps among stakeholders and target untapped sectors
   …seek out diversity among racial, cultural, faith-based and rural groups, etc., that can support the coalition
   …build an effective infrastructure for member organizations to engage in dialogue and action
   …increase alliances through site visits and active partner development at conference events

Structure Sustainable OPERATIONS

D. *Develop and revamp* <u>board roles and operations</u>   *See Action Plan p. 11, 14*
In order to establish clear and steady board leadership to support current coalition needs, goals and directions, MCH will review and redevelop board and staff operations to…
   …identify and fill gaps in board make-up and representation
   …restructure board leadership roles and responsibilities
   …structure productive meetings including clear time contributions for board meeting agenda
   …target and implement board training needs
   …undertake succession planning for board and staff members to assure continuity of mission and priorities

E. *Flesh-out and develop* a <u>statewide staff team</u>   *See Action Plan p. 11, 15*
In order to establish an adequate and defined staff capacity to fulfill the coalition mission, the MCH will cover needed roles in the short term while implementing a long-term staffing plan through active approaches to…
   …build a strong volunteer base through regular communication with Provider Associates
   …find creative ways to build an interim staff of interns, volunteers, contract staff, etc., to cover needed roles
   …identify and plan for all future positions and support needs including hours, wages, benefits and other costs
   …seek money to fund staff positions

F. *Implement* a <u>plan for short- and long-term financial stability</u>   *See Action Plan p. 11, 16*
In order to put in place a financially sustainable organization, MCH will diversify funding to reduce reliance on foundations and add new revenue sources by action to …
   …develop a realistic and innovative funding plan
   …utilize the expertise of advisers and development professionals
   …energize fundraising through proactive efforts

MCH Strategic Action Plan At-A-Glance

Winter	Spring	Summer	Fall and beyond	Expected Outcomes
Strategy A: *Mobilize* <u>advocacy for proactive system change</u> *See Action Plan p.12*				
	<u>Step 1a</u>: Identify Key Allies (current/potential) - Spring <u>Step 1b</u>: Conduct active relationship building – Fall-Winter <u>Step 2</u>: Identify Key Issues - Spring- Summer	<u>Step 3a</u>: Identify Key Policymakers – Spring - Summer <u>Step 3b</u>: Conduct active relationship building - Spring - Summer	<u>Step 4</u>: Gauge and monitor progress - Quarterly	**Short Term** (3-6 months)**:** 1. Mainstream systems and issues identified **Long Term** (6-12 months)**:** 2. Proactive legislative strategy
Strategy B: *Focus and build* <u>active statewide communication</u> *See Action Plan p.13*				
<u>Step 1</u>: Regular email communication to board, members, and partners Winter - Spring <u>Step 3</u>: Continue YouTube messages and YouTube Channel - Winter <u>Step 4</u>: Promote guest essays, photos and drawings on Facebook, website, etc. - Winter	<u>Step 2</u>: Develop Communications Plan to be proactive rather than reactive - Spring <u>Step 5</u>: Invest in Webinar technology for trainings and connecting people statewide Spring – Summer • Plan identifying all needs and uses for the technology • Identify funding for implementation • Develop and publish a pilot training schedule		<u>Step 5</u>: Launch Webinar training program - Fall	**Short Term** (3-6 months): 1. Baseline identified for current level of support 2. Communication plan developed, identifying future audiences and outreach goals/strategies 3. Communication staff person added **Long Term** (6-12 months): 4. Planned, targeted, proactive communication systems/practices 5. 10,000 – 25,000 in the network 1) informed and 2) taking advocacy action
Strategy C: *Deepen and diversify* <u>collaborative advocacy relationships</u> *See Action Plan p.14*				
	<u>Step 1a</u>: Identify the working relationships that can be enhanced, deepened and diversified - Spring <u>Step 1b</u>: Conduct active relationship building - Summer-Fall <u>Step 2a</u>: Detail three ways to enhance each, and identify who is ideal to accomplish that task - Spring <u>Step 3</u>: Identify working relationships that do not merit time investment currently - Spring	<u>Step 2b</u>: Conduct active relationship building - Summer-Fall	<u>Step 4a</u>: Identify local and statewide collaborations that have commonalities with MCH Fall - Ongoing <u>Step 4b</u>: Conduct active relationship building - Ongoing <u>Step 5</u>: Dialogue with other coalitions and collaborations about mutual benefits to build impenetrable webs of support and present a visible, united front – Fall - Ongoing <u>Step 6</u>: Be the one to make the extra effort – Fall - Ongoing	**Short Term** (3-6 months): 1. Identified relationships to enhance 2. Plan developed for relationship enhancement **Long Term** (6-12 months): 3. Impenetrable web of partners representing mainstream systems identified and active

MCH Strategic Action Plan At-A-Glance Continued

Winter	Spring	Summer	Fall and beyond	Expected Outcomes
**Strategy D**: *Develop and revamp* <u>board roles and operations</u>   *See Action Plan p.15*
	Step 1: Identify new Board roles - Spring

Step 2: Set time contributions for Board Meetings - Spring

Step 3: Develop written reports to the board - Spring | Step 4: Identify roles of former board members - Summer

Step 5: Develop the Advisory Committee make-up and role - Summer

Step 6: Develop a succession plan for both board and staff - Summer | | **Short Term** (3-6 months):
  1. New Board work plan, roles and policies in place

Long Term (6-12 months):
  2. Add additional Board members to fill vacancies
  3. Diversified Board in place that is active, engaged and clear of roles |
| **Strategy E**: *Develop a* <u>statewide staff team</u>   *See Action Plan p.16* |
| Step 1: Continue and expand Thursday advocacy phone calls - Winter | Step 2: Continue Board outreach to Provider Associate Members - Spring

Step 3: Identify staffing and office needs and create short and long-term staffing plan - Spring | Step 4: Build staff capacity - add a Development/Communications position; keep policy director - Summer | Step 5: Create internship job description and set up internships at colleges across Minnesota - Fall

Step 6: Try to secure VISTAs to be placed around the state that could both help the local coalitions develop capacity as well as tie the local groups to our statewide work - Winter 2012 | **Short Term** (3-6 months):
  1. Maintain current staffing level – Executive Director, Policy Director, Part-time Administrative staff
  2. 50 Provider Associates that are closely engaged

Long Term (6-12 months):
  3. Development and Communications staff added
  4. 75 Provider Associates that are closely engaged

Longer-term (1-2 Years):
  5. Full staff team in place – Executive Director, Policy Director, Development/Communications Director, Operations Director, Administrative staff |
| **Strategy F**: *Implement* a plan for <u>short & long-term financial stability</u>   *See Action Plan p.17* |
| Step 1: Set a date and goal for hiring a communications - development person (for August) - Winter | Step 4: Make a calendar of events we already have planned and decide how to maximize - Spring | Step 2: Set up a fundraising team to serve as a Development Council - Summer

Step 3: Update website and all communications to include an easy-to-find "DONATE" button or mechanism - Summer | Step 5: Get an online donor database that is connected to our email system - Fall | **Short Term** (3-6 months):
  1. Communication staff added
  2. Fundraising plan in place

Long Term (6-12 months):
  3. Operations staff added
  4. Fundraising systems including e-fundraising in place |

11

Action Plan for Strategy A:
***Mobilize* advocacy for proactive system change**

The TASK: What is the main intent of this action area?

In order *to* serve as the voice for legislative advocacy for systemic solutions,
the MCH will lead and coordinate working together as a network to…

> …increase visibility for proactive systemic solutions
> …communicate root causes
> …build strong advocacy allies and a collaborative "tag team" approach on issues

The RESULTS: What do we want to achieve or produce?

Short Term (3-6 months)**:**
1. Mainstream systems and issues identified

Long Term (6-12 months)**:**
2. Proactive legislative strategy

Recommended STEPS or DIRECTIONS	**When**	**Who**
Step 1a: Identify Key Allies (current & potential) • Those who are advocating for mainstream issues (NAMI, Affirmative Options, Jobs Now Coalition, Second Chance, education, etc.) • Bring homeless data/statistics/stories to their work while also tying homelessness to the bigger issues that have bases of support. **Step 1b: Conduct active relationship building**	Spring Fall-Winter	• Team • Staff • Board • Providers
Step 2: Identify Key Issues *(See Appendix A for draft systemic view of homelessness)* • Summarize recommendations from the Poverty Commission & Heading Home MN • Get input from focus groups of people experiencing homelessness (partner with Homeless Against Homelessness) • Put our spin on a one-page summary and re-frame Wilder's statistics to have a societal rather than a personal spin • Get our statewide network talking about these key issues • Get policy makers to start referring to our simplified plan (we think this is one way to get these plans off the shelf and actionable) • Include people of color and people experiencing homelessness in this issue-framing work to keep it real and grounded in real people's experiences	Spring-Summer	• Team • Provider Associates • Interns • Volunteers
Step 3a: Identify Key Policymakers • Recognize the opportunity we have with Governor Dayton; seek proactive administrative changes • Develop champions in the Legislature from both political parties • Reframe the debate in terms of what kind of Minnesota do we want to live in - we are a resource-rich state, the issue is how we choose to invest those resources (don't talk about a high-risk population, but a high-return investment) **Step 3b: Conduct active relationship building**	Spring - Summer	• Team • Staff
Step 4: Gauge and monitor progress • The team (Ben Weiss, Marsha Cressy, Michael Dahl, Cathy Heying, Martha Fasthorse, Liz Kuoppala, plus a few yet-to-be-identified Greater Minnesota reps) will meet monthly to help gauge progress on these steps.	Quarterly	• Team

	Action Plan for Strategy B: **Focus and build active statewide communication**	

The TASK: What is the main intent of this action area?
In order to support strong grassroots advocacy with information, education and awareness, the MCH will structure communication to catalyze a unified voice at the Capitol and establish a public relations initiative to…   …define and communicate clear, core messages that have "brand identity"   …convey our vision for what we see Minnesota should be   …revamp a relevant toolkit for broad-based communication and messaging

The RESULTS: What do we want to achieve or produce?
Short Term (3-6 months):   1. Baseline identified for current level of support   2. Communication plan developed identifying future audiences and outreach goals/strategies   3. Communication staff person added   **Long Term** (6-12 months):   4. Planned, targeted, proactive communication systems/practices– "know who to reach when, how and why"   5. 10,000 – 25,000 in the network who are 1) informed and 2) taking advocacy action

Recommended STEPS or DIRECTIONS	When	Who
Step 1: Regular email communication to board, members, and partners • Compile a list of coalitions that meet regularly • Send out a monthly email identifying one success/tip and one project they're working on - to help other regional groups see best practices and serve as resources to people so as not to re-invent the wheel	Winter Spring	• Communication Team
Step 2: Develop Communications Plan (to be proactive rather than reactive) • Research and identify support baseline and develop communication goals • Start the clearinghouse function with an intern to keep the website up to date • Heart of the Beast performing Ben's book • Plan for MCH film festival on homelessness	Spring	• Communication Team • Staff/Board • Interns/ students
Step 3: Continue YouTube messages and YouTube Channel	Winter	• Social Media Team • MCTC Students • Staff/Interns
Step 4: Promote guest essays, photos, drawings on Facebook, website, etc.	Winter	• Communication Team
Step 5: Invest in Webinar technology for trainings and connecting people statewide • Develop a plan that identifies all needs and uses for the technology • Identify funding for implementation • Develop and publish a pilot training schedule • Launch the training program	Spring – Summer Fall	• Webinar Team

Action Plan for Strategy C: **Deepen and diversify <u>collaborative advocacy relationships</u>**

The TASK: What is the main intent of this action area?

In order to assure a proactive, inclusive and effective, member-driven coalition,
 the MCH will expand working relationships with current and new partners through an active networking effort to…
     …provide people and organizations with reasons to collaborate with MCH
     …identify gaps among stakeholders ,and target untapped sectors
     …seek out collaborations with diverse racial, cultural, faith- based and rural groups, etc., that can support the coalition
     …build an effective infrastructure for member organizations
     …continually build alliances through site visits and active partner development at conference events
     …engage members in specific dialogue groups

The RESULTS: What do we want to achieve or produce?

Short Term (3-6 months):
     1.   Identify relationships to enhance
     2.   Develop plan for relationship enhancement
 	
 Long Term (6-12 months):
     3.   Impenetrable web of partners representing mainstream systems identified and active

Recommended STEPS or DIRECTIONS	When	Who
Step 1a: Identify the working relationships that can be enhanced, deepened and diversified **Step 1b: Conduct active relationship building**	Spring Summer-Fall	• Board • Vice president • Member Development Team
Step 2a: Detail three ways to enhance each, and identify who is ideal to accomplish that task. **Step 2b: Conduct active relationship building**	Spring Summer-Fall	
Step 3: Identify working relationships that do not merit time investment currently • Set them aside. Don't waste time on things that don't work.	Spring	
Step 4a: Identify local and statewide collaborations that have commonalities with MCH • Research both their strong points and their needs. • Identify what we can offer, how we can support in meaningful ways. **Step 4b: Conduct active relationship building**	Fall - Ongoing	
Step 5: Dialogue with other coalitions and collaborations about mutual benefits to build impenetrable webs of support and present a visible united front.	Fall - Ongoing	
Step 6: Be the one to make the extra effort.	Fall - Ongoing	

	Action Plan for Strategy D: **Develop and revamp board roles and operations**

The TASK: What is the main intent of this action area?

In order to establish clear and steady board leadership to support current coalition needs, goals and directions,
the MCH will review and redevelop board and staff operations to…
       ...identify and fill gaps in board make-up and representation
       …restructure board leadership roles and responsibilities
       …structure productive meetings including clear time contributions for board meeting agenda
       …target and implement board training needs
       …undertake succession planning for board and staff members to assure continuity of mission and priorities

The RESULTS: What do we want to achieve or produce?

Short Term (3-6 months):
   1. New Board work plan, roles and policies in place
 	
Long Term (6-12 months):
   2. Add additional Board members to fill vacancies
   3. Diversified Board in place that is active, engaged and clear of roles

Recommended STEPS or DIRECTIONS	**When**	**Who**

Step 1: Identify new Board roles
  a) <u>Board Development VP</u>
     Responsibilities: Mentoring partnerships within the board ♦ Assign committees and ensure they are functioning ♦ Keep up with people who didn't come to the meeting ♦
     Reports ♦ Survey former board members ♦Survey board and staff for training needs
  b) <u>Communications VP</u>
     Responsibilities: Assist with creation and monitor communication plan ♦ Work closely with communication staff
  c) <u>Evaluation VP</u>
     Responsibilities: Evaluating programming of the coalition ♦Ensuring program evaluation is in place ♦ Monitoring evaluation plan
  d) <u>Membership VP</u>
     Responsibilities: Thinking about relationships with Provider Associates ♦ Assure that board is connecting with its PA associates that are assigned.
	Spring	• Board
		• Staff

Step 2: Set time contributions for Board Meetings	Spring	• Board • Staff
Step 3: Develop written reports to the board	Spring	• Board • Staff
Step 4: Identify roles of former board members	Summer	• Board • Staff

Step 5: Develop the Advisory Committee make-up and role
  • Include former homeless people
  • Determine function - pipeline to the board, weigh in on priorities, etc.
	Summer	• Board
		• Staff

Step 6: Develop a succession plan for both board and staff	Summer	• Board • Staff

Action Plan for Strategy E:
Flesh-Out and Develop a __statewide staff team__

The TASK: What is the main intent of this action area?

In order to establish an adequate and defined staff capacity to fulfill the coalition mission,
the MCH will cover needed roles in the short term while implementing a long-term staffing plan through active approaches to…

> …build a strong volunteer base through regular communication with Provider Associates
> …find creative ways to build an interim staff of interns, volunteers, contract staff, etc., to cover needed roles
> …identify and plan for all future positions and support needs including hours, wages, benefits and other costs
> …seek money to fund staff positions

The RESULTS: What do we want to achieve or produce?

Short Term (3-6 months):
1. Maintain current staffing level – Executive Director, Policy Director, Part-time Administrative staff
2. 50 Provider Associates that are closely engaged (Level 5)

Long Term (6-12 months):
3. Development and Communications staff added
4. 75 Provider Associates that are closely engaged (Level 5)

Longer-term (1-2 Years):
5. Full staff team in place – Executive Director, Policy Director, Development/Communication Director, Operations Director, Administrative staff

Recommended STEPS or DIRECTIONS	When	Who
Step 1: Continue and expand Thursday advocacy phone calls	Winter	• Staff • Board
Step 2: Continue Board outreach to Provider Associate Members	Spring	• Staff • Board

Step 3: Identify staffing and office needs and create short and long-term staffing plan
• Identify needed positions and roles to add – communications/development position; technology staff; full-time policy person
• Develop a plan for gradually moving to a fully staffed team
  ✓ Bring in interns to provide needed services and model the future work
  ✓ Hire a financial analyst to look at ROI and develop financial strategies
  ✓ Solidify staff at two and slowly move forward
• Identify and plan for workspace needs
	Spring	• Board
		• Staff

Step 4: Build staff capacity - add a Development/Communications position; keep policy director • Communications/development position - develop job description; raise funds, develop sustainability of job	Summer	• Staff • Board
Step 5: Create internship job description and set up internships at colleges across Minnesota • Develop an internship plan that assures effective supervision, mentoring and support • Build in leadership development/involvement of persons who experienced homelessness. • Identify specific projects for internships	Fall	• Staff • Board
Step 6: Try to secure VISTAs to be placed around the state that could help the local coalition develop capacity as well as tie the local groups to our statewide work • Set goal of one VISTA in each Congressional District and seek a stipend	Winter 2012	• Staff • Board

Action Plan for Strategy F: **Implement a plan for <u>short & long-term financial stability</u>**

The TASK: What is the main intent of this action area?

In order to put in place a financially sustainable organization,
the MCH will diversify funding to reduce reliance on foundations and add new, steady revenue sources by action to …
    …develop a realistic and innovative funding plan
    …utilize the expertise of advisers and development professionals
    …energize fundraising through proactive efforts including events and other activities

The RESULTS: What do we want to achieve or produce?

Short Term (3-6 months):
1. Communication staff added
2. Fundraising plan in place

Long Term (6-12 months):
3. Operations staff added
4. Fundraising systems including e-fundraising in place and being implemented

Recommended STEPS or DIRECTIONS	**When**	**Who**
Step 1: Set a date and goal for hiring a communications/development person (for August)	Winter	• Staff • Board
Step 2: Set up a fundraising team to serve as a Development Council • Start with a core of people we currently know • Build the team through core connections • Discuss and develop fundraising opportunities and strategies • Meet in Quarterly meetings	Summer	• Fundraising Team
Step 3: Update our website and all our communications to include an easy-to-find "DONATE" button or mechanism	Summer	• Staff • Board • Social Media Team
Step 4: Make a calendar of events we already have planned and decide how to maximize • Add golf tournament, appeal letters, conference • See what we can do to maximize what we're already doing.	Spring	• Staff • Board
Step 5: Get an online donor database that is connected to our email system	Fall	• Development Director

Appendices

Appendix A: System View of Homelessness

Appendix B: Summary of Pre-Planning Stakeholder Input

The following is a summary of the key themes in the pre-planning stakeholder input that represents comments from over 200 members, stakeholders and citizens that participated in multiple ways:

- ☐ Statewide focus groups in Bemidji, Duluth, Owatonna and St. Paul
- ☐ A web survey open to members and the public
- ☐ Interviews with leaders of statewide homeless initiatives, intermediaries and funding organizations

<p style="text-align:center">Key Themes in Focus Group Meetings</p>

Strengths:

A. Coordination of steady and effective statewide advocacy (17 comments)
- ☐ Timely and informative communication about legislative action and advocacy opportunities
- ☐ Bringing ideas together and involving everyone to assure a strong statewide voice and lobbying action
- ☐ Reputation and credibility at the Capitol
- ☐ Lobbying leadership
- ☐ Advocacy with those experiencing homelessness

B. Ongoing outreach and information for building statewide awareness and action toward solutions (13 comments)
- ☐ Focus on the big picture and keeping the issue in front of the public and legislators
- ☐ Presenting the real face of the homelessness issues and change stereotypes about "those people"
- ☐ Major statewide initiatives to end homelessness
- ☐ We know what it takes to address homelessness in a systemic and preventative manner
- ☐ We have data about homelessness through Wilder and other information about the issue, best practices and progress
- ☐ Communicating financial benefits of investing in effective programs that help people become housed and self-sufficient
- ☐ The rise in homelessness has increased visibility of the issue

C. Building statewide partner cooperation and capacity (9 comments)
- ☐ Diverse and statewide network of stakeholders and partners – like-minded organizations
- ☐ Conferences and training that provide useful education, networking and motivation to carry on
- ☐ Effective MCH staff and leadership that have kept the coalition together around a common issue
- ☐ Statewide resources

Key Themes in <u>Focus Group Meetings</u> <small>Continued</small>

Trends

A. **Growing size of the homeless population with an increasing complexity in their needs and issues** (35 comments)
   - Political and economic changes will mean even more people experiencing homelessness in the future
   - More youth and children in the population
   - More major health issues – co-occurring diagnoses, chronic issues, etc., due to multi-generational homelessness
   - More veterans in the homeless population now and more in the future
   - Families doubled up in homes and creating challenges for programs and infrastructure
   - Aging population growing with needs for appropriate housing
   - Multi-generational nature of homelessness with seniors taking on family care roles and opening "safety net" housing
   - Law enforcement issues – misdemeanors blocking access to housing, decreased personnel limits preventative attention, jails serving as housing, etc.
   - Lack of employment (and under-employment) depletes individual savings in 401Ks, etc., but many still don't qualify for assistance; the working poor
   - Economic issues trigger other issues due to stress – alcoholism, violence, school issues, gender discrimination, and sexual discrimination cases
   - Lack of education and financial literacy results in living in the moment and not being able to plan for the future

B. **Severe decrease in programs and public will to address the issue of homelessness (12 comments)**
   - Denial of the issue by public officials and the public – many choose not to care
   - Landlords reluctant to lend to families in multi-unit housing
   - Access to medical care decreasing
   - First-time homeless lack knowledge about basic resources
   - Increase in natural disasters creates additional stress on homelessness services and resources
   - Lack of basic shelter and housing support services in rural areas
   - Lack of referrals due to lack of knowledge or capacity to take on more

C. **Continued gap in public understanding of the issue (8 comments)**
   - Public insulation from the issue; lack of understanding about the real face of homelessness and benefits of prevention
   - Little attention and resources for preventative measures and systemic solutions

D. **Decreased funding resources (4 comments)**
   - Rural areas tend to be the first to get cut out of funds
   - Funders' evaluation of success – time-consuming reporting and unattainable metrics

Key Themes in <u>Focus Group Meetings</u> <small>Continued</small>

Challenges

    A.   Intensify advocacy unity (7 comments)
- ☐ Need to band together to work on the big picture
- ☐ Need a united statewide voice that is simple, compelling and understandable

    B.   Assure inclusive involvement (8 comments)
- ☐ Need to directly involve those who are homeless
- ☐ Limitations on non-profits' ability to advocate
- ☐ Advocacy for rural voice hampered by distance to meetings in St. Paul

    C.   Address the gap in basic resources and service capacity (13 comments)
- ☐ Need to build up MCH staffing
- ☐ Increase the diversity of board to include those with mainstream resources and influence
- ☐ Address the decreasing funding situation and find ways to cooperate on funding resources

Directions

A.   Increase outreach and communication to the public, stakeholders and lawmakers (34 comments)
- ☐ Communicate the realities of the issue to the public – dispel myths
- ☐ Communicate clear and compelling messages to the public to expand awareness and increase public support
- ☐ Use new, mainstream technologies to reach more people including the younger generation
- ☐ Clearly communicate to lawmakers what is needed to make systemic change – show savings of prevention
- ☐ Reach new audiences and supporters – especially the youth who will be the leaders and benefactors in the near future

B.   Help catalyze efforts to address the issue of homelessness with systemic and preventative strategies (9 comments)
- ☐ Address the core issues and cause of homelessness – income inequality – more housing subsidies for wealthy
- ☐ Expand support from stakeholders who benefit from addressing homelessness issues proactively
- ☐ Increase education to those experiencing homelessness to enable self-help and get beyond stigma that prevents seeking help

C.   Fortify coalition cooperation and capacity (15 comments)
- ☐ Continue a strong, cohesive and active statewide voice
- ☐ Consider new approaches and alliances in addressing homelessness – forget the "Walkman" – do the "Shuffle"
- ☐ Share best practices and information
- ☐ Continue to involve those experiencing homelessness
- ☐ Increase and intensify coalition collaboration
- ☐ Expand MCH staffing and service capacity

<u>Appendix B</u>: Summary of Pre-Planning Stakeholder Input Continued

Key Themes in MCH Stakeholder Interviews

Strengths

A. National and <u>state level pioneer</u> in homelessness issues (6 comments)
B. MCH provides the <u>critical grassroots advocacy role</u> that many organizations cannot undertake (11 comments)
C. Advocate for using <u>mainstream programs to help people out</u> of homelessness (3 comments)
D. Strong and only <u>voice for those experiencing homelessness</u> (9 comments)
E. <u>Legislative tracking, communication and mobilizing</u> collective support when needed (11 comments)
F. Statewide <u>outreach and coordination</u> (2 comments)
G. Strength and <u>dedication of provider organizations and frontline</u> staff (1 comment)
H. The <u>conference and other programs provide needed training</u>, network focus and motivation (9 comments)
I. <u>Effective, collaborative and accessible new style of operations</u> and leadership (15 comments)

Challenges

A. Track record for <u>strong advocacy positions that created tensions</u> with peer groups and organizations (8 comments)
B. <u>Philosophical divides and a maintenance mode</u> in homelessness solutions (4 comments)
C. Too many <u>groups and initiatives that seem very similar</u> (5 comments)
D. Need to refine and enhance attention and <u>approach to "being and serving statewide interests"</u> (6 comments)
E. <u>Scarce resources pose a major challenge for collaboration</u> and effectiveness (7 comments)
F. <u>Difficulty of funding intermediary</u> functions vs. direct service (3 comments)
G. Limited <u>staffing capacity</u> (10 comments)
H. Strong need to <u>move forward not backward</u> as an organization (11 comments)

Directions

A. Maintain a <u>strong emphasis on advocacy</u> (7 comments)
B. Focus on the <u>big picture in joint advocacy</u> (4 comments)
C. <u>Preserve</u> what we have (1 comment)
D. Build and <u>lead partnerships and joint efforts</u> (13 comments)
E. Enhance and increase ways of <u>developing coalition communication and cohesiveness</u> (10 comments)
F. Advocate for <u>systemic and innovative solutions</u> (6 comments)
G. <u>Focus the MCH Role</u> (13 comments)
H. Build <u>MCH sustainability</u> (2 comments)
I. Develop <u>joint funding strategies</u> (2 comments)
J. Continue <u>training and technical assistance mainly through the conference</u> (2 comments)

<p align="center">Key Themes in the Web Survey</p>

Strengths

A. Overall Mission (20 comments)
- Doing a great job overall
- MCH has had a critical role and mission
- Strong people on staff and board - caring, strong expertise and effective

B. Inclusive Partnership (22 comments)
- <u>Broad, statewide</u> coalition with grassroots support
- <u>Representing and working with all non-profit and public agencies</u> that provide services in the continuum of homeless services
- Inclusive in <u>involving those experiencing homelessness</u> proactively and substantively
- Work <u>with the poor</u>
- Involving <u>college students</u>

C. Advocacy (32 comments)
- <u>Advocacy, lobbying and coalition</u> building overall
- <u>Regular, frequent and up-to-date communication</u> of legislative information and analysis – e-mail, meetings
- <u>Voice for those who are marginalized</u> and do not have a voice
- <u>Single-focus</u> and consistency in advocacy
- Provide a <u>face to the crisis</u>

D. Organizing (16 comments)
- <u>Engaging multiple stakeholders in fighting</u> homelessness – including those who are homeless
- <u>C</u>oordination and networking to enable agencies to work together statewide

E. Public Awareness (4 comments)
- <u>Building broad public awareness</u> and support

F. Technical Assistance (7 comments)
- The <u>c</u>onference offers needed training, networking and inspiration

Challenges

A. Need for focus on the systemic and structural causes of homelessness (13 comments)
B. Challenge of continuing to <u>involve homeless people</u> (3 comments)
C. Need more <u>focus on youth</u> (2 comments)
D. <u>Diffuse a complex agenda</u> due to a diversity of groups and perspectives (10 comments)
E. Attracting new awareness and <u>support from those not currently involved</u> (9 comments)
F. Need more <u>Greater MN visibility and focus on rural</u> issues (10 comments)
G. Need more <u>inclusive and convenient meeting</u> locations and venue (3 comments)
H. More <u>direct contact with organizations and people</u> on-the-ground (5 comments)
I. More <u>organizing and partnering to mobilize</u> around policy priorities and direct action (4 comments)
J. Staffing – <u>increase the person power</u> for the movement (11 comments)
K. <u>Decreased funding and operational capacity</u> of the MCH organization (13 comments)
L. Perception of <u>MCH internal operations as not democratic, visible or collaborative</u> (5 comments)

Appendix B: Summary of Pre-Planning Stakeholder Input _{Continued}

Key Themes in the Web Survey Continued

Directions

Lead advocacy for systemic solutions

A. Help people access housing (20 comments)
B. Address systemic issues that are causing homelessness (10 comments)
C. Keep attention on the long-term poor (7 comments)
D. Focus and bring people together on the goal to end homelessness (17 comments)
E. Take a more upfront and public role (4 comments)
F. Undertake policy and lobbying priorities – that offer the most good for the most people (15 comments)
G. Organize collective lobbying, alliances and/or a movement (20 comments)
H. Educate funders and lawmakers on systemic interconnections for keeping stable housing (9 comments)

Facilitate statewide communication and collaboration for service support and funding

I. Keep existing funding and increase if possible (3 comments)
J. Seek member agency ideas about streamlining system and doing more with less (2 comments)
K. Coordination and collective effort in acquiring and sharing funding (4 comments)
L. Intensify awareness and visibility of the issues (4 comments)
M. Coordinate integrated service solutions and strategies (4 comments)
N. Support programs that offer resources to homeless people (3 comments)
O. Focus and outreach to all communities – seniors, cultural, etc. – experiencing homelessness (6 comments)
P. Increase involvement of people experiencing homelessness   (2 comments)
Q. Enhance systems and methods for effective communication to people and partners statewide (7 comments)
R. Ideas for MCH focal points, strategies and roles (8 comments)
S. Seek coalition input about how to best work together (2 comments)
T. Expand coalition partners and members (2 comments)
U. Partner with NAEH (2 comments)
V. Develop sustainable MCH capacity - funding and staffing (3 comments)

Appendix C: Summary of MCH Conference Input

The following is a summary of the key themes in the comments provided by 2010 Conference attendees after their review and discussion of the proposed MCH directions drafted at the Staff and Board Planning retreat.

Summary - General strategic advice:

Advocacy Agenda
- Focus on prevention and safety net (8 comments)
- Address generational homelessness and poverty (1 comment)
- Advocate for system change (4 comments)
- Acknowledge differences in issues (8 comments)

Advocacy Process
- Mobilize legislator education and communication (5 comments)
- Track and monitor advocacy follow-through (1 comment)
- Seek system-change champions and partners (2 comments)
- Provide more advocacy training (2 comments)
- Educate and empower those experiencing homelessness and/or helped by programs (5 comments)
- Engage those experiencing homelessness (2 comments)

Communication
- Target communication (1 comment)
- Improve website (3 comments)
- Educate effectively and broadly using multiple media (3 comments)
- Tell stories about real people (6 comments)
- Develop a focused and clear message (1 comment)
- Adopt diverse communication and messaging approaches (2 comments)

Collaboration
- Connect rural/Greater Minnesota in order to mobilize support (3 comments)
- Diversify collaborators (11 comments)
- Share information, records and research (6 comments)
- Meet more (3 comments)
- Utilize existing collaborations – don't re-invent (1 comment)
- Eliminate silos (2 comments)
- Collaborate for funding (1 comment)

Coalition Governance and Operations
- Diversify Board with rural representatives (3 comments)
- Sponsor regional representatives on the staff (1 comment)
- Staff training (1 comment)
- Get more funding for advocacy (1 comment)

<u>Appendix C</u>: Summary of MCH Conference Input Continued

Summary - <u>Specific Advice</u> on Strategies

Strategy A: *Plan and begin* to <u>advocate for proactive system change</u>
- ☐ Use data and research actively to convey the issue and make a compelling case (6 comments)
- ☐ Communicate a focused but holistic view of the system relationships that impact homelessness (4 comments)
- ☐ Tell stories about the difference that prevention makes (1 comment)
- ☐ Increase knowledge of needs (2 comments)
- ☐ Increase open communications and collaboration with existing groups (6 comments)
- ☐ Intensify coordinated statewide policy advocacy for change at the state and local levels (6 comments)
- ☐ Empower persons experiencing homelessness to be their own spokespersons (6 comments)
- ☐ Play a role in statewide access to services and resources for the homeless (6 comments)
- ☐ Respond to the increased post-election demand for a coalition in a "scary world" (1 comment)

Strategy B: *Focus and build* <u>active statewide communication</u>
- ☐ Utilize all mainstream media for communication in a systematic and strategic manner (9 comments)
- ☐ Improve the website (1 comment)
- ☐ Customize outreach to local communities and create new allies (3 comments)
- ☐ Communicate person to person (1 comment)
- ☐ Use Wilder data effectively (1 comment)
- ☐ Cooperate on the advocacy agenda and key arguments (1 comment)
- ☐ Develop communication partnerships to reach targeted audiences (3 comments)
- ☐ Connect with the new legislators (2 comments)
- ☐ Advocate for immediate, critical issues (1 comment)
- ☐ Increase Greater MN involvement through high tech and high-touch communication/interaction (7 comments)
- ☐ Communicate to homeless children (1 comment)
- ☐ Find ways to involve interns in communication and information-sharing (2 comments)

Strategy C: *Deepen and diversify* <u>working relationships and collaboration</u>
- ☐ Show current and potential allies the value of working together in a coalition (4 comments)
- ☐ Continue to build working relationships through outreach, dialogue, communication and training (6 comments)
- ☐ Provide essential, up-to-date and "real-time" information, resources and tools (5 comments)
- ☐ Build collaboration around COC groups and client-focused initiatives (5 comments)
- ☐ Minimize duplication and increase collective efforts (2 comments)
- ☐ Develop funds jointly (2 comments)

Strategy D: *Develop and revamp* <u>staff and board roles</u>
- ☐ Assure focus on the core mission (2 comments)
- ☐ Diversify the board (2 comments)
- ☐ Increase staff team (3 comments)
- ☐ Expand fundraising (1 comment)

Strategy E: *Flesh-out and develop* a <u>statewide staff team</u>
- ☐ Facilitate grassroots leadership within the network (5 comments)
- ☐ Be clear about the funding barrier for staffing (1 comment)

Strategy F: *Develop and implement* a <u>plan for short and long-term financial stability</u>
- ☐ Make funding a priority (2 comments)
- ☐ Pursue multiple funding strategies (3 comments)
- ☐ Facilitate equitable distribution of funds statewide (1 comment)