

STRATEGIC PLAN

EXECUTIVE SUMMARY

METRO AREA CONTINUUM OF CARE FOR THE HOMELESS (MACCH)

BACKGROUND:

The Metro Area Continuum of Care for the Homeless (MACCH) entered into a contract with The Organizational Leadership Edge (TOLE), a consulting firm, to conduct a Strategic Planning process that would result in a new vision, mission, strategic goals, and action plans for the next three to five years. Summarized below is an Executive Summary of that Strategic Planning process. This Executive Summary profiles the key benchmarks and collaborative processes with the Board, staff, and community stakeholders.

SUMMARY OF THE STRATEGIC PLANNING PROCESS:

The Board and Executive Director shared The Organizational Leadership Edge's conviction that stakeholders should contribute insights regarding strengths, weaknesses, opportunities, and threats impacting the 'macro-level' of homelessness within the metro area and the 'micro-level' of MACCH organizationally. Thus, the Level 1 Planning Data included survey responses from varied stakeholders (inclusive of community stakeholders and the Executive Director). Sixteen surveys were completed with community leaders from sectors that included the political community, the governmental sector, nonprofits, homeless service providers, and philanthropic foundations. The majority of the Level I work occurred during calendar year 2014.

The Level 2 Formulation of Needs and Issues involved the framing of the draft issues and needs based upon the Level 1 Planning Data. These very preliminary issues and needs were key considerations in formulating the Board Planning Survey. However, the Board Survey was not limited to the earlier defined issues and needs. Seventeen of the then 20 Board members responded to the survey. After compiling the survey responses, the results were presented to the Executive Director and Board. Summaries were also provided regarding the strengths, weaknesses, opportunities, and

threats detailed by all stakeholders. This information was then utilized to identify the issues that were presented at a “Stakeholder Forum” (held January 12th, 2015) for further refinement.

The Level 3 Drafting of the Vision, Mission, and Goals began with this Stakeholders Forum. This forum included the participation of approximately 30 community stakeholders, staff, and MACCH member agency personnel.

Board Members: Based on some of the key issues that emerged from the earlier Strategic Planning work, stakeholder participants were assigned (during the Stakeholder Forum) to the following working groups: (1) Business Sustainability; (2) Data Management; (3) Marketing and Public Relations; (4) Community Engagement; (5) Access to All Populations; and finally, (6) Homelessness Prevention. Each group included stakeholders and MACCH Board members. Each reported out on further breaking these issues down into sub-issues, thereby proposing solutions. All stakeholders were then asked to place four stars (for purpose of ranking) on the sub-issues they believed to be of greatest priority. Subsequent to the Stakeholders’ Forum, the Board and Executive Director were provided with the scoring results for all of the sub-issues raised at the Stakeholder Forum.

The MACCH Board Strategic Planning Committee, formed in March 2014, finalized the issues and needs and began the process of defining a vision, mission, and strategic goals. After two meetings of the Strategic Planning Committee, a draft of the vision, mission, and strategic goals was presented to the full Board during its April 2015 meeting.

The final phase of the process, Level 4, provided for the finalization and implementation of the vision, mission, strategic goals, and Year One action plans. The Strategic Planning Committee therefore conducted two additional work sessions to make final refinements to the vision, mission, and strategic goals, and to complete the process of formulating Year One action plans. In addition, the Committee discussed some of the key options to ensure that the Strategic Plan is effectively implemented. Subsequent to these work sessions, the MACCH Board approved the MACCH Strategic Plan (during the board’s May 2015 meeting) that is attached to this Executive Summary. The formal unveiling of the Strategic Plan occurred Thursday, June 25th, 2015 during a public event held at Family Housing Advisory Services.

**MACCH VISION, MISSION, STRATEGIC GOALS, AND ACTION PLANS
2015-2020**

(Approved by the MACCH Board of Directors May 20th, 2015)

VISION: Building community partnerships to improve the quality of life for all homeless and near homeless individuals and families.

MISSION: MACCH mobilizes, advocates, and empowers community collaboration towards ending homelessness and fosters an effective system of crisis response, homelessness prevention, and intervention in the greater Omaha – Council Bluffs Metropolitan Area.

STRATEGIC GOAL – COMMUNITY ENGAGEMENT: MACCH will facilitate engagement by the agency with key regional and community stakeholders that share, or do not share, their homeless vision, mission, goals, and values. A special emphasis will be placed on strengthening relations and interactions with the political, governmental, business, and support services sectors.

STRATEGIC GOAL – MARKETING AND PUBLIC RELATIONS: MACCH will expand the marketing, promotion, and advocacy of its image, mission, and services to the public and to its member providers striving to end homelessness. The agency will bring clarity and transparency in proactively telling the story of community collaboration that will result in the efficient and effective delivery of homeless assistance by its member agencies.

STRATEGIC GOAL – BUSINESS SUSTAINABILITY: MACCH will be a high-performing business while still being grounded in its advocacy for the prevention and ending of homelessness. The agency will achieve long-term sustainability and revenue diversification that will ensure its strong financial health and mission accomplishments.

STRATEGIC GOAL – ACCESS TO ALL POPULATIONS: MACCH will strive to provide access to all homeless populations in need of assistance by improving its outreach to subpopulations and special population segments. This will include coordinating across the geographical area and linking with other housing providers and support services providers.

STRATEGIC GOAL – HOMELESSNESS PREVENTION: MACCH will include homelessness prevention within its operational and Collective Impact work. Preventing homelessness is both human and cost effective. In this, the agency will also ensure the best and most strategic allocation of resources for programs serving literally homeless individuals and families.

STRATEGIC GOAL – HOMELESS DATA MANAGEMENT: MACCH organizational and operational decisions will be data-driven, data-informed, and data-determined. The agency will broaden community use of, and reliance upon, the Homeless Management Information System (HMIS) to ensure effective community data-sharing and transparency. MACCH will also work to ensure data is captured and utilized for non-HIMS providers when possible and where appropriate. MACCH will foster a culture of data ownership and accountability from the agency level to that of the collective Continuum of Care.

STRATEGIC GOAL – BOARD GOVERNANCE: MACCH will be governed by a Board that provides strategic leadership. The Board will be efficient and effective, provide equitable allocation of resources, and ensure accountability for the oversight of the agency in meeting applicable regulatory, fiduciary, and ethical standards. The MACCH Board will be highly transparent and inclusive in all aspects of its governance.

Year One: May 2015-September 2016

COMMUNITY ENGAGEMENT ACTION PLANS (YEAR ONE)

1. Redesign the website and logo and design an agency brochure that enhances the transparency and understanding of the organization. (Staff / UNO)
2. Prepare a video presentation to tell the story of MACCH and homelessness and commit all Board and staff to public speaking engagements utilizing this video. (Staff / UNO)
3. Provide for a social media presence that reaches out to a broader base of the metropolitan area population. (Staff / UNO)
4. Provide for a marketing seminar that enhances MACCH and member agency capabilities in improving media relations, image-building, advocacy, and partnership building. (Staff).
5. Develop a training session between metro area housing authorities and MACCH member agencies to learn about housing opportunities, expand the level of engagement amongst agencies, and build partnerships for homeless collaboration and problem-solving. (Board Chair Deanna Wagner / Board Member Ryan Durant)

MARKETING AND PUBLIC RELATIONS ACTION PLANS (YEAR ONE)

- 1. Conduct a community recognition / appreciation event that recognizes key stakeholders, highlights best practices, celebrates successes, and provides for a fundraising opportunity. (Board / Staff)**
- 2. Expand University of Nebraska and Omaha partnerships and linkages that will further the goals both MACCH and UNO. (Staff / UNO)**
- 3. Increase the MACCH staff engagement with a greater number of metropolitan area stakeholders. (Staff)**
- 4. Consider the feasibility of an Ambassadors Program that would entail a partnership with the business community to interact with the downtown homeless population. (Board / Staff / Board Member Saklar / City Hall)**
- 5. Expand the level of engagement with all metro area housing authorities to build win-win partnerships for homeless collaboration and problem-solving. (Board Chair Wagner / Board Member Durant)**

BUSINESS SUSTAINABILITY ACTION PLANS (YEAR ONE)

- 1. Increase revenue generation by broadening the number and diversity of donors and funders beyond the current providers. (Fund Development Committee / Staff)**
- 2. Maintain the current revenue stream by keeping quality relationships and linkages with current funding providers. (Fund Development Committee / Staff)**
- 3. Evaluate options for changes to member fees, administrative charges, etc. (Fund Development Committee / Staff)**
- 4. Explore fundraising options that will not conflict with member fundraising. (Fund Development Committee / Staff)**
- 5. Review the options for the utilization of UNO interns and / or AmeriCorps workers. (Fund Development Committee / Staff)**
- 6. Formulate a Business Plan for Sustainability that factors in revenue sources, staffing needs, and other expenditures. (Fund Development Committee / Staff)**

ACCESS TO ALL POPULATIONS (YEAR ONE)

- 1. Focus on improving the access to programs and services for the following subpopulations: (a) veterans, (b) youth aging out of foster care, (c) homeless individuals requiring medical respite services, (d) homeless individuals experiencing a mental health crisis, and (e) individuals discharging from correctional and / or behavioral health institutions. (MACCH / Veteran Homelessness Task Force / Staff)**

- 2. Determine the advocacy group(s) that can best represent each targeted subpopulation in collaborating with MACCH on issues, needs, current programs and services, and future funding opportunities. (MACCH / Veteran Homelessness Task Force / Staff)**
- 3. Formulate Memorandums of Understanding with key advocacy groups that outline respective missions, clients served, services offered, etc. (MACCH / Veteran Homelessness Task Force / Staff).**
- 4. Complete a preliminary assessment of the subpopulation of individuals and families in Sarpy County that may be in need of homeless housing or services. (MACCH, Staff)**
- 5. Seek funding sources, in conjunction with advocacy groups, to meet the homeless needs of the targeted subpopulations. (MACCH, Veteran Homelessness Task Force, Staff)**
- 6. Maintain the No Wrong Door standard that ensures every homeless consumer receives the same assessment at every provider site. (Board, Staff)**

HOMELESSNESS PREVENTION ACTION PLANS (YEAR ONE)

- 1. Determine which key advocacy groups addressing homelessness prevention could collaborate with MACCH on issues, needs, current programs and services, and future funding opportunities. (Prevention Task Force / Board Member Deborah Dancer / Staff)**
- 2. Collaborate with the key advocacy groups to better define the distinctions between diversion, intervention, and prevention. (Prevention Task Force / Board Member Dancer / Staff)**
- 3. Collaborate with the key advocacy groups to define an appropriate role and mission for MACCH in homelessness prevention. (Prevention Task Force / Board Member Deborah Dancer / Staff)**
- 4. Seek funding options--in conjunction with the advocacy groups--that would allow MACCH to expand its role in homelessness prevention. (Prevention Task Force / Board Member Deborah Dancer / Staff)**
- 5. Consider the feasibility of renewing and revitalizing MACCH's Prevention Task Force. (Prevention Task Force / Board Member Deborah Dancer / Staff)**

DATA MANAGEMENT ACTION PLANS (YEAR ONE)

- 1. Expand the use and utility of the Homeless Management Information System. (Performance Measurement Task Force / Staff)**
- 2. Create a data-informed and data-driven organization. (Performance Measurement Task Force / Staff)**
- 3. Utilize agency data to track HUD's Continuum of Care systems measures. (Performance Measurement Task Force / Staff)**

BOARD GOVERNANCE ACTION PLANS (YEAR ONE)

- 1. Organize the Board Governance Committee and define its charter and mission. (Board and Staff)**
- 2. Diversify the Board and/or its committees to ensure greater representation of the entire metro area and its stakeholder segments. (Governance Committee and Staff)**
- 3. Review and revise the Bylaws of MACCH. (Governance Committee and Staff)**
- 4. Create a Board job description. (Board and Staff)**
- 5. Create a Board performance evaluation instrument. (Board and Staff)**
- 6. Provide training and support to task force leaders to ensure transparency, information sharing, and outcome achievement. (Board, Staff)**