

# STRATEGIC PLAN 2022–2024

# KALAMAZOO COUNTY CONTINUUM OF CARE

**Special Thanks to Our Funders:**

Kalamazoo Community Foundation

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City of Kalamazoo/Foundation for Excellence



United Way of the Battle Creek  
and Kalamazoo Region  
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# EXECUTIVE SUMMARY

## The Kalamazoo County Continuum of Care

is well-positioned for growth and service to the community over the next three years.






The Kalamazoo County Continuum of Care experienced significant mission, cultural, and structural change during 2020. The transition to the United Way of the Battle Creek and Kalamazoo Region allowed for the natural creation of an expanded board, a reinvigorated collaborative spirit, and the expansion of dedicated staff to increase programming. Throughout this process, all these achievements were viewed positively by the board, membership, and partners alike.

**Transitioning an organization during the 2020 global health pandemic** brought a unique set of challenges and opportunities. Since this transition, the Kalamazoo County Continuum of Care has been focused on providing and allocating resources to support new COVID-related initiatives. While this has opened new doors for collaboration, increased local, federal, and state dollars and created an abundance mentality, it has delayed the creation of some policies, procedures, and office culture.

**Capitalizing on these opportunities**, the Kalamazoo County Continuum of Care should adopt a strategic plan focusing on eight priorities areas:

- 1 **Planning and Programming**
- 2 **Equity**
- 3 **Advocacy**
- 4 **Date**
- 5 **Funding**
- 6 **Expertise**
- 7 **Operational Structure**
- 8 **Continuum Transparency**

**The goal is to improve five public-facing outcomes measuring the health of our area system to address homelessness:**

-  Days Homeless
-  Exits to Permanent Housing
-  Return to Homelessness After Exiting to Permanent Housing
-  Total Housing Units Available
-  Dollars Granted or Directed by the Kalamazoo County Continuum of Care

**Advancing in the priority areas and improving these selected outcomes** will position the Kalamazoo County Continuum of Care as the collaborative convening space for experts and the community, drive accountability for the county-wide Plan to End Homelessness, and center equity and the voices of those with lived experience related to homelessness.

# HISTORY OF KALAMAZOO COUNTY CONTINUUM OF CARE

**The Kalamazoo County Continuum of Care** has previously been primarily responsible for the administration and regranting of various state and federal funding. This has overwhelmingly been the Emergency Solutions Grant (ESG) and the Continuum of Care (CoC) grant. The Emergency Solutions Grant is meant to engage homeless individuals by improving the quality and availability of emergency shelters, providing essential services to shelter residents, rapidly re-housing homeless individuals and families, and preventing families and individuals from becoming homeless. The Continuum of Care grant the Kalamazoo County Continuum of Care receives funds permanent supportive housing and efforts related to the community-wide goals in the Plan to End Homelessness.

The Kalamazoo County Continuum of Care program transitioned from a program operated at Local Initiatives Support Corporation (LISC) to a semi-autonomous program housed at the United Way of the Battle Creek and Kalamazoo Region in January of 2020; while the Kalamazoo County Continuum of Care maintains separate staff, fundraising responsibilities, and a board that serves as a sub-board of the United Way of the Battle Creek and Kalamazoo Region Board of Directors, ultimately the Board of the United Way of the Battle Creek and Kalamazoo Region maintains some legal authority over the governance of the Kalamazoo County Continuum of Care. The transition included key changes to the operation of the Kalamazoo County Continuum of Care such as the establishment of a CoC Board of Directors and 3 full-time positions (CoC Director, CoC Associate, and HMIS Systems Administrator).

A high-level three-year plan was established at the time of transition:

- 2020: Stable Transition**—ensuring technical processes remain unaffected or strengthened, building infrastructure to ensure optimal compliance with HUD requirements, recalibrating committee structure and gathering additional community input and data on housing priorities
- 2021: Expanding Scope**—broadening approaches beyond HUD and MSDHA driven programming and funding sources
- 2022: Expanding Scale**—grow to meet the scale of the community need

Despite a global health pandemic which forced the CoC to operate virtually, significant progress was made towards the completion of 2020 and 2021 goals. The proposed strategic planning document will provide a roadmap on how to amend and meet the original timeline of the organizational transition while expanding our horizon to 2024.

# OBJECTS AND METHODOLOGY

**Consultant was hired to produce a three-year strategic plan** for the Kalamazoo County Continuum of Care. The agreement for a strategic planning process structured the work in three phases. **Phase I** would focus on research including both existing documents and a series of focus groups for stakeholder input. Originally proposed, those focus groups included: the Kalamazoo Continuum of Care Board, Membership, Partners, Organizational Funders, Organizational Staff, and the Executive Director. **Phase II** would focus on plan creation, review and iteration, and presentation to the Board for amendments and adoption. **Phase III** would focus on implementation.

Consultant and client amended the objectives as the process developed. After adoption, client made an additional request to structure the outcome of the project to “lay the groundwork for a revised Plan to End Homelessness.” Additionally, client made requests to add a focus group related to equity and a focus group on the perspectives of those currently or recently experiencing homelessness. While consultant was able to accommodate the request for an equity-based focus group, the logistics regarding scheduling a focus group for those with current or recent experience with homelessness was difficult. Two focus groups were attempted in May, but COVID prevented service providers from being able to accommodate the logistics of the focus groups. Ultimately, client approved the use of a digital survey for those currently or recently experiencing homelessness administered by the Membership of the Kalamazoo County Continuum of Care. Finally, the focus group for “partners” of the Kalamazoo County Continuum of care was dropped due to a lack of definitional membership for this group.

Consultant conducted focus groups lasting for one hour on each of the following dates:

- March 1** Board Members, 6 participants
- March 16** Board Member, 3 participants and one additional one-on-one interview
- March 18** Board Members, 6 participants
- April 12** Membership, 6 participants
- April 13** Equity, 8 participants
- April 15** Funding partners, 3 participants
- April 16** Staff, two core staff outside of the Executive Director. The focus group spurred two additional hours of one-on-one interviews with each staff individually.
- July** Digital survey of those currently or recently experiencing homelessness, 5 participants

## OBJECTS AND METHODOLOGY (CONTINUED)

**Consultant conducted several one-on-one interviews**, including interviews with Mary Balkema and Kalamazoo County Treasurer Thomas Whitener. Additionally, consultant and Sara Jacobs met nearly weekly since March of 2021 to regularly discuss needs, feedback, and direction of the process.

Consultant conducted a thorough review of documents submitted by client. Client primarily sent past board meeting materials, including various presentation, documents related to the [United Way of the Battle Creek and Kalamazoo Region ALICE \(Asset Limited, Income Constrained, Employed\) reports](#) and limited strategic planning documents, and multiple documents from the City of Kalamazoo.

A brief report to the board was submitted in April and a preliminary presentation of findings were presented to the Board in May. A Vision Statement and a Mission Statement were adopted at the May presentation as well as preliminary approval for the direction of the strategic plan.

# STRATEGIC PLANNING PROCESS DATA COLLECTION THEMES

**Analyzing the key themes from focus groups,** document collection, and interview responses, consultant noted common through-lines:

- People are hungry for a unified, integrated plan to end homelessness
- Equity, equity, equity
- Service providers believe there is not enough money and tension exists in how it is distributed
- Kalamazoo County does not have enough housing units to meet our need
- There was frustration with the processes the Kalamazoo County Continuum of Care utilized related to crafting COVID-19 responsive projects
- There is significant concern regarding data collection and utilization
- There is internal tension regarding prioritization of organizational capacity
- It is difficult to find relevant documents and convey a regional picture

# THEMATIC AREAS

Consultant clustered the prevalent individual feedback by thematic areas:

## CONVENING & COMMUNICATION

- The KCCoC is currently a trusted convener among members
- Need to define the KCCoC to external (and internal) partners
- Members wanted more support from the KCCoC when plans align, specifically in lifting up the operations of the member agency and marshalling additional resources
- Streamline internal operations to communicate more effectively from the KCCoC and between members
- Need to improve external communication, press strategy, and how the public views the role of the KCCoC
- Members and external decision makers (elected officials, funders, etc) need a better systemwide understanding of how Kalamazoo County addresses homelessness, who is responsible for which aspects of service delivery, and how planning and decision making occurs collectively among agencies with a role in reducing homelessness

## PROGRAMMING & SUPPORTIVE SERVICES

- Need for increased programs to prevent homelessness
- Current members prefer investing in supportive services
- Kalamazoo County needs to expand programs to prepare for permanent housing and address youth homelessness
- The KCCoC can serve as a useful incubator for new programming, but should not be a long-term programming organization
- Need for improved coordinated entry system
- We must see data improvement and broader utilization

## ADDITIONAL UNITS

- We cannot solve homelessness in Kalamazoo County with services alone; we must create additional units.
- KCCoC should develop a strong partnership with the county for long-term integration on housing millage dollars
- KCCoC should explore funding for new or rehabilitated units

# THEMATIC AREAS (CONTINUED)

## EXPERTISE & ADVOCACY

- The membership and board generally believe the KCCoC should engage in more advocacy regarding policy system changes to address homelessness
- The KCCoC should not engage in individual case advocacy
- The KCCoC has significant internal expertise and should serve as a resource for regional organizations, the media, members, etc

## FUNDING & COMPLIANCE

- Members want more transparency in how grants are awarded and how well the awarded agencies are performing
- Grant metrics are not regularly reported to members
- Members want clear pathways for new organizations to qualify for MSHDA & HUD funding
- We need more funding to meet the programming and operational needs of the KCCoC and the Plan to End Homelessness



# SWOT ANALYSIS

Consultant synthesized live feedback and reviewed documents to produce the following SWOT chart:

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
<ul style="list-style-type: none"> <li>• Trusted Convener</li> <li>• In-house expertise</li> <li>• Excellent incubator of programming</li> <li>• Broad board agreement on organizational lanes</li> </ul>	<ul style="list-style-type: none"> <li>• Lack centralized plan/framework</li> <li>• Flat/declining HUD/MSHDA funding for members</li> <li>• Room for improvement in our coordinated entry system</li> <li>• Room for improvement in our data collection and utilization</li> <li>• Focus only on services</li> <li>• Lack of pathways for resources for new partners</li> <li>• Minimal processes in place for timely risk assessment &amp; development of action plans</li> <li>• Lack of peer involvement/lived experience</li> <li>• Turnaround time on development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Better support members by having a clear set of plans and priorities and the investing in alignment</li> <li>• KCCoC is ideally situated to educate members and external decision makers (elected officials, funders, etc) about how Kalamazoo County address homelessness</li> <li>• Support increased programming to prevent homelessness, specifically related to youth homelessness and to prepare for permanent housing</li> <li>• Long-term partnership with Kalamazoo County millage spending</li> <li>• Partnership with Cities to access The American Rescue Plan dollars for permanent long-term housing</li> <li>• Significant unit rehabilitation opportunities in the county</li> <li>• Create a formal process to earn KCCoC support for MSHDA projects</li> <li>• Utilize healthcare leadership more extensively</li> </ul>	<ul style="list-style-type: none"> <li>• Organization is defined by others</li> <li>• Mission creep</li> <li>• Focus on previous structure/roles</li> <li>• Inaction on transparency requests</li> <li>• Landbank pricing changes to make affordable housing projects less affordable</li> <li>• Rental pricing increases</li> <li>• State laws blocking local authorities from mandating inclusive housing in private developments</li> <li>• Ensure we are covering all lived experiences with housing (other subpopulations, individuals at risk of homelessness, etc)</li> </ul>

# VISION & MISSION

The changes to the vision statement are recommended to center equity and to recognize the numerous unique living experiences of Kalamazoo County residents.

**Previous Staff-Generated Vision Statement:**

Our vision is a County where all residents have the opportunity to live in safe, healthy, affordable home in a thriving community.



**Adopted Vision Statement:**

The Kalamazoo County Continuum of Care’s vision is for a county where everyone has equitable access to safe, affordable, dignified housing.

The changes to the mission statement are recommended to emphasize the unique convening power of the Kalamazoo County Continuum of Care for the purpose of improving outcomes, include a focus on advocacy and equity, access resources, and centers the role of implementing a county-wide strategy to end homelessness.

**Previous Mission Statement:**

None



**Adopted Mission Statement:**

The Kalamazoo County Continuum of Care’s mission is to convene partners to improve communication and services, advocate for equitable solutions to end homelessness, and leverage state, local and federal resources to implement a county-wide Plan to End Homelessness.

## OUR ROLE

- 1 We partner with our members to increase coordination and find solutions to the gaps, inequities, and challenges they experience when working to reduce homelessness
- 2 We measure and analyze data to ensure accountability throughout the system of services for those experiencing homelessness
- 3 We write, maintain, and monitor a community-developed, countywide, 10-year Plan to End Homelessness as mandated by HUD
- 4 We administer state and federal funding streams that mandate the use of the CoC structure

## OUR ROLE (CONTINUED)

**In support of these proposed statements,** the Kalamazoo County of Continuum of Care would also actively define several terms:

### **Equity**

Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome. This principle acknowledges that there are historically underserved and underrepresented populations. Equity is the fair treatment, access, opportunity and advancement for all while striving to identify and eliminate barriers that have prevented the full participation of some groups.

### **Access**

Access is the financial, physical, emotional, and ability level of an individual to connect with a service, resource, or idea. To improve access, the Kalamazoo County Continuum of Care will work internally and with partners to ensure those we serve experience as few financial (cost), physical (transportation, space design), emotional (attitudes and stigma), and ability level (lack of jargon, asking the wrong agency, etc) barriers as possible.

### **Membership**

Any organization or individual who executes a Memorandum of Membership with the KCCoC. The Memorandum of Membership will include key provisions such as working towards the goals stated in the Kalamazoo County Plan to End Homelessness.

### **Supportive Services**

Supportive services include non-housing services designed to increase quality of life and improve household stability. These include but are not limited to: referrals to community programs/services, transportation assistance, emergency assistance, educational testing assistance, mental health supports, substance use/addiction counseling, domestic abuse intervention, legal aid providers, and linkages to medical care.

### **Homelessness**

Homelessness for the KCCoC includes [all four categories recognized by HUD \(literally homeless, imminent risk of homelessness, homeless under other federal statutes, fleeing/attempting to flee DV\)](#).

# GOAL AREAS

Ultimately, consultant makes the recommendation to structure the strategic plan to emphasize eight goals over the next three years:

1

## Planning and Programming

Produce and maintain a new Plan to End Homelessness that serves as a unified framework for Kalamazoo County service providers, developers, units of government in our service area, and funders to reduce homelessness, increase permanent housing, and prevent homelessness

2

## Equity

Embed equity throughout structure and decision-making process for the organization

3

## Advocacy

Advocate for policy changes to address system-level causes of homelessness

4

## Data

Improve data collection and utilization

5

## Funding

Maintain and grow funding available for services, housing, and development

6

## Expertise

Position the Kalamazoo County Continuum of Care as trusted experts regarding the state of homelessness and solutions in Kalamazoo County

7

## Operational Structure

Increase internal capacity and procedures to support a high functioning team capable of transition

8

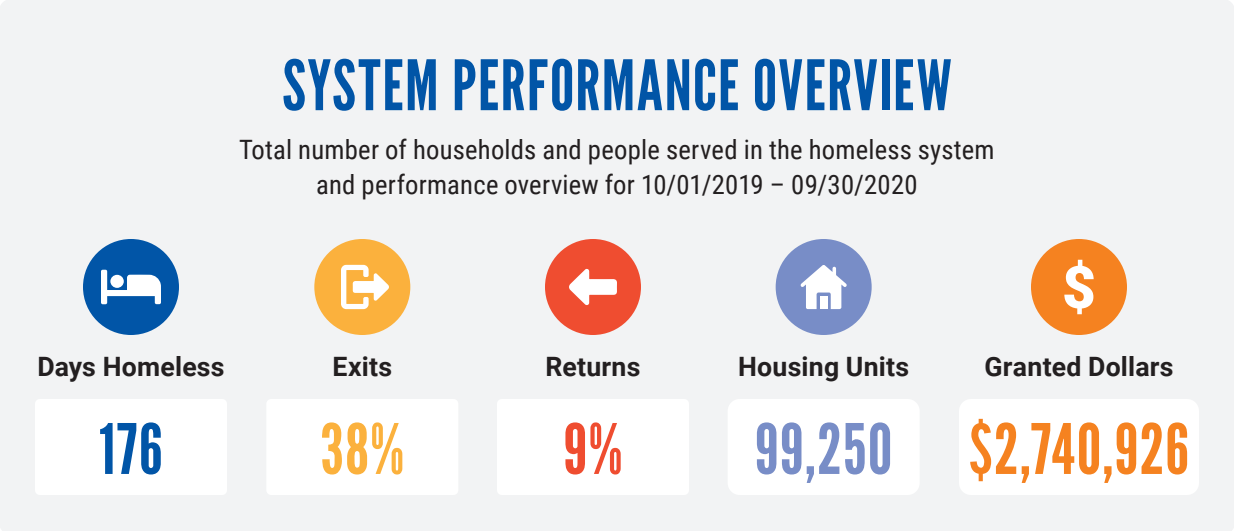
## Continuum Transparency

Strengthen transparency regarding governance in decision-making for the organization, including what the KCCoC does and does not do, to maintain continuum support

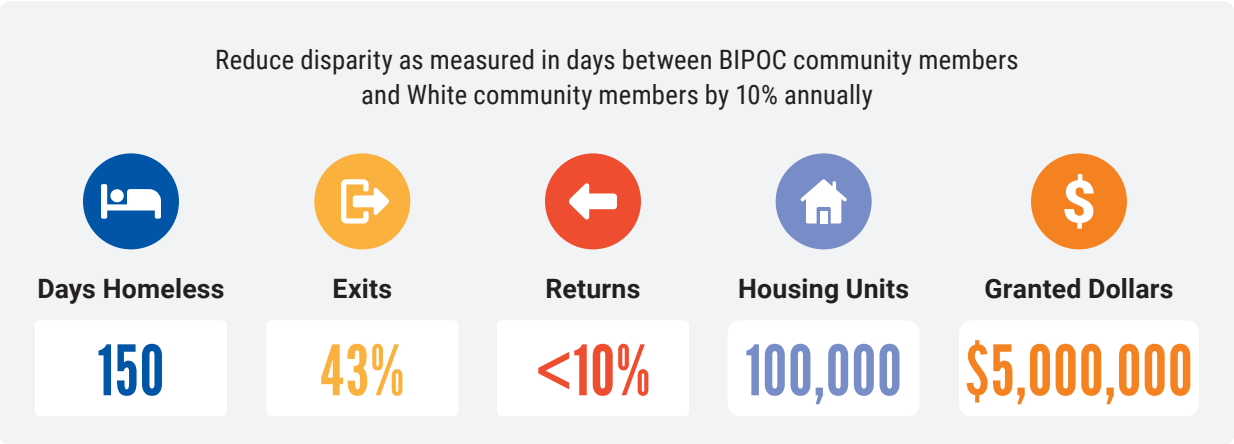
# PUBLIC DASHBOARD

We will measure the overall efficacy towards our system-wide goals by combining data from our Homelessness Management Information System (HMIS) measuring the total number of households and people served in the homeless system, average cumulative days homeless, exits to permanent housing destinations, and returns to homelessness with additional metrics of total available housing units in Kalamazoo County and total funding granted through the Kalamazoo County Continuum of Care.

The public dashboard report would look similar to:



Dashboard 3-year goals:



# INTERNAL DASHBOARD PERFORMANCE

In addition to the public facing dashboard, the KCCoC will routinely report to members the performance of the system indicators routinely submitted to HUD and MSDHA.

For reference, the previous submissions are listed below.

SYSTEM INDICATORS	2017	2018	2019	2020
Literally Homeless (PIT count)	479	567	702	639
Literally Homeless (Annual count)	4636	3065	2582	2112
% BIPOC (Annual Count, excludes persons identifying as White and Hispanic/Latino)	62.6%	66.5%	60.9%	58.7%
Length of Time Persons Remain Homeless (ES)	65	64	111	189
Length of Time Persons Remain Homeless (ES & TH)	74	75	143	259
Length of Time Persons Remain Homeless (ES, TH, & PH prior to move-in)	151	177	452	687
The extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 6 months. (total returns of persons who exited from SO, ES, TH, PH)	11%	13%	13%	9%
The extent to which persons who exit homelessness to permanent housing destinations return to homelessness from 6 to 12 months. (total returns of persons who exited from SO, ES, TH, PH)	7%	7%	6%	5%
The extent to which persons who exit homelessness to permanent housing destinations return to homelessness from 13-24 months. (total returns of persons who exited from SO, ES, TH, PH)	8%	9%	7%	7%
Total % of returns in 2 years (persons who exited from SO, ES, TH, PH)	27%	29%	25%	22%

ES = Emergency Shelter; TH = Transitional Housing; PH = Permanent Housing; SO = Street Outreach; RRH = Rapid Re-Housing

# INTERNAL DASHBOARD PERFORMANCE (CONTINUED)

SYSTEM INDICATORS	2017	2018	2019	2020
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased earned income for adult system stayers	10%	12%	7%	11%
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased non-employment income for adult system stayers	45%	59%	55%	40%
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased total income for adult system stayers	51%	61%	54%	40%
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased earned income for adult system leavers	11%	15%	19%	14%
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased non-employment income for adult system leavers	25%	21%	38%	30%
Employment and income growth for homeless persons in HUD CoC program-funded projects: Increased total income for adult system leavers	33%	35%	52%	40%
Number of Persons who become homeless for the first time (persons entering ES,TH, and PH projects with no prior enrollments in ES, TH, or PH projects in the previous 24 months)	1943	1047	916	987
Successful placement from street outreach and successful placement in or retention of permanent housing: % successful exits from street outreach	93%	94%	85%	36%
Successful placement from street outreach and successful placement in or retention of permanent housing: % successful exits from ES, TH, and RRH	53%	64%	42%	55%
Successful placement from street outreach and successful placement in or retention of permanent housing: % successful exit or retention of PH except RRH	95%	97%	97%	95%

ES = Emergency Shelter; TH = Transitional Housing; PH = Permanent Housing; SO = Street Outreach; RRH = Rapid Re-Housing



# CONTINUUM STRENGTH INDICATORS

Measuring the percentage of respondents to respond with Agree or Strongly Agree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have experienced the KCCoC integrate equity into the decision-making structure of the organization, specifically centering the voices of those are or have experienced homelessness					
I feel the KCCoC supports member engagement on advocacy at the state, local, and/or federal level					
I feel the KCCoC is providing the training and technical support I need to provide quality data					
I understand the data the KCCoC is producing					
I am using data provided by the KCCoC to inform my work					
I view the KCCoC staff as highly knowledgeable on issues related to homelessness					
I feel the KCCoC operates professionally and efficiently					
I feel the KCCoC is responsive to my needs					
I feel the KCCoC decision making process is transparent					
I believe the KCCoC plays a valuable role in the homeless service system					
Overall, my membership and participation in the KCCoC is valuable to me					

# GOALS, STRATEGIES, AND TACTICS

To execute the eight goals articulated in the strategic plan while impacting the public and internal dashboard metrics measured, the KCCoC will focus on the following strategies and tactics over the next three years:

- 1 **Planning and Programming**
- 2 **Equity**
- 3 **Advocacy**
- 4 **Date**
- 5 **Funding**
- 6 **Expertise**
- 7 **Operational Structure**
- 8 **Continuum Transparency**

## Key:

-  Days Homeless
-  Exits to Permanent Housing
-  Return to Homelessness
-  Total Housing Units Available
-  Dollars Granted

# PLANNING & PROGRAMMING:

## STRATEGY 1:

Produce a new, unifying Plan to End Homelessness



### 2022:

- Revise old/current plan to better address current needs while new plan is completed
- Survey “gold standard” plans to end homelessness
- Needs assessment/data analysis
- Surveying landscape of best practices

### 2023:

- Additional analysis or data generated from year 1
- Incorporation of area stakeholder plans
- Soliciting feedback from partners & those with lived experiences

### 2024:

- Contract with data visualization firm to create interactive experience
- CoC Board of Directors approve and adopt a new Plan to End Homelessness which may include a Housing First model

## STRATEGY 2:

Expand the supportive and housing services offered through members to prevent and reduce homelessness, increase permanent housing, and reduce the length of time a person remains homeless, re-enters homelessness, or experiences homelessness for the first time



### 2022:

- Convene work groups or participate in existing work groups
- Structure a deep-dive process to investigate each system-wide metric combined with best practices in other CoCs, lived experience, and service provider feedback to look for best practices, areas of improvement, and identify gaps

### Year 2

- Increase total funding for the system (2% or more)
- Convene work groups or participate in existing work groups
- Continue a deep-dive process to investigate each system-wide metric combined with best practices in other CoCs, lived experience, and service provider feedback to look for best practices, areas of improvement, and identify gaps
- After data improvement plan implemented, 1% improvement in systems performance

### Year 3

- Increase total funding for the system (3% or more)
- Convene work groups or participate in existing work groups
- Implement changes recommended by deep dive process
- 1% improvement in systems performance

# PLANNING & PROGRAMMING:

## STRATEGY 3:

Support strategies to increase the number of available housing units in Kalamazoo County through new development and rehabilitation



### 2022:

- Prioritize a strong partnership with the County housing millage efforts
- Formalize a process for seeking KCCoC support on development/rehabilitation projects
- Build relationships with affordable housing developers

### 2023:

- Additional funding to support rehabilitation/development (\$>0)

### 2024:

- Additional funding to support rehabilitation/development
- (Year 2 funding + 5%)

# PLANNING & PROGRAMMING:

## STRATEGY 4:

Define and implement strategies to prevent and reduce homelessness among underserved and/or overrepresented populations



### 2022:

- Convene work groups or participate in existing work groups
- Structure a deep-dive process to investigate each system-wide metric combined with best practices in other CoCs, lived experience, and service provider feedback to look for best practices, areas of improvement, and identify gaps.

### 2023:

- Continue a deep-dive process to investigate each system-wide metric combined with best practices in other CoCs, lived experience, and service provider feedback to look for best practices, areas of improvement, and identify gaps.
- Use enhanced demographic data collection to flag new/emerging needs
- Seek new sources of funding to implement strategies to prevent and reduce homelessness among underserved and/or overrepresented populations (\$100,000+)
- Use new ALICE reports to inform strategies

### 2024:

- Seek/continue/grow new sources of funding to implement strategies to prevent and reduce homelessness among underserved and/or overrepresented populations (\$250,000+)

# EQUITY

## STRATEGY 1:

Integrate equity into the decision-making structure of the organization, specifically centering the voices of those who are or have experienced homelessness



### 2022:

- Intentionally recruit and develop new Board members with more recent experiences of homelessness
- Inform Members of an intent to strengthen the focus on equity in local allocation processes, including a process for applicants to demonstrate how they solicit feedback from clients served
- Build clear pathway for grassroots organizations serving historically underrepresented groups to participate in KCCoC and potentially receive funding

### 2023:

- Use exit surveys to inform future decision making
- Create a lived experience group that meets semi-annually
- Engage an external organization to review the operations of the KCCoC and make recommendations for improvements
- Implement changes in local allocation processes to strengthen equity focus, including a process for applicants to demonstrate how they solicit feedback from clients served

### 2024:

- Review impact of changing local allocation process to strengthen equity focus

## STRATEGY 2:

Formalize the availability and utilization of on-going professional development opportunities related to equity for staff and partners



### 2022:

- Annual mandatory professional development for staff related to equity
- Annual optional professional development provided by a subject area expert for continuum members related to equity

### 2023:

- Annual mandatory professional development for staff related to equity
- Annual optional professional development provided by a subject area expert for continuum members related to equity

### 2024:

- Annual mandatory professional development for staff related to equity
- Annual optional professional development provided by a subject area expert for continuum members related to equity

# EQUITY

## STRATEGY 3:

Explicitly report data with racial demographic information to increase accountability and inform system planning to address systemic inequities.



### 2022:

- Include racial demographic data on public facing dashboard
- Include racial demographic data in annual report
- At least 25% of data presentations to KCCoC partners or the public should include an explicit racial demographic focus

### 2023:

- Include racial demographic data on public facing dashboard
- Include racial demographic data in annual report
- At least 25% of data presentations to KCCoC partners or the public should include an explicit racial demographic focus

### 2024:

- Include racial demographic data on public facing dashboard
- Include racial demographic data in annual report
- At least 25% of data presentations to KCCoC partners or the public should include an explicit racial demographic focus

## STRATEGY 4:

Expand avenues to collect and report additional data on historically underserved or over-represented populations.



### 2022:

- Partner with organizations in LGBTQ+ expertise to improve data collection
- Annually review data collection process to see if meeting the current needs of our community

### 2023:

- Continue to partner with organizations in LGBTQ+ expertise to improve data collection
- Expand coordinated entry process to include additional demographic data
- Look for partnerships with other data collection systems to overlay on current data collection practices (e.g. criminal justice system, adoption/foster care, hospitals, etc)
- Annually review data collection process to see if meeting the current needs of our community

### 2024:

- Implement new data collection partnerships
- Annually review data collection process to see if meeting the current needs of our community

# ADVOCACY

## STRATEGY 1:

Engage in systems-level advocacy to change policies to reduce homelessness



### 2022:

- Join MCAH
- Join Michigan Homeless Policy Council
- Attend annual Lansing legislative days
- Create a formal process for the KCCoC to support a specific advocacy position

### 2023:

- Attend annual Lansing legislative days
- Participate in one or more advocacy efforts

### 2024:

- Attend annual Lansing legislative days
- Participate in two or more advocacy efforts

## STRATEGY 2:

Align organizational structure to support member engagement on advocacy work



### 2022:

- Define the types of advocacy the KCCoC will and will not do
- Create advocacy advisory work group (county housing director, public housing)
- Participate in MCAH's day to end homelessness

### 2023:

- Participate in MCAH's day to end homelessness
- Participate in one or more advocacy efforts

### 2024:

- Participate in MCAH's day to end homelessness
- Participate in two or more advocacy efforts



# DATA

## STRATEGY 1:

Improve system-wide data quality through enhanced training of partners and implementation of data quality plan.



### 2022:

- Write and implement a data quality plan
- Publish annual HMIS calendar of important events
- Develop HMIS training curricula and recorded training videos
- Publish written HMIS workflows for data entry
- Publish written HMIS policies such as governance charter, MOU, participation agreements, grievance policy, privacy & security policy, etc
- Provide annual in-person training to new members to supplement recorded training videos and improve skills

### 2023:

- Publish annual HMIS calendar of important events
- Enhance HMIS training curricula and record training videos
- Enhance written HMIS workflows for data entry
- Provide annual in-person training to new members to supplement recorded training videos and improve skills

### 2024:

- Publish annual HMIS calendar of important events
- Enhance HMIS training curricula and record training videos
- Enhance written HMIS workflows for data entry
- Provide annual in-person training to new members to supplement recorded training videos and improve skills

## STRATEGY 2:

Improve system-wide data quality by standardizing coordinated entry and exit surveys.



### 2022:

- Examine current coordinated entry system to identify gaps
- Educate about coordinated entry system to increase referrals to coordinated entry

### 2023:

- Share findings with Continuum and prepare remediation/improvement plan
- Quarterly check-ins on coordinated entry data with Continuum

### 2024:

- Quarterly check-ins on coordinated entry data with Continuum

# DATA

## STRATEGY 3:

Increase HMIS utilization and awareness of HMIS data by members



### 2022:

- Develop an HMIS 101 training
- Develop clear path for new agencies to use HMIS
- Potentially add 1 new agency

### 2023:

- Potentially add 1 new agency
- Train 1-2 smaller outreach agencies annually
- Enhance requirements for HMIS utilization to receive funding

### 2024:

- Train 1-2 smaller outreach agencies annually

## STRATEGY 4:

Expand use of HMIS data and other reporting requirements for analysis focused on system performance, equity, and system needs assessments



### 2022:

- Share HMIS data regularly at board meetings, work groups

### 2023:

- Share HMIS data regularly at board meetings, work groups
- Include HMIS data in formal processes for projects and funding
- Implement a system for partners to be able to request low-level analysis
- Share data with non-continuum agencies focused on equity

### 2024:

- Share HMIS data regularly at board meetings, work groups

# FUNDING

## STRATEGY 1:

Grow internal budget to meet operational needs



### 2022:

- Assess and articulate internal capacity gaps
- Seek independent funding for additional admin in Year 2 budget
- Grow the number of funders supporting the general operations of the KCCoC (1 new)

### 2023:

- Receive additional funding for increased administrative capacity
- Grow the number of funders supporting the general operations of the KCCoC (1 new)

### 2024:

- Maintain additional funding for increased administrative capacity
- Grow the number of funders supporting the general operations of the KCCoC (1 new)

## STRATEGY 2:

Maintain and grow resources to invest in supportive services and current housing programs



### 2022:

- Identify potential funders for regranting dollars to fund supportive services and current housing programs.

### 2023:

- Secure new funding for regranting to supplement funding for supportive services and current housing programs, including administrative support (\$100,000+)

### 2024:

- Secure new funding for regranting to supplement funding for supportive services and current housing programs, including administrative support (\$250,000+)

## STRATEGY 3:

Identify new funding to invest in housing development and rehabilitation



### 2022:

- Identify potential funders for development and rehabilitation regranting/ investing

### 2023:

- Secure new funders for development and rehabilitation regranting/ investing (\$>0)

### 2024:

- Identify potential funders for development and rehabilitation regranting/ investing (Year 2 + 5%)

# EXPERTISE

## STRATEGY 1:

Position the staff of the KCCoC publicly as experts on homelessness



### 2022:

- Publicize the amended Plan to End Homelessness as a unifying vision and plan for the region to Continuum members
- Publicize the 3-year strategic vision for the KCCoC
- Staff will each attend at least four webinar/professional development opportunities
- Staff will present at one or more professional conferences on the work of the KCCoC
- Staff will make one or more public presentations on a core project or finding of the KCCoC
- KCCoC will publish two or more “data briefs” on KCCoC specific topics of interest to the public or Continuum members
- Staff will attempt to engage one or more partnerships to engage in academic research using HMIS data

### 2023:

- Set public positions on best practices to reduce homelessness
- Staff will each attend at least eight webinar/professional development opportunities
- Staff will present at two or more professional conferences on the work of the KCCoC
- Staff will make two or more public presentations on a core project or finding of the KCCoC
- KCCoC will publish four or more “data briefs” on KCCoC specific topics of interest to the public or Continuum members
- Staff will attempt to engage one or more partnerships to engage in academic research using HMIS data

### 2024:

- Publicize the new Plan to End Homelessness as a unifying vision and plan for the region to the public with an interactive site
- Staff will each attend at least eight webinar/professional development opportunities
- Staff will present at two or more professional conferences on the work of the KCCoC
- Staff will make two or more public presentations on a core project or finding of the KCCoC
- KCCoC will publish four or more “data briefs” on KCCoC specific topics of interest to the public or Continuum members
- Staff will attempt to engage one or more partnerships to engage in academic research using HMIS data

# EXPERTISE

## STRATEGY 2:

Seek out collaboration with other area decision-makers and organizations interested in ending homelessness



### 2022:

- Present to one or more municipal partners on KCCoC issues and data
- Meet with the state legislative delegation serving the KCCoC service area
- Host a funder briefing to inform of current data trends, program outcomes, and upcoming needs

### 2023:

- Present to two or more municipal partners on KCCoC issues and data
- Meet with the state legislative delegation serving the KCCoC service area
- Host a funder briefing to inform of current data trends, program outcomes, and upcoming needs
- Partner with at least one neighboring CoC leadership to create a regional presence

### 2024:

- Present to two or more municipal partners on KCCoC issues and data
- Meet with the state legislative delegation serving the KCCoC service area
- Host a funder briefing to inform of current data trends, program outcomes, and upcoming needs
- Partner with at least one new neighboring CoC leadership to create a regional presence

# OPERATIONAL STRUCTURE

## STRATEGY 1:

Improve internal communication, processes, and meetings for staff and members

### 2022:

- Clarify roles and job descriptions
- Staff retreat for working through processes
- Rotate and clarify meeting responsibilities
- Set expectations on meeting preparation
- Create templates for meeting follow-up
- Check-in on virtual work, hours, expectations
- Improve internal database to contact partners
- Reduce staff overtime 10%

### 2023:

- Review Year 1 improvements and seek additional improvements
- Reduce staff overtime 10%

### 2024:

- Staff retreat for Year 2 improvements review and think through beginnings of new strategic plan

## STRATEGY 2:

Increase internal capacity to achieve vision and mission

### 2022:

- Clarify job descriptions and articulate gaps
- Develop member-leaders to increase volunteer participation (4 new)

### 2023:

- Hire additional administrative position
- Develop member-leaders to increase volunteer participation (8 new)

### 2024:

- Develop member-leaders to increase volunteer participation (8 new)

# OPERATIONAL STRUCTURE

## STRATEGY 3:

Create transition plans for staff and board

### 2022:

- Formalize a decision-making hierarchy for KCCoC when staff are absent, sick, etc
- Create “How-to” documents for major reports
- Create “How-to” documents for compliance
- Create a KCCoC internal operations manual
- Increase HMIS expertise in Continuum members to broaden pool of potential candidates to replace the HMIS position at the KCCoC
- Increase number of Continuum members with knowledge of community-wide resources available

### 2023:

- Increase HMIS expertise in Continuum members to broaden pool of potential candidates to replace a the HMIS position at the KCCoC (at least two identified qualified individuals)
- Increase number of individuals at Continuum members with knowledge of community-wide resources available (at least three qualified individuals)
- Review and update the KCCoC internal operations manual
- Create “How-to” documents for grants and funding research

### 2024:

- Increase HMIS expertise in Continuum members to broaden pool of potential candidates to replace a the HMIS position at the KCCoC (at least two identified qualified individuals)
- Increase number of individuals at Continuum members with knowledge of community-wide resources available (at least six qualified individuals)
- Review and update the KCCoC internal operations manual
- Formally create transition plans for all staff and board members

# CONTINUUM TRANSPARENCY

## STRATEGY 1:

Define to the public the role and mission of the KCCoC

### 2022:

- Define difference between KCCoC and UWBCR
- Produce a “KCCoC 101” training to discuss the mission and vision of the KCCoC and make the presentation publicly available
- Update internal and external documents to consistently use the newly adopted mission and vision statements
- Update website with new organizational documents
- Issue press releases on major reports and programs by KCCoC
- Create a limited social media presence

### 2023:

- Update website with service referrals
- Issue press releases on major reports and programs by KCCoC
- Use social media to promote key publications and presentations by KCCoC

### 2024:

- Issue press releases on major reports and programs by KCCoC



# CONTINUUM TRANSPARENCY

## STRATEGY 2:

Define to the members how decisions are made and the impact of those decisions

### 2022:

- Draft a written process on how to apply for all funding streams
- Define the roles and responsibilities of each working group
- Document predictable meetings and decisions to inform a written calendar moving forward
- Formalize a process for accepting/approving a project
- Formalize a process for soliciting feedback from the KCCoC on a project/policy/etc

### 2023:

- Produce an advanced training to discuss the technical aspects of the CoC and make the presentation publicly available
- Adopt a written process on how to apply for funding (ESG, CoC, coc mini, nofo, share flow chart)
- Create a written calendar of meetings and predictable decisions
- Report on case studies of approved projects

### 2024:

- Report on case studies of approved projects

# CONTINUUM TRANSPARENCY

## STRATEGY 3:

Regularly report internally and externally on impact to members and the public

### 2022:

- Create public facing dashboard
- Create internal dashboard
- Annually report to Continuum regarding system performance measures and pay-for performance measures
- Share general annual report with public and Continuum
- Report progress on grant spending/performance of Continuum

### 2023:

- Annually report to Continuum regarding system performance measures and pay-for performance measures
- Share general annual report with public and Continuum
- Report progress on grant spending/performance of Continuum

### 2024:

- Annually report to Continuum regarding system performance measures and pay-for performance measures
- Share general annual report with public and Continuum
- Report progress on grant spending/performance of Continuum

## STRATEGY 4:

Increase transparency and accountability in grantee monitoring

### 2022:

- Complete annual CoC and ESG grantee monitoring

### 2023:

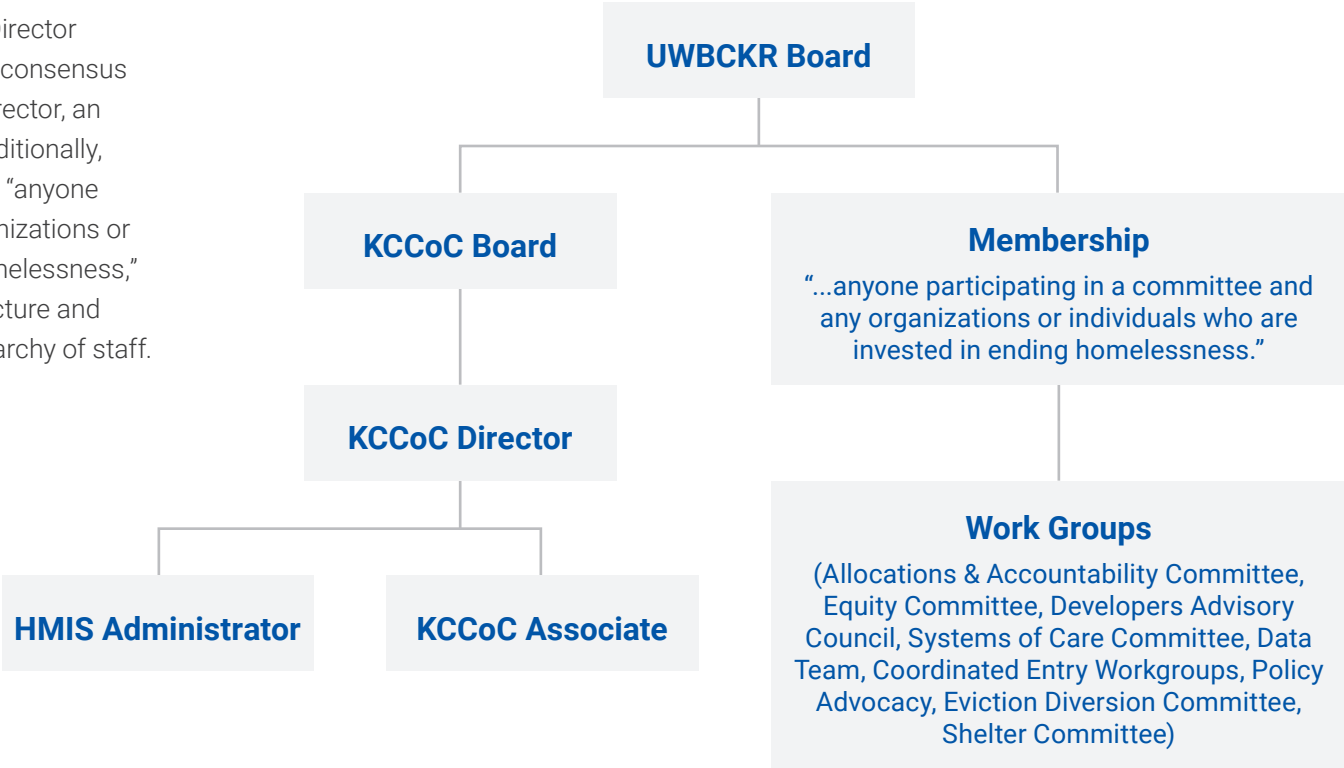
- Complete annual CoC and ESG grantee monitoring

### 2024:

- Complete annual CoC and ESG grantee monitoring
- Complete 3-year HARA review

# EXISTING STRUCTURE

Consultant reviewed the existing organizational structure used to operate the Kalamazoo Continuum of Care. The organization has a Board of Director with a set of Co-Chairs that operates on a consensus model. Currently the organization has a director, an HMIS Administrator, and an Associate. Additionally, Membership, which is currently defined as “anyone participating in a committee and any organizations or individuals who are invested in ending homelessness,” does not appear to flow into a formal structure and work groups exist outside of a formal hierarchy of staff.



# RECOMMENDED STRUCTURE

Consultant recommends a restructured approach to improve organizational transparency and accountability.

This model includes additional capacity and assigns responsibility for specific work groups to specific members of the team. Additionally, Membership has a more restrictive definition and lives below the work groups for the organizational structure. This recognizes membership as a feeder structure to populate work groups and the board. **The proposed definition of “Membership” is as follows:** “Any organization or individual who executes a Memorandum of Membership with the KCCoC. The Memorandum of Membership will include key provisions such as working towards the goals stated in the Kalamazoo County Plan to End Homelessness.” Workgroups are updated to reflect recommendations from the strategic plan. Specific membership requirements should be created for each group.

