**WIBOSCOC Strategy Road Map**

**December – 2020**

**Description of the Strategic Planning Process**

For many years, the Balance of State Continuum of Care has gone through multiple changes and has grown exponentially. As the organization grows, it has become apparent that a Strategic Plan is necessary to give guidance and direction to its leadership. Through this plan, the organization will be able to grow and continue its mission in a thoughtful, harmonious way.

**WIBOSCOC’s Mission Statement and Identity Statement**

The following identity statement is intended to succinctly capture the essence of WIBOSCOC’s work. It acts as a guide for the strategy road map.

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| --- | --- |
| **Components of Identity Statement** | **WIBOSCOC’s Identity Statement** |
| We advance our mission | to support agencies which serve, support and care about those experiencing homelessness |
| and seek to | prevent and end homelessness (*impact*) |
| by serving  | twenty-one (21) local coalitions (*our customers*) |
| in | Sixty-nine (69) Wisconsin counties (*geographic reach*) |
| through  | our leadership of the Continuum of Care (CoC) Program (*our programs and services*) |
| in partnership with  | member agencies of the Wisconsin Interagency Council on Homelessness; the Institute for Community Alliances (ICA); and, End Domestic Abuse Wisconsin (*our state-level partners*) |
| our work is financially sustained by | HUD’s Continuum of Care funding (primary funding source) and, the Wisconsin Division of Energy, Housing and Community Resources (DEHCR) |

**Overview of Planning Sessions and Participants**

The strategic planning process had two components. The first involved the entire WIBOSCOC Board during a meeting held at the office of Central Wisconsin Community Action Council, Wisconsin Dells, WI on March 10, 2020. Covid-19 and its impact put the planning process on hold until August. The Board appointed a committee to move the planning process forward. Committee members included: Tamarra Coleman, Executive Director, Shalom Center; Tammie King-Johnson, Manager, Mercyhealth: House of Mercy Homeless Center; Shannon Wienandt, Director, House of Hope Green Bay; and Jeanette Petts, BOS Board Chair, Program Director for Community Action Coalition For South Central WI, Inc.. The committee met bi-weekly until its last call on November 9th. Larry Jones, University of Wisconsin- Madison, facilitated the planning process.

**History and Background of WIBOSCOC[[1]](#footnote-1)**

WIBOSCOC traces its origins to an advisory group of agency directors and staff members established in 1992 (see Attachment 1: WI Balance of State CoC – Quick History). Wisconsin’s Division of Housing appointed the group to address issues of those experiencing homelessness, organize trainings and compete for HUD’s annual Continuum of Care funding. The committee continued in this role until 2009 when the Balance of State Continuum of Care became an unincorporated association of agencies. Two years later (2011), Balance of State incorporated as a 501c3 nonprofit organization governed by a volunteer board of directors. WIBOSCOC hired its first paid staff in May, 2015. Balance of State approved restated Articles of Incorporation and Bylaws in 2019.[[2]](#footnote-2) This decision increased the size of the board of directors and made the Continuum of Care Director the President/Chief Executive office of the organization.

**Impact that WIBOSCOC is Seeking to Achieve**

WIBOSCOC seeks to prevent and end homelessness. It does so by supporting agencies which serve, support and care about those experiencing homelessness. WIBOSCOC achieves this impact by addressing the following purposes.

1. Provide leadership to local continua in the Balance of State geographic area;
2. Ensure the efficient and effective delivery of housing and supportive services to individuals and families experiencing homelessness or at risk of homelessness;
3. Promote community-wide commitment to the goal of ending homelessness;
4. Provide funding for efforts by nonprofit providers, States, and local governments to re-house individuals and families experiencing homelessness rapidly while minimizing the trauma and dislocation caused to individuals and families experiencing homelessness as well as communities as a consequence of homelessness;
5. Promote access to and effective use of mainstream programs by individuals and families experiencing homelessness;
6. Optimize self-sufficiency among individuals and families experiencing homelessness;
7. Meet the educational needs of Corporation’s members and the public;
8. Advocate for those it serves;
9. Collect dues from its members, as authorized herein.

**WIBOSCOC’s Current Business Model**

**Services**

WIBOSCOC provides the following services to its twenty-one member coalitions.

1. Represents membership on the Wisconsin Interagency Council on Homelessness;
2. Continuum of Care – oversees annual competition; acts as a pass-through for funding; and serves in monitoring and compliance role;
3. Provides technical assistance: planning; trend analysis; systems and data analysis;
4. Shares governance of the Wisconsin Homeless Management Information System (HMIS);
5. Educates coalition members and others on issues related to homelessness;
6. Advocates for federal and state level policies.

**Funding – Administrative**

WIBOSCOC’s administrative funding comes from a variety of grant sources. WIBOSCOC also forwards federal and state funding to local agencies. The following two tables provide a snapshot of recent funding.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Grant** | **FY18** | **FY19** | **FY20** | **FY21[[3]](#footnote-3)** |
| HUD CoC Planning | 265,568 | 275,671 | 294,945 | 302,110 |
| HUD CoC – SSO CE | *Didn’t have the grant* | 18,382 | 29,106 | 29,106 |
| HUD CoC - RRH for DV | *Didn’t have the grant* | *Didn’t have the grant* | 44,244 | 44,244 |
| HUD COC – SSO CE DV | *Didn’t have the grant* | *Didn’t have the grant* | *Didn’t have the grant* | 13,103 |
| WI DEHCR - HAP |  | 22,750 | 17,500 | 17,500 |
| Total Funding |  |  |  | $406,063 |

**Pass through Funding – Awarded to Local Agencies/Coalitions**

WIBOSCOC awarded a total of $1,994,132 for fiscal year 2020. The table below lists the number and average amount of each award.

|  |
| --- |
| FY 2020 |
| Grant | # Awards | Average Grant Amt. |
| HUD CoC – SSO CE | 19 | 32,177 |
| HUD CoC - RRH for DV | 5 | 191,684 |
| HUD COC – SSO CE DV | 1 | 60,849 |
| WI DEHCR - HAP | 8 | 19,063 |

**Expenses**

WIBOSCOC Expenditures – Continuum of Care Planning Grant (2019) included federal funding ($275,671); Cash Match ($13,548); and, In-kind Match ($73,315). The table below provides a breakdown of expenditures as reported against federal funding for FY19. It does not include a breakdown of cash and in-kind match.

|  |  |
| --- | --- |
| **Category of Expenditure** | **Total $ Amount** |
| Coordination Activities | 17,676.69 |
| Project Evaluation | 6,514.67 |
| Project Monitoring Activities | 80,251.96 |
| Participation in Consolidated Plan | 10,605.74 |
| CoC Application Activities | 31,817.23 |
| Developing a CoC System | 41,910.74 |
| HUD Compliance Activities | 86,893.97 |
| **Total Expenditures** | **$275,671.00** |

**Overview of WIBOSCOC’s Context**

The Board of Directors, during its March 10th planning session identified a number of current and future trends that directly impact WIBOSCOC’s work (See attachment #2). This session took place prior to community, state, national and international response to George Floyd’s killing. The committee incorporated what was taking place in broader society while conducting further analysis of key issues and opportunities. They identified the following trends:

* Broader community awareness and commitment to address issues of diversity, equity, and inclusion – specific focus on race
* Support for diversion and prevention efforts
* Focus on specific homeless populations
* Available funding for programs/services
* Greater creativity in addressing homelessness
* Opportunities with landlords
* Local support for our work

Attachment #3 provides greater detail of the committee’s analysis of these trends, their direction, and WIBOSCOC’s ability to influence.

**Strategic Challenges – the Big Questions Facing WIBOSCOC**

Following their analysis of WIBOSCOC’s context within which it operates, committee members identified three “Big Questions” or strategic challenges facing WIBOSCOC.

1. How can BOS and its local coalition members ensure that diversity, equity, and inclusion is taking place across our work?
2. How can BOS and its local coalition members create, collaborate, and share best practices, ideas, and resources which reduce or remove barriers to those experiencing homelessness and address unfunded mandated activities?
3. How can BOS and its local member coalitions create and disseminate regular public awareness campaigns that speak to stakeholders at local, state, and federal levels?

**Strategies to Address Challenges**

The committee utilized the following criteria to determine possible strategies to address each challenge. WIBOSCOC strategies must:

* Align with its mission to support agencies who serve, support and care about those experiencing homelessness.
* Build the capacity of coalition members to more effectively deliver on their mission locally.
* Improve the conditions of those experiencing homelessness (from their perspective) in visible, obvious, and tangible ways.
* Be financially sustainable (designated and/or allocated source of funding; break even or create a surplus [revenue – costs]; provide a persuasive ‘logic’ to potential funders).
* Be supported and implemented in light of current organizational capacity. (How easy is it for WIBOSCOC to implement the strategy? Does this require expertise external to WIBOSCOC? What type of demand does this place on current staff?)
* Position WIBOSCOC as a leader (1) among its peers; and, (2) as a resource to be adapted by all programs (not limited to those experiencing homelessness) implemented by coalition members.

Possible strategies to address each challenge are included below.

1. *How can BOS and its local coalition members ensure that diversity, equity, and inclusion is taking place across our work?*

Possible strategies

* Advocate for policies which address systemic racism and barriers to equity and inclusion.
* Develop a statewide equity and diversity statement, guidelines and expectations of all coalition members.
* Create position(s) in BOS that is explicitly focused on and charged with creating equity-based responses to homelessness.
* Establish partnerships with other statewide organizations vested in racial equity in housing and homelessness i.e. NAACP and Urban League.
* Build the capacity of the Board
1. Diversify the composition of its membership.
2. Provide REI training specifically for the board.
3. Determine best practices on Board recruitment and develop policies that empower all at the table to participate and belong.
* Build the capacity of local coalitions
1. Diversify the composition of local coalition membership
2. Provide training (e.g. racial equity and unconscious racial biases); and supportive resources and tools; Culture of Poverty training/Privilege
3. Provide opportunity and support (i.e. mentoring change meeting times, provide childcare, compensate) for people of color who participate in our programs/services to evaluate, design, and make decisions regarding our programs and services.
4. Provide resources and information surrounding unconscious racial biases and how it does or doesn't affects the work we do each day.
* Share Data on vulnerable homeless populations in our state.
1. *How can BOS and its local coalition members create, collaborate, and share best practices, ideas, and resources which reduce or remove barriers to those experiencing homelessness and address unfunded mandated activities?*

Possible strategies

* Develop a means by which coalitions can collaborate as regional or similarly situated clusters to address specific homeless population trends.
* Create a place where coalitions can:
1. Chat via statewide message board
2. Share flow charts, templates and best practices that local coalitions can utilize for their local communities and response systems that explain the process from homeless episode to housed: value stream mapping or road maps
* Provide opportunities for learning.
1. Locally-focused education – on the why and the best practices of Coordinated Entry and No Wrong Door. Why should we be doing this? How does it impact homeless community members? How does this contribute to our success?
2. Design breakout sessions during the quarterly BOS meeting. Participants can learn from subject matter experts across a variety of relevant topics.
3. Develop a training file example that all agencies can use: Trauma Informed Care, VISPDAT, Mandated Reporter, Pre-Screen, No Wrong Door, Ethics and Boundaries, Implicit Bias, Motivational Interviewing, etc.
* Address the need for less restrictive use of funded programs.
* Enhance strengths-based case management services and/or support services that provide encouragement, empowerment, and access to other resources specific to the population need/culture.
* Reduce barriers for enrollment (i.e. expand enrollment times/locations, childcare availability, provide incentives)
1. *How can BOS and its local member coalitions create and disseminate regular public awareness campaigns that speak to stakeholders at local, state, and federal levels?*

Possible strategies

* Active commitment, including all Executive Committee members and the President, to drive these campaigns
* Develop and advocate for policies and potential funding (HUD, DEHCR, and legislators) that support specific groups within the homeless population.
1. Address rental discrimination on the part of landlords;
2. Address the need for less restrictive use of funded programs.
3. Affordable housing units
4. Additional rental assistance
5. Strengths-based case management services and/or support services that provide encouragement, empowerment, and access to other resources specific to the population need/
* Develop advocacy initiatives which involve and leverage local coalition members and develop stakeholder (members, their legislators) awareness campaign. Examples include:
1. Create awareness fliers to be pushed out by the local coalition’s members on a regular basis.
2. Develop advocacy and awareness kits for local coalitions. Use language (eliminate acronyms) that can be understood by the general population as we talk about our work.
3. Create a glossary to help local coalitions understand the various definitions
* Develop a delivery system of important information that is posted on the WIBOSCOC website and ensure all have access to important messages.
* Accountability and Relevance - determine how we keep this work relevant and hold local coalitions accountable to ensure this work is getting done and continues. AND how do we as local coalitions hold BOS accountable? Somehow align "support" and "accountability" for local coalitions and BOS.
* Engage ICA in this process
* Ensure local coalitions are able to easily access their data in a timely fashion in order to tell the story and identify gaps and opportunities.

**Next Steps**

The planning committee presents its report during the WIBOSCOC’s Board of Directors December 1st meeting. This will bring to an end the committee’s work.

The Board of Directors reviews the Strategy Road Map and determine next steps during its December and subsequent meetings. It is recommended that the Board focus its attention on the three strategic challenges facing WIBOSCOC and possible strategies to address these challenges.

If implementation of the Road Map is to take place, the Board must ensure that specific activities, person(s) responsible, and time frame for completion of related tasks are explicitly stated.

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**Attachment 1 WI Balance of State CoC – Quick History**

**Attachment 2 Initial List of Current and Future Trends (March 10, 2020)**

Trends WIBOSCOC can Influence

* Need for greater creativity in addressing homelessness

 Keep a number of ‘labs’ under our umbrella

* Supporting diversion, prevention, etc. into the system

 Needs to be intentional, need more because of the relationship with shelters

 CE – revise system, our definition

* Targeting certain homeless populations

 BOS is the only eligible entity and ready for the money

* Opportunities with landlords

 We bring the resources, money, case management and education

* Local support for our work

 We have connections locally

 Data to support our work

* Increase money for the greater good

 Advocating with the State

 Sitting on councils, other groups

* Complexity in rules, regulations in relationship to funding

 Diversity in funding increase

Honorable mention - (*Trends mentioned but not chosen as do-able)*

* Increase income inequality
* Homelessness through the lens of health
* Increase complexity within the population
* Systems are becoming less accessible
* Address foster care as trending population
* Availability of affordable housing
* Current policies of the federal government

**Attachment 3 Planning Committee’s Analysis of Current and Future Trends**

|  |  |  |
| --- | --- | --- |
| **Trend Types** | **Direction of Trend[[4]](#footnote-4)** | **Ability to influence** |
| **Social needs/demands for programs/services** |  |  |
| * Broader community awareness and commitment to address issues of diversity, equity, and inclusion – specific focus on race
 | People of color face barriers to accessing housing and other services;People of color, who are experiencing homelessness, are not active participants in creating, implementing and evaluating services intended to support them.The Balance of Care system perpetuates (through its structures, policies and processes) inequities among those it is intended to serve. | Develop, implement and evaluate a system-wide plan to include such initiatives as:1. Building the capacity of local coalitions through training (e.g. racial equity and unconscious racial biases); and supportive resources and tools:
2. Develop statewide equity and diversity statement, guidelines and expectations of all coalition members.
3. Diversify the composition of the board’s membership.
4. Provide opportunity for people of color who participate in our programs/services to evaluate, design, and make decisions regarding our programs and services.
5. Advocate for policies which address systemic racism and barriers to equity and inclusion.
6. Person on the board who can be in charge of equity and diversity to ensure the ongoing work is continued and support.
 |
| * Support for diversion and prevention efforts
 | Needs/demands are:* Increasing
* Decreasing
* Staying about the same
 | Develop advocacy initiatives which involve and leverage local coalition members.Develop stakeholder (members, their legislators) awareness campaign on the importance of integrating diversion and prevention efforts.Support local coalitions as they integrate diversion into their work.1. Provide technical assistance.
2. Build a common understanding (across BoS members) of diversion and prevention – clarify distinctions.
3. Share a means by which members can share their diversion and prevention ‘best practices.’
4. Develop clear, simple, and implementable diversion and prevention program examples and resources.
5. Support collaborative programming and resource development between local coalitions.
6. ?

Integrate diversion prevention into the Coordinated Entry System. |
| * Focus on specific homeless populations
 | Needs/demands are:* Increasing
* Decreasing
* Staying about the same

Some portion of the homeless population are eligible for our programs and services but we aren’t reaching them. These include: – people with criminal backgrounds; poor rental history, mentally ill, people of color  | Develop a means by which coalition members can share: (1) the data which informs efforts to address the gap of eligible but not receiving services; (2) solution ideas to address these gaps.Develop a means by which coalitions can collaborate as regional clusters address specific homeless population trends.Develop policies (HUD, DEHCR, and legislators) that support specific groups within the homeless population.1. Address rental discrimination on the part of landlords;
2. Address the need for less restrictive use of funded programs.
3. Affordable housing units
4. Additional rental assistance
 |
| * Available funding for programs/services
 | Funding is:* Increasing
* Decreasing
* Staying about the same

Unfunded mandates for coordinated entry. | Advocate/obtain for funding (local, state, federal) to support diversion and prevention services.Develop, identify, obtain funding for landlord liaisons. |
| **Other Trends Impacting our Work** |  |  |
| * Greater creativity in addressing homelessness
 |  | Develop a means by which members can share their best practices and ideas (i.e., Placemaking; obtain SME for various areas (diversion, prevention, etc., and discuss best practices)Support learning ‘labs’ focused on trying out new ideas, approaches, etc. |
| * Opportunities with landlords
 |  | Develop resources that can be used with landlords to navigate housing alternatives. Examples might be1. Value propositions that address landlord concerns.
2. Money for additional security deposits, tenant damages and possibly even a simple incentive;
3. Create a platform that speaks the same language across the state for landlord associations. What are the best approaches to working with landlords? What are they looking for to be a good partner? How can the city/county get involved in helping with these efforts?
 |
| * Local support for our work
 |  | Develop public (general public, legislators, Landlords, City/State/Local officials, campaigns that are universal) awareness campaigns that speak to multiple audiences. Examples of possible messages:1. “People experience homelessness. They aren’t ‘homeless’ people.”
2. Other messages?

Use language that can be understood by the general population as we talk about our work. |

1. WIBOSCOC’s history parallels changes in federal policy. See <https://www.hudexchange.info/homelessness-assistance/hearth-act/> [↑](#footnote-ref-1)
2. https://www.wiboscoc.org/uploads/3/7/2/4/37244219/wiboscoc\_restated\_bylaws\_2.15.19.pdf [↑](#footnote-ref-2)
3. Carrie’s handout – March 10, 2020 [↑](#footnote-ref-3)
4. For each trend, identify whether increasing, decreasing or staying the same in terms of scale, scope, and/or complexity. [↑](#footnote-ref-4)