

Portsmouth Homeless Action Consortium Strategic Plan 2023-2025



Carrington Consulting
Hampton, Virginia
www.carrington-consulting.com

Inside front cover

Message from the Chair of the Portsmouth Homeless Action Consortium

Rarely do non-profits, human services agencies and community-based groups get the opportunity to take a moment to vision for the future. We are excited to have been afforded this opportunity, which was facilitated by Carrington Consulting. The process was made possible through a grant from Virginia Housing which was secured by our partners at The Planning Council.

This monumental step of strategic planning will enhance our collective abilities to help make homelessness rare, brief, and non-recurring. These efforts will launch our way forward as we prepare for the changing homelessness and housing landscapes ahead. Based on the information gathered and synthesized from providers, partners, municipal stakeholders and consumers, our broad areas of concentration will encompass the following:

- Operational Infrastructure
- Communications (internal and external)
- Data Capture and Utilization
- Service Delivery Enhancement

Our Continuum of Care's mission is to help decrease homelessness and enhance the quality of life of persons at risk of or experiencing homelessness in Portsmouth by fostering their levels of self-sufficiency through housing assistance and a supportive network of community services.

With the identified goals, objectives, and strategies of our strategic plan, we will ensure that our every effort is making measurable differences. Differences that will positively impact the well-being, health, and housing stability of the community, and that we are effectively using the limited resources that are available to us.

It is our pleasure to present the 2023-2025 Strategic Plan.

DeAnna Valentine, MBA, MA
PHAC Co-Chair
Director of Social Services
City of Portsmouth

Darlene Sparks Washington, D.P.M.
PHAC Co-Chair
Executive Director
Portsmouth Volunteers for the Homeless, Inc.

Table of Contents

<i>Message from the Chair of the Portsmouth Homeless Action Consortium</i>	3
<i>Introduction</i>	1
<i>The Strategic Planning Process</i>	5
<i>Statement of Need for Strategic Plan</i>	6
<i>Purpose, Mission, and Guiding Principles</i>	7
<i>Competitive Advantage (Z-factor)</i>	17
<i>Recommendations for Continued Progress</i>	19
<i>Appendices</i>	27
<i>Appendix A: Strategic Planning Participants</i>	28
<i>Appendix B: Strategic Planning Session Dates</i>	27
<i>Appendix D: PHAC SWOT-Z Analysis</i>	29
<i>Appendix E: Process for the Adoption of the PHAC Strategic Directions_</i>	34
<i>Selecting Strategic Directions</i>	34
<i>Appendix F: Strategic Directions, Goals, Objectives</i>	35
<i>Appendix G: Scorecard and Financial Assessment</i>	39
<i>References</i>	47

Approved this 16th day of December 2022

Dr. Darlene Sparks-Washington

Introduction

This document describes the Portsmouth Homeless Action Consortium (PHAC) strategic plan. The strategic plan is intended to guide PHAC and its public and private partner organizations in planning, executing, and tracking progress on their efforts to prevent and diminish homelessness in the City of Portsmouth. The strategic plan also communicates PHAC's organizational goals and strategies to increase the availability and accessibility of permanent supportive housing and guide the development of Continuum of Care (CoC) functions in core areas outlined later in this document.

Organizational History

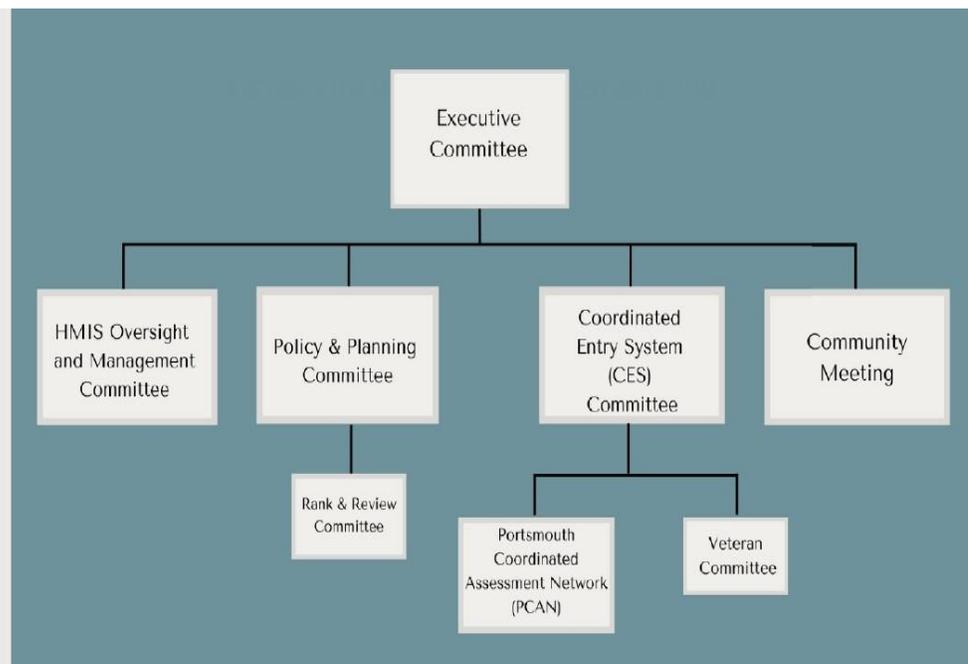
The Portsmouth Homeless Action Consortium was established in 1996 in the City of Portsmouth, Virginia. PHAC is a group of agencies working together on a mission to decrease homelessness and improve the quality of life for persons at risk of or experiencing homelessness. PHAC comprises over 20 agencies and organizations, including governmental departments, local and regional non-profit service providers, faith-based organizations, and interested community members. In an organized effort, PHAC provides support services and housing assistance to those most in need while promoting independence and encouraging individuals and families to obtain self-sufficiency.

Committees and Subcommittees of PHAC

PHAC serves as a Continuum of Care (CoC), the forum responsible for coordinating and managing federal, state, and local funding for homeless services. The Lead Agency for facilitation and coordination is the Portsmouth Department of Social Services, with consultation assistance from The Planning Council.

Portsmouth Homeless Action Consortium

Organizational Structure



PHAC recognizes five committees and multiple subcommittees that carry out the regular activities required to obtain funding that implements programs:

- 1. Executive Committee**
- 2. Coordinated Entry System Committee**
- 3. Portsmouth Coordinated Assessment Network (PCAN)**
- 4. Policy & Planning Committee**
- 5. HMIS and Data Collection Committee**

Executive Committee

The governing body of the Portsmouth Continuum of Care: Provides direction for PHAC; coordinates activities of the CoC; Acts as liaison to the City Council, Consolidated Plan, 10-year Plan to End Homelessness, regional and state groups; Reviews all funding proposal requests before submission; Authorizes letters of support for funding proposals; and Schedules and conducts PHAC Executive and General Meetings.

Coordinated Entry Committee

Responsible for the development and implementation of a coordinated process to coordinate program participant intake assessment and provision of referrals for the City of Portsmouth

Portsmouth Coordinated Assessment Network (PCAN)

Sub-committee of PHAC Coordinated Entry Committee. Aids homeless individuals and families in finding services and resources that will aid them in becoming self-sufficient.

Veterans Committee

Sub-committee of PHAC Coordinated Entry Committee. Acts as a liaison between the Portsmouth CoC and regional veterans' homeless initiatives, assists veteran households with navigation through the Coordinated Entry Process, and provides the CoC with all feedback or concerns regarding veterans' access to housing services.

Policy & Planning Committee

Responsible for monitoring and evaluating CoC-funded project performance, reviewing CoC data, coordinating CoC priorities, identifying gaps in CoC services, and coordinating CoC policies and procedures.

Rank & Review Committee (Ad Hoc)

The rank & review committee comprises non-conflicted members who meet to coordinate priorities, including the ranking of projects, during state and federal application processes.

HMIS Oversight and Management Committee/ HMIS User Group

A platform for continued learning and training related to using the Homeless Management Information System (HMIS). Ensures that HMIS end users adhere to the Hampton Roads HMIS Policies and Procedures, and data collection requirements as outlined in the HUD HMIS Data Standards and other federal partner program manuals. Guides the implementation of the Hampton Roads HMIS Policies and Procedures and the CoC's

adopted Data Quality Plan. Reviews data quality reports quarterly and focuses efforts on continuously improving data quality. Open to all HMIS end users and Victim Service Provider Agencies utilizing a comparable database.

Community Meeting

The community members and agencies of the Portsmouth CoC meet bi-monthly at the Community Meeting to inform members and the public about homelessness-related issues. Such as affordable housing, evictions/renters' rights, mental illness, substance use, mainstream benefits, changes, the availability of funding programs that support homeless populations, and more.

Funding

Funding is awarded through the Virginia Department of Housing and Community Development (DHCD), primarily through the Virginia Homeless Solutions Program (VHSP), but also includes additional funds through the CARES Act. PHAC members participate in the annual DHCD Input Session to coordinate ESG programs and allocations, offering feedback. Each spring, a collaborative application is submitted for the VHSP funding to PHAC agencies to support ES, RRH, Outreach, Coordinated Assessment, HMIS, CoC Planning, and Prevention.

The CoC coordinates the application process to include public announcements, performance reviews of the application, funding allocation, and evaluation of outcomes for ESG-funded activities. This is conducted within the monthly Policy and Planning Committee with final approval from the Executive Committee.

Recent Successes

Since its inception, PHAC has aimed to prevent and end homelessness in the City of Portsmouth and has made great strides in addressing this social phenomenon. For example, annual reports prepared by The Planning Council provide insight regarding the number and characteristics of homeless populations as well as a variety of other issues related to poverty; and to inform policy decisions aimed at addressing and ending homelessness at local, state, and federal levels. Moreover, these annual reports detail awarded funds to combat homelessness in the City of Portsmouth.

A few highlighted accomplishments from the 2020 Annual Report are as follows:

- PHAC had the highest score across Greater Hampton Roads for the FY2019 Homeless Assistance application submitted to the U.S. Department of Housing and Urban Development in September 2019;
- The first-ever award of Virginia Housing Trust funds to Virginia Supportive Housing of \$55,000 to expand supportive services capacity at South Bay Apartments for 42 individuals living in permanent supportive housing;
- The 'Foster Youth to Independence Initiative' program award of \$113,170 provides housing assistance for 14 vulnerable young adults who have aged out of the foster care system.

An additional tool used to capture the impact of PHAC's efforts to address homelessness is the Point in Time Count. This 24-hour Count of sheltered and unsheltered persons provides a "snapshot" of the level of need on a specific day. According to the 2021 Point in Time Count, PHAC saw the lowest Point in Time Count in 8 years. Homelessness decreased by 38% from the 2020 Count of 149 persons to 92 persons. One contributing factor to the decrease in homelessness is the transition of PARC's Step Up to Responsibility project from Transitional Housing to Permanent Supportive Housing in 2020. Another factor for consideration is the reduction in the capacity of congregate shelters due to COVID-19 transmission risks.

The 2021 Housing Inventory Count stated that the Portsmouth CoC increased bed inventory among the Rapid Rehousing projects by 59.3% (35 beds) and increased the Permanent Supportive Housing (PSH) Inventory by 10.3%, from 145 beds in 2012 to 160 beds in 2021. PSH projects primarily serve households without children, who have shown to be a growing demographic of the homeless population. Overall, the CoC's Housing inventory has grown from 38 total beds in 2012 up to 405 total beds in 2021, an increase of 16.3%.

Areas for Growth

As PHAC continues to grow and reevaluate its methods, it is essential to consider the prospects of bolstering and expanding services for those who experience homelessness. In 2019-2020, the most significant area for growth identified in Portsmouth was Rapid Rehousing, followed by Permanent Supportive Housing. Expanding Permanent Supportive Housing and Rapid Rehousing units will allow for expediting an end to homelessness for many who are medically vulnerable and face various barriers to achieving housing stability.

Similarly, specialized housing and programs for disconnected and homeless youth remain a barrier. Data reveal an increase in youth ages 18-24 accessing homeless services across the region. Funding agencies have also highlighted the need to address youth homelessness, which remains largely an invisible population.

Based on the data received from the Housing Inventory and PCAN, PHAC members identified the additional areas for growth:

- Invest in Rapid Rehousing for single individuals.
- Prioritize individuals and families experiencing literal homelessness.
- Invest in prevention and diversion services.
- Continue developing affordable housing units.
- Focus on strengthening the Crisis Response System in Portsmouth
- Establishing a permanent, year-round emergency shelter for single individuals
- Increase communication between PHAC and city agencies to increase partnerships.

The Strategic Planning Process

In 2022, the Portsmouth Homeless Action Consortium (PHAC) contracted a third party to guide them through strategic conversations to enhance efficiency and effectiveness. One method of collaboratively exploring complex issues and effectively reaching a consensus on resolving related concerns is engaging executive-level leaders and service providers in formal and informal exercises in scheduled task-oriented work sessions.

Over eight months, PHAC executive leaders, service providers, and former clientele met with external facilitators to provide insight into their experiences with organizational practices and the delivery of services. As mentioned earlier, the external facilitators conducted focus groups, work sessions, executive leadership interviews, and targeted interviews with the persons. The discussions were centered on multiple topics such as: highlighting and identifying the priorities of PHAC; conducting a SWOT-Z analysis to gain insight on the strengths and needs of the organization concerning the opportunities and barriers experienced; focus group discussions about the organizational and community focus, and work sessions to underpin the goals and objectives of PHAC.

Multiple targeted interviews were conducted over a 3-day period with members of the Planning Council, several PHAC executive committee members, and the committee chairpersons. The selected participants were chosen for their expressions of interest and for their roles in their respective agencies that address homelessness in the City of Portsmouth. Participants were given the opportunity to provide an in-depth outlook about their experiences based upon the emergent themes from the facilitated group work sessions. Information collected during the interviews was used to formulate topics for consideration during the goal setting session.

The SWOT-Z analysis is a vital component of the strategic planning process to gain insight on the strengths and needs of the organization in relation to the opportunities and barriers experienced. The information collected during this process will be used to create ideas for strategic interventions that could potentially shape and guide organizational decisions and actions to support and validate the mission to increase permanent housing for Portsmouth residents who experience homelessness. The Z-Factor is a proprietary term used by Carrington Consulting, which focuses on the unique attributes of PHAC that set them apart from other organizations.

The following is a condensed synthesis of the emergent themes and subsequent action items determined during the work sessions and interview processes. Additionally, this document will (1) describe the motivation for developing a strategic plan and priorities, (2) present and describe the strategic plan, (3) detail the indicators aligned to the strategic plan, and (4) provide recommendations for how PHAC members and invested stakeholders can use the strategic plan to effect change.

The Future of PHAC

As one of many instruments of improvement, the strategic plan does not represent the entire scope of current needs and interests, but rather reflects on areas that have a documented need for expanded involvement or improvement. The 2023-2025 Strategic Plan represents PHAC's internal and external priorities based on the most recent annual report, current data, the results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT-Z) analysis, and other areas of needed improvement.

Looking to the future, the 2023-2025 Strategic Plan will guide PHAC's decision-making related to partnerships, funding, program development, establishing new priorities, and fulfilling the organizational mission. This plan is the first step in ensuring sustainability and success for PHAC and its goal of alleviating homelessness.

Statement of Need for Strategic Plan

The purpose of this strategic plan is to define roles, responsibilities, priorities, and the direction of PHAC for the next five years. There are several reasons that served as an impetus for engaging in a strategic planning process. These factors include:

- **Post-Pandemic Recovery and Realignment:** In the wake of the global Covid-19 pandemic from 2020 to present, PHAC leadership and members have been working to ensure that organizations serving homeless individuals and families are well-positioned to provide adequate services and exceed federal and state expectations in homeless outcomes. The lack of a current and functional strategic plan was identified as a significant gap in PHAC's organizational readiness.
- **Focus on Accountability:** PHAC is committed to demonstrating to the public, policy makers, and funders that the organization has the capacity and commitment to continuously improve homelessness outcomes and service delivery to positively affect the housing stability, health, and well-being of Virginia families.
- **Effective Use of Limited Resources:** The current economic environment has led to significant reductions in both funding and available housing stock over the past several years. This type of environment requires us to evaluate the services and programs provided by PHAC members and other providers, while also ensuring that we are making strides to do our work in a more efficient and effective manner to meet the community's needs.

“PHAC is committed to demonstrating capacity and commitment to continuously improve homelessness outcomes”

→ **Need for New Approaches:** Constantly monitoring progress and making necessary adjustments in program and service delivery are critical for ensuring the eradication of homelessness. Establishing an organizational culture of continuous learning guided by interaction with other localities, and identification of the needs of partners, clients, and community is imperative.

The Strategic Planning Process

The PHAC Strategic Plan is the product of an inclusive planning process initiated in April 2022 and completed in November 2022. A series of planning sessions that included PHAC leadership, middle managers, staff, community partners, and County Commissioners resulted in the development of this strategic plan.

In August, a strategic planning consultant was engaged, and an internal strategic planning team (SPT) was formed. The SPT consisted of a cross-section of staff from all four PHAC Divisions with varying roles and titles. See Appendix A for a complete listing of strategic planning participants and Appendix B for a list of strategic planning session dates and the purpose of each.

Purpose, Mission, and Guiding Principles

Vision:

The primary purpose of the Portsmouth Homeless Action Consortium (PHAC) is to carry out the responsibilities of a Continuum of Care as defined by the U.S. Department of Housing and Urban Development (HUD), which includes but is not limited to the following duties:

- 1) To establish and operate a coordinated entry system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services
- 2) To establish and consistently follow fair, equitable written standards for screening, evaluating eligibility and administering assistance for individuals and families who are homeless or at risk of being homeless across the defined geographic area
- 3) To designate a Homeless Management Information System (HMIS) and an eligible PHAC member agency or organization in good standing to manage this system
- 4) To effectively coordinate and implement a system to meet the needs of homeless populations and subpopulations within the defined geographic area, including:
 - Plan for and conduct point-in-time counts of individuals who are homeless within the defined geographic area
 - Conduct an annual gaps analysis of homeless needs and services available within the defined geographic area to Consult with the state and local government Emergency Solutions Grants (ESG) program recipients within the PHAC CoC on the plan for allocating these designated funds
 - Report on and evaluate the performance of grants' recipients and subrecipients
- 5) To prepare and oversee an application for federal funds targeted to homelessness which includes establishing priorities for funding projects within the defined geographic area; determining which applications can be received for consideration and selecting the applications being submitted for funding

- 6) To prepare, review and/or coordinate CoC funds with ESG and other federal funds as well as state and local funding dedicated to homelessness or to benefit the homeless services system
- 7) To ensure homeless resources are invested efficiently and effectively in high-performing programs that meet the needs of the community
- 8) To monitor program and system performance metrics established by HUD
- 9) To select a Collaborative Applicant or eligible agent to submit an application (enter into a legal agreement with HUD) on behalf of PHAC

Mission:

To help decrease homelessness and enhance the quality of life of persons at risk of or experiencing homelessness in Portsmouth by fostering their levels of self-sufficiency through housing assistance and a supportive network of community services.

Guiding Values:

→ **People-Centered Approach**

The consortium's work is guided by a people-centered human rights approach.

→ **Collaboration and Collective Action**

The consortium is dedicated to preventing and ending homelessness undergirded by the principles of collective responsibility and cross-sectoral collaboration.

→ **Continuous Improvement**

The consortium is committed to openness, transparency, and continuous improvement in the development of systems to support service provision and the alleviation of homelessness.

→ **Focus on Equity**

The consortium seeks to promote the values and practice of diversity, equity, and inclusion in its workforce, its culture, and its service to the community.

⁷ Appendix C for description of process used to formulate vision, mission, and guiding values

PHAC SWOT-Z Analysis

Two SWOT-Z sessions were held during the PHAC strategic planning process. The first session was conducted with the Executive Team on May 10, 2022, and the second session was held with the Strategic Planning Team from May 10-June 15, 2022.

Based on the information gathered throughout these sessions, key themes were identified.

Strengths		
Key Themes	Executive Team SWOT-Z	Strategic Planning Team SWOT-Z
PHAC Executive Team, Workforce	X	
Dedication of Organization to Mission	X	X
Service Delivery	X	X
Response, Community Collaboration		X
Policies and Procedures	X	
Weaknesses		
Key Themes	Executive Team SWOT-Z	Strategic Planning Team SWOT-Z
Organizational Structure, Culture	X	X
Communication and Information Coordination	X	X
Data Use and Sharing	X	
Community Image	X	X
Technology/Use of HMIS		X
Infrastructure	X	X
Member Satisfaction, Retention, and Engagement	X	X
Opportunities		
Key Themes	Executive Team SWOT-Z	Strategic Planning Team SWOT-Z
Improvement to the Client Referral System	X	X
Need for Strong Gaps Analysis and Data	X	X
HMIS Use and Data Sharing		X
Collaboration	X	X
Leveraging Best Practices	X	X
Collective Impact	X	X
Disaster/Crisis Continuity Planning	X	X
Collaborative Servicing	X	X
Utilizing Regional data and information	X	X
Inclusion of Public Health and Education	X	X
Relationship- Building	X	X
Increasing Political Support	X	X
Educating Advocates and Public		X
Increasing Access to Coordinated Services		X

⁸ Appendix D for complete SWOT-Z analysis results



Threats		
Key Themes	Executive Committee SWOT-Z	Strategic Planning Team SWOT-Z
Use of HMIS and Other Data		X
Crisis/Disaster Responsiveness	X	X
Diminishing Member Interest/Satisfaction	X	X
Exploitation of Clients by Landlords	X	X
Understanding the Funders/ Reductions		X
Coordination of Referral and Intake	X	X
Post-pandemic Challenges	X	X
Workforce Shortages at Provider Level	X	X
Shifting Public Priorities	X	X
Services for Special Populations		X
Communication	X	X
Housing Inventory	X	X
Budget	X	X

PHAC Strategic Directions⁹

Through the strategic planning process, PHAC identified five strategic directions.

Strategic Direction 1 Infrastructure and Coordination

Develop an infrastructure that recruits and supports highly skilled, accountable members, builds effective systems, and facilitates a systemic continuum of efficient coordinated care that allows clear access and maintains the privacy and dignity of those experiencing homelessness.

Rationale: Collaboration among a large group of diverse service providers requires a well-constructed supportive infrastructure that provides a quality environment to leverage the strengths of the organizations and build their individual and collective capacity to serve the diverse levels and types of needs of its clients.

Strategic Direction 2 Organizational Resources

Explore ways to understand, diversify, and leverage fiscal and non-fiscal resources and human capital and enhance the existing network of service providers to ensure informed and consistent engagement by organizations committed to the goal of alleviating homelessness.

Rationale: *In an increasingly volatile economic climate, it is important that service providers maintain the agility to pivot in response to shifting priorities and demonstrate responsiveness. Service providers achieve increased capacity, improved collaboration, and the ability to appropriately leverage individual and shared resources.*

Strategic Direction 3 Data and Assessment

Enhance and expand methods for collecting, analyzing, and disseminating data to accurately assess the current state of homelessness, risk factors, and goal attainment to achieve optimal outcomes.

***Rationale:** Homelessness and its risk factors are complex, and understanding them requires a multifaceted, multi-level approach. Engaging partners in this work will expand capacity, improve data-gathering, and facilitate improved service provision. and the accurate measurement of goal attainment.*

Strategic Direction 4 Innovation and Best Practices

Seek innovative and technologically- advanced approaches and improvements to alleviate temporary and sustained homelessness, its risk factors, and its impact on individuals and families.

***Rationale:** Individuals and families experiencing homelessness and risk factors for homelessness depend upon the existence of coordinated, accessible services from an array of providers. Learning from other CoCs and organizations will provide perspective and create an impetus for improvements in policies, programs, and services.*

Strategic Direction 5 Diversity, Equity, and Inclusion

Ensure the incorporation of health equity and diversity in all programs, services, and policies

***Rationale:** Stable housing is a core component of overall health and well-being. Ensuring equity and diversity will reduce disparities in housing instability and provide a system that is responsive to the needs of the community.*

⁹ Appendix E for description of process used to formulate strategic directions

¹⁰ SMART = specific, measurable, achievable, realistic, time-bound

Strategic Direction 1-

Develop an infrastructure that recruits and supports highly skilled, accountable members, builds effective systems, and facilitates a systemic continuum of efficient coordinated care that allows clear access and maintains the privacy and dignity of those experiencing homelessness.

GOAL 1: Strengthen workforce competency and capacity

Objectives

- 1.1.1 Establish a system for assessing, tracking, and addressing individualized workforce needs by May 31, 2024
- 1.1.2 Increase staff competence in trauma-informed care and other topics by December 31, 2023

GOAL 2: Enhance communication between and across all levels of staff and member organizations

Objectives

- 1.2.1 Establish a system for assessing and addressing member-identified communication needs by June 30, 2023
- 1.2.2 Develop a formal onboarding process for new and existing members by June 30, 2023
- 1.2.3 Conduct onboarding and refresher training for all existing members by September 2023
- 1.2.4 Review bylaws by May 31, 2023, and annually, thereafter

GOAL 3: Review and revise member access points for clients being served.

Objectives

- 1.3.1 Create and disseminate an internal organizational resource inventory by August 31, 2024
- 1.3.2 Develop simulation to assess client access points by June 30, 2023
- 1.3.3 Assess necessary revisions for care continuity by September 15, 2023

GOAL 4: Improve member engagement and satisfaction

Objectives

Re-activate Membership Committee by May 31, 2023

- 1.4.1 Develop and administer a benchmark satisfaction survey to all PHAC members by June 2023
- 1.4.2 Provide a minimum of two PHAC professional teambuilding activities by December 2025

Strategic Direction 2

Explore ways to understand, diversify, and leverage fiscal /non-fiscal resources and human capital and enhance the existing network of service providers to ensure informed and consistent engagement by organizations committed to the goal of alleviating homelessness.

GOAL 1: Enhance engagement of non-member organizations and other stakeholders

Objectives

- 2.1.1 Establish a workgroup for recruitment, retention, and engagement by May 31, 2023
- 2.1.2 Recruit new non-provider partners (political stakeholders, housing industry experts, education, advocacy, landlords)
- 2.1.3 Engage at least one new partner as a PHAC meeting guest by March 2023 and quarterly, thereafter
- 2.1.4 Coordinate a collective response to changes in political/economic/crisis environments
- 2.1.5 Establish an advisory committee of community stakeholders and people with lived experience to inform direction and operations unity stakeholders and people with lived experience

GOAL 2: Provide adequate technological support to all members/staff to improve efficiency

Objectives

- 2.2.1 At least semi-annually, evaluate the adequacy of PHAC's use of technology and technological support provided to PHAC staff
- 2.2.2 Map and disseminate data usage and application for HMIS and other data sources

GOAL 3: Provide a resource inventory and overall resource needs assessment

Objectives

- 2.3.1 Complete a formal resource inventory by September 30, 2023
- 2.3.2 Complete a needs assessment to determine resource needs by April 30, 2024, and quarterly, thereafter

GOAL 4: Increase affordable housing stock in Portsmouth

Objectives:

- 2.4.1 Develop relationship with the Office of Economic Development and City Planning and include them in CoC planning and service provision discussions
- 2.4.2 Advocate for collaborative process with private developers and other Portsmouth stakeholders
- 2.4.3 Increase partnerships with healthcare and senior services

Strategic Direction 3

Enhance and expand methods for collecting, analyzing, and disseminating data to accurately assess the current state of homelessness, risk factors, and goal attainment to achieve optimal outcomes.

GOAL 1: Coordinate and improve the collection of regional demographically representative data

Objectives

- 3.1.1 Implement a system of collecting and sharing a set of common core indicators of risk and protective factors for special populations by December 2025
- 3.1.2 Create and actively engage in a regional group of coordinated entry program staff to enhance data exploration by December 31, 2023
- 3.1.3 Provide an explanation of the application of each data source to members quarterly

GOAL 2: Systematically assess environmental and community homelessness and associated risk factors

Objectives:

- 3.2.1 Complete a comprehensive environmental assessment (gap analysis) by December 31, 2023
- 3.2.2 Assess current design and dissemination of the client-focused household risk assessment (using case managers and other subject-matter experts) by March 31, 2024

GOAL 3: Sustain, expand, and improve data-oriented collaboration

Objectives

- 3.3.1 Complete a collaborative review of existing service assessment data by December 31, 2024, to identify gaps and duplication of services
- 3.3.2 Enhance the level of participation by community partner organizations and develop recommended participation guidelines to include in the community needs assessment and improvement planning processes by December 31, 2025
- 3.3.3 Provide opportunities for providers to review system data by December 31, 2023
- 3.3.4 Develop and share data dashboards regularly by December 31, 2024

Strategic Direction 4

Seek innovative and technologically- advanced approaches and improvements to alleviate temporary and sustained homelessness, its risk factors, and its impact on individuals and families.

GOAL 1: Coordinate and improve the use of best practices

Objectives

- 4.1.1 PHAC will implement a system to identify characteristics of the City of Portsmouth that are appropriate for comparison to “best practices”
- 4.1.2 Compile a list of resources to improve PHAC’s exposure of high-performing regions and national best practices by the first quarter of each year
- 4.1.3 Review national best practices for the use of HMIS

GOAL 2: Systematic dissemination and use of HMIS data

Objectives:

- 4.2.1 Provide HMIS data usage/application training to all PHAC members by December 31, 2023, and annually, thereafter, periodic onboarding for new members
- 4.2.2 Review and disseminate additional city-wide data sources by December 31, 2023, and annually, thereafter

Strategic Direction 5

Ensure the incorporation of health equity and diversity in all programs, services, and policies

GOAL 1: Build capacity and an organizational foundation for institutionalizing cultural competence and cultural humility

Objectives

- 5.1.1 Construct a cultural competency/humility statement by April 30, 2023

GOAL 2: Promote the inclusion of individuals with lived experience in all facets of PHAC's work

Objectives:

- 5.2.1. Recruit and retain a minimum of 5 representative individuals with lived experience including special populations LGBTQ+, etc. in PHAC workgroups annually

GOAL 3: Reduce incidence and disparities in Portsmouth homelessness

Objectives:

- 5.3.1 Identify best practices to address homelessness among males by December 30, 2025
- 5.3.2 Explore special populations grants for veterans by December 31, 2025
- 5.3.3 Collaborate with Portsmouth Schools to increase advocacy for homeless children by December 31, 2025

Competitive Advantage (Z-factor)

Geographical Position

PHAC is geographically situated to generate and utilize resources that will benefit multiple cities with the southeast Virginia region. The Norfolk Naval Shipyard and Naval Medical Center Portsmouth are historic and active U.S. Navy facilities located in Portsmouth. With members that include over 22 public and private organizations, the consortium has built a foundation to service those experiencing various levels of homelessness without redundancy.

Demand for Services

There is a documented need for the intensive services provided by PHAC partners; in the PHAC service area, affordable rent is currently at 30% of area median income (\$595), compared to the fair market rent for a 2 bedroom (\$1,104). There are only 54 units for every 100 households earning less than 30% of area median income. Further, approximately 89% of renter households earning less than \$20,000 pay over 30% of their income toward rent (cost-burdened). Succinctly, the primary clientele for PHAC service providers will increase exponentially over the next 10 years due of the shortage of regional affordable housing.



Source: Housing Forward Virginia

Defensive Strategies

PHAC provides support services and housing assistance to those most in need while promoting permanent housing and encouraging individuals and families to become self-sufficient. The organization seeks to tailor its collaborative strategies to meet the needs of the community even more effectively, creating a strategic system that provides services appropriate to their range of needs. Utilizing a comprehensive “safety-net” approach, PHAC has established goals around strengthening the client intake process to perpetuate a smoother exchange of client information among service providers, while still maintaining client privacy.

PHAC members have established a coordinated process in which individuals and families are provided:

- Outreach, intake, and assessment in order to identify service and housing needs and provide a link to the appropriate level of both;
- Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children;
- Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and
- Permanent and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed. (U.S. Department of Housing and Urban Development)

Strategic Alliances

The consortium's organizational structure captures value. With little redundancy in its efforts or roles, partners are able to build on one another's successes with little effort. Additionally, the current plan includes an intentional focus on the strategic creation of new opportunities for data-sharing, co-led workgroups, and other collaborative experiences.

PHAC partners include governmental departments, city and regional non-profit service providers, faith-based organizations, and interested community members. This facilitates the development of holistic policy solutions to homelessness, as well as real-time discussions of community needs. Individuals with lived experience of homelessness are also encouraged to participate in all meetings and on selected committees.

PHAC is currently preparing to complete a gap analysis and will undergo its first data mining experience to discover meaningful patterns and trends in both those experiencing homelessness before and since the global pandemic and in the use of PHAC member services. In tandem with the use of HMIS data, this will enrich the quantity and quality of the data available to all member organizations.

Recommendations for Continued Progress

Recommendation: Infrastructure Enhancement

Board development through a formal mediated process should include, but it's not limited to teambuilding, professional development, and leadership development opportunities. It is also strongly urged that both initial and ongoing training target strategic thinking, navigating challenges, applying trauma-informed care, and communication with diverse stakeholders. Both the review of internal processes and documents as well as the formal SWOT analysis presented strong indicators of a need for the development of intentional onboarding processes for both newly recruited and existing members. Group work sessions confirmed this finding. The development and implementation of such approaches would not only create a comprehensive system for recruiting and informing new organizational representatives; it would also provide a consistent method for presenting information acclimating organizations and increasing engagement.

Providing information to members in a consistent and timely way using multiple formats will further perpetuate a shared understanding of the role and practices of PHAC. Such information may include an executive summary for new policies or mandates or additional contextual support when deemed appropriate.

All PHAC members should be mandated to actively serve on at least one committee or ad hoc work group annually during their term of service. Additionally, cycling membership and committee leadership more frequently will improve oversight and accountability, disrupt silos, increase engagement, and improve the overall diversity of perspectives that guide decision-making. It is also recommended that the Recruitment and Engagement Committee be reactivated as soon as possible.

Lastly, it is recommended that PHAC explore more specific and strategic roles for partner organizations to ensure sustained participation and more effective outcomes. This will ensure that the organization maintains its responsiveness and leverages the expertise of its members.

Recommendation: Connection to Citywide Plans and Broader City Context

There is clear opportunity for synergy between the PHAC 2023-2025 Strategic Plan and the 2022 City of Portsmouth Citywide Strategic Housing Plan, the Community Health Plan, and the goals of other public service agencies. However, there is no indication of an intentional collaborative homelessness strategy between PHAC and the City of Portsmouth. As a lead organization in the development, implementation, and evaluation of practices to prevent and alleviate homelessness, PHAC has a responsibility for ensuring that the goals, objectives, and strategies for which it is identified are aligned with the goals of the city at-large. Additionally, it is recommended that PHAC initiate collaborative strategies with the city to ensure that PHAC and its members are recognized as a vital and valued part of broader decision-making around housing, homelessness, education, poverty reduction, and

public health.

For example, the City's Community Planning and Development Program 5-Year Consolidated Plan indicates that there is "no data available that identifies the number and type of single person households in need of housing assistance". This indicates a need for collaboration among PHAC providers and agencies like PRHA to develop reliable and accurate metrics for, and approaches to, homelessness. PRHA has also identified the need for safe, affordable smaller housing units located near transportation and jobs; PHAC and its partners are positioned to develop collaborative strategies to meet this need. Additionally, the plan also highlights common scenarios of families such as those facing eviction from rental housing due to nonpayment of rent. Since unemployment or underemployment often "results in lack of sufficient income to meet the costs of food, housing, transportation, and childcare," PRHA and PHAC could serve as a collective think tank to explore new approaches to ensuring effective wrap-around services for those with the greatest risk of future homelessness.

Similarly, PHAC's paradigm around homelessness may be expanded to view the experience and risk of homelessness as a public health crisis. Aligning its goals and strategies more closely with the City of Portsmouth's Citywide Housing Plan and the Community Health Improvement Plan (CHIP) would create strategic alliances to meet physical, emotional, and economic wellness for those experiencing homelessness. Among the most salient of the common goals of this potential alliance include deconcentrating poverty, providing options for seniors, developing new approaches to addressing mental health, and identifying socioeconomic barriers to quality health.

Recommendation: Data Usage and Information-Sharing

It is increasingly important for organizations to implement evidence-based practices and develop systems to routinely collect, analyze, and apply data. PHAC currently uses the PHAC Annual Report, the Housing Inventory Count Report, the Point in Time Count Report, and the PHAC Racial Disparity Assessment. It is recommended that PHAC expands data usage with utilizing the Gaither Dynamic Dashboard as employed by the Southeastern Virginia Homeless Coalition and the Greater Virginia Peninsula Homelessness Consortium (GVPHC). The Gaither Dynamic Dashboard customizes data taken from the Homeless Management Information System (HMIS) to provide information about specific individuals, programs, and projects. For instance, the dashboard provides a visual representation of the data such as the number of people who become homeless for the first time, the average length of homelessness, sheltered and unsheltered, how often do people become homeless again, and the income of the people served.

Additionally, the Gaither Dynamic Dashboard would be beneficial for PHAC to feature to address data deserts. Quality data allows organizations to establish baselines, benchmarks, and goals to keep moving forward. Because data allows the organization to measure, PHAC will be able to establish baselines, find benchmarks and set performance goals. A baseline is what a certain area looks like before a particular solution is implemented. Benchmarks

establish how similar demographics compare. For instance, this dashboard generates a Community Snapshot, which consists of three years of data that can be filtered by project type, project name, and quick snapshot of important data points. From this source, PHAC can identify which projects have the greatest impact on clientele and which subpopulation is being served and *should* be served. The Community APR, as part of the dashboard system, contains the most recent year of data and can be filtered by population (i.e., veterans, chronically homeless). From this report, PHAC could easily identify which populations are more vulnerable and require a higher level of care. Further, the Community APR underlines what challenges the clientele experiences (i.e., lack of health care, income, and access to basic needs). Information at this level will support the referral system for service providers.

There are two System Performance Measures that conducts a comparison of data over the years. One performance measure presents the data that is submitted to HUD and includes comparisons to the previous year to illustrate the rate of increase or decrease. The second System Performance Measure includes five years of submitted data and a state and national performance comparison. Finally, the System Activity Report shows how each household or individual moves throughout the Coordinated Entry System. This report has a referral assessment which shows referrals from one agency to another and the associated rationale. More importantly, the report reveals transitional housing and the number of days an individual is waiting to get into transitional housing. Data presented in this manner would greatly benefit PHAC and its partners to act accordingly. Incorporating data in the formats suggested is fundamental to moving forward for the purposes of prevention and intervention.

Maintaining knowledge and expertise is a critical part of running a successful organization. Institutional knowledge is the sum of information an organization and its partners possess. This can include policies, data, skillsets, techniques, know-how, processes, values, and experiences that cover the organization's entire history or those brought to the institution by new members. PHAC must establish comprehensive knowledge management and documentation processes for all members to follow. Examples of knowledge management include the incorporations of webinars, training sessions, internal wikis, onboarding, and mentorship. It is essential that PHAC builds a culture of learning and collaborative growth among the members. Organizations must promote an open culture where people are eager to learn and share together. During one of the work sessions, PHAC members characterized an ideal organization as a "set of programs that embody strong alignment between values and practices, uses practical and appropriate professional collaboration, and provides responsive support services". In conjunction with creating an open culture, PHAC must focus on creating clear and transparent communication channels. The sharing of information is more straightforward when such channels are in place – these mechanisms connect the people working on specific facets of homelessness directly with others who can provide what they need. Transparency can also provide greater clarity about existing agency data and thereby reduce confusion and other barriers to integrating evidence into practice. Additionally, strengthening communication among member organizations will provide an opportunity for PHAC to assess its current services and operations to learn and

improve organizational performance.

Collaboration works best when it is efficient. PHAC must utilize the expertise of experienced members effectively to ensure their institutional knowledge is passed on to new members as the organization progresses. The potential knowledge gaps they leave behind otherwise can cause significant harm to the organization. Key long-serving partners leaving an organization often take with them unique connections, understanding of organizational nuances, and the know-how related to a range of business processes. Although sharing information with other agencies (externally) may run counter to the existing culture of PHAC, the organization must consider the broader context and the extraordinary power of CoCs to leverage external data to develop programs and expand services for individuals who experience homelessness. As organizations share information, they benefit from their partners' insights and expertise.

Key questions to consider for future information-sharing:

1. Are there ample opportunities for provider organizations to gain information share information?
2. Are the needs of the community and other members being served using data and information-sharing?
3. How frequently and in which formats are organizations sharing information with PHAC?

The primary goal of sharing information is to reduce the gap between experienced members and new partners/providers. Without a conduit connecting the right staff across the organization at the right time or providing helpful resources and insights, the institution's overall performance drops. In conclusion, PHAC must incorporate effective information dissemination strategies to maximize performance within the organization.

Recommendation: Inclusion of Non-Provider Partners

Housing challenges are diverse and widespread in the City of Portsmouth and the surrounding regions. Among these challenges are a high demand for housing, a limited supply of affordable housing, imbalances in housing types, long term impacts of institutionalized unfair housing policies, and the impact of housing instability on children. There is an irrefutable intersection among housing, health, education, and economic development in the city of Portsmouth.

PHAC and its partners, must consider expanding its outreach to individuals and organizations across sectors and industry; specifically, a targeted effort is needed to create a new paradigm around the significance and nuances of housing. This should extend beyond service providers to include engaging state representatives, other political stakeholders, landlords, non-housing organizations, developers, housing authorities, and those with lived experience should be convened to begin crafting strategic solutions to the crisis of homelessness. In 2021 over 2,500 children experienced homelessness or housing

instability (*Housing Forward, 2022*). Although this type of data is not captured in the PIT count, it marks a substantial link between homelessness and educational outcomes (i.e., performance, truancy). If homelessness is to be adequately addressed, the school board and school division must become active contributors to the discourse on housing instability.

Recommendation: Targeted Approaches for Special Populations

Homelessness in the State of Virginia

More than half a million people in the United States are currently experiencing homelessness. This means they live in a place not intended for habitation, such as a street-side or an abandoned building, or they live in temporary or transitional housing. While Virginia has fewer homeless people than many other states, thousands still find themselves homeless (Bristol Redevelopment & Housing Authority, 2022).

According to the US Interagency Council on Homelessness, the latest figures reported by Continuums of Care to the US Department of Housing and Urban Development show that as of January 2020, there were approximately 5,957 homeless people in Virginia on any given day (Bristol Redevelopment & Housing Authority, 2022). From that population, individuals can be categorized in the following ways: chronically homeless individuals, individuals, people in families, veterans, and youth. The following section will examine the subpopulations PHAC frequently services in Portsmouth.

Homeless Subpopulations in the City of Portsmouth

The Portsmouth Homeless Action Consortium (PHAC) is a group of agencies working together to decrease homelessness and improve the quality of life for persons at risk of or experiencing homelessness. According to the 2021 Point in Time Count (PIT), PHAC regularly serviced domestic violence survivors, individuals who experience serious mental illness, individuals with substance abuse problems, those living with HIV/AIDS, and the veteran population. The Portsmouth Redevelopment and Housing Authority has identified core populations who are at particular risk, suggesting that individuals or families who fall into one or more of the following categories are most likely to become homeless:

- Persons leaving institutions such as mental hospitals or prisons.
- Young adults aging out of the foster care system.
- Households with incomes less than 30% of the median family income.
- Households paying more than 50% of income for housing costs.
- Victims of domestic violence.
- Special needs populations such as persons with HIV/AIDS, disabilities, drug and/or alcohol addictions.
- Single parent households who are unemployed or underemployed.
- Large low-income families.
- Renters facing eviction.
- Homeowners facing foreclosure.
- Households with catastrophic medical expenses.

Domestic Violence Survivors

The PIT report revealed that domestic violence survivors were the largest population served by PHAC. Housing instability and a lack of safe and affordable housing options heighten the risks for women experiencing domestic violence. In Portsmouth, the number of domestic violence survivors has dropped from 27 in 2015 to 14 in 2021. Also, in the 2020 Annual Report, the number of domestic violence survivors experiencing homelessness decreased by 52%, from 31 persons to 15 persons over the 10-year period.

Serious Mental Illness, Substance Abuse Problems, and Living with HIV/AIDS

Second to domestic violence survivors, homeless individuals who experience serious mental illness represent a significant portion of PHAC's clients. Despite annual fluctuations in the number of subpopulations counted, overall, the number of adults reporting health and wellness-related issues during the PIT has steadily decreased since 2015. Adults reporting severe mental illness decreased from 47 in 2015 to 21 in 2021. The number of persons reporting a substance abuse problem decreased from 31 in 2015 to 9 in 2021. Between 2011 and 2020, PHAC service provider agencies have seen fewer homeless persons with medical vulnerabilities such as severe mental illness and HIV/AIDS. Persons with severe chronic substance use who experience homelessness decreased by 77%, from 43 to 11 persons over the 10-period. The number of adults living with HIV/AIDS decreased from 3 in 2015 to 1 in 2021.

Veteran Population

Like civilians, veterans must navigate the lack of affordable housing and economic hardship, but in addition to the challenges brought on by multiple and/or extended deployments. These factors create a population that deserves—but can often struggle with—housing stability. Research indicates that those who served in late Vietnam and post-Vietnam eras are at the greatest risk of becoming homeless, but veterans from more recent wars and conflicts are also affected.

In Portsmouth, African American veterans comprise 50% of PHAC's general population, representing 86% of veterans experiencing homelessness. By contrast, White veterans represent 43% of the general population, but just 9% of veterans experiencing homelessness. Racial disparities in homelessness will be discussed in greater detail.

Portsmouth Homeless Population by Race

Understanding racial disparities experienced among the homeless population in Portsmouth strengthens the efforts of PHAC to identify and reduce institutional barriers that perpetuate housing instability. In December 2021, The Planning Council prepared and published a "Racial Disparities Report." A report of this nature is essential to consider while addressing homelessness. As mentioned in the report, "the United States has a history of creating inequity for persons of color, particularly when it comes to obtaining and maintaining equal and fair housing." Additionally, persons of color experience homelessness proportionally more than the general population.

According to the 2019 U.S. Census data, 54% of the population identify as Black or African American, 40% identify as White, 4% identify as Multiracial, 2% identify as Asian or Pacific Islander, and 0.04% identify as American Indian or Alaska Native. However, a larger share

of Black/African American persons (71%) are below poverty, 23% of White are below poverty, and 6% of Multiracial persons are below poverty. By comparison, of the 744 clients in HMIS, 650 (84%) were Black/African American, 95 (12%) were White, 26 (3%) were Multiracial, and 3 (0.4%) were American Indian/Native American.

Homeless Subpopulations for Further Consideration

According to the Portsmouth Redevelopment and Housing Authority (PRHA), the 2017 American Community Survey identified 13,200 people in Portsmouth (14% of the city's population) with a disability. About 7,000 of the disabled persons are between 18 and 64 years of age. About two-thirds of these working age persons with a disability are unemployed or do not participate in the labor force, and the annual median earning for them is approximately \$24,500. Low-income elderly and disabled single person households may need help with rent or mortgage payments, and home improvements if they live on fixed incomes such as Social Security, SSI, disability, or pensions, as well as assistance with adaptive modifications, preventive maintenance, transportation, and support services allowing them to live independently. These residents are also susceptible to poorer health. As PHAC continues to grow and reevaluate its methods, it is essential to consider the prospects of bolstering and expanding services not only for those who experience homelessness, but also those mentioned here, who are at a high risk for potential housing instability. As a recommendation, there are three subpopulations for consideration to increase outreach and expand the targeted continuum of care: chronically homeless families with children, single adults, and those who have been formerly incarcerated. Expanding PHAC services to provide for the needs of these populations (i.e., discharge planning for veterans and residents of nursing homes, vision, and dental care for children without housing), as mentioned earlier, may be accomplished through improved collaboration among agencies and leveraging new funding opportunities.

Chronically Homeless Families with Children

Across the country, the number of chronically homeless persons identified during the 2021 PIT has dramatically increased due to a new calculation of how long people are considered homeless. WellSky has updated the logic in their reports to account for "aging into chronically homeless" for single clients, increasing the number of clients falling into the chronically homeless category. Families experiencing homelessness are like other families that experience poverty but have a home. Both may struggle with incomes far less than they need to pay for housing, leading families to seek help from homeless service programs. Single women with limited education are usually heads of homeless households, often young, and have young children.

In April 2020, the U.S. Housing and Urban Development (HUD) announced that \$303,389 had been awarded to the Portsmouth Redevelopment and Housing Authority. The awarded money created 36 vouchers for families unable to secure affordable housing for their children or dependents and former foster youth at risk of homelessness (Herriott, 2020). This funding can help provide stable housing for young adults who have grown out of the foster care system and are at risk of homelessness.

Single Adults

Homelessness among single adults, like other populations, results from the lack of affordable, available housing. The cost of housing and inadequate incomes, a temporary financial or life crisis, such as losing a job, the end of a relationship, the death of a partner, or a health emergency, can result in a loss of housing and homelessness. However, this population's experience of homelessness is often brief and non-recurring. Despite common stereotypes, most homeless single adults do not have a chronic mental illness, substance abuse, or other disabling conditions. However, data has revealed an increase in youth ages 18-24 accessing homeless services across the region. Funding agencies have also highlighted the need to address youth homelessness, which remains largely an invisible population.

Formerly Incarcerated

Another significant vulnerable population that should be targeted for services from PHAC is the formerly incarcerated. Among the 5 million formerly incarcerated people living in the United States, finding that formerly incarcerated people are almost 10 times more likely to be homeless than the public (Couloute, 2018). People who have been incarcerated multiple times are twice as likely to be homeless as those returning from their first prison term. Formerly incarcerated people are most likely to be homeless in the period shortly after their release. States can develop more efficient interagency systems to help formerly incarcerated people find homes. PHAC has an existing infrastructure that could extend its services to this subpopulation. Currently, there are no restrictions from HUD to exclude formerly incarcerated individuals from obtaining services provided by PHAC.

Continuous Learning and Improvement

With fewer resources and increased emphasis on accountability in service provision, it is imperative to evaluate policies, practices, and outcomes in real time to determine effectiveness. It is vital that PHAC and its partners become engaged in a process of continuous learning, allowing for the identification of problems and solutions throughout the implementation of a program or process, and duplicating or scaling up those practices deemed effective in other localities, if applicable.

To that end, PHAC will regularly collect information to determine whether satisfactory progress is being made toward the objectives contained within this 2023-2025 Strategic Plan. Progress toward achieving identified performance measures will be evaluated. Through this process of regular review, the goal is improved organizational effectiveness, efficiency, and the alleviation of homelessness. Goals and objectives contained within this plan will be adjusted as they are met.

Appendices

Appendix Name	Content
Appendix A	List of Strategic Planning Participants
Appendix B	List of Strategic Planning Sessions & Purpose of Each
Appendix C	Description of Process for Mission and Guiding Principle
Appendix D	Description of SWOT-Z Analysis Process and Findings
Appendix E	Description of Strategic Direction Identification Process
Appendix F	Strategic Directions, Goals, and Objectives
Appendix G	Scorecard and Financial Assessment

Appendix A: Strategic Planning Participants

Thank you to the many PHAC members, The Planning Council staff, residents who have experienced homelessness, and community partners who participated in the 2022 strategic planning process.

PHAC Executive Committee (participating members)

Dr. Darlene Sparks Washington
Annie White-Guertin
DeAnna Valentine
Anita Golden
Alex Shields
Alisa Winston
Barbara Wagner
Cathy Davis
Gina Harris
Ursula Murphy
Sharonita Cousin
Vantoria Clay
Jean Jones
Jessica Dennis

Joy Shaffer
Marvin Waters
Michael Shackelford
Michelle Sudderth
Nathan Woodard
Olivia Smithberger
Rev. Harrison
Pat Chambers
Regina Lawrence
Sarah Johnson
Sharonita Cousin
Shirley Brackett
Ursula Murphy

PHAC Member Organizations (Strategic Planning Team)

City of Portsmouth
Eggleston
Independence Center, Inc.
ForKids, Inc.
Hampton Veterans Affairs Medical Center
H.E.R. Shelter
Oasis Social Ministry
Portsmouth Area Resources Coalition
Portsmouth Behavioral Healthcare Services
Portsmouth Christian Outreach Ministries
Portsmouth Department of Social Services
Portsmouth Probation and Parole
Portsmouth Redevelopment & Housing Authority
Portsmouth Sheriff's Office

Portsmouth Volunteers for the Homeless
STOP, Inc.
The Planning Council (HMIS Lead Agency)
Virginia Beach CDC
Virginia Supportive Housing
United Way
Senior Services of Southeastern Virginia

In addition, members of the community were invited to provide input at various points throughout the process. Their contribution was very valuable to the process. The strategic planning process was facilitated by Carrington Consulting.

Appendix B: Strategic Planning Session Dates

<u>Meeting Date</u>	<u>Purpose</u>	<u>Who Attended</u>
April 7, 2022	Introduction to Planning	Strategic Planning Team Carrington Consulting Team
September 20, 2012	Developing a Vision, Mission, and Guiding Principles	Strategic Planning Team Carrington Consulting Team
May 3, 2022	Strategic Planning Team Facilitated Work Session	Strategic Planning Team Carrington Consulting Team
May 3, 2022 (ongoing)	Strategic Document Analysis and Data Collection; Targeted interviews	Carrington Consulting Team
May 10, 2022	Executive Team SWOT-Z	Executive Team Carrington Consulting
May 10- June 15, 2022	Strategic Planning Team SWOT-Z & Revisiting the Vision	Subset of Strategic Planning Team and Executive Team Carrington Consulting
September 7, 2022 September 15, 2022	Focus Groups: Community Advocacy Organizations	Residents with Lived Experience, Subset of Strategic Planning Team, Subset of Executive Team, Community Organizations Carrington Consulting
October 4, 2022	Strategy Development	Strategic Planning Team, Executive Team Carrington Consulting
November 9, 2022	Establishing goals, objectives, and strategies	Subset of Strategic Planning Team and Executive Team, Residents with Lived Experience Carrington Consulting
November 14, 2022	Refining goals, objectives, and strategies	Executive Team and Strategic Planning Team Carrington Consulting
November 14, 2012	Executive Team Approval of Guiding Principles	Executive Team Carrington Consulting
November 27, 2022	Presentation and final review	Executive Team Carrington Consulting

Appendix C: Vision, Mission, and Guiding Principles

The PHAC Strategic Planning Team participated in facilitated sessions from May 2022 through November 2022, in which they spent time brainstorming ideas and completing activities that resulted in a review of the vision and mission, and a foundation for guiding principal statements. Following the sessions, the draft statements were transferred into a digital format that was disseminated to all team members for feedback.

The guiding principles were distributed to Executive Team for review and approval. The Executive Team approved the guiding principles initiated by the consulting team; both internally focused and two externally focused guiding principles were selected.

Review of the vision statement and mission statement and the development of the undergirding focus of the guiding principles was collaborative; members worked in small groups to reflect on facilitator-generated questions including (but not limited to) the following:

How would you describe an ideal version of PHAC?

How will PHAC and the community know when it has reached success?

What underutilized processes/procedures/resources do we need to address immediately?

What is vital to the agency?

What would help move the agency into the direction to support all other areas?

What will PHAC have accomplished in one year? In five years?

Is the organization prepared for an unanticipated crisis?

How is the organization exploiting evidence-based practices that have proven effective in other regions or contexts?

What are the key successes of the Portsmouth Homeless Actions Consortium?

Draft statements were developed by the consulting team and approved by the planning team members.

Appendix D: PHAC SWOT-Z Analysis

Executive Committee SWOT-Z Analysis

Two SWOT-Z sessions were held during the PHAC strategic planning process. The first was conducted with the Executive Committee on May 10, 2022. Session attendees were led through a series of activities to identify strengths, weaknesses, and unique features (Z-factor) of PHAC. The results of this discussion are presented in Table 1.

Strengths		
Key Themes	Actual Statements	
People, PHAC Members	Good, logical, dedicated employees who enjoy what they do	Professional problem solvers
	Exceptional staff	Willing to look outside the box
Programs, Infrastructure, and Finances	Forward looking ability to flex together	Dedication
	Committed, educated staff	Capacity and capability
	Educated staff	Ability to respond and handle situations quickly
	Committed	Community dialogue
Technology	Many city practices have returned to a focus on emergency housing v. supportive housing	Very deliberate
	Swift and timely response to Covid-19 pandemic	Commitment
		Collaboration and community partner diversity of services
	Good data available to us and most members understand it	Lack of redundancy in service organization members
		Have good data system to track clients and services provided
Weaknesses		
Key Themes	Actual Statements	
Structure/ Culture	Lack of new or innovative practices	Lack of coordination
	Lack of flexibility	Silo structure
	Need political support	Lack of shared vision for all
	Lack of coordinated administrative support	Meeting atmosphere
	Inability to react quickly	Lack of data sharing
	Time it takes to make decisions	Culture of tension between non-organizations and among members
	Meetings are unproductive and cumbersome	Challenge of balancing resources vs. public records
	No strong community voice	Community perception of PHAC
	Protective of silo or "turf"	Upgrade to training structure needed
	Main directions for PHAC	
Lacks coherent plan for future		
Communication / Data	Sharing of data to those who can use it	Communication needs to be more transparent timely and organized
	Communication to public/advocates	Focus on counting, not on outcome

After completing the analysis of organizational strengths and weaknesses, the session participants were asked to work in small groups to develop a list of external opportunities and challenges that could impact homelessness or PHAC’s ability to address homelessness effectively. The results of this activity are illustrated in Table 2 below.

Table 2. Executive Committee Identified External Opportunities and Challenges	
Technological/ Scientific Factors	
Opportunities	Challenges
New budget Increased data sharing Digital documentation PHAC Apps for smart phones More prominent website	Infrastructure (i.e., internal decision-making is cumbersome) Data- application, how to communicate data
Social Factors	
Opportunities	Challenges
Linking Housing to health equity initiatives Social media for outreach Building collective impact	Building new relationships after changing political climate Diminishing workforce
Economic Factors	
Opportunities	Challenges
Grant opportunities Private foundation funding	Poor economic outlook Shrinking funding in programs
Ethical/Legal/Political Factors	
Opportunities	Challenges
Housing equity Improved PIT count Pending shelter project New political officials and agency directors Story telling/ relationship building Perception of PHAC by City of Portsmouth and private industry	Housing stock shortages Environmental justice issues Landlord exploitation of clients in need Health/housing equity Term limits Competing priorities Historic perceptions/role of PHAC in larger context
Environmental Factors	
Opportunities	Challenges
Community Health Improvement Plan revamping Reorganization of PHAC committees and assignments	Shrinking homelessness workforce

Strategic Planning Team SWOT-Z Analysis

The second SWOT-Z session was conducted with the strategic planning team and affiliates of PHAC from May 10, 2022, through June 15, 2022. Session attendees were guided through one-on-one interviews, focus groups, and a series of small-group activities to identify strengths, weaknesses, and unique features (Z-factor) of PHAC. The results of this discussion are presented in Table 3.

Table 3. <i>Strategic Planning Team identified PHAC Strengths and Weaknesses</i>			
Strengths			
Key Themes	Actual Statements		
Programs and Resource Availability	Program and service providers have a good understanding of clients' needs Use of evidence-based programs/services		
Technology and Service Delivery	Variety of programs and services Customer service from providers Education and communication on many topics		
Staff/Workforce	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> Passionate and energized staff Diverse experience levels of staff Caring employees Committed and passionate staff Great staff Caring, compassionate to each other and public </td> <td style="width: 50%;"> Community outreach Providers serve as a professional resource Staff ensure credentials are up to date through participation in continuing education </td> </tr> </table>	Passionate and energized staff Diverse experience levels of staff Caring employees Committed and passionate staff Great staff Caring, compassionate to each other and public	Community outreach Providers serve as a professional resource Staff ensure credentials are up to date through participation in continuing education
Passionate and energized staff Diverse experience levels of staff Caring employees Committed and passionate staff Great staff Caring, compassionate to each other and public	Community outreach Providers serve as a professional resource Staff ensure credentials are up to date through participation in continuing education		
Response and Community Collaboration	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> Strong community partnerships Good response to large scale events (i.e., pandemic) </td> <td style="width: 50%;"> Response to community needs Inclusive of lived experience </td> </tr> </table>	Strong community partnerships Good response to large scale events (i.e., pandemic)	Response to community needs Inclusive of lived experience
Strong community partnerships Good response to large scale events (i.e., pandemic)	Response to community needs Inclusive of lived experience		
Facilities	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> Countywide presence Nice physical appearance of facilities TB and PHS clinics </td> <td style="width: 50%;"> Centralized locations with easy access to bus routes </td> </tr> </table>	Countywide presence Nice physical appearance of facilities TB and PHS clinics	Centralized locations with easy access to bus routes
Countywide presence Nice physical appearance of facilities TB and PHS clinics	Centralized locations with easy access to bus routes		
Weaknesses			
Key Themes	Actual Statements		

Organizational Culture	<p>Risk Adverse Detachment among providers/organizations Lack of knowledge and ability to advocate for policy and legislative issues Personal biases Perceived lack of trust Lack of diverse (opinions) and leadership from top-down Lack of flexibility No infrastructure for innovation No method for sharing ideas Fear of innovation Disconnect between upper administration and others Lack of clarity on role and responsibilities of The Planning Council</p>	<p>Lack of collaboration between divisions Support and encouragement of mediocrity Lack of holding correct persons accountable for their actions/lack thereof Contradiction between statements and actions Lack of autonomy Lack of follow-up Inconsistent staff attendance and engagement at PHAC meetings Too much control from individual people who serve in multiple leadership positions Slow and tense decision-making Inconsistency in standard communication and for staff development Confusion about lead agency responsibilities</p>
Community Image	<p>PHAC's image in the community Perceived lack of value for community partnership Lack of trust for external partners Fit in the community, education, and public health systems</p>	<p>Non-existent community image Lack of clarity about public health role Low knowledge of role by community and provider staff</p>
Technology	<p>Use of information is not innovative or effective</p>	<p>Technology and social media access by programs, divisions, and staff is limited</p>
Infrastructure	<p>Technology used hesitantly (i.e., HMIS)</p>	<p>Bureaucracy restricts access to resources Management system</p>
Staff Satisfaction and Retention	<p>Community Lack of training opportunities Lack of team development Lack of communication from top down-entire PHAC Valuing providers Historic tension</p>	<p>Hard time keeping talented people active Member retention and participation No current onboarding process A few committed members responsible for the heaviest workload</p>
Communication	<p>Communication Inconsistent information Loose understanding of resources</p>	<p>Poor communication between agencies and within PHAC, Inconsistency in intake process Communication (internal)</p>

After completing the analysis of organizational strengths and weaknesses, the session participants were asked to work individually and/or in small groups to develop a list of external opportunities and challenges that could impact homelessness or PHAC’s ability to address homelessness effectively. The results of this activity are illustrated in Table 4 below.

Table 4. Strategic Planning Team Identified External Opportunities and Challenges	
Technological/ Scientific Factors	
Opportunities	Challenges
Increased data sharing Digital documentation Paperless application and evaluation processes PHAC Apps for smart phones Environmental scan Increased collaboration with medical community and schools	Infrastructure (Costs, keep up talent perspective) Decisions on data-sharing No gap analysis exists Lack of real-time data
Social Factors	
Opportunities	Challenges
Health equity initiatives Social media Building collective impact Improvements in understanding/analysis of housing issues	Message control Diminishing workforce Mixed messaging about PHAC and its role
Economic Factors	
Opportunities	Challenges
Grant opportunities Private foundation funding	Shrinking funding in programs Shrinking workforce
Ethical/Legal/Political Factors	
Opportunities	Challenges
Housing equity Improv4d PIT count Shelter project Connection to redevelopment and housing agency plan	Housing stock shortages Environmental justice issues Health/housing equity Pandemic-based exploitation of those at risk for homelessness Post-pandemic workforce issues Rebuilding strained or unclear relationships with public sector Competing/conflicting priorities and roles between public sector and PHAC

Appendix E: Process for the Adoption of the PHAC Strategic Directions

Selecting Strategic Directions

PHAC strategic directions were identified through a deliberate process that began with an assessment of existing data from the PHAC bylaws, the 2020 Annual report, the 2021 PIT Count, the 2020 Housing Inventory Study, the SWOT-Z analyses, targeted interviews, and themes that resulted from a PHAC strategic plan survey that was conducted in August 2022.

Based on the available data, 8 strategic directions were drafted and presented at the November 9 strategic planning session. The Strategic Planning Team, Executive Team, provided feedback; this resulted in a set of 5 internally- and three externally- focused strategic directions. These 5 strategic directions will guide the work of PHAC for the next three years.

Once the strategic directions were determined, the consulting team worked using available data to develop more specific innovative strategies (informed by the goal-setting sessions) and time-framed, measurable objectives that were considered for inclusion in the final strategic plan. Data from the SWOT-Z analyses conducted with both the Executive Team and the Strategic Planning Team were utilized to help determine innovative approaches for addressing the strategic directions and their associated objectives.

Appendix F: Strategic Directions, Goals, Objectives

Strategic Direction 1-

Develop an infrastructure that recruits and supports highly skilled, accountable members, builds effective systems, and facilitates a systemic continuum of efficient coordinated care that allows clear access and maintains the privacy and dignity of those experiencing homelessness.

GOAL 1: Strengthen workforce competency and capacity

Objectives

- 1.1.1 Establish a system for assessing, tracking, and addressing individualized workforce needs by May 31, 2024
- 1.1.2 Increase staff competence in trauma-informed care and other topics by December 31, 2023

GOAL 2: Enhance communication between and across all levels of staff and member organizations

Objectives

- 1.2.1 Establish a system for assessing and addressing member-identified communication needs by June 30, 2023
- 1.2.2 Develop a formal onboarding process for new and existing members by June 30, 2023
- 1.2.3 Conduct onboarding and refresher training for all existing members by September 2023
- 1.2.4 Review bylaws by May 31, 2023, and annually, thereafter

GOAL 3: Review and revise member access points for clients being served.

Objectives

- 1.3.1 Create and disseminate an internal organizational resource inventory by August 31, 2024
- 1.3.2 Develop simulation to assess client access points by June 30, 2023
- 1.3.3 Assess necessary revisions for care continuity by September 15, 2023

GOAL 4: Improve member engagement and satisfaction

Objectives

- 1.4.1 Re-activate Membership Committee by May 31, 2023
- 1.4.2 Develop and administer a benchmark satisfaction survey to all PHAC members by June 2023
- 1.4.3 Provide a minimum of two PHAC professional teambuilding activities by December 2025

Strategic Direction 2

Explore ways to understand, diversify, and leverage fiscal /non-fiscal resources and human capital and enhance the existing network of service providers to ensure informed and consistent engagement by organizations committed to the goal of alleviating homelessness.

GOAL 1: Enhance engagement of non-member organizations and other stakeholders

Objectives

- 2.1.1 Establish a workgroup for recruitment, retention, and engagement by May 31, 2023
- 2.1.2 Recruit new non-provider partners (political stakeholders, housing industry experts, education, advocacy, landlords)
- 2.1.3 Engage at least one new partner as a PHAC meeting guest by March 2023 and quarterly, thereafter
- 2.1.4 Coordinate a collective response to changes in political/economic/crisis environments
- 2.1.5 Establish an advisory committee of community stakeholders and people with lived experience to inform direction and operations unity stakeholders and people with lived experience

GOAL 2: Provide adequate technological support to all members/staff to improve efficiency

Objectives

- 2.2.1 At least semi-annually, evaluate the adequacy of PHAC's use of technology and technological support provided to PHAC staff
- 2.2.2 Map and disseminate data usage and application for HMIS and other data sources

GOAL 3: Provide a resource inventory and overall resource needs assessment

Objectives

- 2.3.1 Complete a formal resource inventory by September 30, 2023
- 2.3.2 Complete a needs assessment to determine resource needs by April 30, 2024, and quarterly, thereafter

GOAL 4: Increase affordable housing stock in Portsmouth

Objectives:

- 2.4.1 Develop relationship with the Office of Economic Development and City Planning and include them in CoC planning and service provision discussions
- 2.4.2 Advocate for collaborative process with private developers and other Portsmouth stakeholders
- 2.4.3 Increase partnerships with healthcare and senior services

Strategic Direction 3

Enhance and expand methods for collecting, analyzing, and disseminating data to accurately assess the current state of homelessness, risk factors, and goal attainment to achieve optimal outcomes.

GOAL 1: Coordinate and improve the collection of regional demographically representative data

Objectives

- 3.1.1 Implement a system of collecting and sharing a set of common core indicators of risk and protective factors for special populations by December 2025
- 3.1.2 Create and actively engage in a regional group of coordinated entry program staff to enhance data exploration by December 31, 2023
- 3.1.3 Provide an explanation of the application of each data source quarterly

GOAL 2: Systematically assess environmental and community homelessness and associated risk factors

Objectives:

- 3.2.1 Complete a comprehensive environmental assessment (gap analysis) by December 31, 2023
- 3.2.2 Assess current design and dissemination of the client-focused household risk assessment (using case managers and other subject-matter experts) by March 31, 2024

GOAL 3: Sustain, expand, and improve data-oriented collaboration

Objectives

- 3.3.1 Complete a collaborative review of existing service assessment data by December 31, 2024, to identify gaps and duplication of services
- 3.3.2 Enhance the level of participation by community partner organizations and develop recommended participation guidelines to include in the community needs assessment and improvement planning processes by December 31, 2025
- 3.3.3 Provide opportunities for providers to review system data by December 31, 2023
- 3.3.4 Develop and share data dashboards regularly by December 31, 2024

Strategic Direction 4

Seek innovative and technologically- advanced approaches and improvements to alleviate temporary and sustained homelessness, its risk factors, and its impact on individuals and families.

GOAL 1: Coordinate and improve the use of best practices

Objectives

- 4.1.1 PHAC will implement a system to identify characteristics of the City of Portsmouth that are appropriate for comparison to “best practices”
- 4.1.2 Compile a list of resources to improve PHAC’s exposure of high-performing regions and national best practices by the first quarter of each year
- 4.1.3 Review national best practices for the use of HMIS

GOAL 2: Systematic dissemination and use of HMIS data

Objectives:

- 4.2.1 Provide HMIS data usage/application training to all PHAC members by December 31, 2023, and annually, thereafter, periodic onboarding for new members
- 4.2.2 Review and disseminate additional city-wide data sources by December 31, 2023, and annually, thereafter

Strategic Direction 5

Ensure the incorporation of health equity and diversity in all programs, services, and policies

GOAL 1: Build capacity and an organizational foundation for institutionalizing cultural competence and cultural humility

Objectives

- 5.1.1 Construct a cultural competency/humility statement by April 30, 2023

GOAL 2: Promote the inclusion of individuals with lived experience in all facets of PHAC’s work

Objectives:

- 5.2.1. Recruit and retain a minimum of 5 representative individuals with lived experience including special populations LGBTQ+, etc. in PHAC workgroups annually

GOAL 3: Reduce incidence and disparities in Portsmouth homelessness

Objectives:

- 5.3.1 Identify best practices to address homelessness among males by December 30, 2025
- 5.3.2 Explore special populations grants for veterans by December 31, 2025
- 5.3.3 Collaborate with Portsmouth Schools to increase advocacy for homeless children by December 31, 2025

Appendix G: Scorecard and Financial Assessment

LONG TERM OBJECTIVE	SHORT TERM OBJECTIVE	ACTION ITEMS	SCORECARD	START	FINISH	WHO	FINANCIAL ASSESSMENT	Notes
1. Develop an infrastructure that recruits and supports highly skilled, accountable members, builds effective systems, and facilitates a systemic continuum of efficient coordinated care that allows clear access and maintains the privacy and dignity of those experiencing homelessness.	1.1 Strengthen workforce competency and capacity	Establish a system for assessing, tracking, and addressing individualized workforce needs	Timeline and presentation to Executive Team, CoC	01 2023	05 2024	Executive Committee	Funding for external support	Use unplanned HUD Planning funds to pay independent consultant to create template
		Increase staff competence in trauma-informed care and other topics	Training scheduled and completed	01 2023	12 2023	Executive Committee	No new resources required	
	1.2 Enhance communication between and across all levels of staff and member organizations	Establish a system for evaluating and addressing member-identified communication needs	List of communication needs	01 2023	06 2023		No new resources required	
		Develop a formal onboarding process for new and existing members	Biennial onboarding /refresher training scheduled and completed	01 2023	06 2023	Executive Committee	No new resources required	
		Conduct onboarding and refresher training for all existing members	Biennial onboarding /refresher training scheduled and completed	01 2023	09 2023	Executive Committee/ External Trainer	No new resources required	
		Review bylaws	Complete and document review	01 2023	12 2025	PHAC (at-large)	No new resources required	

	1.3 Review and revise member access points for clients being served	Create and disseminate an internal organizational resource inventory	Complete and disseminate resource inventory	01 2023	08 2024		No new resources required	
		Develop simulation to assess client access points	Simulation meeting(s) scheduled and completed	01 2023	06 2023	Coordinated Entry System Committee; Executive Team; Ad hoc Work Group	Funding for external support in creating simulation	Beazely Foundation
		Assess necessary revisions to access points for care continuity	Flow chart of access points revised and disseminated	01 2023	09 2023	Coordinated Entry System Committee; Executive Team; Ad hoc Work Group	No new resources required	
	1.4 Improve member engagement and satisfaction	Reactivate Membership Committee	Committee Reactivated	01 2023	05 2023	Executive Committee; PHAC Members	No new resources required	
		Develop and administer a benchmark satisfaction survey to all PHAC members/staff	Survey disseminated annually	01 2023	06 2023	Executive Committee	No new resources required	
		Provide a minimum of two PHAC professional teambuilding activities	Enlist trainer or subject-matter expert to complete activities	01 2023	12 2025	Executive Committee	Funding for external support	Virginia Housing Tier 2 Grant
2. Explore ways to understand, diversify, and leverage fiscal /non-fiscal resources and human capital and enhance the existing network of service providers to ensure informed and consistent engagement by organizations committed to the goal of alleviating homelessness.	2.1 Enhance engagement of non-member organizations and other stakeholders	Establish a workgroup for recruitment, retention, and engagement	Reactivate Recruitment and Engagement Committee	01 2023	05 2023	Executive Committee (reactivate) /PHAC Members (recruit)	No new resources required	
		Recruit new non-provider partners (political stakeholders, housing industry experts, education, advocacy, landlords)	Create PHAC summary and talking points for each of the five audiences	01 2023	12 2025	Executive Team, Recruitment and Engagement Committee		

		Engage at least one new partner as a PHAC meeting guest per quarter	Record of subject matter experts in meeting minutes	01 2023	12 2025	Recruitment and Engagement Committee		
		Coordinate a collective response to changes in political/economic/crisis environments	Quarterly press releases are distributed	01 2023	12 2025	Executive Committee		
		Establish an advisory committee of community stakeholders and people with lived experience to inform direction and operations unity stakeholders and people with lived experience	Meetings between PHAC and new stakeholders are scheduled, completed, and reported to PHAC	01 2023	12 2025	Recruitment and Engagement Committee; Executive Committee		
	2.2 Provide adequate technological support to all members/staff to improve efficiency	Evaluate the adequacy of PHAC's use of technology and technological support provided to PHAC staff	Minutes from PHAC/TPC Data Meetings	01 2023	12 2025	Policy and Planning committee; HMIS Committee		
		Map and disseminate data usage and application for HMIS and other data sources	List of usage and new opportunities is presented to Executive Team and PHAC members	01 2023	12 2025	HMIS Committee		
	2.3 Provide a resource inventory and overall resource needs assessment	Complete a formal resource inventory	Present resource inventory to PHAC members and stakeholders	01 2023	09 2023	Policy and Planning Committee		
		Complete a needs assessment to determine resource needs	Establish resource gaps list and identify support sources	01 2023	12 2025	Policy and Planning Committee; Ad hoc work group		

	2.4 Increase affordable housing stock in Portsmouth	Develop relationship with the Office of Economic Development and City Planning and include them in CoC planning and service provision discussions	Identify stakeholders and schedule/attend informational meetings to discuss mutual priorities	01 2023	12 2025	Darlene Washington; Deanna Valentine; Jessica Dennis		
		Advocate for collaborative process with private developers and other Portsmouth stakeholders	Identify stakeholders and schedule/attend informational meetings to discuss mutual priorities	01 2023	12 2025	Executive Committee/ Policy & Planning		
		Increase partnerships with healthcare and senior services	Identify stakeholders and schedule/attend informational meetings to discuss mutual priorities	01 2023	12 2025	Membership Committee		
3. Enhance and expand methods for collecting, analyzing, and disseminating data to accurately assess the current state of homelessness, risk factors, and goal attainment to achieve optimal outcomes.	3.1 Coordinate and improve the collection of regional demographically representative data	Implement a system of collecting and sharing a set of common core indicators of risk and protective factors for special populations	Collaboratively develop a comprehensive list of indicators and protectives and report to PHAC members	01 2023	12 2025	Coordinated Entry Committee; HMIS Committee	No new resources required	
		Create and actively engage in a regional group of coordinated entry program staff to enhance data exploration	Create ad hoc group to meet monthly	01 2023	12 2023	Coordinated Entry Committee		
		Provide an explanation of the application of each data source	Data guide created and disseminated	01 2023	12 2025	Ad hoc work group; Executive Committee; HMIS Committee	HMIS Data/Portals	
	3.2 Systematically assess environmental and community homelessness and associated risk factors	Complete a comprehensive environmental assessment (gap analysis)	Present gap analysis findings to PHAC and stakeholders	01 2023	12 2023	Executive Committee/Policy & Planning	Funding for external gap analysis	LISC

		Assess current design and dissemination of the client-focused household risk assessment (using case managers and other subject-matter experts)	Completed assessment tool	01 2023	03 2024	PCAN/Member case managers assigned to ad hoc work group		
	3.3 Sustain, expand, and improve data-oriented collaboration	Complete a collaborative review of existing service assessment data to identify gaps and duplication of services	Complete gap analysis	01 2023	12 2024	Policy and Planning Committee; Ad hoc work group; HMIS Committee	Funding for external gap analysis	Beazely Foundation
		Enhance the level of participation by community partner organizations and develop recommended participation guidelines to include in the community needs assessment and improvement planning processes	Potential stakeholders invited to, and attend community meetings	01 2023	12 2025	Membership Committee		
		Provide opportunities for providers to review system data	Quarterly data meetings with providers are held and documented	01 2023	12 2023	HMIS Committee; PHAC Members; other stakeholders	No new resources required	
		Develop and share data dashboards regularly	Implement process for regular information-sharing among members	01 2023	12 2024	HMIS Committee	No new resources required	
4. Seek innovative and technologically- advanced approaches and improvements to alleviate temporary and sustained homelessness, its risk factors, and its impact on individuals and families.	4.1 Coordinate and improve the use of best practices	PHAC will implement a system to identify characteristics of the City of Portsmouth that are appropriate for comparison to "best practices"	List of regional and/or national best practices reported and discussed with CoC	01 2023	12 2025	Policy & Planning Committee	No new resources required	
		Compile a list of resources to improve PHAC's exposure of high-performing regions and national best practices by the first quarter of each year	Quarterly meetings with consumers are held and documented	01 2023	12 2025	Ad hoc Work Group	No new resources required	

		Review national best practices for the use of HMIS	Conduct annual meetings on document sharing and best practices	01 2023	12 2025	HMIS Committee	No new resources required	
	4.2 Systematic dissemination and use of HMIS data	Provide HMIS data usage/application training to all PHAC members; periodic onboarding for new members	Training scheduled and conducted	01 2023	12 2025	HMIS Committee	No new resources required	
		Review and disseminate additional city-wide data	Biennial update sessions are held for public and stakeholders	01 2023	12 2025	Executive Committee /HMIS Committee	No new resources required	
5. Ensure the incorporation of health equity and diversity in all programs, services, and policies	5.1 Build capacity and an organizational foundation for institutionalizing cultural competence and cultural humility	Construct a cultural competency/humility statement	Statement presented to Executive Committee and CoC	01 2023	04 2023	Executive Committee; PHAC Members; DEI specialist		LGBT Life Center
	5.2 Promote the inclusion of individuals with lived experience in all facets of PHAC's work	Recruit and retain a minimum of 5 representative individuals with lived experience including special populations LGBTQ+, etc. in PHAC workgroups annually	Document the participation of members in meetings and activities	01 2023	12 2025	Recruitment and Engagement Committee	No new resources required	
	5.3 Reduce incidence and disparities in Portsmouth homelessness	Identify best practices to address homelessness among males	Attend and report summary of population specific activities	01 2023	12 2025	Ad hoc Work Group	Funding needed to support event attendance	
		Explore special populations grants for veterans	Attend and report summary of population specific activities	01 2023	12 2025	Ad hoc Work Group	No new resources required	
		Collaborate with Portsmouth Schools to increase advocacy for homeless children	Meetings scheduled, completed, and reported to Executive Team	01 2023	12 2025	Executive Committee / Recruitment & Engagement Committee	No new resources required	

Goal	Current Finances	Estimated Cost	What's Needed	How
Increasing Housing Opportunities				
	\$ -	Unknown	Apartments, houses, studio apartments for single individuals	Apply for new Housing Trust Fund projects; advocate to City to secure incentives for affordable housing development projects
	\$ 824,057.00	\$2 million	Move-in fees, rental assistance, etc.	Explore additional VHSP/HTF funding
	\$ -	\$2,500,000	Beds, mattresses, box springs, HVAC units, water heaters, cabinets, carpeting and plumbing fixtures	Foundations or Private funding
	\$ 1,243,092.00	\$1,500,000	Additional Permanent supportive Housing & Transitional Housing	Increased TH funds from VHSP; successful HUD bonus funding awards for both DV and non-DV populations
	\$ -	\$ 8,000,000.00	Development of SRO units with services attached	Work with VHS and City to secure funding from LIHTC, City and state (VH)
	\$ -	\$ 500,000.00	Transitional housing for formerly incarcerated citizens	Seek DOJ funding
Improving Client Supportive Services				
	\$ 350,000.00	\$ 1,000,000.00	Case management, utilities assistance, etc.	Include personnel funds in new awards from HTF, VHSP and HUD. Foundation grants

	\$ -	\$150,000	Scattered-Site Services staff for Permanent Supportive Housing programs for single individuals experiencing chronic homelessness	Include personnel funds in new awards from HUD. Private funds or Foundation grants.
	\$ -	\$4 million	Permanent supportive housing for those with chronic barriers such as RSO, SMI and/or SUD as these are oftentimes disqualifiers for traditional housing assistance such as those offered by PRHA and/or SRO Housing	Explore housing tax credits and programs at the Virginia Department of Behavioral Health and Developmental Services for these populations.
Enhancing Organizational Infrastructure				
	\$ 550,000.00	\$ 1,000,000.00	Increase staff capacity	Include personnel funds in new awards from HTF, VHSP and HUD
	\$ -	\$ 25,000.00	Review and revision of coordinated entry system	Foundations or Private funding
	\$ 15,000.00	\$ 15,000.00	Training for PHAC member representatives	Utilize current Planning funds
	\$ -	\$ 30,000.00	Gap analysis to explore current homelessness	LISC, HRCF, Beazely Foundation

References

Bristol Redevelopment & Housing Authority (2022). *A look at the current state of the “unhoused” in Virginia*. Retrieved from <https://www.brha.com/2022/08/02/a-look-at-the-current-state-of-homelessness-in-virginia/>.

Couloute, L. (2018, August). Nowhere to go: Homelessness among formerly incarcerated people. *Prison Policy Initiative*. Retrieved from <https://www.prisonpolicy.org/reports/housing.html>.

Herriott, A. (2020, April 1). HUD gives Portsmouth over \$300,000 to assist foster children. *3 WTKR Hampton Roads Northeast NC*. Retrieved from <https://www.wtkr.com/news/hud-gives-portsmouth-over-300-000-to-assist-foster-children>.

National Alliance to End Homelessness. (2022). *Who experiences homelessness?* Retrieved from <https://endhomelessness.org/homelessness-in-america/who-experiences-homelessness/>.