

January 2008 Update to the 2007 Strategic Plan Wyoming Homeless Cooperative

Summary Comments:

1. The 2007 Strategic Plan was created during the Cooperative's October 11 and 12th meeting in Glenrock. It was built by consensus throughout the meeting. The 2008 Update was completed during the January 2008 Board meeting.
2. It is a tool to help organize the Cooperative's work and help it be more outcome oriented and productive. Each Strategy has specific action steps required to implement that strategy; people who have agreed to complete the action step are listed along with the agreed upon completion dates.
3. Use the Plan as an accountability tool and keep the Cooperative focused on its objectives
4. This is a living document that should be continually reviewed and modified as new opportunities present themselves.

Plan Components:

The Plan is divided into the following sections. Note that some of the sections have a list of items that will be addressed at some point in the future, "Future Action Items".

1. Governance – Cooperative structure, function, and board of director strategies
2. HUD Grant Application Process – strategies to remedy problems and improve funding opportunities
3. HMIS – training and other strategies to increase use of HMIS
4. AHAR (Annual Homeless Assessment Report) – action items in this section are currently listed within the first three Plan Components.

Legend / Name Abbreviations:

| Name | Abbreviation |
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| Board of Directors | BD |
| Carma Harston | CH |
| Robin Mundell | RM |
| Denny Royal | DR |
| Pam Nowak | PN |
| Pam Kozola | PK |
| Tatyana Walker | TW |
| Liz Barron | LB |
| Larry Melka | LM |
| Paula McCormick | PM |
| Mary Randolph | MR |
| Greg Hancock | GH |

| Organizational Governance | | | | |
|----------------------------------|---|--------------------------------|-----------------|--|
| Action Item | Description and Implementation Steps | Action by | Due Date | Status |
| 1.0 | Update Mission Statement and Bylaws By Next Meeting | | | |
| 1.1 | Search for existing bylaws – prefer that electronic version located but paper ok. Send to Mary for scanning if paper or email. | CH, PN, DR, LB, LM | 11/1/07 | |
| 1.2 | Send Mission Statement and Bylaws to Committee to review and make changes | MR | When received | |
| 1.3 | Committee will review and make changes based on board input | RM, PK, LM | B4 1/29/08 | |
| 1.4 | Include in next board packet and circulate before next board meeting. | MR | B4 1/29/08 | |
| 1.5 | At next board meeting review, modify and adopt Bylaws and Mission Statement. | BD | 1/29/08 | Bylaws reviewed and draft modified during meeting, will be circulated by email for final approval by 2/15 |
| 2.0 | Recruit Board of Directors made up of the following 15 members: <ul style="list-style-type: none"> • 10 representing each of the five geographic regions (two from each region) • 1 representing housing • 1 representing employment / economic development • 1 Consumer • 2 “At Large” | | 2/15/08 | Progress to Date: Finalize selection of all board members by 2/15/08 |
| 2.1 | <u>Regional representation:</u> Southeast Region: Nominees = Pam N. & Paula Dixon | LM | 11/1/07 | Progress to Date: |

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| | (with CALC). (Larry will approach Paula) Alternate: Lorinda O’Hashi or LCCC McKinney Act person (Pam and Mike) | | | <p>Larry, did Paula agree to serve? Contact by 2/15/08</p> <p>Pam N agreed to ask Mike McKee (Peak Wellness Center by 2/15/08.</p> |
| 2.2 | Central: Nominees = Robin & Pam K | | | Completed |
| 2.3 | Southwest: Call Lisa Skiles Parady for suggestions – Robin will call Lisa, Lisa to make calls (June to represent southwest) Vacant until Lisa’s position is filled. SWATCH – Mary R. to call | RM | 11/1/07 | <p>Progress to Date: Lisa not available - Mary R to call SWATCH by 2/15/08</p> |
| 2.4 | Northeast: Nominees = Carma and Tatyana | | | Completed |
| 2.5 | Northwest: Nominee = Arlen Taggert – Arlen Taggert to suggest second representative – Robin to call Arlen (Lisa Amos – Fremont Cty. Crisis Center) – interested ..Arlen retiring March – his replacement can possibly serve on board or Linda Elmer (social worker at Good Samaritan). – Arlen to send Mary email information | RM | 11/1/07 | <p>Progress to Date: Arlen to contact Lisa and/or Linda and notify Mary by 2/15</p> |
| 2.6 | <p><u>Housing:</u> #1 preference = WCDA – (David Haney or appointee). Robin to ask David by 10/15. #2 choice = WHN (Forrest Newburg) If WCDA not interested Carma to talk to Forrest by Nov 1 WCDA wants to have someone on the board, either Cheryl or Chad</p> | RM or CH | <p>WCDA 10/15/07 WHN 11/1/07</p> | <p>Progress to Date: Robin Mundel will contact WCDA re membership by 2/15</p> |
| 2.7 | <p><u>Economic Development/Employment:</u> Option 1 = WEDA – Mary to contact Paula McCormick regarding potential board member – by November 1; Option 2 = CANDO – Joe Coyne, Mary to contact</p> | PM | 11/1/07 | Mary R to contact by 2/15 |

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| | Economic Development – Paula will discuss with board | | | |
| 2.8 | <u>Consumer:</u> Option 1 = Mickey Jaramillo (Seton House) – Pam will contact; Option 2 = Carma to contact her persons. | PK or CH | 11/1/07 11/1/07 | Completed: Mickey Jaramillo will serve |
| 2.9 | <u>At Large:</u> Nominee = Denny Royal & Janet Jares (Health) Second person: Preference = Gary Bolger – Evanston – recruit from SW (Robin to call Gary), Alt: Big Horn Basin – Mary will find someone (Barbara Greene) Mike Magee (SE) – Mental Health (full board member for SE) | RM | 11/1/07 | Completed |
| 2.91 | Special Note: Though it was agreed that the Advisory Board will be selected at a future date, Larry Melka has already agreed to serve as an Advisory Bd member | | | Completed |
| 3.0 | Select board members carefully – we will live with a poor selection for a three year term | | | |
| 3.1 | email Mary board recruiting materials | GH | 10/15/07 | Completed |
| 4.0 | Membership List: <ul style="list-style-type: none"> • As board members confirm, send contact information to Mary so she can create/maintain board list. • Add Mary and Greg as technical Assistance • List Sections: Board, Advisory Board, membership by region, Technical Assistance | ALL | Ongoing | Progress to Date Will be finalized after all members are selected 2/15 |
| 5.0 | Bylaws: Include these components in the Bylaws before adoption: <ul style="list-style-type: none"> • 3 year staggered term • Maximum of 2 consecutive terms • 2 missed = dismissal • Rotate locations throughout the state • Call-in ok • 4 meetings per year | BD | 1/29/08 | Completed These components are in Bylaws draft now in electronic circulation |
| 6.0 | Acquire/Compile comprehensive list created of all homeless providers in the state | MR | 1/29/08 | |
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| | Future Governance Action items | | | |
| F1 | ADVISORY BOARD Potential membership: <ul style="list-style-type: none"> • MENTAL HEALTH & COMMUNITY SERVICES – Lynne Weidel and Jim Rolf • VA – Larry Melka • LABOR • USDA • EDUCATION – Joe Rust Revisit advisory board – put on agenda for next meeting | BD | Revisit 1/29/08 | Revisit next Board meeting |
| F2 | Membership GOAL – AT LEAST ONE MEMBER FROM EACH COUNTY – 23 COUNTIES Defer to another meeting when we have a full board – possibly next meeting. Create handout as a recruiting tool - future action item (define contents at next meeting). Potential Content: <ul style="list-style-type: none"> • Eligibility – anyone that shares in our mission • Organizational membership • GOAL: Recommended membership fee = organization \$100, individual \$25 • 5% of HUD award for admin costs • USDA Commodities – Food Bank of the Rockies has list of all food banks • Virginia Selner has list of organizations, services provided, contact names (Welcome Mat). Carla with Safe House in Cheyenne | TBD | Revisit 1/29/08 | Revisit after HUD grant submitted (annual meeting) |
| F3 | Create membership packet – newsletter, etc. – to be discussed at next meeting | ALL | Revisit 1/29/08 | Revisit during June (annual meeting) |
| F4 | Create list of partners – each region create partner list | Each Region | TBD | |

HUD Grant Application Process

| Action | Description and Implementation Steps | Action by | Due Date | Status |
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| Item | | | | |
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| 1.0 | HUD Grant timeline is very tight. We need to access NOFA changes from last year and other information as early as possible in the grant cycle. | | | |
| 1.1 | Locate “HUD NOFA Status” website and send to address to Mary | GH | 10/15/07 | Completed |
| 1.2 | Check website, find out information and send to CofC | MR | 10/31/07 | Completed |
| 2.0 | Point in Time Survey Schedule – What are HUD requirements and can WY set its own schedule? (Street count difficult during HUD required third week of January due to bad weather) (Talk to HUD and see if Wyoming can do it on March 20) | GH | | Progress to Date Greg Hancock discussed with HUD & now waiting for answer |
| 2.1 | Carma to talk to regional HUD rep to clarify HUD requirements and how much flexibility WY can exercise. | CH | 11/1/07 | Completed |
| 2.2 | Review copy of HUD NOFA Timeline presented at Homeless Symposium in July. Get copy of UT example and send to Mary (Develop WY timeline – Mary) & send to board | GH | 10/15/07 | Completed |
| 2.3 | Talk to ND and potentially others including Utah, send info to Mary. (See above) | RM | 11/1/07 | Completed |
| 2.4 | Board Executive Committee conference call including Carma and Mary to discuss and schedule PIT survey. (Denny, Dee and Pam K. worked on draft inventory) Goal this year is to get inventory count & good point in time count) Explore date to do point in time, make sure information is sent to regions and it is regions responsibility to complete the forms. Regions disseminate information, collect information & get back to Mary. Try to do in April - BOARD DIRECTS STAFF TO REQUEST FROM HUD THAT WYOMING (ARLEN MOVED – JANET SECONDED) ASK TO DO POINT IN TIME MARCH 20, 2008. EMAIL REGIONAL REPS AND SEND ELECTRONIC FORMS WHO WILL THEN SEND TO ALL PROVIDERS IN THE REGION. COMPILED INFORMATION SENT TO MARY BY March 27 th . | MR CH | Mid Nov. | See notes at left |
| 3.0 | Discharge Planning presents a problem that needs to be addressed. The Department of Corrections and State Hospital (foster care) release people without notice and without a plan for their housing needs; often these | | | Completed |

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| | <p>people become homeless. Not a good discharge planning process in the state – we lose a lot of points in the grant process. SEE SAMPLES AND MAKE GENERIC ADOPT YES HOUSE DISCHARGE PLAN AS AN INITIAL DISCHARGE PLAN FOR cOc – PAM MOVED, ARLEN 2ND – MOTION PASSED</p> | | | |
| 3.1 | Contact Department of Corrections and acquire a copy of its Discharge Plan/Policy. Advise Mary and Robin when copy in hand. (Janet to get more information) | LM | 12/1/07 | Progress to Date Janet to get more information |
| 3.2 | Contact State Hospital and acquire a copy of its Foster Care Discharge Plan / Policy. Advise Mary and Robin when copy in hand. | TW | 12/1/07 | |
| 4.0 | Grant application process needs to be improved. Review process other states use and revise WY process. | | | |
| 4.1 | Acquire UT timeline & send to Mary | GH | 10/15/07 | Completed |
| 4.2 | Mary will send to ALL | MR | 10/21/07 | |
| 4.3 | Set up Committee to review and define WY process | BD | 10/29/07 | Completed |
| 5.0 | Need Check List of all forms needed to complete HUD application | | | |
| 5.1 | Mary will create list from last year’s NOFA and will update by November 1. Mary to send out to everyone | MR | 11/1/07 | |
| 6.0 | Letter of Intent needs to be improved - not complete or clear from each agency. | | | Completed |
| 6.1 | Create a fill-in-the-blank template for Letter of Intent submittal & cover letter with instructions. Committee will review current form and modify for review during next meeting. (see corrections on fill in the blank on master) | CH, TW, PN LM | 1/15/08 | Completed (TW) |
| 6.2 | Review and adopt new Letter of Intent at next board meeting. Motion: Pam, Arlen seconded - passed | BD | 1/29/08 | Completed |
| 6.3 | Explore ability to post Letter of Intent on WCN website. | MR | 10/18/08 | |
| 7.0 | It would be helpful if Letters of Intent were received earlier in the application process – less work to do at the last minute | | | |
| 7.1 | Working Committee to explore methods to accelerate | MR, | 12/15/07 | |

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| | invitation and receipt of Letters of Intent for WY | DR, PK | | |
| 8.0 | WY needs training on how to improve its HUD grant application process and content | | | |
| 8.1 | Explore training possibilities including use of videoconference and advise Mary (possibly do June/July training) Request conference with HUD regarding last grant application ***** Mary to request ASAP. (Debrief)***** See if CoC has to be done on line... | GH MR | 11/30/07 ASAP (by March 1) | HUD will provide review of last years WY application after national review of all apps. Stay in contact with HUD's Alicia Garcia |
| 9.0 | Statewide Bed Inventory can be completed at any time – lets do it before the time crunch associated with completion of the HUD application March 20 – Mary to send letter of request | | | |
| 9.1 | Standardize terminology / definitions so that everyone understands what data to compile; contact Marlene @ HUD and acquire clear definitions | CH | 10/19/07 | |
| 9.2 | Committee to re-do Wyoming Bed Count form; Denny will lead committee and will contact Liz and Pam K., and Pam N. to be on committee). Larry willing to help edit Committee draft. | DR, CH, PN, PK LB, LM | 12/1/07 | |
| 9.3 | Field Test new Bed Count inventory form | ALL | 12/15/07 | |
| 9.4 | One rep from each region to be trained and construct inventory in their region– begin training by Jan. (during January board meeting) – Train the trainers Inventories finalized by March 15 | | B4 1/29/08 | |
| 9.5 | Inventories finalized | ??? | 3/15/08 | |
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| | Future HUD NOFA | | | |

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| 10.0 | Assess strength of each regional CoC Note that it is anticipated that regions will become stronger as they are increasingly involved in CoC activities | TBD | TBD | Progress to Date: Regions will be assessed after board members are selected |
| 11.0 | Develop a Public Education / Public Relations Campaign | TBD | TBD | |

| HMIS | | | | |
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| Action Item | Description and Implementation Steps | Action by | Due Date | Status |
| 1.0 | Bowman systems will terminate contract with Casper Housing Authority and sign new one with WCN | MR | 11/1/07 | Completed |
| 2.0 | WCN Goals <ul style="list-style-type: none"> a. Have 25 HMIS licenses, determine the 2 or 3 that are now using HMIS b. Research needs - talk to users c. Determine cost of communications module d. Develop training plan – how to use e. Goal – 50% more communities than now using program by June 2008 | MR | June 2008 | |
| 3.0 | Complete Memorandum of Agreement (MOA) between WCN and CoC. | MR | 1/29/08 | In process |
| 3.1 | Mary will secure sample MOA and provide at next Board meeting | MR | 1/29/08 | |
| 3.2 | Board will approve and sign MOA | BD | 1/29/08 | Deferred |
| 4.0 | Conduct HMIS Training | | | |
| 4.1 | Suggested participants in initial training: <ul style="list-style-type: none"> • organizations already working with HMIS, • emergency shelters and transitional housing, • Mary’s new hire. • Brandon and Bryan to assist with training and | MR | | |

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| | provide some technical support | | | |
| 4.2 | Initial training date and location: Casper during January '08, Robin will coordinate with Mary. 3 days training (preferably on Tuesday, Wednesday, Thursday) | RM MR | Jan '08 | Successfully completed |
| 4.3 | Open Closed HMIS information policy – Mary to create and present to board. | MR | Next board meeting | |

Annual Homeless Assessment Report (AHAR)

| Action Item | Description and Implementation Steps | Action by | Due Date | Status |
|--------------------|---|------------------|-----------------|---------------|
| None | All Action Items are in other sections of the Strategic Plan | | | |