



Housing, Health and Human Services Alliance of Rutherford County

Three Year Strategic Plan January 1, 2020-June 30, 2023

Mission: The mission of H³ARC is to connect individuals and families in Rutherford County with access, opportunities and supportive services for housing, healthcare, and economic self-sufficiency through collaboration, partnership and advocacy.

Vision: Our vision is a community in which all persons have access, support and opportunities to reach their full potential.

We believe in: nurturing relationships between clients, agencies and community; encouraging resiliency by building hope, trust, and skills; equal opportunity for all persons by removing barriers and improving access to supportive services and housing; informing and engaging the community about housing challenges and solutions through advocacy; inclusion of all persons by respecting individual experiences, strengths and differences.

Background: H³ARC began as a small Homeless Task Force convened in 1996 by Murfreesboro Mayor Joe B. Jackson and has evolved into the current alliance of over sixty-member agencies and churches. The general membership of H³ARC meets quarterly (January, April, July, October). The meetings are open to the public and held in the Murfreesboro City Hall Council Chamber.

Governing Structure: H³ARC is governed by an Executive Committee consisting of up to twenty-one members. Permanent Seats on the Executive Committee includes the following: Mayor of Rutherford County (or designee), Mayor of Murfreesboro (or designee), the Mayor of Smyrna (or designee), the Mayor of LaVergne (or designee), Executive Director of the Murfreesboro Housing Authority (or designee), Executive Director of United Way of Rutherford and Cannon Counties (or designee), an individual that is currently or formerly homeless (Chair of the Consumer Council). The remaining members of the committee are elected by the general membership in January for a 3-year term. Positions on the Board include Chairman, Vice Chairman, Secretary, and Treasurer.

There are five working groups of the agency and their responsibilities as defined in the H³ARC bylaws:

Consumer Council shall be composed entirely of homeless and/or formerly homeless individuals as defined in 24 CFR 578.3 (HUD Regulations)

- Make appropriate recommendations to the Executive Committee

Service Delivery

- Promote collaboration and coordination between H³ARC member agencies and community organizations that work with the homeless population and those at risk of becoming homeless
- Operate a centralized, coordinated system to assess the housing, health and human services needs of individuals and families within Rutherford County
- Lead and coordinate efforts associated with the annual Point-In-Time Count as required by HUD

Planning

- Recommend strategic objectives within the Continuum of Care to meet the needs of the homeless and at-risk population
- Update the 10-Year Plan to End Chronic Homelessness
- Prepare the Continuum of Care Action Plan
- Conduct an annual gaps analysis of homeless needs and services available within the Continuum of Care area
- Consult with the City of Murfreesboro in preparation for the Consolidated Plan concerning issues that affect the local homeless population
- Prepare annual action plan and year-end report

Membership and Advocacy

- Recruit and retain a wide range of organizations that provide services to the homeless or at-risk populations to fill identified gaps within H³ARC
- Conduct activities to advocate for the homeless, and to educate the public about issues pertaining to the homeless and those at-risk of becoming homeless

- Identify, research, and nominate future Executive Committee members for consideration by the general membership

Project Review and Ranking

- Review applications and recommend priority ranking for appropriate HUD funding
- Monitor HUD grant subrecipient performance

Strategic Purpose: H³ARC recognizes the need to build a robust interagency, cross-sector approach to prevent and end homelessness with an understanding of the complex issues and that solutions require a diverse approach. The development and implementation of a strategic plan allows H³ARC to comprehensively focus on housing, health, and human services across many different public systems and demographics. Through the Strategic Plan the multi-sector membership of H³ARC can work collaboratively by utilizing best practices and build coordinated responses to assist with employment, education, community involvement, child care, health care, substance abuse and mental health services and aging services, etc. with an emphasis on helping families and individuals to build strong social networks, acquire economic mobility, and strengthen well-being.

H³ARC is guided by the following strategic effort that is inclusive of engagement and investments from nonprofit, private, public, and government sectors.

Strategic Goals and Yearly Action Steps

Goal Area 1: Increase H³ARC's Capacity to meet the requirements as the Lead Agency for the TN-510 Murfreesboro-Rutherford County Continuum of Care as identified by HUD in 24 CFR 578.3

(HUD guidelines require Lead Agencies to advocate for a community-wide commitment to the goal of ending homelessness through: Identifying needs of homeless individuals and households (including special populations); Promoting availability, affordability and accessibility of all levels of existing housing inventory and related services; promoting increased opportunities to partner with mainstream programs and resources; completing and submitting the Collaborative Application for Housing of Urban Development (HUD) funding; and collecting, analyzing, and reporting high-quality, timely data on the local homeless issue is essential for understanding the demographics of those affected, and identifying gaps in existing resources. Quality data collection informs decision making, and ensures resources are leveraged for maximum return on investment and greatest community impact.)

Year 1 (2020) Action Steps
Evaluate the Homeless Management Information System (HMIS) data quality, reliability and reporting to ensure functions are meeting reporting standards for federal grant funds (HUD): including the System Performance Management (SPM) Report, the Longitudinal Systems Analysis (LSA), Point in Time Count (PIT) and the Housing Inventory Count (HIC)
Implement HMIS Capacity Building Grant
Conduct train-the-trainer workshops
Create a subcommittee focused on quality data collection and reporting
Review and update HMIS Policy and Procedures Manual
Identify appropriate action or follow through if awarded HUD Collaborative Application funding.

Year 2 (2021): Action Steps
Improve the CoC's Coordinated Entry System (CE) to ensure that identification, outreach and engagement efforts are comprehensive and coordinated across sectors and agencies.
Improve HMIS participating agencies' data and quality input into HMIS
Review and update Coordinated Entry Policy and Procedures to ensure agencies capacity to quickly engage people at risk of experiencing or currently experiencing housing insecurity
Ensure that Rating and Ranking Committee is monitoring Coordinated Entry Standards and that all participating agencies are compliant with CE policy and report to Executive Committee

Year 3 (2022) Action Steps
Dedicated funding sources available for fulltime dedicated HMIS Manager to be in place
Work with all community organizations (government, non-profit, schools, faith based, etc.) to build capacity and contribute towards appropriate data sets and increase implementation of effective practices for referrals between systems
Utilize best practices for data collection and analysis
Use data, evaluation, performance measurements and research to support and promote community wide strategic planning, guide investments and support evidence based/evidence informed practices

Goal Area 2: H³ARC will enhance its 501c3 organizational capacity by ensuring internal operations and accountability mechanisms meet state and federal requirements, provide for organizational sustainability and maintain professional standards for growth and transparency.

Year 1 (2020) Action Steps
H ³ ARC will have completed basic organizational documentation and structure by utilizing the organizational profile requirements as outlined on Giving Matters (Personnel/Staffing Funding and budget, 501c3 reporting requirements (state and federal))
Plans for financial and operational sustainability are in place and being utilized (including development plans for diversified funding stream)
Identify operational needs to accommodate future growth and staffing (office space, equipment, operational supplies, etc.)

Year 2 (2021) Action Steps
Continued execution of plans for financial and operational sustainability
Have appropriate staffing in place that meets the organizational needs for operational oversight and project implementation (including plans for annual reviews and appropriate HR practices)

Year 3 (2022) Action Steps
Ensure appropriate policy and practices are documented (job descriptions, time sheets, HR manual, Financial Policy Manual, Branding/Marketing, Development Plans, Succession Plans, Document retention policies, and other grant related required policies and procedures)
Begin planning for next three-year strategic plan development

Goal Area 3: Promote an efficient system of services for individuals and families experiencing barriers to housing security, economic self-sufficiency, and wellness (or wholeness) in order to become reintegrated into the mainstream community.

Year 1 (2020) Action Steps
Identify community resources (i.e. services that intervene to prevent people from losing their housing and/or divert someone from entering the homeless services systems; services to provide people with immediate access to shelter and crisis prevention services without barriers to entry if homelessness does occur and services that provide a quick connection to housing assistance and services to help them achieve and maintain housing.) <i>What are existing community models: emergency (less than 90 days), transition</i>

<i>(90 to 24 months), permanent – vs stabilization (basic needs/housing first) reintegration (sustainability focus) to improve efficiencies of services and needs</i>
Ensure non-duplication and effective use of public resources is prioritized (include consideration of Charity Tracker usage)
Identify best practices to recruit and build capacity among agencies and meet needs/fill gaps by utilizing evidence-based solutions and sound program evaluation criteria
Identify priority areas for special needs populations (veterans, re-entry, families with children, unaccompanied youth, disabilities, domestic violence, mental health, behavior health)
Strengthen the evidence base for effective homelessness prevention programming and interventions
Identify viable stakeholders, programming and capacity in order to prepare a feasibility and action plan for integrated solutions through centralized site-based services
Develop capacity of designated H3ARC representatives on pitching feasibility and action plans to ensure productive meetings with identified stakeholders

Year 2 (2021) Action Steps
Enhance the capacity of emergency shelter providers to implement low barrier approaches
Improve access to emergency assistance, housing, health, and human services resources for identified populations and historically underserved populations
Identify effective ways to align services within best practice and/or evidence-based models to ensure individuals experiencing

homelessness can receive a full spectrum of comprehensive housing, health, and human service supports

Year 3 (2022)
Continue to have round table discussions with agencies and more involvement with stakeholders to sustain goal

Goal Area 4: H³ARC is committed to becoming the solution leader on community issues around housing, health and human services in order to inform, advocate and increase access to safe, appropriate and sustainable resources for all residents of Rutherford County.

Year 1 (2020) Action Steps
Develop strong advocacy statements that identify issues, facts, and consumer stories (impact on housing insecurity and the intersection of health, employment, education, recidivism, etc.) to increase the awareness of community stakeholders and builds their capacity for action
Utilize Housing Navigator position to analyze current housing trends and needs in order to adequately engage in strategic alliances with community leaders and stakeholders for the increase of the affordable housing inventory and preventing the loss of existing affordable housing. (Housing incentives/market-based solutions)

Year 2 (2021) Action Steps
Develop capacity to produce qualitative data and analysis reports and begin dissemination to community partners and stakeholders
Produce an annual gaps analysis of needs and services

Promote development of an expanded supply of safe and affordable rental inventory through federal, state and local efforts and investments

Year 3 (2022) Action Steps
Educate partners, engage and inform community leadership and public at large on the scope, causes, and cost of homelessness; necessary solutions; evidence-based practices and strategies, risk factors and the impact it creates on specific populations
Continue to promote development of an expanded supply of safe and affordable rental inventory through federal, state and local efforts and investments

Measuring Progress:

H³ARC will assess the following measures to evaluate progress/success:

The number of people experiencing sheltered and unsheltered homelessness yearly in the annual Point-in-Time Count.

The number of people (including identified special populations) utilizing emergency shelter and transitional housing annually.

The number of people entering permanent housing and the time required for the process annually.

The number of children experiencing homelessness as reported annually by Rutherford County and Murfreesboro City School Districts.

The attraction and retention of qualified paid employees as measured through performance reviews, length of service and retention rates.

Members who are actively attending and participating in general meetings, work groups and activities as measured by meeting attendance, surveys.

Presence of sustainable funding stream.

Changes in County statistics related to Housing Units and Families and Living Arrangements as reported by US Census data and any additional relevant local and state data sources.

Administered surveys and anecdotal collection methods.