

**Ventura Social Services Task Force Strategic Planning Session**  
**April 22, 2010**  
**Report**

**In Attendance:**

Beth Sutherland, John Jones, Kate Mills, Karol Schulkin, Mike Perry, Neal Andrews, Cindy Cantle, Cathy Brudnicki, Peter Brown, Mark Stadler, Todd Goehner, Clyde Reynolds, Bill Finley, Mary Stewart, Debora Schreiber, David Christensen, Susan Everett – Staff: Sharon Taylor – Facilitator: Lauri Flack

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**VSSTF Strategic Planning Session**  
**April 22, 2010 1 to 4pm**  
**E.P. Foster Library**  
**Topping Room**

Agenda

1:00 Welcome and introduction--John Jones

Purpose of meeting: Develop an 18 month to 3 year plan for VSSTF

Role of Facilitator—Lauri Flack

Participant expectations of session

Brief review of accomplishments and challenges of the past year

Information to factor into VSSTF planning:

Homeless count results

\$3 million from County

10-year plan—where do we have a role with plan goals?

Full group brainstorms priority items for VSSTF plan

2:30 Break

Small groups work on top three/four items:

What are the goals(s)?

How will we do it and what will we need?

Who will do it?

When can we accomplish this?

3:15 Small groups report out to full group

Full group reviews plan

Discuss how to share or communicate plan

3:45 Identify next steps

Check Tag list items

Review expectations

Brief session evaluation

4:00 Closing comments and adjourn

## **PARTICIPANT EXPECTATIONS**

Participants were asked to share their expectations for the planning session:

- Become more familiar with VSSTF
- Optimistic – come out of this with something that's new
- Determine what we do next and how
- Participate today and get caught up with VSSTF
- Hear ideas, share ideas
- Develop a focused action plan for next 12-18 months
- Get closer to opening a year-round shelter
- Enthusiastic – Develop specific tasks
- Focus/prioritize where we can get traction and identify who's responsible
- Get recommendations developed and put pressure on those who are not pulling their weight.
- Here to listen and share/hear ideas
- Congeal to get stuff done
- Identify Ventura County's portion of 10-year plan
- Identify VSSTF goals within 10-year plan
- Identify where we are going/doing – give steering committee guidance
- Listen – develop outreach ideas
- Agree on a few forward-moving projects – e.g., year-round shelter, Gateway – and organizing principles of how we work together in the community

## **ACCOMPLISHMENTS**

Participants were asked to identify VSSTF accomplishments for the last 12-18 months, and what challenges still remain:

- Booth at the Street Fair – increasing public education
- Maintained 62 households in housing
- Gateway model getting legs – formal planning begun – money
- Good amount of recent press – tipping point reached in succeeding to educate public on who homeless are
- County money
- Safe Sleep program
- 83 new beds online
- (Neal) Re-elected in spite of Safe Sleep
- Community education had an impact
- Consciousness within faith communities has grown
- Task Force existence and voice is recognized
- Ventura’s number of homeless went down
- Kingdom Center opening – media coverage positive
- Ventura One Stop

## **CHALLENGES**

- Expand speaking presence
- Identify groups to speak to – don’t repeat speaking to same group unless have new information
- Fundraising – address VSSTF’s identity challenge
- Money for Gateway
- Monitoring Safe Sleep
- Relationship between VSSTF, County Homeless Coalition, VC Community Commission – determine what each is doing, coordinate between them
- Interagency Council on Homelessness is dysfunctional
- Still work to do in educating policy makers about the “types” of homeless
- SB2 and the lack of decisions about it
- Ventura still has highest number of homeless in the county

## **TEN-YEAR PLAN REVIEW**

A matrix was distributed which listed the recommendations of the 10-Year Plan and illustrated which VSSTF sub-committees were working on which of the recommendations. The matrix is on page 5 of this document.

Suggestions for addition to the matrix:

- Add a column for “liaison” to demonstrate relationships with outside organizations working on the same recommendation.
- Overlay separate chart which would demonstrate which VSSTF members were working with outside organizations on issues relevant to VSSTF, (this issue was “tagged” for discussion/development at another time) e.g.:
  - Mental Health Court
  - Discharge Planning
  - Lift Up Your Voice

## **TEN-YEAR PLAN MATRIX LEGEND**

Cells within the matrix are labeled as such:

Directly - if the sub-committee has direct involvement in accomplishing the recommendation.

Advocacy - if the involvement in accomplishing the recommendation was mainly speaking in support before council or board of supervisors, for example.

Connection - the sub-committee was involved "loosely" with the recommendation, e.g., the Education committee helps to promote the One City Thanksgiving meal, but is not as directly involved as the Faith Committee.

**TEN-YEAR PLAN MATRIX**

	Community Education	Faith Communities	Gateway Group	Homeless Prevention	Housing Options
1: Homeless Prevention Program				Directly	
2: Permanent Affordable Housing		Advocacy			Directly
3: Housing Trust Fund					Advocacy
4: Inclusionary Housing Policy					Advocacy
5: Permanent Supportive Housing		Advocacy			Directly
6: Assertive Community Treatment					
7: Discharge Planning					
8: Mainstream Resources			Directly (in prog.)		
9: Shelter Beds	Advocacy		Directly (in prog.)		Connection
10: Transitional Housing	Advocacy	Directly	Directly (in prog.)		Directly
11: Detoxification Center					
12: Homeless Management Information System			Directly (in prog.)		
13: Community Education Campaign	Directly				Advocacy
14: Faith-Based Organizations		Connection (thru LUYV)		Directly	
15: Private Foundation Grants		Connection (thru LUYV)	Directly (in prog.)	Directly	
16: Public Agency Grants			Directly (in prog.)		
17: Annual Special Events		Directly	Connection	Directly	
18: Dedicated Sources of Funding			Directly (in prog.)	Directly	
19: Interagency Council on Homelessness for Ventura County					Exists
20: Ventura County Homeless and Housing Coalition					Exists
21: Homelessness 101 Training					VCHHC
22: Collaborative Justice Courts					Exists

**Liaisons:**

Mental Health/Mental Court issues - Debora Schreiber

Discharge Planning - Kate Mills

Assertive Community Treatment, Mainstream Resources - Ken Belden

## **VSSTF PRIORITIES NEXT 18 MONTHS – BRAINSTORM LIST**

Participants were asked to brainstorm a list of actions/priorities in order to develop the strategic plan for the next 18 months. These included:

- Year-round emergency shelter
- Advocacy
- Dedicated funding stream
- Transitional housing
- Publicizing success stories
- Make Interagency Council on Homelessness functional
- Complete discharge plan
- Collaborative case management
- Track long-term results
- Make DVD of VSSTF's story
- Increase permanent housing
- Distribute housing units among cities, county
- Increase active members and leadership in VSSTF
- Develop Gateway project – attend the open house
- Implement SB2
- Implement detox center
- Fundraiser for Homeless Prevention Fund
- Identify elements of Homeless Information System
- Identify good database
- Create consistent VSSTF talking points
- Expand outreach to homeless about services
- Increase education to decrease NIMBYism
- Expand donot base and stay connected with them
- Develop a 501c3 for VSSTF
- Clarify role of VSSTF with the City

## VOTING

Participants were given colored “dot” stickers, several of each color, and asked to vote on each action/priority in the list by putting a sticker next to it, according to the following:

### LEGEND

Green dot = Must Do within 18 months

Orange dot = May do within 18 months if green is done – some work started

Red dot = Do later – on hold for now

## VOTING RESULTS

The following were the top vote-getters in order:

1. Develop Gateway project – 18 green dots
2. Year-round emergency shelter – 13 green dots
3. Create consistent VSSTF talking points – 8 green dots  
tied Transitional housing – 8 green dots  
tied Implement SB2 – 8 green dots
4. Increase education to decrease NIMBYism – 6 green dots  
tied Implement detox center – 6 green dots  
tied Dedicated funding stream – 6 green dots
5. Track long-term results – 5 green dots

It was further determined that many of these priorities could be consolidated into three categories:

1. Gateway, Year-round shelter, SB2, Transitional housing (advocacy for remainder of VC, in light of new housing in Ventura)
2. VSSTF Talking points, Outreach to reduce NIMBYism
3. Dedicated Funding Stream

For the two remaining issues, it was determined:

1. Implement detox center – VSSTF would not take the lead but give input - it would be necessary to work with others who are working on this issue
2. Track long-term results – this should be a guiding principle for all future projects



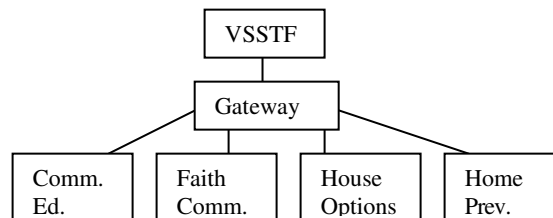
## SMALL GROUP BREAKOUT

The participants were divided into three sub-groups to work on the three categories identified as the top priorities. Begin to determine:

- What are the goals(s)?
- How will we do it and what will we need?
- Who will do it?
- When can we accomplish this?

### **Group One Discussion – Gateway, etc**

- VSSTF role in tracking terms of access to county funds
- VSSTF work toward development of “How To” plans:
  - How to get letters of support
  - How to obtain operations funding
  - How to supplement per door costs
  - Development of concept paper
  - Pro forma
- Would VSSTF endorse providers and/or prioritize providers – HUD process copied?
- What is VSSTF Role in tracking state/fed funding in cooperation /collaboration with city, county, HAs
- Prepare ready-to-use-on-moments-notice RFP template
- Identify/mine for private donors in advance, including and especially linking to emerging priorities (i.e. detox center)
- Identify/educate influential people for use at the moment of truth
- Role in identifying/endorsing potential sites
- This subject (Gateway, etc.) becomes priority for all subcommittees
- What is SB2 opposition and how does VSSTF participate in the discussion? – Identify key points and address them
- SB2 back to PC on May 4
- Can/may be presented to Council with PC recommendation and different staff recommendation
- VSSTF may want to share a recommendation too via steering committee letter
- Include operational standards
- Open House actually at ground breaking
- 1<sup>st</sup> Monday podium presence every month
- Possible organizational flowchart?



### Group Two Discussion – Talking Points & NIMBYism

Goals	Needs?	How?	Who?	When?
Consistency	Better communication among VSSTF committees (work on/refine matrix)	Sub-committee meeting	All Task Force	June 2010
Educate Policy Makers <ul style="list-style-type: none"> <li>• commissioners</li> <li>• council               <ul style="list-style-type: none"> <li>○ VSSTF attend meetings</li> </ul> </li> </ul>	Get to know our commissioners	<ul style="list-style-type: none"> <li>• Invite planning commission to VSSTF mtg.</li> <li>• VSSTF report/speak to planning commission</li> <li>• Request agenda item via public comments</li> <li>• Attend meetings</li> <li>• Volunteer</li> </ul>	John  John	Ongoing
Educational Outreach to general public <ul style="list-style-type: none"> <li>• “Inventory”, e.g., Community Councils</li> </ul>	Web Site	Redesign website - possible combine two existing sites to single	Steering Comm., Ed. Comm	July 1, 2010

### Group Three Discussion – Identify Dedicated Funding Stream(s)

#### Possible Funding Streams

- Fee – city imposed on ?
- Mortgage Foreclosure Tax – Neal proposes tax to be paid by banks upon foreclosing on homes in Ventura, dedicated to Gateway, etc.
- Annual Fundraising Event – an event from which the proceeds are shared by all of the organizations involved in Gateway, and secondarily to Homeless Prevention Fund. Possibly in conjunction with One City Thanksgiving event – turn it into more of a fundraising opportunity.
- Grants – Cindy has written and received grants for the HPF – more VSSTF people committed to grant research and writing.
- Endowment – focus on developing major donors to contribute to an endowment from which the earned interest is used to fund programs.

## **NEXT STEPS**

### **Date**

4/25	Strategic Planning Session report sent to steering committee
4/26	Report distributed to VSSTF
4/30	Corrections deadline – all corrections to the report emailed to steering committee
5/2	Corrected report distributed to VSSTF
5/5	Report to be discussed and plan adopted at scheduled VSSTF meeting

After plan adoption, translate into goals/tasks/timelines to be developed in May, then discussed and adopted at June meeting. Resulting plan will be sub-committee work for next 18 months.

## **TAG ISSUES**

Additional issues were “tagged” as side issues or as issues which couldn’t be addressed at this time.

- Identify and distribute for general knowledge which outside groups/issues VSSTF members are also involved with or working on so that we can facilitate connections/synergies.
- Interagency Council on Homelessness – how do we help make functional?

## **EVALUATION**

The participants were asked to evaluate their experience of the planning session.

Positives offered were:

- Process worked
- Facilitator
- Time allotted to session was just right
- Focused the work

Suggestions for improvement offered were:

- Flipcharts prepared (flipcharts arrived after start of session)
- Need more time
- Do this process every 6 months or even every quarter