

Appendix B: Tools to Localize the Arizona Action Plan

Strategic Alignment Worksheets for VA Hospitals and Community-Based Organizations

There is an old business adage which suggests organizations should spend *80% of time planning and 20% on execution*. This is perhaps never more true than here, where communities are being asked to come together to end homelessness among veterans across diverse landscapes starting at Federal levels and working their way down to the local VA hospital, communities in urban and rural geographies, all in differing political climates and varying degrees of capacity. Successfully ending homelessness among veterans requires the strategic alignment of Opening Doors: Federal Strategic Plan to Prevent and End Homelessness and the Arizona Action Plan to End Homelessness among Veterans with partnering VA Hospitals, community and faith-based organizations and other stakeholders to ensure our collective actions are working towards the same end.

The Strategic Alignment Worksheets were created with three main purposes in mind; to strategically synchronize the Federal and State plans, to inform the stakeholder community of Arizona the direction being taken to end homelessness among veterans, and for all partners to have a tool to help align their own organization's activities, where appropriate and able, to the Goals, Strategies and Objectives sought. The Strategic Alignment Worksheets are an important step to uniting the community in a clear path to ending veteran homelessness.

The Worksheets are constructed using the 6 Pillars identified by the VA as the critical component areas to ending homelessness among veterans. Each pillar is best viewed as a broad categorization of resources and includes Outreach & Education; Treatment; Prevention; Housing & Supportive Services; Income/Employment/Benefits and; Community Partnerships as the foundation of the Plan. The Arizona Action Plan sits atop the pillars in the form of Goals, Strategies and Objectives providing direction to the resource areas represented by the pillars. The framework is intended to assist local VA Hospitals and community organizations to analyze and realign, where possible, their existing resources and identify gap areas where new resources might be needed. The ultimate outcome envisions a broad array of community partners committed to ending homelessness among veterans and with its collective resources all moving in the same direction.

How to use the Strategic Alignment Worksheets

The Worksheets enable an organization to analyze its current resources, or planned resources, for their appropriate placement within a Pillar or Pillars. Once the appropriate resource area is defined, resources can be analyzed for alignment with the Strategies and/or Objectives and retooled for alignment where appropriate. The action elements listed on each Pillar should be measurable and specific to ensure the intervention impact can be assessed. Two examples of such are demonstrated below.

Example of Alignment with Strategy:

The local Veterans Affairs Health Care System (VAHCS) administers HUD VASH vouchers to house homeless veterans. HUD VASH vouchers provide a combination of housing and supportive services to veterans and thus fit neatly on the Housing and Supportive Services Pillar. To align the resources with the Federal and State Plans to end homelessness among veterans, the local VAHCS decides to allocate 75% of its HUD VASH vouchers to homeless veterans experiencing chronic homelessness.

On Worksheet 1, Housing and Supportive Services Pillar, the VAHCS places a “1” to indicate meeting Strategy 1, followed by “Allocate 75% of HUD VASH Vouchers to Chronically Homeless Veterans.”

Example of Alignment with Strategy and Objective:

Agency X has housing subsidy vouchers to provide housing to 100 chronically homeless individuals. Agency X wants to ensure veterans are appropriately represented within its program and decides to target, by modifying its tenant-selection criteria or other processes, 20% of their housing vouchers to chronically homeless veterans. On Worksheet 1, Housing and Supportive Services Pillar, Agency X places a “1E” to indicate meeting Strategy 1 and Objective E, followed by “Target 20% of Housing Vouchers to Chronically Homeless Veterans.”

Goal 1: End Chronic Homelessness Among Veterans (Focus Years 1-3)

Strategy 1: Target and Prioritize Permanent Supportive Housing to Chronically Homeless Veterans Using "Housing First" Model

(A) Adopt a multi-layer assessment system to identify the most vulnerable and chronically homeless veterans

Outreach & Education

(B) Fund "Bridge Housing" for immediate placement for the most vulnerable

Treatment

(C) Develop robust Navigation services in communities

Prevention

(D) Consolidated public assistance programs (VASH, HPRP, Section 8)

Housing & Supportive Services

(VAHCS) 1 "Allocate 75% of HUD VASH Vouchers to Chronically Homeless Veterans"
 (Agency X) 1E "Target 20% of Housing Vouchers to Chronically Homeless Veterans"

(E) Target 20% of all PSH developments towards veterans

Income/Employment/ Benefits

Community Partnership

Goal 2: Increase Capacity of the Temporary Help System (Focus Years 2-4)

Strategy 2: Increase the Scale of the Existing System and Housing Stock

(F) Increase homeless provider capacity through periodic training and technical assistance around VA GPD and other assistance programs

(G) Identify overall demand and by sub-population to establish development targets by community

(H) Target GDP development specific high barrier populations (Re-entry, Sex Offenders)

(I) Pilot "Transition in Place" model for veterans

Outreach & Education

Treatment

Prevention

Housing & Supportive Services

Income/Employment/Benefits

Community Partnership

Goal 2: Increase Capacity of the Temporary Help System (Focus Years 2-4)

Strategy 3: Increase the Efficiency of the Existing System and Housing Stock

(J) Increase speed and access to entitlement income

(K) Increase opportunities for competitive employment and supportive employment (Title V, Compensated Work Therapy, etc)

(L) Increase speed and access to affordable housing through preferences and set-asides

Outreach & Education

Treatment

Prevention

Housing & Supportive Services

Income/Employment Benefits

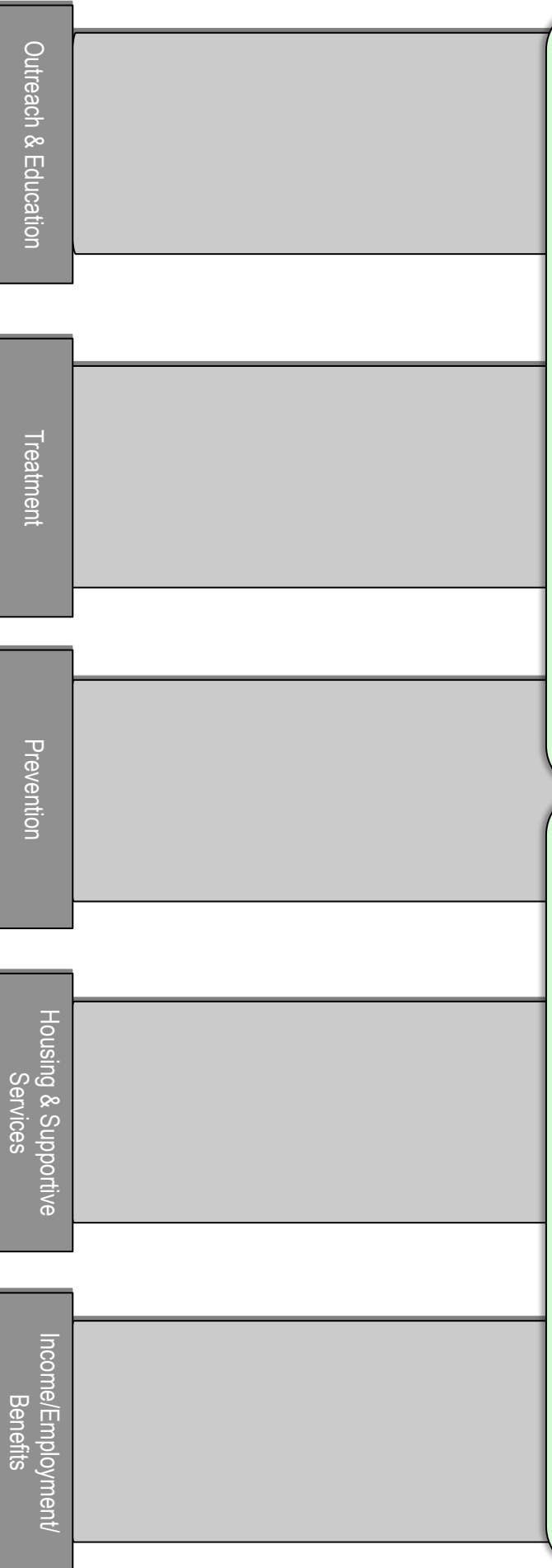
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Goal 3: Prevent Homelessness Among Veterans (Focus Years 3-5)

Strategy 4: Interconnect and Coordinate Mainstream and Community-Based Systems

(M) Ensure mainstream and community based resources identify veterans status and connect them to additional veteran resources

(N) Connect transitioning Guard/Reserves/Active Duty and recently-separated veterans to targeted employment, educational opportunities and supportive services



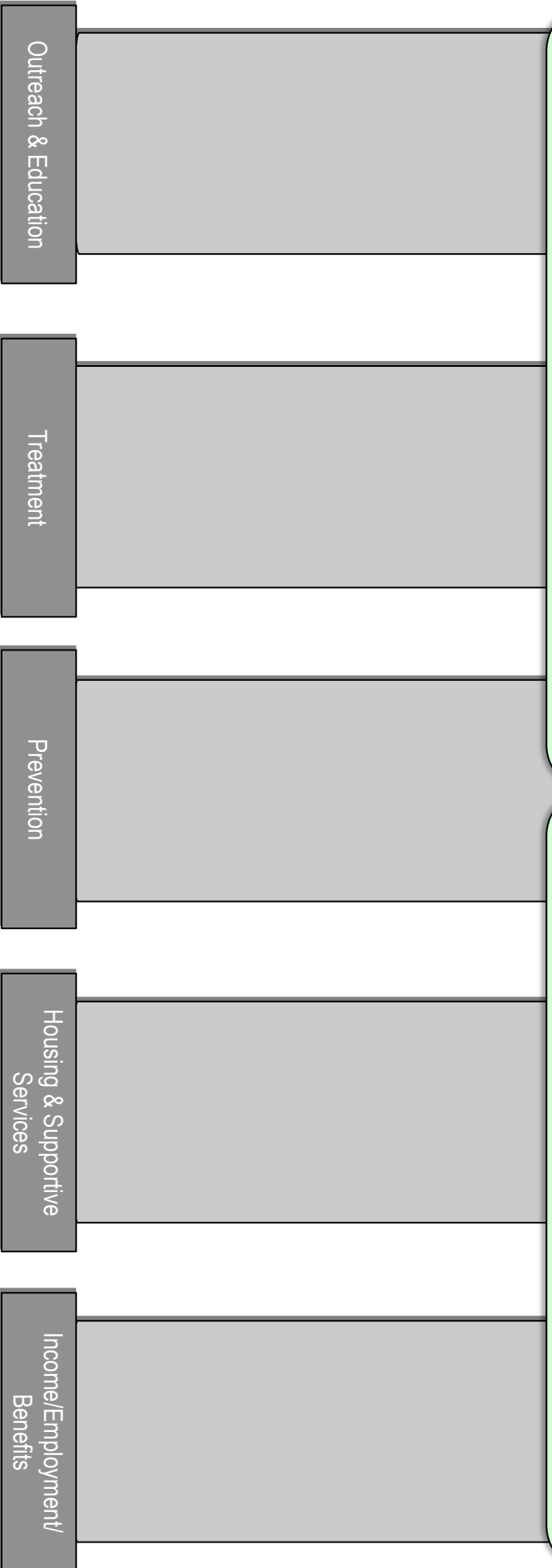
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Goal 3: Prevent Homelessness Among Veterans (Focus Years 3-5)

Strategy 5: Increase Affordable Housing Stock

(O) Work with public housing authorities and other housing agencies to create veterans preferences within public housing subsidy programs

(P) Collaborate with the Arizona Department of Housing, affordable housing developers, and veterans service providers to target the development of affordable housing to veterans



Community Partnership