



# DESIGN SPRINT FINAL REPORT

**CHAUTAUQUA COUNTY  
HOMELESS COALITION**

**OCTOBER 2024**

**PREPARED BY:**





# EXECUTIVE SUMMARY

## Background

The Chautauqua County Homeless Coalition is a comprehensive network of diverse organizations that addresses the needs of the community and provides intervention and prevention services for the unhoused and fragiley housed in Chautauqua County, New York. In Summer 2024, amidst a growing homelessness crisis (both locally and nationally), the Coalition identified the need for strategic planning to better respond to local need.

Not long after, the temperature around local homelessness grew as a State of Emergency was declared for the City of Jamestown and local media began to feature more coverage of the crisis. This heated community discussion accelerated the need for strategic planning and highlighted the importance of alignment-oriented solutions and collaboration.

The United Ways of Chautauqua County were chosen to lead this process, using a design sprint as the facilitation and planning tool to best respond to those needs because design sprints are:

- Faster (they compress months of work into an accelerated, and bottle-tested, process)
- User-focused (they design “for, with” and representatives of the user group, in this case individuals with lived experience with homelessness, provide crucial input to shape design and then are given the final say through direct testing)
- Alignment-focused (through intentionally designed exercises, multiple stakeholders are included in the idea development process, creating personal investment in the solution, leading to increased momentum in implementation)

Preparation for the design sprint took place during August, September and October. Stakeholders were met with as a way to map “the problem” facing the Coalition and the growing community homelessness crisis, and asset mapping sessions took place with both end-users and service-providers to understand what services are currently available in Chautauqua County, what gaps exist, and what barriers are most important to overcome.

## Challenges

The complexity of homelessness in Chautauqua County did pose challenges to the design sprint process. The most significant challenges were:

- The quantity of stakeholders
  - A design sprint is most effective in settings of 12 or less, but because of the nature of what this sprint sought to achieve, it was important to include government and nonprofit agencies from across the county. It was important to include both a decision-maker and a “boots on the ground” staff member from each entity.
- Complexity of homelessness itself
  - The intent of this sprint was not to solve homelessness (although the “solution” language is used heavily in this report, this is terminology specific to sprint methodology); the intent was to catalyze the development of a plurality of solutions that would improve services and access to resources for those experiencing homelessness in Chautauqua County.



## EXECUTIVE SUMMARY, CONTINUED

- Trust of the end-user
  - Pre-sprint meetings and asset mapping led to an unfortunate but important discovery. Trust has been significantly broken with the end user community (those with lived experience with homelessness). Significant hesitation was expressed with regards to participation in any forum in which user identities would be disclosed. Service providers were both disappointed and heartbroken by this knowledge.
  - This discovery led to the decision not to include service-users in the design sprint day, at their explicit request. However, fidelity was still kept with the sprint process by capturing user input and highlighting it in solution design, and then in post-sprint direct testing with users.

Adaptations to the sprint process were made to accommodate each of these challenges and continue with high quality, human-centered design and planning.

## Takeaways

The design sprint process, findings and solutions are detailed in this report. However, a few key takeaways should be noted at the outset:

1. **8 solution prototypes** were developed that have been tested with both service users and providers. These must now be prioritized by the Homeless Coalition. This report concludes with some next steps that will be helpful in project management.
2. There were some **quick wins** that did not come out of the design sprint day, but did surface during pre-sprint asset-mapping that might build momentum while the solution prototypes are launched. Some include:
  - a. Bridge funding to support outreach efforts that are currently unfunded (but critical to trust-building with the end-user)
  - b. Coordination of outreach via a multi-agency calendar
  - c. Updated, accurate resource guide
  - d. Enhanced partnerships with 211 of WNY
3. **Desire for continued, quality collaborations** was expressed repeatedly and most salient in post-sprint survey results of service-providers.
4. **Communication is critical.** To maintain momentum and quality collaboration, overcommunication will be essential.
5. **No ideas were lost.** All 30 solutions provided by sprint participants are included in the appendix of this report because all ideation was valuable and may yet spur on specific agencies to tackle their own new interventions.
6. The **Coalition next steps** must be strategic and can help determine what significant improvements may be made to those who are unhoused, as well as what the role of the Coalition will be in implementation.

## Conclusion

The United Ways of Chautauqua County appreciate the opportunity to facilitate this important community planning process. Thank you to all Coalition member agencies and thank you to the board members of the Chautauqua County Homeless Coalition for your trust.



# TABLE OF CONTENTS

---

About The Process	5
Sprint Participants	6
The Problem	7
Gaining Understanding	8
Areas of Opportunity	9
Solution Storming	10
Decision - Making	11
The 8 Solution Prototypes	12
Solution Development	14
Post - Sprint Testing	15
Next Steps	17
Conclusion	18
Acknowledgements	19
Appendix	20



# ABOUT THE PROCESS

---

## **THIS DESIGN SPRINT WAS INTENDED TO CATALYZE THE DEVELOPMENT OF SOLUTIONS FOR HOMELESSNESS IN CHAUTAUQUA COUNTY.**

Design sprints are a structured facilitation tool to rapidly develop and test ideas. They are user-centered, collaborative and time-efficient. They accomplish in a short time what would typically take months to accomplish in siloed meetings.

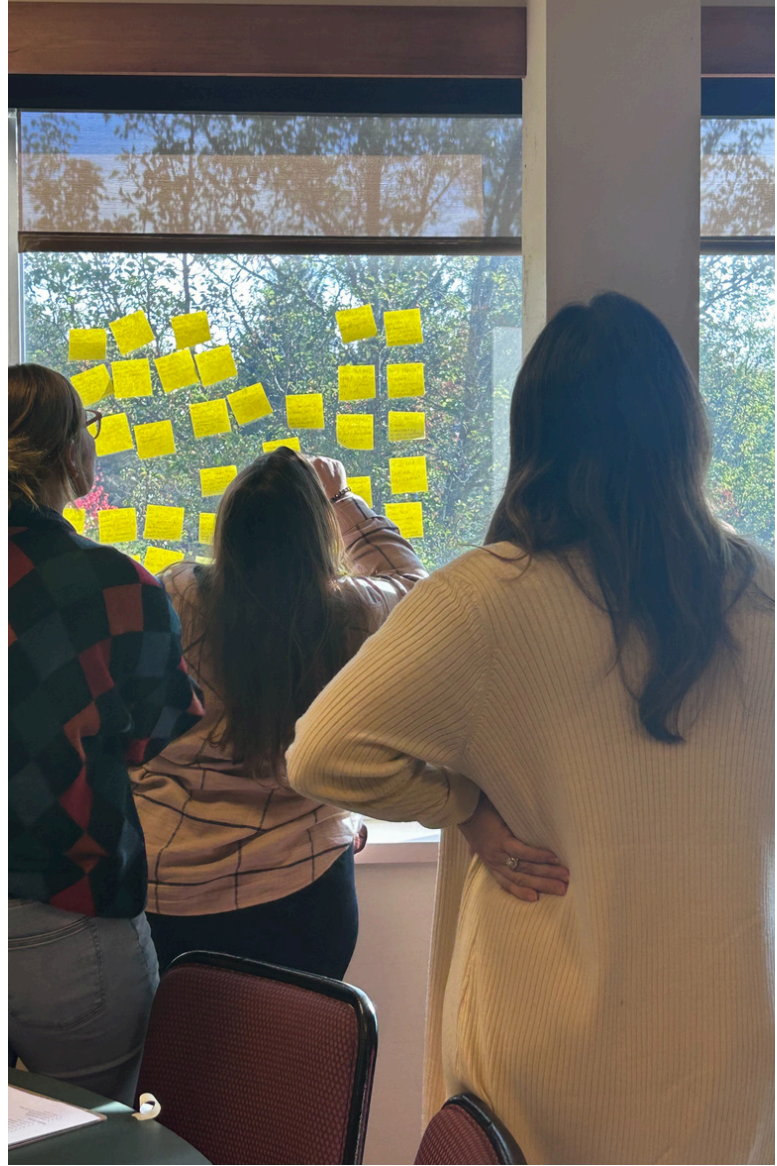
Design sprints follow these 5 processes:

1. Understand
2. Ideate
3. Decide
4. Prototype
5. Test

The process of understanding in this particular sprint was captured in 2 asset mapping sessions (a service-provider session and a service-user session) that led to a report that was distributed to all participants prior to the actual sprint.

The day of the sprint began again with the process of understanding through convenor and service provider interviews, during which user insights were highlighted.

The process proceeded with divergent ideation from 5 groups in the rooms, using a “How Might We” exercise and idea development around both long term and short term solutions.



After lunch, each table decided on a short and long term solution (via anonymous voting) to go into a final heat. That final heat selected 8 ideas that were then prototyped through storyboarding and action sequencing.

By the end of the sprint, 8 ideas were ready for to move to the next stages of planning.

These ideas were then represented again to the end user through a community survey that was distributed at 4 user sites: St. Susan Center, Mental Health Association, UCAN City Mission, and YWCA Transitional Housing. Sprint participants were also given the opportunity to evaluate the 8 ideas post-sprint using a prioritization survey. The results of both are considered “solution testing” and are included at the end of this report.



# SPRINT PARTICIPANTS

Representatives from the following agencies were part of the 1-day sprint:

- Chautauqua Opportunities, Inc.
- City of Jamestown
- City of Dunkirk
- Chautauqua County Department of Mental Hygiene and Social Services
- Chautauqua County Department of Health
- Evergreen Health
- Mental Health Association
- St Susan Center
- YWCA of Jamestown
- UCAN City Mission
- Southern Tier Environments for Living
- Salvation Army Anew Center

- Safepoint Lighthouse
- The Chautauqua Center
- Conduit Ministries
- Joy Fellowship
- 211 of Western NY
- Chautauqua County Sheriff's Office

End-Users from the following agencies participated in pre- and post-sprint evaluation:

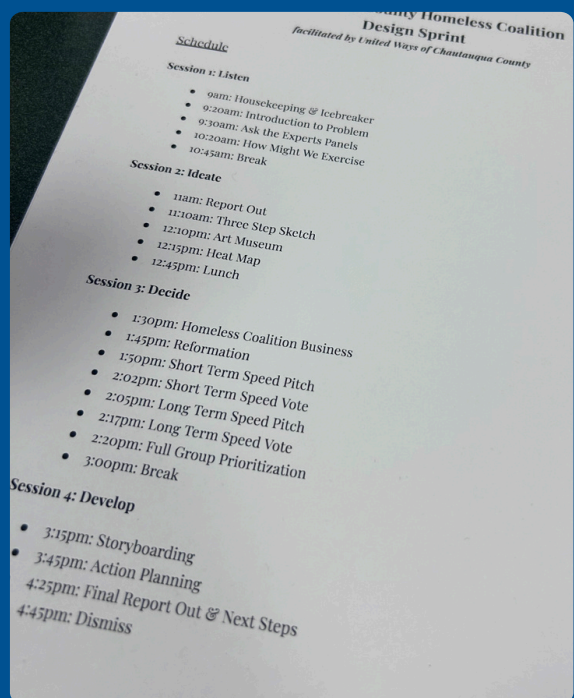
- Chautauqua Opportunities, Inc.
- YWCA of Jamestown
- UCAN City Mission
- Be the Change You Want to See in Jamestown
- Mental Health Association
- St. Susan Center

\* The United Ways of Chautauqua County facilitated the design sprint.

## SPRINT AGENDA

Participants were part of an 8-hour day. They rotated between large group tasks, individual tasks, and small group tasks, moving forward from understanding to ideation to decision to development. At each stage they both diverged (capturing the best of individual thought and experience) and then converged (prioritizing by anonymous vote).

The products of the day are the result of the collective brainpower and experience lens of all participants.





# THE PROBLEM

---

**“THERE ARE A RISING NUMBER OF UNHOUSED INDIVIDUALS IN CHAUTAUQUA COUNTY WHOSE NEEDS REQUIRE COMPLEX, COHESIVE COORDINATION BETWEEN SERVICE-PROVIDERS IN OUR COMMUNITY.”**



A “problem statement” focuses the work of sprint participants on a specific issue. A typical problem statement for a sprint is: high stakes, sufficiently stuck, informed by data, and framed by the whole team.

The problem statement above was selected after understanding the needs of the Homeless Coalition and listening to the problem-framing of several of the Coalition’s stakeholders. While the issue of homelessness is giant, and the particulars of each stakeholder were diverse, the above statement captures the essence of the challenge:

Movement that is solution-focused, with

alignment from all service-providers, and that is done swiftly enough to address the increasing quantity of people experiencing homelessness in Chautauqua County.

The problem statement was a launch pad for long and short term solution-storming.

While homelessness itself **is not** likely to be solved any time soon, complex, cohesive coordination between service-providers in our community to respond together to the rising number of unhoused individuals in Chautauqua County **is**, and the sprint effectively catalyzed that potential toward both low-hanging fruit as well as multiyear mobilizations.



# Asset Mapping Report

The insights gained from mapping were a primary feature of the understanding segment of the day, in particular, the discovery that trust has been breached with the service user audience. This knowledge was burdensome to providers and significant discussion was had around understanding it.

## Ask the Experts

The convenor interview included representatives of the board of the Chautauqua County Homeless Coalition. In addition to sharing their rationale for convening and their reactions to the asset mapping findings, the board members also shared pertinent data that gave empirical background to the problem.

[illegible]

The interviewees discussed their professional perspectives of the problem, the most significant hurdles for their employees and volunteers, and what they viewed to be the most important thing to lean into in creating additions to the homelessness service ecosystem.

8



# AREAS OF OPPORTUNITY

After gaining understanding of the problem (through the lens of the asset mapping report and the convenor and service provider interviews), participants split into small groups to begin to highlight opportunity areas. They did this by asking, “**How Might We?**” (HMW) questions. This phrasing (although somewhat rigid) provoked 3 sentiments among participants:

1. “How” suggested that it is indeed possible to develop new solutions.
2. “Might” suggested that there are likely many ways (no wrong path).
3. “We” suggested that new solutions are most likely to succeed in the context of collaboration.

Each individual in each small group developed their own divergent list of HMW questions and then stuck them to a wall space particular to their small group. Each small group then reviewed all questions and voted, using 3 dot stickers, to choose which HMW questions they believed were most important to lean into in solution-storming during the sprint. All groups were encouraged to choose one HMW question connected to short-term solutions and one HMW question connected to long-term solutions.

The selected HMW questions are listed in the next column, in random order. There were five total groups, for a total of 10 HMW questions of focused opportunity.

The full list of HMW questions can be found in the appendix.

## Group 1:

- HMW better train and inform care coordinators of community resources so that they can better assist their clients with successful navigation?
- HMW increase access to affordable and safe housing in our community?

## Group 2:

- HMW increase interagency trust and collaboration?
- HMW motivate the unsheltered community to navigate services?

## Group 3:

- HMW improve warm hand offs (i.e. smooth transition between services)?
- HMW encourage investment in housing to get condemned homes up to code and hold landlords accountable?

## Group 4:

- HMW improve transportation options for all, and especially those with disabilities?
- HMW assist unhoused individuals with transition into permanent housing (budgeting, housekeeping, landlord / tenant relationships)?

## Group 5:

- HMW create a trusting and safe environment at our agencies for those experiencing homelessness?
- HMW foster an environment where frontline staff is trauma informed, capable of outreach and capable of warm handoffs?



# SOLUTION STORMING

## 3 STEP SKETCH:

### 1. IDEAS

### 2. CRAZY 8'S

### 3. SOLUTION PANELS

## (BRAIN-DUMP, RAPID PROTOTYPE, & REFINE)

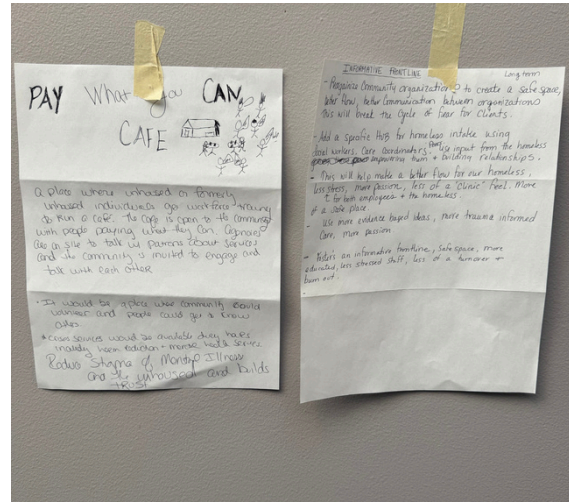
Each group, after sharing it's selected areas of opportunity with the room at-large, then proceeded through a guided 3 Step Sketch activity to quickly develop divergent solutions.

In pairs, they responded to their group's selected HMW questions to move a short-term idea and a long-term idea through 3 processes: a brain-dump, rapid prototyping around defined components of the idea in 2-minute segments, and then through refinement into a piece of paper with three distinct panels that could describe the idea visually.

In total, 30 divergent solutions were developed.

These are documented in full in the appendix.

All solution panels were then posted in the hallway to mimic an Art Museum.



Participants proceeded to spend 30 minutes reading individually through each idea in the hallway, placing dot stickers by the components they found most compelling.

By the end of the exercise, they had created a "heat map" of the most interesting and urgent solutions in the room.

Each solution was then taken back to the team it originated with.

Every individual in the room pitched their solution to their small group. This was a 2-minute speed pitch. Teammates were able to ask questions, and then the group rotated onto the next presenter.

Within 20 minutes, 30 solutions (a mix of both short term and long term) were pitched in the room.



# DECISION-MAKING

Post-pitches, every group voted at their own tables on the best short term solution and the best long term solution. They did so through anonymous vote. Collectively, they decided on the one short term solution and the one long term solution that would represent their group moving forward.

After that initial decision-making, another round of convergence and voting took place. Each small group chose two presenters to pitch their short term and long term solutions to the room at large (all participants). They were a total of 10 solutions shared with the room (2 per small group).

These 10 solutions then proceeded into a final heat.

Every participant was tasked with casting 6 votes (via dot sticker) for the solutions they believed to be most important in alleviating homelessness in Chautauqua County.

The rules to voting were:

- Participants were allowed to vote on their own group's idea.
- They were allowed to distribute as many of their 6 votes as they wanted on solutions (i.e. they could cast multiple votes on the same idea).
- Voting had to be silent (to avoid manipulation).

From the 10 solutions in the heat, 7 were selected to move forward into development. A missing area (faith community mobilization) was identified by the Homeless Coalition Board as urgent, and also moved into development.





# THE 8 SOLUTION PROTOTYPES

Design sprint participants selected these 8 solution prototypes for development.

## **Supportive, Transitional Housing**

Addition of 150 transitional housing units with wraparound services to support a successful transition to permanent housing.

## **Flex Ride CHQ**

A faster, cheaper & more effective way to meet transportation needs in Chautauqua County utilizing technology, collaboration and existing transportation assets.

## **Housing Policy & Investment**

Track of policy championship at the local, state, and federal levels to empower tenants, hold landlords accountable and encourage housing investment.

## **Asset Map**

A technical, complex and user-friendly map of services in Chautauqua County that people experiencing homelessness, grassroots volunteers and service-providers alike can all access and use for navigation.





# THE 8 SOLUTION PROTOTYPES

## Peer Recruitment & Retention

Comprehensive strategy to increase outreach and success by recruiting and retaining peers at every service provider in Chautauqua County.

## HI CHQ

Program to increase access to home ownership for individuals with lived experience with homelessness that includes tiered steps, funding opportunities and nontraditional supports.

## CHQ Frontline Training

Mandatory, robust training that every frontline worker in county must take once every 2 years to fully equip them for effective navigation and linkages with community services.

## Faith Community Mobilization

Tiered approach to empower churches to coordinate a cohesive and collaborative response to homelessness in Chautauqua County.

These solutions underwent several rounds of divergence and convergence, to capture both the best of individual thinking as well as group prioritization.





# SOLUTION DEVELOPMENT

## THROUGH STORYBOARDING & ACTION SEQUENCING

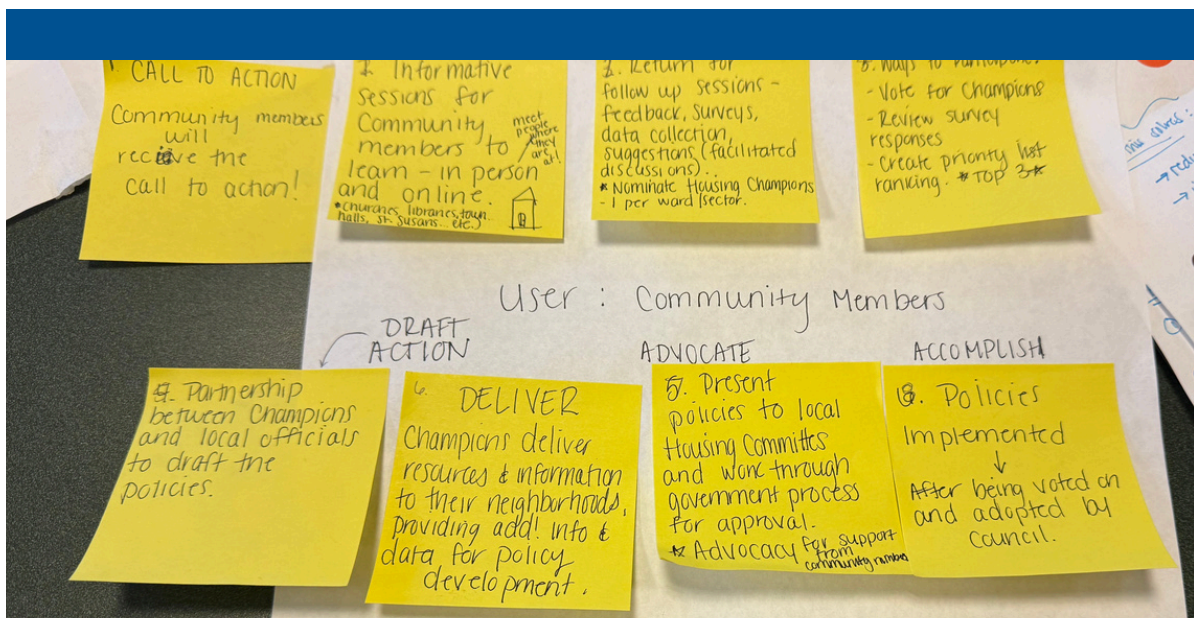
The final segment of the design sprint day was dedicated to development of the 8 solution prototypes. The room was split into 8 groups with a solution assigned to each.

First, groups began with storyboarding their solution through a user lens, attempting to document how the user would experience their solution in linear time (much like a comic strip). They began with 6 storyboard cells and ultimately finished with 8.

This exercise forced them to design from a user-centered perspective and guided their next step: action sequencing.

Action planning was done by taking each cell of the user storyboard and then using it to inform action steps that would need to be taken “behind-the-scenes” by the Homeless Coalition as coordinator or by the service-provider as direct agency.

The storyboards and action plans for all 8 solutions are included in the appendix of this report, beginning on page 33 and [linked digitally here](#), and are meant to guide next steps by the coalition.





# SERVICE USER POST-SPRINT TESTING

The sprint concluded with action sequencing; however, the ideas still needed to be tested.

To do this, a survey was developed and distributed to key service agencies with high populations of individuals experiencing homelessness. The sites that surveyed clients were:

- UCAN City Mission
- YWCA of Jamestown
- St. Susan Center
- Mental Health Association

Individuals were surveyed over three days and a total of 114 surveys were completed.

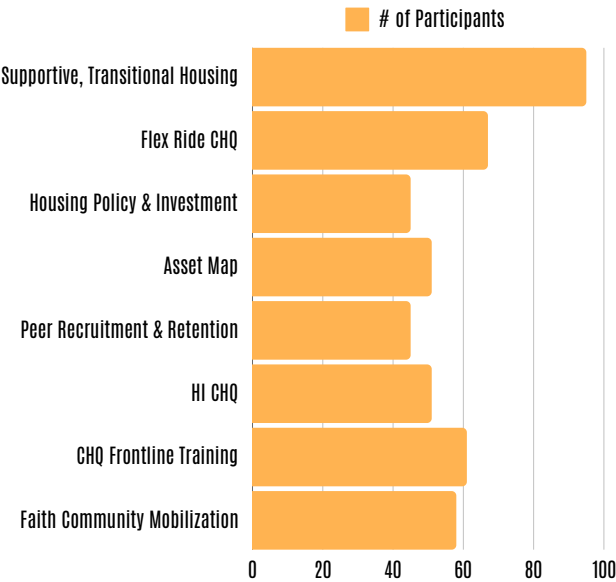
The surveys assessed user response to the solutions that were developed by asking users to prioritize which 4 solutions (out of the 8) would be most helpful to them.

An additional question was added at the bottom of the survey to capture user ideas (and spur on any further development of solutions in Homeless Coalition next steps).

A copy of the survey is included in the appendix.

Direct user input resulted in the following prioritization (in ranked order):

- 96 votes for Supportive, Transitional Housing
- 67 votes for Flex Ride CHQ
- 61 votes for for CHQ Frontline Training
- 58 votes for Faith Community Mobilization
- 51 votes for Asset Map
- 51 votes for HI CHQ
- 45 votes for Housing Policy & Investment
- 45 votes for Peer Recruitment & Retention



While Supportive, Transitional Housing was a significant distance above the pack, in terms of priority, all others were within 22 votes of each other (close middle-runners). **No solutions were left behind.** This is a good indication that all 8 solutions were important and value-added to users.

**Generally speaking, then, user feedback to the solutions provided the proof of concept that service-providers hoped to find in testing.**

Survey results of user ideas are included in the appendix; however the overarching themes were:

- More housing
- Importance of trust and kindness
- Centrality of mental health
- Requests for job training
- Need for map of services



# SERVICE PROVIDER POST-SPRINT TESTING

Sprint participants were also polled post-sprint to get their final prioritization to measure where there is the most energy now that the “dust has settled.”

21 participants responded to the survey (a little under half of the total participation for the day).

Feedback was also given regarding the sprint process as a tool in community response planning to the growing homelessness crisis. That feedback was largely positive and it is included in full in the appendix.

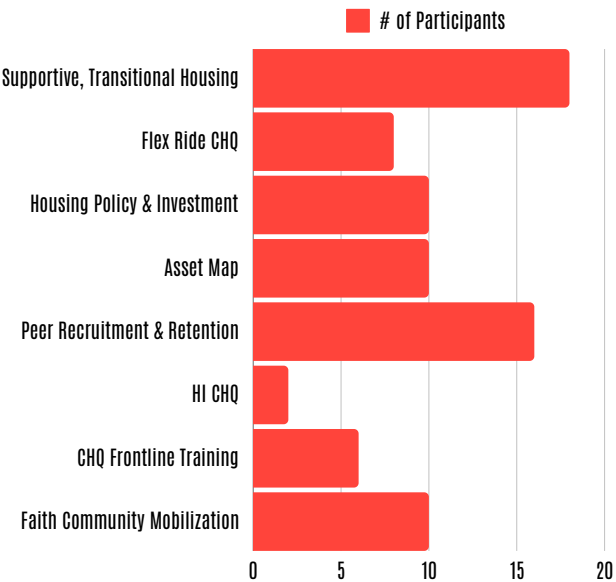
Sprint participants (all service providers) were tasked with prioritization in the same manner that service users were (with the request to select the 4 most important out of the 8 developed solutions).

Poll results (in ranked order) are:

- 18 votes for Supportive, Transitional Housing
- 16 votes for Peer Recruitment & Retention
- 10 votes for Housing Policy & Investment
- 10 votes for Asset Map
- 10 votes for Faith Community Mobilization
- 8 votes for Flex Ride CHQ
- 6 votes for CHQ Frontline Training
- 2 votes for HI CHQ

Supportive, Transitional Housing and Peer Recruitment & Retention were clear winners with Housing Policy & Investment, Asset Map, and Faith Community Mobilization all tied in 3rd place.

HI CHQ was the lowest ranked solution, with only two votes.



**Both service users and service providers valued Supportive, Transitional Housing most in testing.**

They also trended in agreement on the priority placing of the Asset Map and Faith Community Mobilization.

They differed in opinion on the prioritization of the other 5 solutions.

Service providers expressed in post-sprint testing that they were most energized and optimistic about the continued opportunity for collaboration with one another to move together, more formidably, in improving homelessness in Chautauqua County.

A copy of provider survey results are included in the appendix.



# NEXT STEPS

The design sprint was meant to be catalytic for Chautauqua County in responding to the growing homelessness crisis, with the collaboration, co-ownership and alignment from service providers that it will take to successfully curtail it.

It was not meant to be a “silver bullet,” but the recommended next steps will strengthen the success path toward quick and collaborative forward progress.

## 1. Share Findings

This report is intended for distribution to increase the efficacy of the work done together.

It is also recommended to share a brief summary of the work with the public to acknowledge the forward progress.

## 2. Reconvene

The Homeless Coalition will reconvene service providers and sprint participants in November 2024 for next steps.

## 3. Decide

Based on user testing and solution feasibility, decisions will need to be made to:

- Prioritize which solutions to move forward
- Determine the timeline for the solutions
- Identify a lead agency / coordinator for each solution.

## 4. Identify Quick Wins

The exercises of the design sprint were intended to produce some short-term responses to homelessness; however, the majority of the winning solutions are mid-to-long term in implementation range. Some quicker wins should be identified to continue momentum.

Quick wins might include:

- Utilization of a multi-agency outreach calendar to ensure continuous coverage
- Creation of lockers or storage for important documentation of individuals experiencing homelessness
- Strengthen partnerships with 211 of WNY
- Identify lead applicant for Chautauqua County Department of Mental Hygiene low-barrier shelter

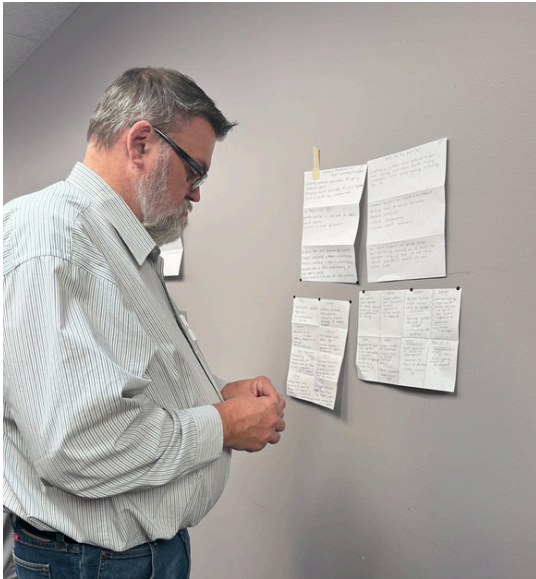
## 5. Project Manage

All good innovation lives or dies on the vine of project management. A system for accountability and action must be set up to steer implementation.

**“I THINK THERE ARE MORE PEOPLE THAN EVER BEFORE UNITED IN WORKING TOGETHER AND IMPROVING THE SITUATION.” - SPRINT PARTICIPANT**



# CONCLUSION



The design sprint for alleviation of homelessness in Chautauqua County centered user experience and feedback, and worked quickly to catalyze alignment-oriented solutions.

While it was not a perfect process (as most things rarely are), it spurred forward momentum in:

- Collaboration
- Innovation
- Community responsiveness.

It also identified significant need for growth in relationship-building techniques with the unhoused population, as users identified a breach of trust as their top barrier to accessing services (in asset mapping) and expressed concern about participating in any feedback in which their identities would be disclosed.

For this reason, all user input was kept anonymous and separate from service-provider sessions. User input, however, was the beginning place and the end place for this sprint process, centering the unhoused voice and experience as the primary design criteria.

The work done has been energizing for service providers who sense a new optimism for collaboration and change-oriented solutions.

The follow-up to this sprint is crucial for continued momentum.

Recommended next steps have been included in this report, and an appendix follows with all details of the sprint process and information gathering.



# THANK YOU

Significant effort and investment was made by service providers in Chautauqua County to ensure the success of this design sprint. United Way (facilitators) and the Homeless Coalition (conveners) thank you for your contributions and look forward to solution implementation together.



Chautauqua Opportunities, Inc.  
City of Jamestown  
City of Dunkirk  
Chautauqua County Department of Mental  
Hygiene and Social Services  
Chautauqua County Department of Health  
Evergreen Health  
Mental Health Association  
St Susan Center  
YWCA of Jamestown

Salvation Army Anew Center  
Southern Tier Environments for Living  
UCAN City Mission  
Safepoint Lighthouse  
The Chautauqua Center  
Conduit Ministries  
Joy Fellowship  
211 of Western NY  
Chautauqua County Sheriff's Office  
Be the Change You Want to See in Jamestown



# APPENDIX

DATA, IDEAS AND FEEDBACK OF USERS &  
SERVICE PROVIDERS IN CHAUTAUQUA COUNTY

## LIST OF MATERIALS

• ASSET MAPPING REPORT	21
• TOTAL LIST OF HOW MIGHT WE QUESTIONS	22
• LIST OF UNSELECTED SOLUTIONS	28
• STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES	33
• SERVICE USER SURVEY	45
• SERVICE USER IDEAS	46
• SERVICE PROVIDER SURVEY RESULTS	48



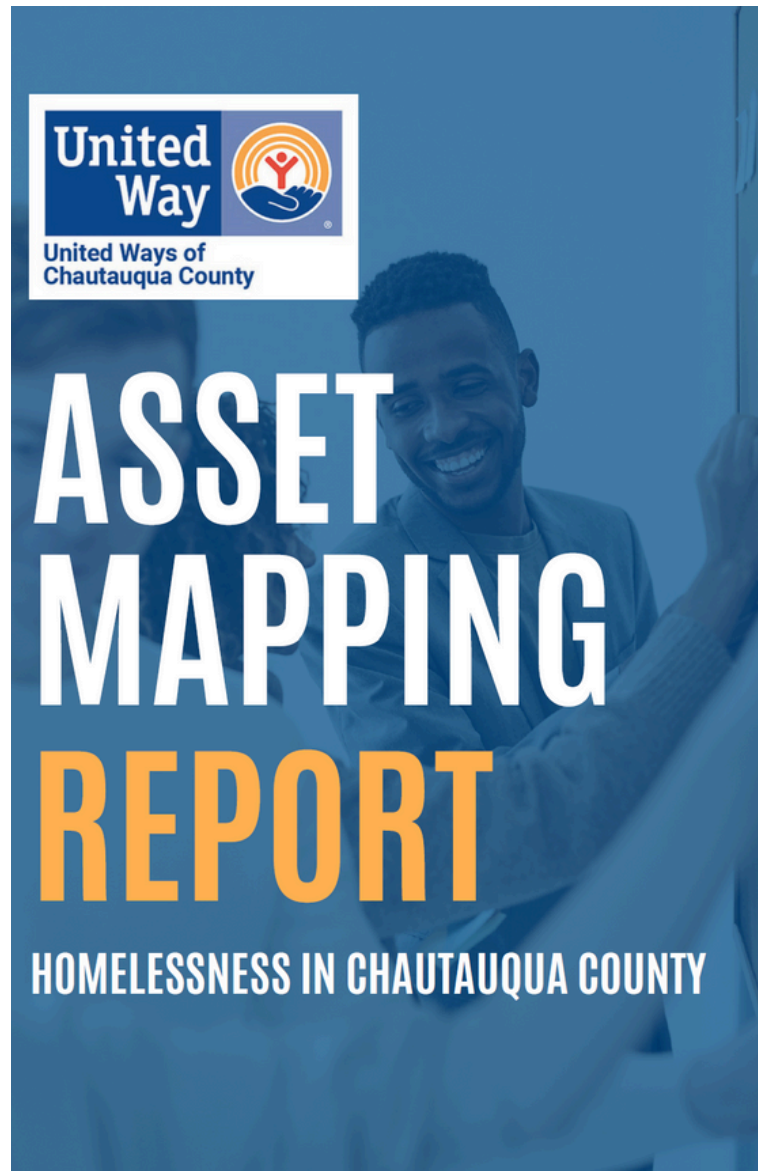
# ASSET MAPPING REPORT

The learning from the below report guided solution storming during the design sprint. It is reflective of two community asset mapping sessions that were hosted in Jamestown in Fall 2024, one with service users and one with service providers.

It's important to acknowledge that asset mapping is not a product of accuracy: it's a product of perception and is meant to be part of communitywide planning that is a strengths-based approach to strategic planning.

The asset mapping contained within this report is specific to homelessness in Chautauqua County in 2024, and was commissioned by Chautauqua Region Community Foundation.

United Ways of Chautauqua County led the facilitation and reporting and the Chautauqua County Homeless Coalition provided critical coordination, input and logistical support.



October 2024

To access the detailed, full report, click on the photo or visit [https://drive.google.com/file/d/1OUuvSLx2qercLKPH\\_woHKzfMMgZeOLu/view?usp=sharing](https://drive.google.com/file/d/1OUuvSLx2qercLKPH_woHKzfMMgZeOLu/view?usp=sharing)



# HOW MIGHT WE

Total List of Participant HMW Questions, Organized By Category as Categorized by All Groups

These were meant to identify opportunity areas and lead to solution-storming.

## **Systemic Gaps**

- Make things easier to navigate the services available
- Motivate the unsheltered community to navigate services
- Make the whole system of safety easier for people with addiction and mental health so that integration back into society is less scary and confusing = more access
- Have shorter wait times for DSS, Section 8, STEL, etc.
- Find transportation for those who want services
- Engage people who don't want to be engaged
- A system of long-term engagement that allows us to trust participants to make their own choices

## **Development of Empathy**

- Get providers to be more understanding and eliminate the stigma of homelessness
- Break down the unsafe strategies, language and attitudes that contribute to the lack of safety that homeless people feel (around service-providers)
- Inspire hope (for us and the homeless)
- Develop empathy (towards something we've never experienced)
- Get more peers out in the trenches
- Make known eligibility requirements of programs and limitations
- Make specific services of each agency / provider known
- Support more warm handoffs
- Better support all health care workers including peers, hospital staffing, DSS, counselors in pay and in proper emotional support due to the burnout rate
- Get more people doing outreach

## **Geographical and Cultural Differences or Approaches**

- Get more resources in Dunkirk
- Figure out how many unsheltered in Dunkirk
- Have we broken the problem down into its most simple parts? If not, what are the simple components of the problem?
- Address our (local) very specific problems involving homelessness?

## **Landlords**

- Engage the landlord community and incentivize them to work with the fragile / at-risk populations
- Get county landlords on the same page if they have safe, affordable housing



# HOW MIGHT WE

## **Training of Service Providers**

- Create a platform where each org / dept can describe the actual work they are involved with to create better understanding and collaboration
- Create better mandated teamwork, communication and cooperation and laws so all organizations and the government have one coordinated plan
- Develop a skills program for service providers who want to better resource themselves across multiple disciplines
- Get more people willing to address their substance use and mental health
- Incorporate, capture and recognize community-based efforts and resources
- Work in tandem / parallel with efforts to get people off the streets while also working to prevent homelessness
- Focus more on the barriers to sustainable housing
- Reduce barriers to services
- Get rid of the strings attached to services

## **Service Provision Awareness**

- Have a better understanding of the eligibility of certain services
- A certain place where there is a rep from each agency so individuals who need a resource can walk and get the help they need, a one stop shop
- Learn the limitations of service providers so we know what each is capable of

## **Housing**

- Have affordable rentals
- Keep people in their homes
- Create safe and supportive housing
- Prevent condemnations
- Increase positive exits from emergency housing
- Have emergency housing closer to available, relevant resources
- Increase stay in emergency housing to facilitate positive outcomes
- Make property owners care

## **Community Development**

- Increase buy-in and trust from the end user
- Improve community pride and happiness
- Facilitate clients to develop healthy communities
- Promote healthy decisions through the community

## **Supportive Services**

- Improve resources available or improve access to resources to help “uncondemn” apartments
- Increase same day assistance to capitalize on a client’s current motivation to access services
- Have more in person Homeless Coalition meetings (Zooms feel unproductive)



# HOW MIGHT WE

## **HMIS**

- Increase providers that input data in HMIS
- Add more agencies in the HMIS system for data
- Get street outreach customers entered in HMIS

## **Substance Use**

- Have more appropriate places for those with MH or substance abuse
- We increase onsite access to MH and substance abuse assistance

## **Dis/Misinformation & Community Perception**

- Make tenants more aware of their rights, i.e. if your unity is condemned the PO has to relocate you
- Correct the misunderstandings around what each agency actually does
- Improve service providers knowledge of resources through other service providers
- Keep the public / wider community better informed of “the problem” and what is happening to resolve it
- How do we encourage investment in housing to get condemned homes up to code
- Hold landlords accountable
- Develop funding to purchase derelict homes from absentee landlords and create local ownership and investment

## **Resources**

- Have electronic resource list that can be accessed by phone and place it in critical waiting rooms to allow clients to print a list based on their needs
- Ensure resource list includes only accurate, available resources

## **Workforce Development**

- Increase case management to help individuals keep housing
- Increase staffing that is internally motivated to assist their clients
- Training opportunities for agencies / staff on trust, person centered approach and trauma
- Combine resources to more efficiently serve customers with limited workforce resources

## **Transportation**

- Improve transportation including nights, weekends and holidays
- Create a transportation system for individuals that have difficulty getting to appointments to avoid sanctions

## **Outreach**

- Increase outreach communication between agencies and cities
- Continue street outreach as a funded program with measurable outcomes



# HOW MIGHT WE

## **Staffing**

- Improve staffing and retention
- Combine funding to maximize services provided by community agencies
- Pay fair wages so we have enough staff to provide services
- More SOAR certified individuals to help those that may qualify for SSI / SSD. This income will help pay for housing - A SOAR Outreach team
- Create and use a universal intake form
- Prevent burnout in our provider agencies
- Encourage community members to engage / volunteer / be part of the solution
- Better train staff / individuals in policy, code, law that fall under the jurisdiction of different authorities / municipalities

## **Advocacy**

- Advocate for change and assistance at the state and federal level
- Support and help elected leaders and officials better understand this problem, models and systems to approach them and comprehensive solutions work

## **Collaboration**

- Improve warm hand offs
- Fix the “not my problem” narrative
- Eventually build out a more regional approach
- Ensure that information and goals from this meeting continue to be worked on and followed up to achieve
- Mend the relationships between agencies after this summer
- Stop the narrative from the community that nothing is happening
- Improve the access to providers
- Improve trust between agencies
- Brainstorm and start doing (limited time throughout the day to get it done)
- Formally knit the faith-based community and leaders into this “system/network of providers” (with solid guidance and assistance)
- Stop being bandaids? Treat more than symptoms
- Continue to prevent complacency

## **Warm Hand Off - Connections**

- Increase warm hand offs
- Establish neutral trusted warm hand offs with follow up and accountability
- Keep the momentum moving
- Improve coordinated entry
- Make it easier for unhoused to access services

## **Accessible Transportation**

- Get a transportation system or options that meet the needs of people who most need to use it



# HOW MIGHT WE

## **Inter-Agency Trust and Collaboration**

- Hold each other accountable to participate / contribute in ways that are appropriate and meaningful, measurable and effective
- Build trust among Coalition members
- Faster trust between providers that carries over to participants
- Reduce distrust in agencies
- Build trust among / between service providers and users
- Get along (when agencies argue over who does what, the client gets lost in the battle)
- Improve transportation options for all and especially those with disabilities
- Assist homeless individuals transition into permanent housing with budgeting, housekeeping and landlord / tenant relationship

## **Policy**

- Engage elected officials in being part of the solution... local, state, federal, county
- More effectively advocate for change at the state level to meet real needs in our community, for example - DSS housing allowances
- Encourage grass roots advocacy

## **Agency Knowledge**

- Help agencies learn and retain knowledge of what other agencies are doing
- Address the “heart” issues that lead to permanent change
- Recruit for all agencies those people with a passion for doing the work
- Navigate the fine line of enabling / actually helping. The idea of “when helping hurts”
- Identify the root problem instead of dealing with the branches
- Address homelessness or risk of homelessness in each town / village / city in Chaut. County
- Reach more rural areas to find homeless populations

## **Housing**

- Create safe and affordable housing
- Develop a housing mentoring program to keep people housed
- Encourage development of public and private housing. Affordable universal design. Mixed income
- More farmers with transitional housing

## **Agency Staffing**

- Get agencies able to pay better to attract / retain workforce, entry level wages are not livable and even ED wages are substandard
- Take into consideration staff burnout / turnover that deals directly with this population
- Address cynicism within the helping community
- Provide job opportunities for peers in the housing realm



# HOW MIGHT WE

## **Service Providers**

- Get service providers in one place
- Understand the details / barriers / rules that different agencies experience of having to navigate in order to help someone
- Consolidate our services so anyone could navigate the process
- Understand why individuals are choosing to live in encampments
- Add to the array of services currently unavailable

## **Landlord accountability**

- Fix abandoned houses to make more housing available
- Increase accountability with landlord, especially slum lords getting away with abuse of vulnerable people
- Have more safe and affordable housing

## **Trust**

- Build trust with those we serve short and long term
- Assure solutions meet needs of those experiencing housing insecurity
- Provide sense of safety for those currently street homeless
- Find a way to keep people's stuff safe until they have stable housing (documents, IDs, personal items)
- Make services more person-centered



# SOLUTIONS

List of Unselected Participant Solutions, From All Groups, In Random Order

These solutions respond to both short term and long term needs, in the priority areas of the How Might We questions each group voted to prioritize.

## **Promote Interagency Knowledge and Handoffs**

- Make providers / agencies learn more about what the other providers / agencies do and see what everyone brings to the table.
- Better teamwork makes things more organized and makes sure that everyone is on the same page and that we're fighting for the same cause. It will make the Continuum of Care more cohesive.
- The more we know about each other, the easier it will be to give a warm handoff to another agency.

## **Building Trust Between Service Providers**

- Creation of a consistent, focused and mediated platform of face-to-face interaction of service providers to eliminate silo tendencies and connect as humans -- not just programs.
- Collaboration and rejection of isolation helps to create understanding of the "why" a particular service directs a client in a certain direction, and eliminates inter-agency skepticism and suspicion.
- Real life relationships are the currency for change. When we talk more to people, trust increases and collaboration becomes life-giving.

## **Develop & Nurture Interagency Trust & Support**

- Provide more resources to educate all about who is part of service provision and provide more opportunities that engage a wider scope of providers in training and strong problem-solving to build trust within the service system.
- To build effective environments that promote trust of participants in the system and reduce the chronic issues within the system
- Like parents, kids won't trust parents who don't trust each other.

## **Orientation Training**

- For the development of new peer coaches.
- All employees and management would be involved.
- New peers would shadow an experienced peer coach and attend trainings by HR and management.
- Orientation would be daily and last 304 weeks. This would include both facility and field work.
- Proper training would help improve the skills of new peers and be better for the agency as a whole. It would also be beneficial to the population working with peers that have had proper training.



# SOLUTIONS

## **Engaging the 1%**

- Better utilize faith based / volunteer agencies to fill gaps in system
- Better utilize already existing relationships
- Develop new relationships and opportunities in the community.
- Volunteers and faith based community may have more flexibility in service provision.

## **Developing Interagency Trust & Support**

- Provide more resources on who is involved as a service provider
- Provide more opportunities that engage a wider scope of providers in training and strategic problem-solving
- Engage in experience that encourages covenant with one another
- Clients don't trust agencies that don't trust each other.
- Leads to more effective front line staff.

## **Develop Training Agenda for Homeless Coalition**

- Educational resources for service providers to better understand community resources and best practices in homelessness service work
- Training can provide the tools to frontline workers to build trust and knowledge between service agencies and better people experiencing homelessness.
- This can help reduce staff burnout, improve retention and improve service outcomes.

## **Cultural Competency**

- Provide scheduled trainings that include peers and service agencies.
- This will break down the barriers and assumptions of people who lack lived experience with homelessness, mental illness and substance use.
- Education is key and perspective is what is required to be compassionate.

## **Landlord Accountability & Tenant Awareness of Rights**

- Hold landlords accountable for poorly conditioned homes.
- Increase tenants knowledge of their rights.
- Involve courts / law enforcement.
- This should begin now and include monthly meetings with landlords for updates or concerns; also a way to share information.
- This would result in better living conditions of tenants, improve landlord and tenant relationships, improve landlord and agency relationships, and increase tenant awareness of what can cause sanctions.

## **Better Transportation Resources**

- Increase # of transportation providers by increasing funding and reimbursement rates
- This would remove barriers to help individuals access services more easily.



# SOLUTIONS

## **What Do you Even Do?**

- Create a system that ensures that each agency and their staff truly understand what every agency can actually do.
- This would reduce the burden on staff and customers, reduce time to access services, reduce confusion and increase collaboration and staff confidence.
- We can't expect the people that are accessing services to be able to navigate any of this if we (the service providers) aren't on the same page.

## **Increase Warm Hand Offs**

- Increase warm hand offs for a client between agencies. Preference for a client to be linked with a specific person or, at minimum, have an appointment date.
- Warm hand offs would require knowledge of different agency / providers to ensure clients are linked with services appropriate to their circumstances. By linking with specific workers it would encourage buy-in, accountability and trust between provider and customer.
- This strengthens the network to meet end user needs and it would help identify the bottlenecks in services and where people fall through the cracks.

## **Biannual Mingler / Informational Session**

- Agencies can hear from other agencies regarding services provided. This enables agencies to learn about other agencies, meet providers face to face and link faces with names.
- All will learn services provided and the limitations of those agencies.
- When agencies talk on a more consistent (and not just emergent) basis, good rapport can be more easily built. Agencies tend to convene during emergent situations and all become frustrated, distracted, etc.
- There will be snacks.

## **Supportive, Affordable Housing**

- Create supportive housing with wraparound services to transition folks from emergency housing and low barrier shelter.
- Apply to OTDA for dollars,, use opioid settlement funds, braid funding.
- Lower the cost of emergency housing and keep people safe.

## **Mentoring**

- Pair new staff with other staff "that get it" to introduce them to people impacted by homelessness, meet people from other services, and learn more about community resources.
- No one agency can do things on their own, and new staff want to meet needs.
- It's not just "what you do" but "how you do it." Heart is key and only by getting to know and listening to people impacted by homelessness will there be change.
- We can't change a system without first changing ourselves. The system has to be rebuilt around impacted people.
- This would reduce burnout and lead to less silos and more collaboration.



# SOLUTIONS

## **Transportation**

- Identify available transportation and where the gaps are.
- Work to obtain funding.
- Solve the transportation challenge for homeless and people of low income.
- Will provide more options for people for housing in relation to work, medical appointments, and services by expanding where people can live.
- Help people get where they need to.

## **Transitional Housing**

- Identify property, secure funding, train staff and launch program.
- Supports will be identified and implemented to help solve specific issues.
- It will provide the necessary stop gap to transition literal homeless people, those who are in temporary housing, or those at risk with the supportive housing and case management services to enable and empower them to move forward into safe, stable and affordable long-term housing.
- Properties can be used for transitional housing and incentives built in to rehab these properties to help alleviate the homelessness crisis.
- Persons that are in crisis will be helped and stabilized and able to become productive members of society.

## **Stability Between Tenants and Landlords**

- Preserve housing stock at fair market rent.
- Make sure tenants have adequate living conditions by investing in subpar apartments.
- Increase landlord willingness to help / assist individuals with low income by utilizing incentive programs and the ability to make referrals for community supports.
- Create open communication between agency and landlord so that agencies can help individuals in need of housing or at risk of losing housing. It would also increase available housing.

## **Service Flow Chart**

- The navigation of services can be streamlined through an organized and informational flow chart. This chart, with listed services provided by agencies, can be used by an individual off the street, as well as a new employee / volunteer trying to assist an individual.
- Chart could be adapted for specific services needed.
- This will enable those newly in the work / volunteer situation to know which direction to go. When show / used with an individual, that individual can also use this chart in future situations.
- Can be easily distributed (although, admittedly hard to keep updated)

## **Obtaining & Maintaining Housing**

- Create a system for long term housing through a tiered housing approach.
- The solution is bringing all the stakeholders to a place of success for housing unsheltered individuals.
- Create pathways to housing success.



# SOLUTIONS

## **Service Hub**

- Create 2 hubs (north and south county) staffed by 1 agency tasked with coordinating and navigating services
- Utilize a shared online navigational tool
- Provide a tool to immediately address service needs with a centralized physical and online location
- Rapid navigation of community services

## **Service Provider Relations**

- Create a system of both physical and digital shared space or platform which includes a standardized, universal intake or “pre-intake” data / info collection (shareable and able to be integrated).
- This would reduce the follow-up loss, increase closed loop referrals, support client retention and service access, improve and ensure dignity, improve efficiencies for CBOs, agencies and end user.
- It promotes collaboration and trust.
- Data collection would improve, as would the ability to mine it, which could be used secure sustained funding and to better communicate with the public, funders and officials.
- Improves the ability to “stack” services by creating a comprehensive and streamlined approach

## **Pay What you Can Cafe**

- A place where unhoused or formerly unhoused individuals get workforce training to run a cafe.
- The cafe is open to the community with people paying what they can.
- Agencies are on site to talk with patrons about services and the community is invited to engage and talk with each other.
- It would be a place where community could volunteer and people could get to know others.
- Crisis services would be available, including harm reduction and mental health services.
- Reduce the stigma around mental illness and homelessness and build trust.

## **Informative Frontline**

- Reorganize community organizations to create a safe space, better flow, better communication between organizations. This will break the cycle of fear for clients.
- This will help make a better flow for our homeless - less stress, more passion, less of a “clinic” feel. More of a safe space for both employees and the homeless.
- Use more evidence based ideas, more trauma informed care and more passion.
- Fosters an informative frontline, safe space, more educated and less stressed staff, and less turnover and burnout.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

The selected solutions were storyboarded and action-sequenced in small groups to further develop the initial ideas.

## 1. SUPPORTIVE, TRANSITIONAL HOUSING

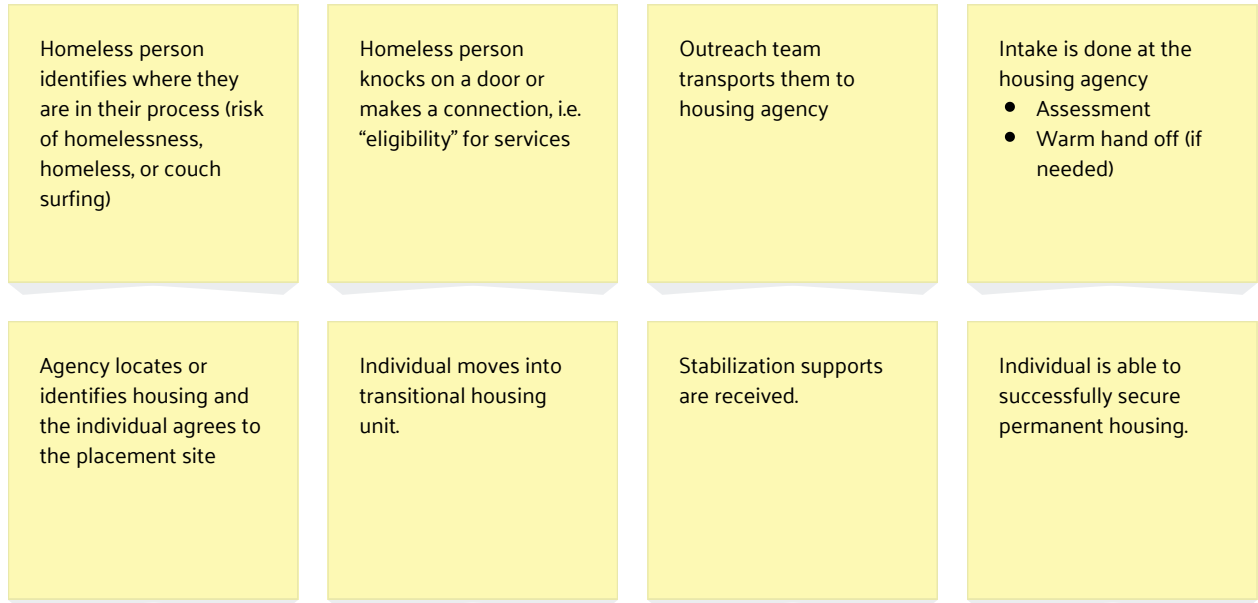
### Description

Addition of 150 transitional housing units with wraparound services to support a successful transition to permanent housing.

Supported, skill building housing is evidence-based and there is not enough transitional housing stock in Chautauqua County that provides this.

The addition of these units will alleviate emergency housing and prepare individuals and families with the supports necessary for obtaining and maintaining permanent housing.

### User-Centered Storyboard





# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 1. SUPPORTIVE, TRANSITIONAL HOUSING (CONTINUED)

### Action Sequencing

- 1.Ensure community providers are trauma informed and working together, to be ready when the user is ready.
- 2.Train employees at all service agencies so that they are able to conduct a warm handoff to the proper housing agency.
3. Assess and resolve transportation barriers to make sure that a user can make it from a community service provider to the proper housing agency.
- 4.Create an intake process with assessment for transitional housing.
- 5.Create a user agreement for transitional housing.
- 6.Create a move-in process for transitional housing.
- 7.Develop supportive services that work toward stabilization of the individual or family in housing, working toward the ultimate end-goal of permanent housing; i.e. budgeting, employment, mental health supports, income stability, etc.
- 8.Create off-ramps into permanent housing, including assistance with applications and funding opportunities.

### Role of Homeless Coalition

The Homeless Coalition will oversee and develop a strategy for a countywide transitional housing taskforce.

It will act as supporter of lead agencies with funding, training of staff and sharing of information.

## 2. FLEX RIDE CHQ

### Description

A faster, cheaper, & more effective way to meet the transportation needs of unhoused individuals in Chautauqua County by utilizing technology, collaboration and existing transportation assets.

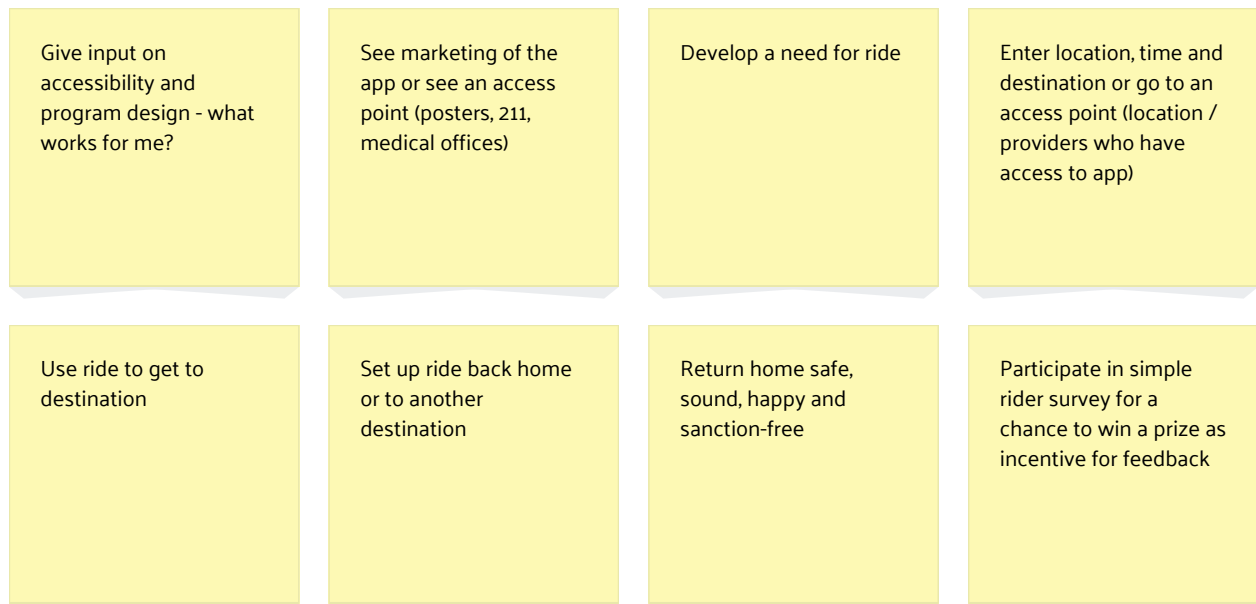
This ride-sharing solution leverages the transportation assets our community does have and gets them working together on a user-friendly technology platform. It positions unhoused individuals to better and more reliably access services and gain and maintain employment.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 2. FLEX RIDE CHQ (CONTINUED)

### User-Centered Storyboard



### Action Sequencing

1. Research successful program models.
2. Asset / resource mapping - who has transportation assets and who is willing to collaborate? Is WIIFM willing to act as central agency? Gain central agency buy-in.
3. Identify additional opportunities (i.e. faith community volunteers, Office of the Aging - vehicle donations in exchange for ride credits when driving is no longer viable, private sector - employers can benefit).
4. Create a budget, develop staffing plans, and determine user fees.
5. Secure funding.
6. Use agency and end user input to guide design, access and other details.
7. Decide how to reimburse / fund agency participation and ensure sustainability.
8. Develop a log that meets the needs, stands out and is easily recognizable.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 2. FLEX RIDE CHQ (CONTINUED)

### Action Sequencing (Continued)

9. Create bilingual posters, info on social media, newspapers, billboards, a press release, and a QR code to download the app.
10. Share info with 211, agencies, and create magnetic signs for vehicles with the logo.
11. Train staff on how to access or arrange rides.
12. Develop kiosks at central locations / public locations so that users can walk-up to book rides. These may need private funding (or advertising could help offset costs).
13. Create a survey deliverable by text message and a prize incentive for user feedback.

### Role of Homeless Coalition

The Homeless Coalition will bring providers together to work to cover gaps, assist in finding funding and serve as an advocate for this project.

## 3. HOUSING POLICY & INVESTMENT

### Description

Development of a track of policy championship at the local, state and federal levels to empower tenants, hold landlords accountable and encourage housing investment in Chautauqua County.

This track will be community-centered and focused on grassroots partnership with local officials for policy changes that will improve health outcomes, increase the quantity of housing stock available and create clear and accountable standards between landlords and tenants.

### User-Centered Storyboard

Community members will receive the call to action.

Community members will attend information sessions to learn more. These will be offered in person and online and focused on meeting people where they're at.

Community members will return for follow up sessions. These facilitated discusses will gather feedback and collect data. Housing champions will also be nominated.

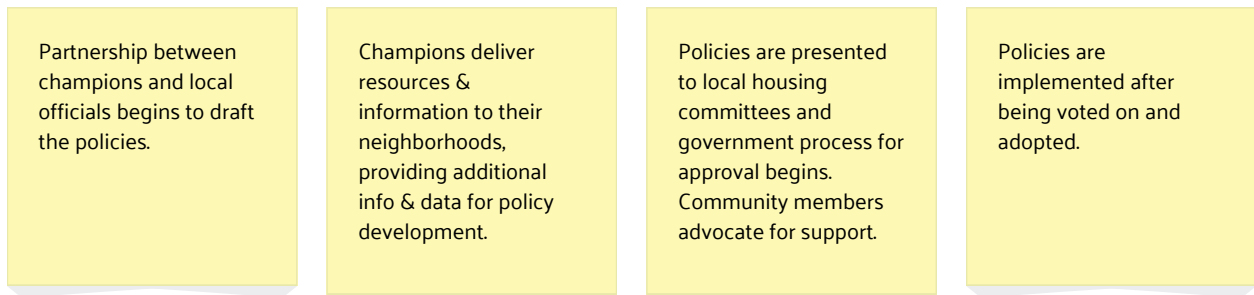
Champions will be voted for and data will be assessed to identify a priority list of the top 3 policy needs of community members.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 3. HOUSING POLICY & INVESTMENT (CONTINUED)

### User-Centered Storyboard (Continued)



### Action Sequencing

1. Create accessible marketing materials / plan to encourage public engagement, i.e. language, reading level, and visuals. Plans / materials will differ by location and maintain community voice.
2. Identify locations & platforms that are accessible for community members to attend information sessions.
3. Designate presenters, develop content and schedule the meetings.
4. Put the idea of Champions out to participants to generate interest.
5. Design a structured, facilitated discussion for a 2nd community member (CTA response) meeting. Make sure to include a way to record information and nominate champions.
6. Facilitate a vote for champion nominees.
7. Take compiled survey results and present them back to community members.
8. Prioritize the top 3 policy issues that should be addressed first.
9. Local officials compile research and engagement to draft policies in collaboration with champions.
10. Create materials to be delivered and distributed to neighborhoods by champions.
11. Local officials present to committees, draft follow-ups, create revisions.
12. Present final policy drafts for vote.

### Role of Homeless Coalition

The Homeless Coalition will participate in advocacy and education efforts.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

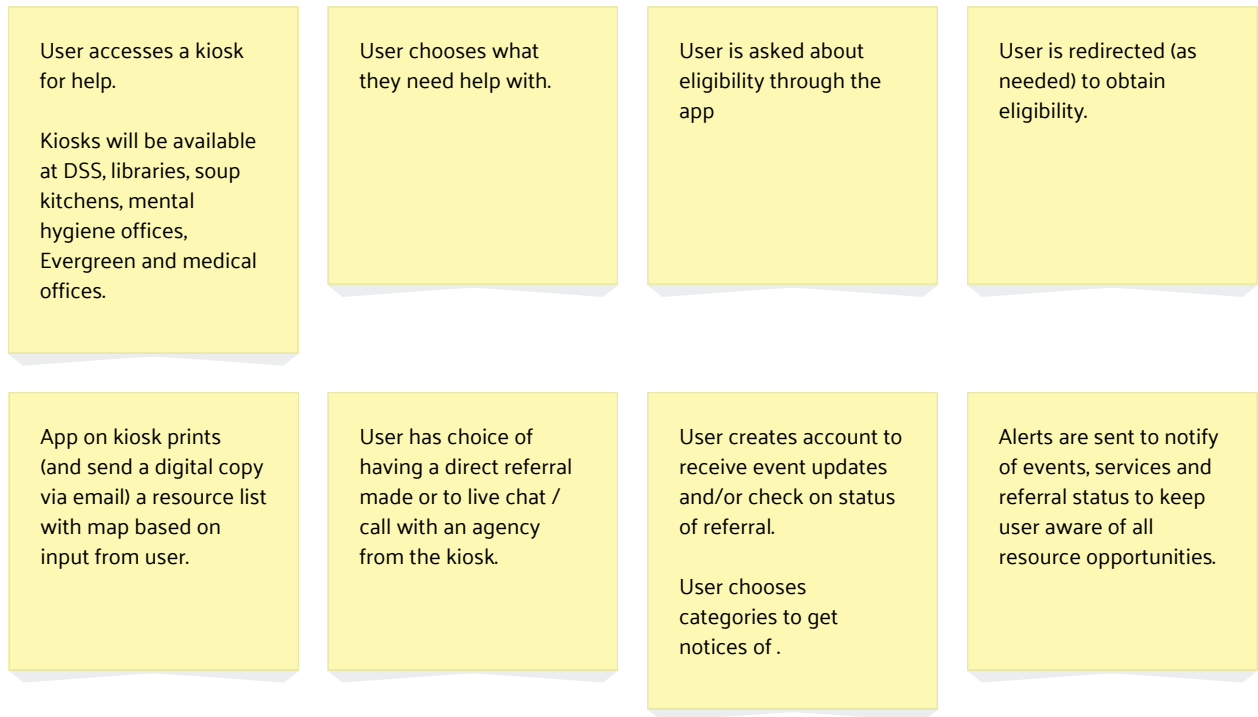
## 4. ASSET MAP

### Description

A technical, complex and user-friendly map of services in Chautauqua County that people experiencing homelessness, grassroots volunteers and service-providers alike can all access and use for navigation.

This is different than the asset mapping process led earlier this fall. It is not a process of perception, but rather a technical product that is fully accurate and current. The intent of it is to build highly accessible pathways to resources and support services in our community, for anyone and everyone to understand and use for navigation.

### User-Centered Storyboard





# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 4. ASSET MAP (CONTINUED)

### Action Sequencing

1. Identify vendors.
2. Purchase kiosks and identify locations for placement.
3. Identify application developer.
4. Provide training for placement agencies to be able to assist users as needed.
5. Build database of available resources, including landlords.
6. Create an easy-to-use format for agencies to update services, resources & events as needed.
7. Re-verify resources on a quarterly basis.
8. Ensure that every program / resource includes eligibility requirements.
9. Procure printers to place with kiosk.
10. Link application to GPS for map and navigation.
11. Procure release forms and data-sharing agreements from each agency so that direct referrals can be made.
12. Hire an online direct support professional to live chat with users via the app / kiosk, to troubleshoot with placement agencies, and to push notifications of updates and events.

### Role of Homeless Coalition

The Homeless Coalition will directly oversee this process and be the lead agency.

## 5. PEER RECRUITMENT & RETENTION

### Description

This is a strategy to increase outreach and user success by recruiting and retaining trained peers at every service provider in Chautauqua County.

The peer movement is known for its success with motivation, empathy and compassion. By utilizing peers, more unhoused individuals will be likely to seek out services to overcome their challenges. The emotional support that peers provide is essential to long term success.

The goal of this solution is to build trust with users.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 5. PEER RECRUITMENT & RETENTION (CONTINUED)

### Peer-Centered Storyboard

Current peers experience new support, respect and value in their agencies because of increased awareness of their value and success.

New peers are recruited from rehabs, treatment courts and jails / prisons.

Peer advocates receive thorough training and on-site experience to support their professional growth.

Peer advocates are embedded in appropriate agencies and fairly compensated.

### Action Sequencing

1. Gather written testimonies, case studies and proof that peer support is effective.
2. Create a system for collecting new data around peer outreach and success.
3. Raise awareness of the value of peers and what a difference they would make at any agency.
4. Change perceptions of existing workforce by rallying support, respect and value for current peers.
5. Determine agencies willing to hire peers.
6. Secure funding for new peer placement.
7. Appoint a peer outreach team to recruit new peers.
8. Develop a training and job experience curriculum to certify new peers.
9. Ensure compensation is fair for all peer placements.

### Role of Homeless Coalition

The Homeless Coalition will lead a taskforce to oversee this initiative so that user trust is prioritized and the user does not fall through the cracks.

A lead agency will be identified by the taskforce to be the primary applicant for funding and to channel funds to participating partner agencies.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

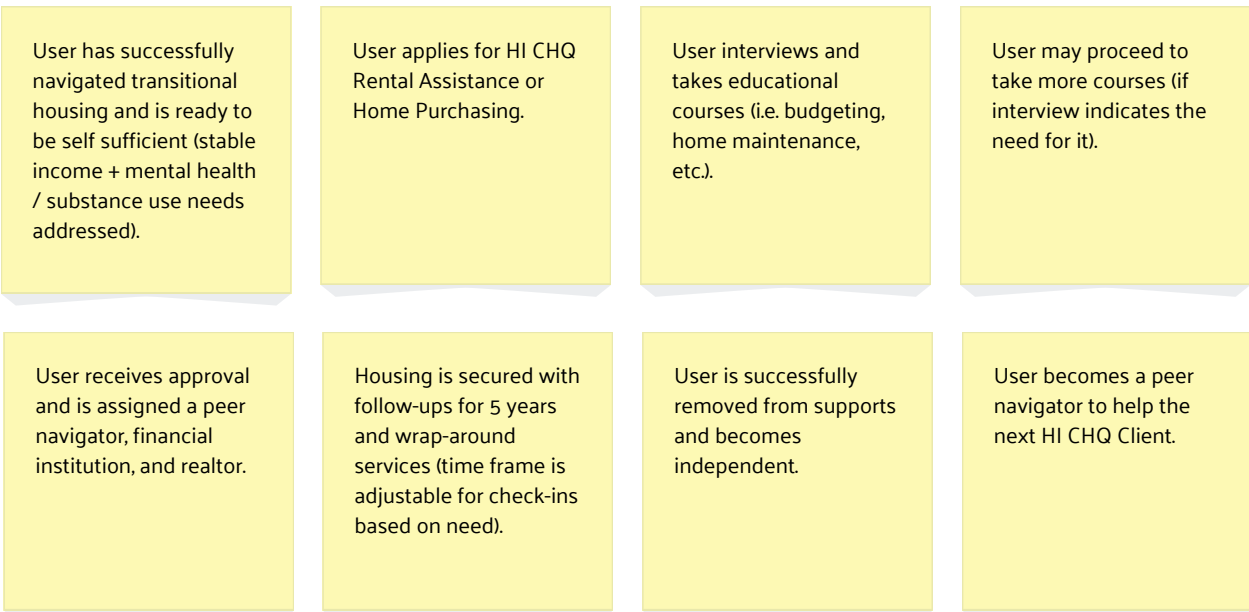
## 6. HI CHQ

### Description

This is a program to increase access to home ownership for individuals with lived experience with homelessness that includes tiered steps, funding opportunities and nontraditional supports.

It aims to bring permanent housing stability to users and to simultaneously inspire flourishing neighborhoods through pride, belonging, safety and stability.

### User-Centered Storyboard



### Action Sequencing

1. Develop a readiness assessment for exiting transitional housing.
2. Circulate assessment through relevant agencies.
3. Service worker submits the assessment result to HI CHQ.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 6. HI CHQ (CONTINUED)

### Action Sequencing (Continued)

4. Develop both a paper and online application with inclusive options for different needs, i.e. video interview, multimedia, etc.
5. Review application and letters of recommendation.
6. Interview applicant.
7. Enroll applicant in courses at community-based agencies, i.e. SCFCU, Bridges Out of Poverty, COI Budgeting, etc.
8. Recruit and develop peer navigators for HI CHQ qualified applicants.
9. Develop a list of trusted financial institutions and realtors.
10. Deploy peer navigators to work alongside HI CHQ participants for up to 5 years.
11. Recruit peer navigators from program graduates.

### Role of Homeless Coalition

The Homeless Coalition will assist with:

- Creation of application
- Bringing together partners
- Fundraising for “scholarships”
- Rental assistance

## 7. CHQ FRONTLINE TRAINING

### Description

This is a robust training that every frontline worker in Chautauqua County must take once every 2 years to fully equip them for effective navigation and linkages with community services.

This training would be mandatory for all case workers, care coordinators, peers, and management of human service agencies and it would ensure that employees are well equipped to navigate complex issues, systemic regulations, and resource access, leading to better outcomes for end-users.

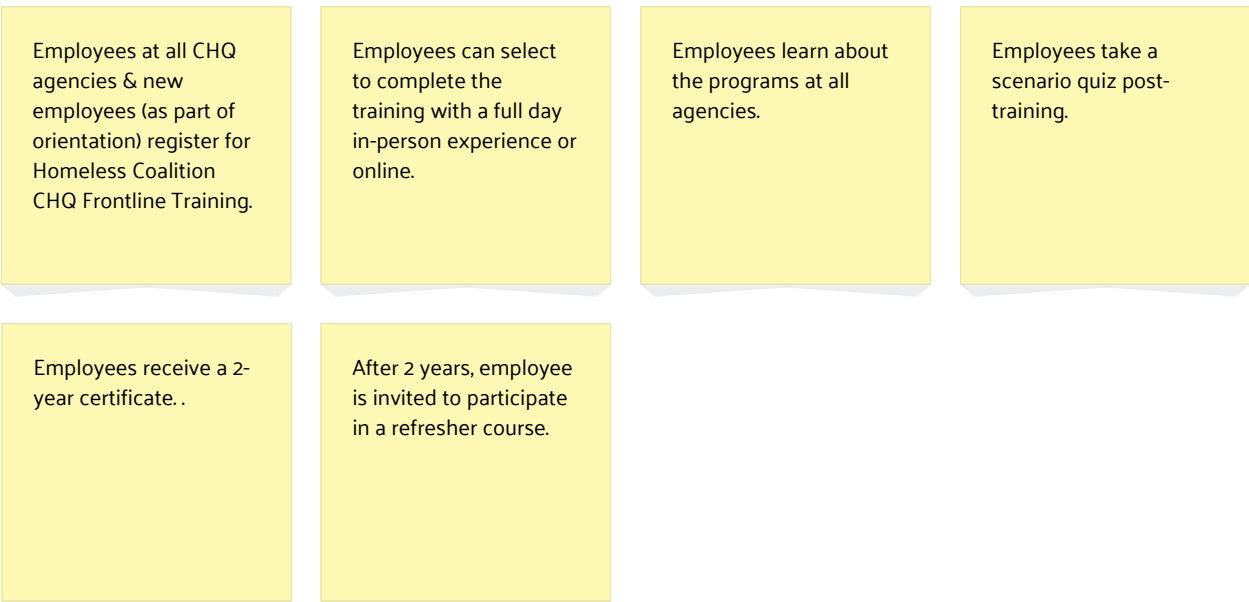
It will result in improved service workflow for users across Chautauqua County.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 7. CHQ FRONTLINE TRAINING (CONTINUED)

### Employee - Centered Storyboard



### Action Sequencing

- 1.Outreach to all service providers in Chautauqua County for participation.
- 2.Secure funding to create training program and resources.
- 3.Collect data to gauge how many employees would be trained at each training.
- 4.Ask agencies to create online videos of their programs.
- 5.Select a training location.
- 6.Create training documents.
- 7.Create certifications.
- 8.Create a schedule.
- 9.Research learning management systems for possible future use.

### Role of Homeless Coalition

The Homeless Coalition will partner with this initiative and host the trainings.



# STORYBOARDS & ACTION PLANS OF 8 PROTOTYPES

## 8. FAITH COMMUNITY MOBILIZATION

### Description

This is a tiered approach to empower churches to coordinate a cohesive and collaborative response to homelessness in Chautauqua County.

This solution was identified by the Homeless Coalition board as important to add to the solution list.

It was only developed in part, due to time constrictions, and thus is not storyboarded or action-planned below.

The central tenets are as follows:

- A tool must be utilized to help the faith community answer the question: “What are the current resources of the faith community, with regards to homelessness?”
- The tool should produce a faith-based asset map.
- The process must include rural churches, urban churches and parachurch ministries.
- It must be convened by a trusted faith leader to ensure buy-in.
- The purpose of the convocation must be very clear to avoid soapbox conversations.
- The Homeless Coalition would support the process, but not lead it.



# SERVICE USER SURVEY

The survey below was distributed to individuals at Mental Health Association, YWCA of Jamestown, UCAN City Mission and St Susan Center the week of October 21 - 25, 2024. A total of 114 surveys were completed and returned.

## COMMUNITY SURVEY

Help us learn what's most important to you by filling out the survey below.

Choose the 4 ideas below that you think would be most helpful in improving homelessness in our community (by filling in 4 of the 8 circles):

- ☐ Transitional housing (with financial and mental health supports)
- ☐ Transportation assistance, such as easy on & off using existing buses or vans (CARTS, TEAM, Aspire, etc.)
- ☐ Advocacy for landlord accountability at the local, state and federal levels
- ☐ Easy-to-understand "map" of all services in Chautauqua County for people experiencing homelessness
- ☐ Recruitment and training of peers for better outreach and better support at every service provider
- ☐ More & easier opportunities to access financial support for home ownership
- ☐ New training program for care coordinators across all agencies in Chautauqua County to better support people experiencing homelessness
- ☐ Support of churches who are serving people experiencing homelessness

What idea would you recommend for helping people experiencing homelessness?

---

---

---

---

---



# SERVICE USER IDEAS

The results of user ranking in ideas is on page 44 of the body of this report.

The results below indicate the fill-in responses to the question, **“What idea would you recommend for helping people experiencing homelessness?”**

They are listed in no particular order.

- Get a job
- Housing
- Drug support
- Better job opportunities for able bodies
- Take drugs and prostitutes off the streets
- To help get everyone who is homeless housing
- I think food and clothes are a big issue, and blankets. I had to sleep outside once and had three blankets and two coats and me and my boyfriend were still freezing.
- Promote everybody treating everybody respectfully and humanely
- More mental health options
- More places to live and more food and water
- Blankets and warm clothes for winter
- Free food
- Fix up abandoned houses instead of tearing them down
- Open up more housing
- Lower rent
- Provide more job training
- No one should be outside in the cold
- More help with mental health and addiction
- Do for a citizen of USA first, other illegals after
- There's too many drugs
- Put more buildings in Jamestown to help the homeless
- Offer educational stuff for homeless people who didn't have the correct information or resources
- Create more walkways
- Drug and mental health counseling
- Access to detox, rehab and then transitional housing
- We depend on church help.
- Pharmacy medical deliveries
- ASL services
- Emergency trained personnel
- Help with housing assistance
- Take houses that are empty and fix them for move-in
- Talk to the homeless more
- More training in CPR
- Offer a place to stay in exchange for 8 hours of work.
- Quit taking so much money from poor people that don't get much money
- Better coordinate agencies
- Code Blue transport
- Communication from more peers
- More housing for the homeless without kids.
- Take some of the older buildings and use them for the homeless.
- Walk the community. Walk in our shoes.
- Community support
- More resources
- Referrals of places to go
- More clear communication
- Social gatherings with a recreation room, food supply, and meetings with social workers
- Volunteer labor
- Housing for the homeless other than hotels and peer support would also be good
- Make resources more accessible
- Home repair assistance & funding resources



# SERVICE USER IDEAS

- The community needs better access to detox services and rehabs with transitional assistance to be independent
- Need to help people working
- Year-round shelter and programs that can help out people to work, like a class to help everyone with a workshop
- Childcare services and daycare
- All agencies be more understanding
- More low-income housing for people experiencing homelessness.
- More vouchers for apartments for people who need help toward first month's rent and security deposit
- Get out and talk to more of us who are homeless
- To help educate participants on how to obtain affordable housing
- Meet us where we're at.
- Better training for people with PTSD
- Churches help people with vouchers, money, gas, spiritual help, and helping pay bills.
- I would convert vacant space into housing.
- Get a good team of supports who you can trust and stay consistent.
- Help with getting apartments.
- Do more to cure homelessness, not just treat it.
- Try to help people out with serving and helping others. Respect and care for others.
- Have homes for women without children to stay
- Need more places for the homeless to go
- Great job! Thank you very much.
- Humility, compassion, charity, patience and kindness
- Don't give up on people who suffer.
- Build a shelter for men and women.
- More job / career opportunities and placements
- Renovate abandoned buildings with grants
- Food supplies
- Counseling immediately for your situation
- There should be a center for homeless people to advance and learn to take care of themselves and live happy lives.
- Easy access to housing, vocational training and job opportunities
- Remove barriers to services that have a lengthy process like accessing mental health services
- More certified counselors and mental health options
- Properties are being bought up by LLC groups that overcharge rent. There's no way to hold landlords accountable or to afford tiny homes.
- Give our more food and bread and other things to eat.
- More considerate and compassionate people willing to help
- Batteries for wheelchairs or wheelchair repairs
- Transportation for everyone, including senior citizens and disabled
- Transitional housing with counseling (mental health, substance abuse) plus psychiatric care. Give follow up care until independent. That's what I went through and it's not always evident to the new homeless person that housing can be a good thing (a better thing).



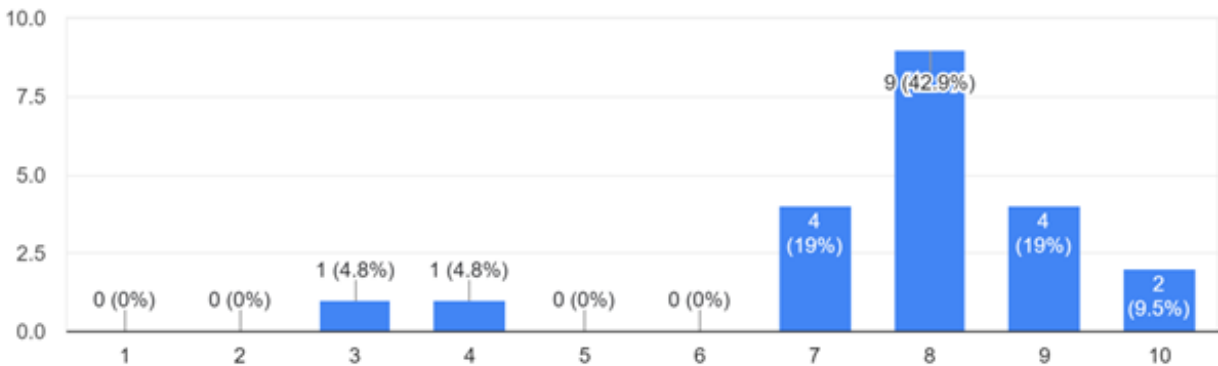
# SERVICE PROVIDER SURVEY RESULTS

Design sprint participants ranked the 8 ideas post-sprint (“after the dust had settled,” so to speak). Those results are included in this report on page 16.

They were also asked for feedback regarding the sprint process and those results are captured here.

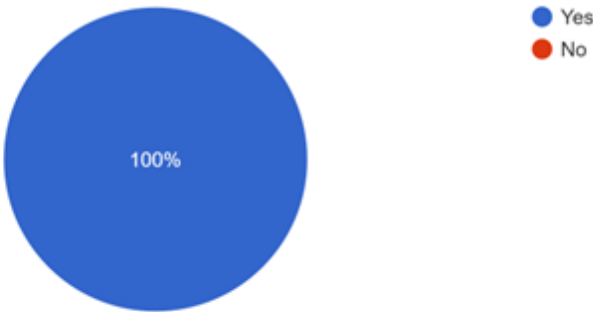
On a scale of 1-10, how satisfied were you with the results of the sprint?

21 responses



Do you believe the sprint was worth the investment of your time?

21 responses





# SERVICE PROVIDER SURVEY RESULTS

When asked whether there was anything that service-providers would change about the design sprint, the following feedback was provided:

- 13 people responded “no,” “none,” or “n/a.”
- Other responses were:
  - “I think it went very well and I was grateful to be a participant! Maybe stressing a point that we all play a part in this solution and support from all agencies is so impactful and important. No single agency will be able to do this on their own - it will take ALL of us!”
  - “I wish we would have been more honest about the need for change and the need to do some things differently. Also the consumers said a concern was trust yet none of the solutions were focused on how we can build that trust. Essentially, we asked for the directly impacted voice and ignored it.”
  - “Maybe coming away with an actual solution to one issue addressed.”
  - “Honestly that was probably so hard to put together, so I couldn’t have done it any better!”
  - “I can’t think of anything specific that would significantly improve the day.”
  - “End user participation”
  - “The sprint went very well. Suggestions: Tables were established by color on nametag; however, the back table was still County-heavy and the front table only had 5 participants. Further distribution of participants may have allowed for variation in thinking / planning. As a short-term and long-term solution was being chosen for each table, maybe it would have helped to encourage people to check their ego. This part of the day seemed to have the most tension (some focusing on the “I” instead of “we.” Overall, such an excellent way to strategic plan!”

When asked whether there was anything that service-providers would change about the design sprint, the following feedback was provided:

- 4 people did not respond
- The 17 other responses were:
  - “Actual changes”
  - “Improvements”
  - “The number of individuals who want to do something to support the unhoused in our community”
  - “Further collaboration across CBO, municipalities, FBO and end users”



# SERVICE PROVIDER SURVEY RESULTS

- “Collaboration between service providers”
- “Some resolution and solutions to immediate needs”
- “That specific and focused strategies were identified and that there is an opportunity to realize a few “quick win” tangible outcomes within the next 6 months to a year if the coalition can continue with a disciplined focus and approach”
- “Sprint leading to ownership and next steps”
- “The opportunity to work towards fostering greater levels of trust”
- “Trying to get these people into sustainable homes and off the streets!”
- “That we will make it work!”
- “More strategic planning that may result in real action plans moving towards completion of some of the action plans”
- “The collaboration between all of the different agencies in helping to move towards a common goal to improve outcomes for homeless individuals”
- “I think there are more people than ever before united in working together and improving the situation.”
- “I think that every time agencies participate in events such as these we all get to know each other better and we all feel a little more connected at the end of the day. We leave with more tools to help our community! We need to continue to keep actionable items moving forward.”
- “That agencies will work together and that solutions can be developed”
- “I am hopeful for a better, more organized way of helping the homeless utilizing Peers.”