



Homeless Provider Network (HPN)

Tuesday, April 20, 2021 • 1:00 p.m. to 3:00 p.m.

Join us Via Webex:

Meeting number: 187 452 3568

Password: RYha2JBU33G

<https://hs-sbcounty.webex.com/hs-sbcounty/j.php?MTID=mb05986f94178013292bb806cd34b7373>

Join by phone

+1-408-418-9388 United States Toll

Access code: 187 452 3568

AGENDA

OPENING REMARKS	PRESENTER
A. Call to Order (3 minutes) B. Welcome and Introductions (10 minutes)	Sharon Green
REPORTS & UPDATES	
C. Regional Representatives (5 mins each) a. Central Valley/Regional Steering Committee b. Desert/ Regional Steering Committee c. East Valley/Morongo Basin/ Regional Steering Committee d. Mountain/ Regional Steering Committee e. West Valley/ Regional Steering Committee f. Office of Homeless Services	Jessica Alexander Jimmy Waldron Wayne Hamilton Wendell Wilson Don Smith Chief Tom Hernandez
CONSENT ITEMS (5 mins)	
D. Approve Minutes from the January 26, 2021 Meeting <i>Pg 2-5</i>	Sharon Green
PRESENTATIONS	
A. County of San Bernardino Homeless Strategic Plan Framework <i>Pg 6-16</i>	Chief Tom Hernandez
DISCUSSIONS	
B. Establishing ADHOC Committee	Sharon Green
CLOSING	
C. HPN Member News, Updates, Issues and Announcements (30 sec plugs) D. Public Comment (3 mins) E. Adjournment	HPN Members/Attendees Sharon Green
Next Meeting: Countywide HPN will next meet on: Tuesday July 20, 2021 Location Webex	

In September 2007, the San Bernardino County Homeless Partnership (SBCHP) was formed to provide a more focused approach to our goal of ending homelessness within the County. The Partnership consists of city governments, community based organizations, faith-based organizations, educational institutes, non-profit organizations, private industry, and federal, state, and local government.

SBCHP was developed to promote a strong collaboration between agencies to direct the planning, development, and implementation of the County's 10-year-plan to end chronic homelessness. The Partnership meets on the third Wednesday of each month at the Behavioral Health Resource Center in Rialto. The Partnership facilitates better communication, planning, coordination, and cooperation among all entities that provide services and/or resources for the relief of homelessness in San Bernardino County.

Mission Statement

The Mission of the San Bernardino County Homeless Partnership is to provide a system of care that is inclusive, well planned, coordinated and evaluated and is accessible to all who are homeless and those at-risk of becoming homeless.

THE SAN BERNARDINO COUNTY HOMELESS PARTNERSHIP MEETING FACILITY IS ACCESSIBLE TO PERSONS WITH DISABILITIES. IF ASSISTIVE LISTENING DEVICES OR OTHER AUXILIARY AIDS OR SERVICES ARE NEEDED IN ORDER TO PARTICIPATE IN THE PUBLIC MEETING, REQUESTS SHOULD BE MADE THROUGH THE OFFICE OF HOMELESS SERVICES AT LEAST THREE (3) BUSINESS DAYS PRIOR TO THE PARTNERSHIP MEETING. THE OFFICE OF HOMELESS SERVICES TELEPHONE NUMBER IS (909) 386-8297 AND THE OFFICE IS LOCATED AT 303 E. VANDERBILT WAY SAN BERNARDINO, CA 92415. <http://www.sbcounty.gov/sbchp/>

AGENDA AND SUPPORTING DOCUMENTATION CAN BE OBTAINED AT 303 E VANDERBILT WAY, SAN BERNARDINO, CA 92415 OR BY EMAIL: HOMELESSRFP@HSS.SBCOUNTY.GOV.

Minutes for San Bernardino County Office of Homeless Services Homeless Provider Network Meeting

Tuesday, January 26, 2021
1:00 P.M. – 3:00 P.M.
Via Webex

Minutes Recorded and Transcribed by Amy Edwards, Secretary II, Office of Homeless Services

OPENING REMARKS	PRESENTER	ACTION/OUTCOME
<p>Call to Order Welcome and Introductions</p>	<p>Sharon Green</p>	<ul style="list-style-type: none"> • The meeting was called to order at 1:03 p.m. Attendees were welcomed to the meeting • In attendance: Sharon Green, Jessica Alexander, Don Smith, Wendell Wilson, Wayne Hamilton, Toru Dang, Telice Ostrinski, Alexandra Bravo, Veronica Becerra, Jenna Rogers, Kim Prancevic, David Fallon, Leslie Evans, Erin Taylor, Lizet Angulo, Elizabeth Leach, Donald Rucker, Elizabeth Kirkland, Wesley Shain, Julie Burnette, Sean Young, Astrid Johnson, Jamie Lamb, Katryna Gonzales, Dawn Spencer, Tanya Benitez, Sarah Figaro, Merida Saracho, Gary Madden, Natalie Komuro, Sandra Scott, Kami Grosvenor, Marilyn Core, Paul Fournier, Connie Aramburo, Karyn Young-Lowe, Delia Lopez, Jere Thrasher, Bill Hussey, Kevin Monroy, Anna Ulibarri, Jessica Vega, Noel Wiggins, Manuel Perez, Vicki Lee, Daisy Esparza, Aimee Durante, Katelyn Rodriguez, Rene Keres, Melissa Meadows
UPDATES		
<p>Updates from representatives on progress of regional meetings</p>	<p>Jessica Alexander Central Valley</p> <p>Sharon Green Desert Region</p> <p>Wayne Hamilton East Valley</p> <p>Wendell Wilson Mountains</p> <p>Don Smith West Valley</p>	<ul style="list-style-type: none"> • The Central Valley HPN met on January 6, 2021. • We had an update from Gary Madden from United Way 211 on the calls and requests for service in the Central Valley. • City of San Bernardino Councilwoman Kimberly Calvin was introduced to the group. She will be the new City of San Bernardino representative for the Interagency Council On Homelessness (ICH) and the Co-Chair of the Central Valley Regional Steering Committee. • We discussed topics we want to tackle in 2021. • The Desert HPN has not met. Jimmy Waldron is trying to get the meetings started again. Once he has that scheduled a meeting notice will go out through the Office of Homeless Services. • The East Valley met on January 21, 2021. • We just had general updates from committee members, we discussed meeting protocols now that we are using zoom to conduct meetings as well as the update on the 2021 Point in Time Count. • The Mountain HPN met on January 4, 2021. • We had a presentation from Jimmy Waldron on the Victor Valley Cold Weather Shelter. • We discussed the Mountain Homeless Coalitions recent purchase in Big Bear for Project HomeKey as well as the update to the 2021 Point In time Count, and the current situation of the homeless on the mountains. • The West Valley met on January 13, 2021. • We discussed the updates on our local CARES Act and Covid-19 funding activities, as well as Moving forward with addressing Regional Housing and homeless challenges.

	Tom Hernandez Interagency Council on Homelessness (ICH/OHS)	<ul style="list-style-type: none"> • There was no 2020 CoC Notice of Funding Availability (NOFA) released by HUD. They sent out an announcement that there will not be a 2020 NOFA this year, therefore there is no opportunity for a bonus or new projects. HUD will be renewing all current projects with a possible increase for fair market rent and we will be receiving the planning money we are eligible for. • For Homekey we had several successful applications. The first was All Star Lodge with a collaboration between Shangri-La and Step-Up. They applied for \$4.9 million for partial purchase of property. The property was \$7 million with the remainder of the balance being received by a lender. This project did receive an additional \$3.3 million to help pay down their debt services. All Star will have 76 units available with half the units needing to be filled by March 9th. Each unit will be converted into a Studio apartment, complete with a kitchenette, sitting area, bedroom space and a bathroom. Half the units will be designated for Seniors 55+. • Pacific Village is a collaboration with Labarge industries and Quality Management Group. This was an acquisition application for \$2.7 million and they received \$3 million with an addition \$450,000 in December. This project is for 28 doors of housing in which 14 must be filled by March 3rd. The extra \$450,000 they received was for the purchase of an additional 20 trailers that are now on site. • Georgia Street Cabins is a partnership between the Housing Authority of the County of San Bernardino and the Homeless Mountain Coalition (HMC). It's the purchase of 8 cabins on the property with the purchase of 2 additional modular homes. • HHAP Round 1 contracts will go to the Board of Supervisors on January 26, 2021 for approval. • The HHAP Round 2 application was submitted this week. The application process was tedious with over 46 pages of narrative. We have 60 days to make changes or receive word from the state. HHAP Round 2 amounts are as follows: 1.3 million for the County and 1.4 million for the CoC. • There may be more money coming down from the state so be on the lookout for more opportunities for funding.
CONSENT ITEMS		
Approve Minutes from the October 20, 2020 Meeting	Sharon Green	<ul style="list-style-type: none"> • There was a motion to approve the consent calendar as written by Jessica Alexander. Levi Deatherage second the motion. All members were in favor to approve the meeting calendar. The motion was approved.
PRESENTATIONS		
Family Assistance Program TAY Program	Levi Deatherage	<ul style="list-style-type: none"> • Levi Deatherage gave a presentation on the Family Assistance Program and Youth Empowerment. • 50% of all chronically homeless adults state they were first homeless as a youth. • High rates of homelessness can negatively impact property values and foot traffic for businesses. • Early prevention is determined to be the most effective way to end homelessness. • Preventive methods are effective much like maintaining a vehicle. • The Family Assistance Youth Advisory Board is 100% built by youth and for the youth. • They provide trainings on self-advocacy, financial literacy, personal rights, and critical thinking. • There are over 25 members on the roster. • Our Youth Advisor Board works directly with State legislature to effect policy by drafting language, testifying in committee, or lobbying co-authors and sponsors for bills. • Our youth are dedicated and passionate and set goals for themselves. • Our youth Drop-in Center is located at 323 W. 7th Street in san Bernardino. We provide Housing navigation, hygiene items, food, education support, and internships. • If you have any questions on our program or would like to come check us out please feel free to contact Levi Deatherage at Levi@familyassist.org or 909-492-5340.

Victor Valley Family Resource Center	Leslie Earl	<ul style="list-style-type: none"> • Leslie Earl gave a presentation on the Victory Valley Family Resource Center (VVFRC) • VVFRC was established in 2001 as Higher Calling Economic Development Center where we served our church and community with tutoring for youth that were victimized by drug abuse, violence, and gangs. • In 2009 we adopted the name of Victor Valley Resource Center and met the needs of youth and homeless population in the community. • Services expanded to encourage education, prevention behaviors, assist veterans, reentry, and to provide housing for the homeless. • Our founder and CEO is Sharon Green. She serves as a Pastor of Higher Praise Tabernacle, Countywide HPN Chair, and ICH Board Member. • VVFRC is changing lives in the high desert region by providing transitional, sober living, family and reentry housing utilizing a “Housing First” approach that assists individuals and families to become self-sufficient. • VVFRC has an 83% success rate transitioning clients out of homelessness into permanent housing. • Our core services include: <ul style="list-style-type: none"> ○ Transitional Housing ○ Wrap-around services (job readiness, resume building, life skills, individual counseling) ○ Navigation Center & Services ○ Housing Navigation ○ Case Management ○ Rental Assistance ○ Supportive Services (life-skills, counseling, anger management classes, financial literacy) • We provide education assistance in partnership with IE Rebound for GED Preparation, life skills, and anger management classes. • Our financial literacy program is in partnership with Wells Fargo Bank, Hesperia. Our residents receive instruction on foreclosure prevention, budgeting, credit repair, and first-time homebuyer’s assistance. • Our success has been unprecedented with helping homeless individuals and families return to permanent housing as soon as possible. VVFRC operates a portfolio of 6 scattered, single-family homes, where we can offer our comprehensive programs and available services. They are located in Victorville, Hesperia, and Yucca Valley. <ul style="list-style-type: none"> ○ 3 family houses ○ 1 senior house ○ 2 transitional houses • If you would like to receive more information on VVFRC or have any questions please feel free to contact Sharon Green at sqreen@vffc.com or (760) 669-0300
DISCUSSION		
Vaccines for the Essential Services Providers (housing providers)	Tom Hernandez	<ul style="list-style-type: none"> • Karyn Young-Lowe, President/CEO LightHouse Social Services reached out to our CEO, Leonard Hernandez, last week to advocate for the providers to be considered as front-line workers in order to be prioritized for the Covid 19 vaccine. Mr. Hernandez was very receptive of the idea and has set up a meeting with Karyn to discuss further on Thursday, January 28, 2021. • A further discussion on this matter is set for the next ICH meeting on January 28th. Both Maria Razo, ICH Chair and Jessica Alexander, Vice Chair are advocating for the providers and will follow up with the CEO. In the meantime, Maria Razo will be contacting Public Health to see if they can come to the ICH meeting and present current information in regards to the vaccination. • We encourage all of our providers to write a public comment for the ICH meeting. Make your comments known and express the necessity for providers to receive the vaccine. Your comments can be emailed to homelessrfrp@hss.sbcounty.gov and they will be read for the record.

		<ul style="list-style-type: none"> • Further discussion amongst the members ensued. • For more information on the Covid-19 Vaccine visit https://sbccovid19.com/vaccine/locations/
CLOSING		
Public Comment	<p>Anna Ulibarri</p> <p>Levi Deatherage</p> <p>Natalie Kamuro</p> <p>Amy Edwards</p> <p>Sharon Green</p> <p>Tom Hernandez</p>	<ul style="list-style-type: none"> • CitiLink has continued to provide services all through March up until December. In December our staff got hit hard with 10 out of our 13 staff members getting Covid. I will definitely be advocating for providers to get vaccinated in order to protect our staff and our clients so we can continue to serve. • The Homeless Youth Taskforce meets tomorrow at 3pm. If you are interested in attending let me know so I can get you the invite. • Our Youth Advisory Board is co-sponsoring a bill with Scott Wiener. It is SB 234. Keep it on your radar as it deals with the development of Transition Aged Youth Housing. • We are accepting application for our State Youth Advisory Board, so if you have any youth interested in joining please have them contact me. Our youth receive a \$15 an hour stipend for participating, so that is a great incentive. • I just wanted to introduce myself. The City of Ontario has created a CoC division, it's one person, me. I handle the people side of things while Katryna Gonzalez handles the housing side of things. I look forward to working with all of you and hopefully meeting you in person soon. • There has been a lot of membership turn around with our HPN membership and our records are not as accurate as they should be. I would like to recommend possibly having everyone fill out a new membership application so we can update our records with current information if that is ok with the Chair and Vice Chair. • I am with having everyone fill out a new application and send it in to you. If you want to send that out on our behalf I would appreciate that. • I just want to congratulate Time For Change. They received an award from the Besos Foundation for over \$1M for their foundation.
Adjournment		
		Being no further business to discuss, the meeting was adjourned at 2:41 p.m..
Next Meeting		
		HPN will next meet on April 20, 2021 from 1:00 pm – 3:00 pm. (Webex)

Developing Guiding Values, Mission and Vision Statements for the Homeless Strategic Plan

Before even starting a Strategic Planning session, you need to know who we are, what we do, where we are going, and how to get there.

Worksheet #1: Identifying your Core Values

Values are traits or qualities that are considered worthwhile; they represent your highest priorities and deeply held driving forces. When you are part of any organization, you bring your deeply held values and beliefs to the organization. There they co-mingle with those of the other members to create an organization or family culture.

Value statements are grounded in values and define how people want to behave with each other in an organization, an institution, a company, or a family. They are statements about how the organization will value customers, suppliers, and the internal community. Value statements describe actions which are the living enactment of the fundamental values held by most individuals within the organization.

Why Identify and Establish Your Values?

Your values are made up of everything that has happened to you in your life and include influences from: your parents and family, your religious affiliation, your friends and peers, your education, your reading, and more. Effective people recognize these environmental influences and identify and develop a clear, concise, and meaningful set of values/beliefs, and priorities. Once defined, values impact every aspect of your life.

- You demonstrate and model your values in action in your personal and work behaviors, decision making, contribution, and interpersonal interaction.
- You use your values to make decisions about priorities in your daily work and home life.
- Your goals and life purpose/personal mission statement are grounded in your values.

Exploring your values. We all have many values and identifying the Core Values that you hold most closely and that form the foundation for your decision-making and establishing priorities can be difficult. Look through the list of value words on the back of this worksheet. Select and circle 20-25 words that you find particularly important. You can also write in any values that are missing from the list. Consider some of the following questions to help guide your choices:

*Who has inspired you and what qualities do/did they have? *What traits do you admire in others? *What do you not tolerate in others? *To understand you, what would others need to know? *What makes you smile, laugh, experience joy and fulfillment? *What upsets you or makes you angry? *What values do you envision changing and what values will stay the same?

Next narrow your selection - try grouping the values you identified together into 5 groups according to the words that have similar meaning to you. Choose a value or word that you feel best encompasses the meaning of the entire group that can represent your Top 5 Core Values. Write them below.

My Top 5 Core Values are:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Ambitious (hard-working, aspiring)
 Capable (competent, effective)
 Cheerful (lighthearted, joyful)
 Clean (neat, tidy)
 Courageous (standing up for your beliefs)
 Forgiving (willing to pardon others)
 Honest (sincere, truthful)
 Helpful (working for the welfare of others)
 Imaginative (daring, creative) Independent
 (self-reliant, self-sufficient)
 Intellectual (**intelligent**, reflective)
 Logical (consistent, rational)
 Loving (affectionate, tender)
 Obedient (dutiful, respectful)
 Open-minded (accepting, broad-minded)
 Responsible (dependable, reliable)
 Self-Controlled (restrained)
 A comfortable life (a prosperous life)

An exciting life (a stimulated, active life)
 Sense of accomplishment (lasting contribution)
 A world at peace (free of war and conflict)
 A world of beauty (beauty of nature and the arts)
 Equality (brotherhood, equal opportunity for all)
 Family security (taking care of loved ones)
 Freedom (independence, free choice)
 Happiness (contentedness)
 Inner harmony (freedom from inner conflict)
 Mature love (sexual and spiritual intimacy)
 National security (protection from attack)
 Pleasure (an enjoyable, leisurely life)
 Salvation (saved, eternal life)
 Self-respect (self-esteem)
 Social recognition (respect, admiration)
 True friendship (close companionship)
 Wisdom (a mature understanding of life)

Acceptance	Dignity	Friendship	Loyalty	Responsiveness
Accomplishment	Direct	Fun	Magnificence	Risk
Achievement	Discovery	Generosity	Mastery	Safety
Acquisition	Diversity	Grace	Merriment	Schooling
Adventure	Economic Security	Gratitude	Nobility	Self-awareness
Alignment	Education	Guidance	Nutrition	Self-worth
Altruism	Effectiveness	Happiness	Order	Sensations
Amusement	Elegance	Harmony	Organization	Sensuality
Assistance	Emotional Wellbeing	Health	Originality	Serenity
Attractiveness	Empathy	Honesty	Peace	Service
Authenticity	Encourage	Honor	Peacefulness	Simplicity
Awareness	Encouragement	Hope	Perception	Spirituality
Beauty	Energy	Humility	"Personal	Stability
Being	Enlightenment	Imagination	Development"	Stimulation
Bliss	Enrichment	Improvement	Play	Strength
Calm	Entertainment	Independence	Pleasure	Strengthen
Charity	Environment	Influence	Positive attitude	Success
Coach	Equality	Information	Power	Superiority
Community	Ethics/Ethical	Innerpeace	Preparation	Support
Compassion	Excellence	Innovation	Presence	Teaching
Comprehending	Experience	Inspiration	Proficiency	Tenderness
Connection	Experiment	Instruction	Provider	Touch
Consciousness	Expertise	Integrity	Quest	Tranquility
Consideration	Explain	Intelligence	Radiance	Trust
Constancy	Exquisiteness	Inventiveness	Recognition	Truth
Contentment	Facilitation	Joy	Related ness	Truthfulness
Contribution	Fairness	Justice	Relationships	Understanding
Cooperation	Faith	Kindness	Relaxation	Victory
Courage	Fame	Knowledge	Reliability	Vision
Create	Family	Laughter	Religious/Religion	Wealth
Creativity	Feeling good	Leadership	Resourcefulness	Wholeness
Dependability	Fitness	Learning	Respect	Winning
Detection	Freedom	Love	Responsibility	Wisdom

Worksheet #2: Vision Statement Worksheet

What is a vision statement?

A **vision statement** is a vivid idealized description of a desired outcome that inspires, energizes and helps you create a mental picture of your target. Where do you want the county's homeless direction and investments to be in three years, five years, or ten years? Your vision statement is your inspiration, the framework for all your strategic planning. A vision statement includes the results you will have achieved and characteristics this partnership will need to possess in order to achieve the desired results.

Most vision statements include some aspects of three important elements: a core ideology, an envisioned future, and recognition of service to clients and/or stakeholders.

- The core ideology of the vision statement contains a statement about the plan's values and "reason for being."
- The envisioned future is a statement that describes what the plan will be like if it achieves its most important goals.
- The final part of the vision statement is the recognition of how the plan will ultimately serve its residents, stakeholders, including the organizational employees, customers, partners, as well as the community as a whole.

The statement should be one that all members of the planning team can agree with. The statement's format, its length, and items included are not critical, but remember that the most important consideration in the development of a vision statement is its usefulness in managing and guiding the strategic planning process.

Examples:

City of Corona [vision](#)

"A transformational system of services, shelter, and housing for Corona's homeless neighbors."

County of Santa Cruz [vision statements](#)

"Our vision is that the diverse residents of Santa Cruz County will have access to safe, stable housing, will have incomes to support their well-being, and will have access to culturally competent services empowering them to meet their basic needs and lead dignified lives."

Washington State [sample vision statements](#)

"No person left living outside"

Continuum of Care – 10-Year Strategy to End Homelessness in San Bernardino County

“The San Bernardino County Homeless Partnership believes that everyone deserves a home. To this end, the 10-Year Strategy to End Homelessness was developed as a blueprint for ending homelessness county-wide.”

The vision statement has the potential to provide guidance when unanticipated problems and opportunities present themselves in the future. Having given careful consideration to the future characteristics of the organizations, administrators, employees, and partners will find it easier to make decisions about unexpected opportunities in a timely manner.

The vision statement also provides a useful starting point for developing a set of goals and objectives for the strategy. The goals and objectives of this strategic plan identify those tasks that must be achieved for the long-term vision of the strategic plan to be accomplished.

It is important that a vision statement be able to stand the test of time and provide guidance to decision makers as they determine the direction of the homeless strategy in the future.

When developing your vision statement a few guiding steps should be followed:

Why do we do what we do?

- A vision statement should start with what you believe we do, why you do what you do - your purpose or cause on a level higher than what our strategic plan does or provides. Try starting your statement with the words "We believe..." or "We envision a world..." You'll find what follows will be quite different than what you expect. You can always take out those opening words later, if you want.
- Don't write more than two lines for what you believe. This is not the place for long-winded descriptions about what you do specifically or its value to the world. The opening of your statement shouldn't require more than a line or two to capture the world of services imagined.

How do we do it?

- Now that you've articulated, "Why we do what we do," it's time to explain how we do it. There are probably two to five distinct characteristics or values regarding how this process that makes us unique in realizing our vision.
- These ideas should be specific and actionable. They should be written in a way that people can be held accountable. "Innovative," for example, is hard to hold people accountable to. You can't say to someone, "be innovative." How do you know when they are? But you can say, "always have options to any solution you offer," for example.

What do we do?

- What are we doing to bring our vision to life?
- You've articulated our belief and how we go about doing what we do, now explain what we do. The services that are collectively provided will serve as proof to the world of "why" and "how" we do things

Be unconventional

Try offering new perspectives, when we are able to see or hear things in a different manner often we can then see greater opportunities.

Keep it simple

If our clients and employees can readily understand something, then it's more likely to be realized and accomplished.

Collaborate

We do this with greater input from others in the development of the vision statement, we can often benefit from the knowledge and experience of others.

Highlight what is working

Be sure to look for the silver lining in every cloud. It's better to improve and modify what is working rather than obsessing on what doesn't work.

(create your vision statement on the following page)

Create your vision of the vision statement below:

Worksheet #3: Mission Statement Worksheet

What is a mission statement?

A **mission statement** is a summary of the aims and values of an organization or for the development of a strategic plan. A mission statement describes why the strategic plan exists. It is also a great branding tool; Use it to promote the homeless strategic plan and to help convey the essence of what our plan and strategy is all about. Try answering the question, "Why did we start this process?"

Unlike the vision statement, a statement that focuses on the future, the mission statement focuses on services. The mission statement outlines "who we are," "what we do," and "for whom we do it." It provides a concise summary of the strategic plan's main purpose. The mission statement deals with what the strategic plan is about and why.

Typically, the mission statement is very specific about selected key information concerning the strategies the plan provides. Examples of key information include:

- Customers who are served;
- Services that are offered;
- Important organizational capabilities; and
- Unique aspects or accomplishments

Any facts that are useful for characterizing the organization in terms of "what it is" and "what it does" could be included in the mission statement. Often many organizations find that their mission statements turn out to include only a short sentence or two.

Remember that your mission statement should focus on the here and now, and it is streamlined. The connection between the mission and vision statements are apparent in terms of focus on current homeless services, supportive service activities, and improvements in situation versus a focus on us considering what we want to see for our overall legacy.

(follow the following steps below to develop the mission statement)

Step 1 - Make a list of the following:

What type of homeless services are provided throughout the county: _____

What should be the county's top five guiding principles: _____

What types of homeless services is the county (entire) really good at: _____

Step 2 - Review the below points for creating a mission statement.

A mission statement:

- Is short and concise (less than 150 words).
- Is clearly understood by the public as well as major stakeholders.
- Reflects what we would like to accomplish.
- Reflects why this is important.
- Is developed from the perspective of serving the homeless.
- Identifies benefits.
- Identifies the specific overall needs of the communities.

Step 3 - Review the following mission statement examples:

City of Corona

“Breaking the cycle of homelessness in Corona through public/private partnerships.”

County of Santa Cruz

“Our mission is to prevent, dramatically reduce, and eventually end homelessness and its impact on communities throughout Santa Cruz County by implementing effective programs and strategies, by working collaboratively to increase key resources and change systems to better meet the needs of diverse homeless sub-populations, and by engaging all persons and organizations needed to work together for these purposes.”

Washington State

“Support homeless crisis response systems that efficiently reduce the number of people living outside, and when scaled appropriately, can house all unsheltered people.”

County of Santa Barbara

“We will enhance the quality of life for all county residents as chronic homelessness is eradicated through a focus on services, treatment, supportive housing, and healthy relationships for all chronically homeless people.”

(create the mission statement on the following page)

Step 4 - Considering the answers you gave in Step 1 as well as your notes from this worksheet, write down what you believe the Strategy's mission statement should be below.
