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Helping the Homeless through Visionary Leadership

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Consultancy Project & Report

Organization:	Gardner-Webb University College of Education
Project Title:	HELPING THE HOMELESS THROUGH VISIONARY LEADERSHIP
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Defense Date:	July 15, 2022
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Approval

This consultancy project was submitted by Angela R. Martin, under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Acknowledgements

This project would not have been possible without the patience, understanding, love, and support of family, friends, and Gardner-Webb University faculty members. I would like to give honor and praise to God for allowing me this opportunity to pursue this doctoral path. I would like to say thank you to my children who continue to push me towards excellence. Deziree and Kendrick continue to support me at all costs. I aspire to be just like my children. My parents have been my guideposts throughout my whole life. My brothers and sisters are always there to hold me up and push me forward. My whole family understood when I could not participate in activities because I had work to do. I would like to thank the supporting faculty members at Gardner-Webb University for being a never-ending resource, especially Dr. Dale Lamb, who I can always hear say “finish the project.” I want to give a special thank you to my cohort. These five individuals have become a part of me and my family over the past 3 years. They are my brothers and sisters. And I want to thank Kelvin Thompson of Central Piedmont Community College. It seems when I could not find a host partner, he allowed me to explore the Single Stop program at a time when most doors of other colleges and businesses were closed due to the pandemic.

Abstract

HELPING THE HOMELESS THROUGH VISIONARY LEADERSHIP. Angela R. Martin,
2022: Consultancy Project, Gardner-Webb University.

The demand by our federal, local, and state governments to correct the homeless status of its citizens is based on numbers. Most Americans have the perception that it is only a small group of our population in each city. There are many programs in each state designed to correct this issue without the examination of feasibility. The questions that we will attempt to answer during this time are (a) How many people from each state are in homeless status; (b) What does it mean to be homeless in America; (c) Do we understand the difference between being poor and being homeless; (d) What programs are currently in place to help the homeless; (e) How can these programs be modified to enhance its feasibility; and (f) What is the estimated cost to fix the homelessness issue? A survey was conducted to obtain information from potential candidates for a program extension at Central Piedmont Community College. The survey of a set of homeless individuals does show that many of them are homeless for various reasons. All the programs are designed just to attack the homeless problem because of job loss. The other root causes must be addressed in a different way. The project explores a different approach to attacking this problem. The holistic approach requires a visionary leader who sees a better result than just a person being taken off the street. To remain in a home, the person must be made whole.

Keywords: homeless, unemployment, poor, feasibility, costs, holistic, visionary, corrective action

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1. Introduction

1.1 Project Purpose

The number of homeless Americans continues to increase every year. The total number varies by state and region and for several different reasons. Federal, state, and local laws and programs have been implemented to help decrease that number. The current programs have not been successful in eliminating the homelessness issue.

This project addresses the homelessness problem by asking several questions. Those questions are (a) How many people from each state are in homeless status; (b) What does it mean to be homeless in America; (c) Do we understand the difference between being poor and being homeless; (d) What programs are currently in place to help the homeless; (e) How can these programs be modified to enhance its feasibility; and (f) What is the estimated cost to fix the homelessness issue? These questions can be answered through research and use within visionary leadership to eliminate the issue one step at a time.

The first research question is to establish a baseline number of how many people are homeless in each state. We must ensure that the nation understands what it means to be homeless in America and that it is not simply a matter of choice. We must also ensure that the nation understands that being poor does not necessarily mean homelessness or vice versa. We then need to review the programs being offered to combat the homelessness issue along with their feasibility. The programs we pick can be modified in a way to help eliminate the issue of homelessness. We do realize there will be a significant cost to eliminate the issue. We do feel that cost can be offset in other ways that will decrease or eliminate the issue.

The purpose of this project is to determine the reason for homelessness and through a visionary holistic approach eliminate the issue by cause. The very first thing we must do is to measure the number of people in homeless status by state. That number will help us to determine how big our challenge will be.

1.2 Project Qualification

This project required a strategic partnership with a community college that would be able to reach out to other institutions and the manufacturing industry for help as needed. Community colleges, while a forgotten jewel, are still state-run institutions. They receive their funding from federal and state budget programs. The community college chosen must also be able to reach out to the community for public support if necessary.

Kelvin Thompson introduced me to the Single Stop program at Central Piedmont Community College. After careful consideration, we decided to add an additional path called the Double Stop program that would be centered around clients who are homeless due to job loss. I have decided to focus on this group of people so the feasibility of the corrective action steps taken could be measured for further use. A survey will need to be created to capture data to help measure the progress of the Single Stop and/or Double Stop program.

1.3 Project Complexity and Impact Assessment

1.3.1 Project Complexity

Figure 1

Project Complexity Matrix

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Time (months) – 10%	1-6	6-12	12-18	> 18
Stakeholders 20%	Internal & within single org area	Internal across >1 area	Mainly external	Internal & external
Operational change - 15%	Very minimal	Some new processes/re-training	Significant restructure	Major change/restructure
Contract complexity - 20%	No new contracts required	Single contract	Multiple contracts	New contracts/suppliers
In-house expertise - 20%	Have done this before many times	Have done this before once or twice	Have done similar, but not the same	Not done this before
Dependencies 15%	Very minimal links with other projects	Links with other projects but little impact	Links with other projects	Other projects depend upon this project

According to the Project Complexity Matrix (Figure 1), this project scores 18 of 24 points. This shows the project may be very complex because it will involve several processes along with different agencies and industries to be a success. Even though this is something Central Piedmont Community College does every day, the additional Double Stop path requires more resources.

1.3.2 Project Impact

Figure 2

Project Impact Matrix

Criteria	Score 1	Score 2	Score 3	Score 4	Score 5
Strategic Contribution	Contributes indirectly to the org. mission	Contributes indirectly to >1 strategic themes	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
ROI	4-5 years	3-4 years	2-3 years	1-2 years	<1 year
Operational Effectiveness	Improves work of small group < 6	Improves work of large team >5	Improves work of whole dept.	Some improvement across organization	Significant improvement across organization

According to the Project Impact Matrix (Figure 2), this project scored a 10 out of 15 points. The additional Double Stop path will have a significant impact on Central Piedmont Community College because of the stakeholders involved. These stakeholders include school personnel, students, homeless clients, manufacturers, and a host of other external sources.

1.4 Project Charter Information (see Appendix A)

A project charter is a document that describes what the project is and defines who and what is needed for the project. This document also describes the risks and opportunities of the project along with any improvement goals to be gained. This project charter was created in August 2021. It was signed in September 2021. My project had begun, but I finally had a partner.

2. Project Objectives

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

Objective 1

The first objective of Central Piedmont Community College is to define the steps needed for the Double Stop program. Some steps between the two paths will repeat.

Objective 2

Measure the feasibility of current programs for the homeless to determine feasibility.

Objective 3

Central Piedmont Community College to determine sub-partners for the Double Stop program.

2.1.2 Success Criteria

Criteria for each objective will be determined to ensure requirements are met. When the requirements do not meet the goal, we will need to determine what happened that caused that failure and take a corrective action step to improve that goal. Success criteria can also mean that goals can be changed to meet the requirements of Central Piedmont Community College, all sub-partners, and all clients of the program.

2.1.3 Risks

Risks will always be evident when working with people and resources. All risks will be documented for improvement initiatives in the program.

2.2 Student's Personal Leadership Objectives

2.2.1 Objectives

Objective 1

There will be leadership development for all Central Piedmont Community College personnel working with the program. This program will concentrate on team-building skills to enhance interpersonal development.

Objective 2

The second objective would be to provide any participating manufacturing companies with leadership development between the school and their organization.

Objective 3

The third objective would be to develop leadership programs between the school and any federal, state, and local organizations that will provide volunteers and other resources to the program.

2.2.2 Success Criteria

The success of continued leadership development programs will be measured for their effectiveness; although other external programs are not controlled by Central Piedmont Community College, the effectiveness of the relationship will need to be measured.

2.2.3 Risks

There are several perceived risks associated with this project from all who may be involved. The risks can involve losing clients who can already be in a fragile state of mind.

3. Project Scope

3.1 Definitive Scope of Work

This project outlines the steps to help homeless people to obtain a new skill set. This can be done with proper education and training through a partnership with Central Piedmont Community College.

3.2 Project Benefits

The benefits of such a project would decrease the number of homeless people throughout America if the pilot program model at Central Piedmont Community College is successful and adopted by other community colleges nationwide.

3.3 SMART Goals

The goals set for the project were centered around the feasibility of the deliverables for a pilot program. The SMART goals are shown in Table 1.

Table 1

SMART Goals

Goal	Reduce the number of homeless people in America by concentrating corrective action efforts on a certain group.		
S - Specific	Who? Where? What? When? Why? What specifically do you want to accomplish?	CPCC in Charlotte NC to provide Continued Learning courses to individuals who are homeless due to job loss to reduce the homelessness rate. When? TBD	April 2022
M - Measurable	How will I measure this goal to know it is successful?	Measure the number of people whose homeless status has been eliminated after success in the program	August 2024
A - Attainable	What steps do I need to take to obtain this goal?	Filter vetted clients to CPCC for program. Measure their success after start of new job.	April 2022
R - Relevant	Is it relevant to meet the overall objective?	It is more relevant to prove that the new process works. Any reduction can prove to be successful as a continued method.	August 2023
T - Time bound	What is the time frame for completion?	If approved, start spring 2024	December 2023

4. Disciplined Inquiry

4.1 Introduction and Theoretical Framework

Theoretical Framework

The two theoretical framework models that can be used to satisfy the research questions in this project are Maslow's (1943) hierarchy of needs and Lewin's (1947) change model (Hopper, 2020; Sharma, 2021). Maslow developed the hierarchy of needs model back in 1943 as a theory about motivation. The model is shaped like a triangle with five levels. The bottom or basic level is called the physiological needs which involve food, water, and air. The second level of the triangle is called safety. As you can see from Figure 3, Hopper (2020) displayed Maslow's hierarchy of needs include that level involves shelter, work, health, and clothing. These things are needed to help a person feel motivated in their environment. This theory is proven to be competent because and is now being used as a training tool by some organizations and an evaluation tool by other organizations. By devising a method that will meet the physiological and safety needs, the rest of the needs represented in Figure 3 should fall into place.

Figure 3

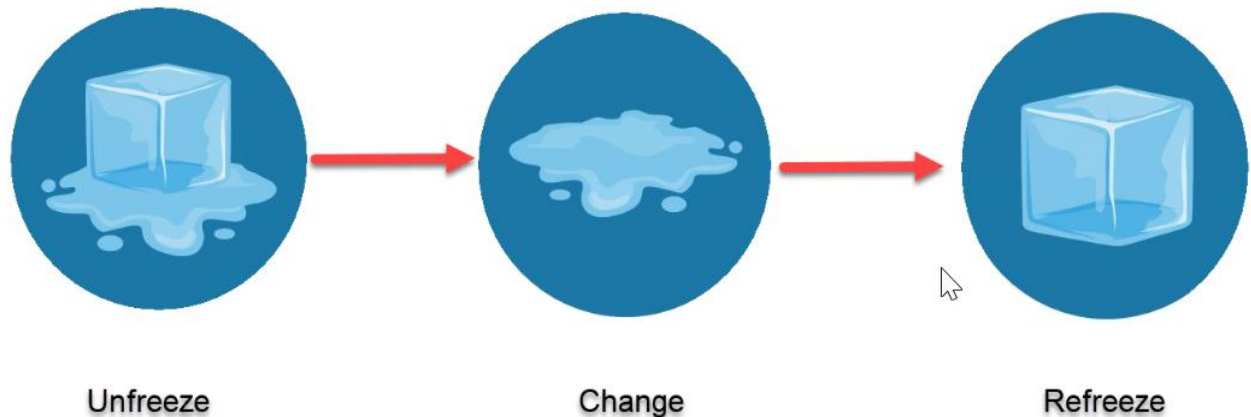
Maslow's Hierarchy of Needs (Hopper, 2020)



The second theoretical concept that can be used to meet the requirements of this project is Lewin's change model. This model has three steps which are unfreeze, change, and refreeze.

Figure 4

Lewin's Change Model (Sharma, 2021)



At the time of the creation of this model, it was considered an experiment and there were no proven facts that it could work. The model was created during a time when everything around Lewin was changing. Change cannot be stopped, but it can be controlled. Over the years, this model has been used in several different organizations due to its simplicity in nature. The overarching steps may seem simple, but the detail in each step could be very complex.

The first step is to unfreeze the process. Before this step can be initiated, the project team must ensure that they have chosen a process that would yield great reward and a return on value from the change. The pre-work necessary for completion is not outlined in Figure 4 before the first step. Also, before the team goes through the unfreeze step, they must flow the current process to ensure they understand each step as well as the interrelated processes. They must understand how each step taken affects the end customer by finding the measurement results from the process to determine what is needed for improvement. This exercise will create anxiety and a desire to motivate the team in recognizing the issue and starting a change process. It is during this time that everyone has become engaged to ensure the necessary resources are provided to start the next process. The status of homeless individuals is a topic that is so painful that the desire for a change is necessary.

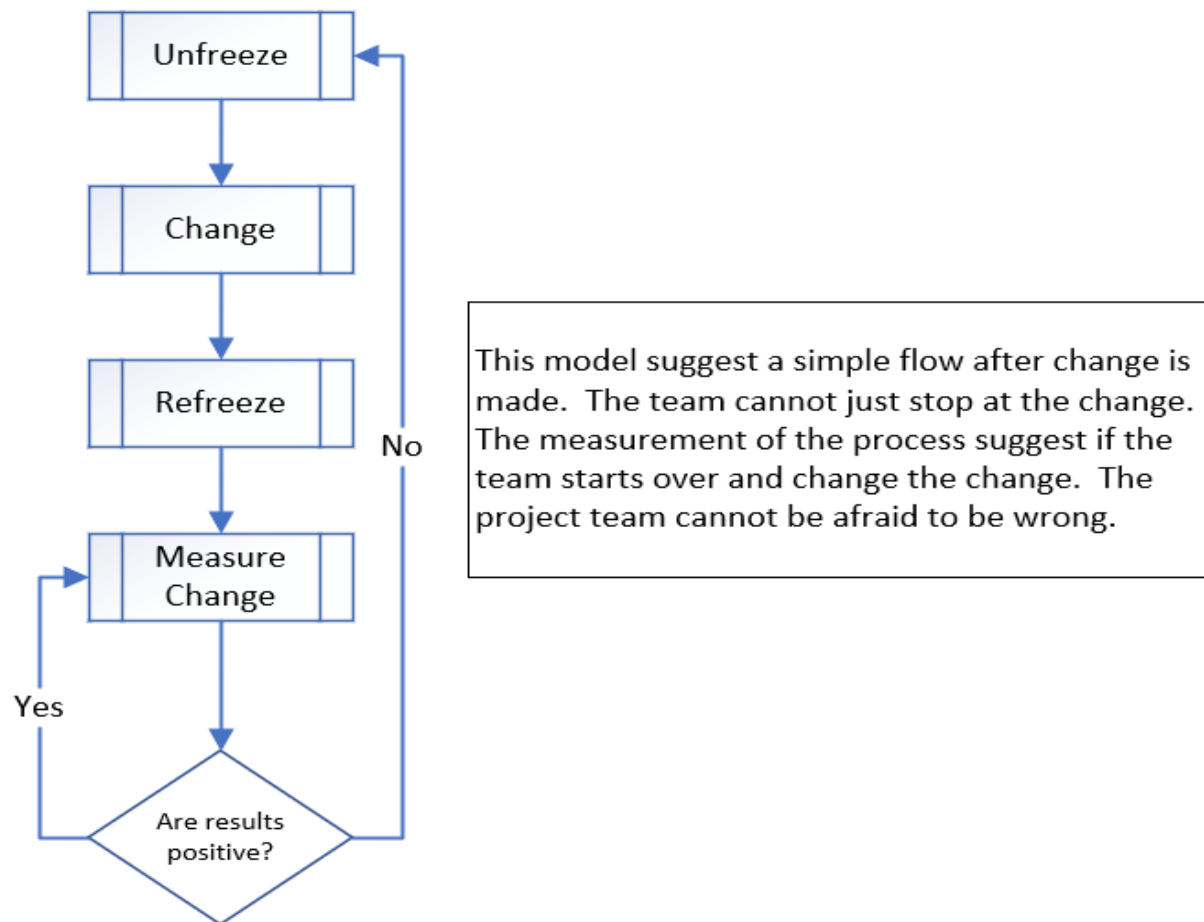
The second stage is to make the change after all steps in the unfreezing phase are complete. Although the team has learned a lot about the process in the unfreeze phase, they continue to learn about the process in the change phase. For the change to be successful, the project team may have to change some of their own beliefs. Any predisposed beliefs about the homeless population must be dismissed. The project team must be the very examples of change leaders. This helps to change the culture. This will involve introspection from each member. There must be an agreement to enter the last phase once changes have been made and are

complete. The change must be in an evaluative state at this point, and the unlearning of the old process begins.

The third phase is to refreeze the process. This is now the new process and must be communicated to all affected personnel. After the new process has been established, it is best to measure the new process. The new results must yield positive results in comparison to the old process. If results are positive, continue to measure to see if the trend remains on the same upward trajectory. If results are negative, there is a possibility to start the process over at unfreeze for a different change.

Figure 5

Change Model Process Flow



4.2 Hypothesis

The psychological state of a homeless person is based on the perception of society. That perception can be an uneducated stereotype of the group. Everyone in society would prefer that homelessness did not exist but does not know how that should be eliminated. Most of society believes that all people who are homeless choose to be in that state. The development

of data to communicate the real state of the homeless from visionary leaders will help to eliminate the issue as well as build hope for that group.

4.3 Research Questions

Visionary leaders will be open-minded enough to see the homelessness issue as eliminated. A visionary leader will teach their team how to answer research questions. The team will know how many people from each state are in homeless status; what it means to be homeless in America; to understand the difference between being poor and being homeless; what programs are currently in place to help the homeless; how the programs can be modified to enhance their feasibility; and the estimated cost to fix the homelessness issue. Their focus on risk-taking, listening, and taking responsibility makes them so charismatic that they will be an example to others around them. Using the tools in this course will teach a visionary leader and his project team how to extract the data to be successful.

4.4 Literature Review

As a quality manager, we have been taught to evaluate numbers. We examine inspection results, machine data, part characteristic measurements, and customer feedback data. Numbers tell a story about the situation at that time. It is just a shot in time and can change minute by minute. We must be able to provide an interpretation of those numbers to our management team. The management team does understand it is just for a certain period. If we set a goal to be 98% effective in our processes, we need to be able to understand what 98% really means. We also must determine if 98% is a feasible goal for an industry. An on-time delivery rating of 98% for a manufacturing facility is a feasible goal. We cannot expect to use a 98% goal of successful surgeries in the health care industry. If there are 6,000 surgeries daily across the United States, that 98% success rate means 120 unsuccessful surgeries; however, if that is a true goal and they stay under 120 unsuccessful surgeries, they seem effective. What I have learned is that sometimes we need to stand back and evaluate the numbers differently to see what type of story they tell. Let us review the number of homeless in America. The number of homeless is between 600,000 to more than 3.6 million at any given time. No one knows the exact number. Edelman (2017) said, "how many people are homeless is not clear, except to say it is too many" (p. 150). The population in America is more than 334 million. That makes the homeless rate between .17%-1.08%. That number seems insignificant, and many people conclude that homelessness is not a big problem; however, when you stand back and look at it differently, it is a huge problem in America with respect to cost. I believe there is a way to reduce the number of homeless in America. I have partnered with Central Piedmont Community College which already has a great program in place to help homeless students. It is better to introduce other ways to reduce the number of homeless in America by using a holistic approach.

Organizations perform root cause analysis investigations for product and process issues. They must find out why the issue happened in the first place. What happens in a person's life to make them fall under a homeless status? When we find out why, we must then see if that issue can be eliminated so it does not happen again. To determine the feasibility of an effective corrective action, we must first consider the different categories of homeless people. Then we must answer several questions regarding what it means to be homeless in America? We must ensure we know the difference between what it means to be poor and what it means

to be homeless. What programs are available to help the homeless? What boundaries exist to lessen that help? Are these programs feasible? We must also understand that criminalizing the homeless is not a solution to the issue. My goal for this literature review is to determine if a holistic approach is a more feasible method of reducing the number of homeless. We can find the information to prove that this holistic approach can use methods to ensure that the person will return home for good. They will be at home in their mind, in their training, in their education, in their health, in their job, and in their physical home.

Categories of Those Considered Homeless

As a quality manager, we perform root cause investigations and analyses to determine why an issue occurred. The question is why is there an increase in the number of homeless? This investigation is structured in the following format to implement an effective corrective to the root cause only.

Table 2

Corrective Action Report

Problem	Increase in the number of homeless in America
Remedial action	Provide housing vouchers on a first come first serve basis
Investigative comments	Homelessness can be categorized as chronic, episodic, transitional, and hidden. The reasons one becomes homeless are there is lack of affordable housing, unemployment, poverty, mental illness, drug use, crime, and displaced or kicked out. We have decided to work with the group for those that are homeless due to unemployment.
Root cause	Unemployment
Corrective action	Holistic approach to ensure job and education training. Provide track to permanent job and permanent housing.
Verification comments	Let us measure the number over a period after all plans have been implemented to see if that number has been reduced. If an individual experiences another episode of homelessness, this is known as a repeat issue and renders the corrective action ineffective. At this point, the investigation starts over to find a more substantial root cause.

There are several reasons why someone can become homeless. Gerdes (2007) said, “homelessness is a product of many different causes, affecting dramatically different people calling for vastly different public policy responses” (p. 29). We have decided to focus on the group that is homeless due to job loss or extended unemployment. We made this decision because it is easier to handle part of the bigger issue to see if we could reduce those numbers. Since the root cause for each category is different, it may require a different set of corrective actions. The approach may also be different.

What Does It Mean to Be Homeless in America?

We need to really understand what it means to be homeless in America. The problems go beyond the lack of housing. Somerville (2013) said,

Homelessness is not just a matter of lack of shelter or lack of abode, a lack of a roof over one's head. It involves deprivation across a number of different dimensions – physiological (lack of bodily comfort or warmth), emotional (lack of love or joy), territorial (lack of privacy), ontological (lack of rootedness in the world, anomie) and spiritual (lack of hope, lack of purpose). (p. 384)

This is America where the dream is to have a life of freedom, happiness, and love, and a home. America is where you can be whatever you want to be. Does this dream die in a state of homelessness? Gerdes said, “Even though the United States is the richest country in the world, millions of Americans experience hunger and homelessness each year” (p. 22). I remember my teacher asking us in elementary school, “What do you want to be when you grow up?” I don’t remember anyone saying “homeless.” Homelessness can affect the soul of a person. Axelrod-Contrada (2010) said, “homeless individuals typically suffer from feelings of shame and embarrassment” (p. 77).

Abraham Maslow proposed a hierarchy of five needs that make a person feel whole. The very first need is categorized as physiological or basic needs, which are food, water, air, and shelter. Homelessness violates basic needs. The other remaining needs are safety, social, esteem, and self-actualization. Everyone needs a solid foundation to make it in this world. It would seem to me that without that foundation, it would be hard to acquire the other needs. We must concentrate on corrective actions that will make the person whole in all areas of their life.

Do We Really Understand the Difference Between Poor and Homelessness?

We have already defined the homeless as someone with a lack of housing for whatever the reason may be. Being poor is defined as someone who lives in poverty and does not have the necessary funds and other resources to sustain a certain level of living. The poverty line in America depends on the family status. One mistake I made is that I merged two different statuses of poverty and homelessness together. Merino (2009) said, “Homelessness and poverty are inextricably linked” (p. 97). In my mind, if one is homeless, they must be poor; if they are poor, they must be homeless. That is not always the case. One can be poor or live in poverty but still have shelter. Not everyone who is homeless is considered poor.

Jesus said in Matthew 26:11, “ye have the poor always with you” (*Holy Bible*, 2003, p. 1072). Again, I was linking the homeless with the poor. One person can be one or the other or both. We cannot place one group considered poor as an over-arching umbrella over the homeless. Jesus said the poor will always be with you, not necessarily the homeless. Jesus meant for us to keep our hearts open and help both groups where we can.

What Programs Are Currently Available to Help the Homeless?

There are local, state, and federal programs that provide resources for the homeless. The Stewart B. McKinney Homeless Assistance Act (1987) was signed into law on July 22, 1987, by President Ronald Reagan. The National Housing Conference (2021) published an article entitled Federal Homelessness Assistance Program. The section of this article that discussed the McKinney-Vento Act stated that this legislation

provides federal money for homeless shelter programs. It was the first significant federal legislative response to homelessness.... The McKinney Act originally had 15 programs providing a spectrum of services to homeless people, including the Continuum of Care Programs: the Supportive Housing Program, the Shelter Plus Care Program, and the Single Room Occupancy Program, as well as the Emergency Shelter Grant Program. (National Housing Conference, 2021, McKinney-Vento section, para. 13)

This bill had bipartisan support and was co-sponsored by three individuals. They were Stewart McKinney (R-CT), Bruce Vento (D-MN), and Tom Foley (D-WA). It is now known as the McKinney-Vento Act and has been amended for improvement several times. In my opinion, this is a great piece of legislation because it was the first to recognize that everyone has a right to shelter. Because of this piece of legislation, the Interagency Council on the Homeless was created with the sole responsibility of ending homelessness.

On the federal level, there are several programs created from the McKinney-Vento Act along with HUD (Housing and Urban Development) to help the homeless. The National Housing Conference (2021) stated,

Many people experiencing homelessness are housed through rental assistance, vouchers and public housing. Outside of those mainstream programs, there are several federal programs that work to house people experiencing homelessness, directly or indirectly. Many of these programs are part of the Department of Housing and Urban Development (HUD), while others are run through other agencies either in collaboration with HUD or on their own. (Federal Homeless Assistance Program section, para. 1)

How Feasible Are the Programs Available to the Homeless?

The data showed no feasibility study of all homeless programs in America. Some of the measurements included the effectiveness of women's shelters and youth group homes or of the mentally ill in certain settings. There was one feasibility study found in the UK performed by Alma Economics back in 2019 that even suggested a better method of measuring the effectiveness of homeless programs. The study suggested,

The rapid evidence review of the causes of homelessness and rough sleeping revealed that homelessness is a complex phenomenon that emerges because of intricate interactions between a broad set of policy, economic and personal factors. Policy analysts can choose the set of predictive factors that should be included in the models based on the model's objectives" (Alma Economics, 2019, p. 5)

Alma Economics also made the mistake of grouping all categories of homeless people together. This is to be understood by an organization that is only interested in the number. Since this study has been performed, we have had a major pandemic all over the world that has added to the homeless rate increase. A proper feasibility study would need to be performed in America. The absence of this study lends to the ineffective corrective action steps taken and the continued increase in the number of homeless.

What Boundaries Exist That Lessen the Effectiveness of These Programs?

The boundaries exist on all levels with the programs to help the homeless. The McKinney-Vento Act falls under the Department of Education. Family and youth services to the homeless fall under the Department of Health and Human Services. Veterans affairs fall under Housing and Urban Development (HUD). The only independent agency is the United States Interagency Council on the Homeless. On the state and local level, there is a Department of Health and Human Services in just about every county and state in the United States. They can be contacted for emergency housing programs. The local Red Cross, homeless shelters, and soup kitchens also help the homeless. Local churches usually have their own programs to help the homeless. As the programs continue to cross boundaries, so do funding and other resources.

Boundaries are presented on a personal level due to our beliefs about the homeless. When we see homeless panhandlers holding a sign begging for money, some of us automatically assume that some of it is a scam. That is because we have seen news reports of people pretending to need help and then go change their clothes and get into a nice vehicle. I have had my own experiences where I have given money to someone pretending to be homeless. I saw that same person working in a local grocery store later that day. When I confronted her, she apologized. People do benefit from the generosity of strangers. Slavitt (2018) reported, “people are driving \$40,000 trucks...they own their own houses and they still come here and take stuff they don’t need just because they can” (para. 4). This type of scam hurts people who are homeless because we need people to care and give of their resources and time.

What Does Homeless Cost the American Economy?

Since more than 3 million people can be homeless in any given year, the current programs cannot be enough. Clearly, the actions of some programs have been misinterpreted or misguided since the number of homeless continues to increase annually. The Interagency Council of the Homeless used to receive \$5.5 billion annually to put programs into place. Congress has now only funded the agency with \$3.6 million annually to end homelessness. That is not enough money to end homelessness in one state. Gerdes (2007) said, “the US Government and States are reducing funding to critical programs” (p. 23). The resources are so minimal that it will take another approach to finally end this issue. The cost to support the homeless can range anywhere from \$30,000 to \$50,000 per person annually. That makes an approximate cost range from \$18 billion to \$180 billion annually. The amount of money allotted to this issue is not nearly enough even to put a dent in the issue. Only approximate costs can be reported because there are no data available on actual cost.

Table 3*Cost of Homelessness*

Number of homeless	Varying cost per person	Annual total cost
600,000	\$30,000.00	\$18,000,000,000.00
600,000	\$50,000.00	\$30,000,000,000.00
3,600,000	\$30,000.00	\$108,000,000,000.00
3,600,000	\$50,000.00	\$180,000,000,000.00

What Is the Estimated Cost to Fix Homelessness?

The research showed that it could possibly cost more than \$20 billion to eliminate the issue of homelessness. While it is believed that homelessness can be ended, the text does not discuss how they arrived at this dollar amount. If the minimum cost to support the homeless is \$18 billion annually, the suggested \$20 billion amount indicates homelessness could be eliminated over a year. If this was a true amount, it would only make sense for Congress to fund the program. The data do not exist as to a true amount to eliminate homelessness. A method must be devised to determine the true cost. All organizations that have programs to help the homeless would need to keep accurate records that calculate that cost. The federal government would then need to collect that data to produce one report. Measurements are very important. If we do not know what the actual cost is, we have no idea of the cost to eliminate homelessness.

The Criminalization of the Homeless

One way America has decided to handle the issue of homelessness is to criminalize it. Edelman (2017) said, “criminalizing homelessness does not end homelessness” (p. 153). It has gotten to the point that the police and the homeless both use the system to temporarily band-aid the issue. The homeless cannot pay any fines and do not have an address where police can re-arrest them for failure to appear in court. Edelman also said, “the criminalization of the homeless is costly, unjust, and not a solution to homelessness” (p. 156). This method is not feasible. We have now made the police responsible for the homeless and introduced cases into the legal system that do not belong there.

Theoretical Framework

Abraham Maslow was a psychologist born in Brooklyn, New York in 1908. He created a theory about human development called Maslow’s hierarchy of needs. He first introduced it in a paper in 1943 in the *Journal Psychological Review* called “A Theory of Human Motivation.” Then, in 1954, he revised his theory in a book called *Motivation and Personality*. It is designed as a pyramid with five different levels. Those levels are basic needs, safety needs, love needs, esteem needs, and self-actualization needs. Schmutte (2018) said, “Maslow’s hierarchy explains human behavior in terms of basic requirements for survival and growth.... The most basic physical requirements, such as food, water, or oxygen, constitute the lowest level of the need hierarchy” (Definition section). The basic needs are necessary to sustain life, such as shelter, food, and water. The safety needs determine how secure one feels. The love needs are necessary so someone has a sense of belongingness. The esteem needs are necessary for someone to have that sense of approval

from others. The self-actualization needs are the final step where one has that sense of accomplishment. They have realized their potential. It was believed that the needs could work simultaneously, but that is not the case. Without the basic needs to survive, one cannot move to the next level. This model is becoming a useful tool to train employees in many different industries. The level of development is measured to determine how well they are performing their jobs. Could this model be used to help eliminate homelessness? By devising a process to ensure the basic needs are met, the rest of the needs would fall into place.

Kurt Lewin was a psychologist who developed a change model. The model contains three steps. Those three steps are unfreezing, moving, and refreezing. The method seems so simple, but the actions taken within those steps can be complex. When the unfreezing of the model occurs, one must have already determined what needs to be changed. The moving phase of the model is making the actual change to the process. Refreezing is the phase when the process starts back up with the change in place. Burnes (2020) stated, “Lewin intended to cover social equilibria and social changes, group life, social planning, and action research” (p. 46). The literature does not go far enough to say if this method was developed due to what was happening at that time. It was time to change methods because of World War II, the Truman doctrine was introduced, Jackie Robinson played baseball in the major leagues, and Henry Ford died. This model earned Lewin the title, “father of change management.” The model is needed so human behavior is changed or becomes more developed. What we must do is measure the change for effectiveness. If not effective, start the change process all over again. This Lewin 3-step method coupled with the Maslow hierarchy of needs could be used to eliminate homelessness.

Holistic Approach to Homelessness

America has not yet decided if homelessness is a social, health care, or criminal issue. Homelessness itself has crossed many boundaries and must be approached from many different angles to eliminate the issue, but the approach from these many different angles must be the same. Merriam-Webster (n.d.) defines holistic from the philosophical and medicinal points of view. All definitions state that we must look at the whole person. Merriam-Webster defines holistic as,

relating to or concerned with wholes or with complete systems rather than with the analysis of, treatment of, or dissection into parts holistic medicine attempts to treat both the mind and the body holistic ecology views humans and the environment as a single system.

It has already been stated that the root cause of homelessness can consist of several contributing factors. It would be feasible to take each root cause and attack it using a holistic method. McDevitt (2021) stated, “when homelessness is solved for one person, the trajectory of an entire family is changed” (p. 27). We have decided to test our holistic theory on the group that is homeless due to job loss. Pergantis et al. (2016) proposed using a holistic approach to homelessness. They do admit there is a lack of resources that would prevent them from using this approach. Pergantis et al. stated, “the lack of career counseling literature to assist career counselors working with those who are homeless indicates a need to support this marginalized and stigmatized population” (p. 184). It was not realized that a

forgotten jewel like Central Piedmont Community College has that type of career counseling information available to help anyone. We would be working with clients that used to be employed, so they fit somewhere in a working society. Pfaff et al. (2021) said, “little and big things are addressed through three key processes: (1) taking time, (2) advocacy, and (3) empowerment” (p. 4). One addition Central Piedmont College would need to ensure is preparing the students and staff to work with the homeless. There may need to be a section added to their social work program or health care management program. Cronley et al. (2020) said, “We see a subtle disconnect between the grand challenge of ending homelessness and social work education” (p. 524). Those who would be working for or volunteering in the program must believe in it before it can work. They would also need to believe in all those who would enter the program as a sign of encouragement. There must be an understanding and a genuine belief in the holistic method before it could ever work.

Summary

In conclusion, the holistic approach to reducing the number of homeless in America is feasible. It can be achieved by using Maslow’s hierarchy of needs coupled with Lewin’s change model. Homelessness is a problem that continues to grow due to several causes. It will take several paths to eliminate each cause. The program would be more successful if revised to pick a category like those who are homeless due to job loss. Corrective actions would be implemented for situations surrounding just that one issue. If successful, other sub-causes could be approached with the same holistic method. There is a reason to believe there would be a decrease in the number of homeless.

4.5 Methodology

Quantitative Data Collection (see Appendix B)

Quantitative data collection was performed by the project leader. I designed a simple Excel tool to capture the number of homeless from each state. The tool was structured in a way to give totals and percentages of homelessness by state. This helps to determine how big of an issue homelessness is in relation to the population by state. The data show that 2.20% of the population in Washington, D.C. are homeless. It is amazing how the data show that one of the cities with the lowest population has the highest number of homeless individuals. The homelessness rate in the United States is approximately .63%. Since homelessness is less than 1%, it appears it is not an issue compared to the rest of the issues the country has. This collection method does prove to be very effective in gathering initial data.

Figure 6*Homeless Rate Percentage by State*

	311851525	579259	1380432	1959691		
State	Population	2021#	Students	Total	Homeless%	% of US Pop.
Alaska	710,231	1949	3576	5525	0.78%	0.0018%
California	37,253,956	161548	271528	433076	1.16%	0.1389%
Nebraska	1,826,341	2404	18647	21051	1.15%	0.0068%
New York	19,378,102	91271	148485	239756	1.24%	0.0769%
North Carolina	9,535,483	9280	34765	44045	0.46%	0.0141%
Oregon	3,831,074	14655	23765	38420	1.00%	0.0123%
Washington	6,724,540	22923	39972	62895	0.94%	0.0202%
Washington, D. C.	601,723	6380	6858	13238	2.20%	0.0042%

US Population	311,851,525
Total Homeless	1,959,691
Homeless%	0.63%

The Quantitative Instrument (see Appendix C)

The tool could be further expanded to capture the reason why the individuals are homeless. The project is designed to help those individuals who are homeless due to job loss. That detail lets the project team use the resources for that one group. It is narrow in focus but allows for more success. The data could change daily due to changes in the homeless status and population. It is suggested that the data should be checked twice annually so resources are concentrated in that area.

Figure 7*Data Instrument to Collect Reason for Homeless State*

	311851525	579259	1380432	1959691			0	0	0	0	0	0
State	Population	2021#	Students	Total	Homeless%	% of US Pop.	Choice	Job Loss	Mental	Drugs	Crime	Evicted
Alabama	4,779,736	3351	16118	19469	0.41%	0.0062%						
Alaska	710,231	1949	3576	5525	0.78%	0.0018%						
Arizona	6,392,017	10979	21062	32041	0.50%	0.0103%						
Arkansas	2,915,918	2366	13910	16276	0.56%	0.0052%						
California	37,253,956	161548	271528	433076	1.16%	0.1389%						
Colorado	5,029,196	9846	21560	31406	0.62%	0.0101%						
Connecticut	3,574,097	2905	4722	7627	0.21%	0.0024%						

The Excel tool was designed to measure the number of homeless by state. The seven states listed above with the District of Columbia show that the program can be effective in these areas after the pilot program is successful at Central Piedmont Community College. The second pilot program could possibly be placed at a community college in Washington, D.C. but that is only if one decides to follow the trend as it relates to the population. The resources could go to another state if you follow the highest number of homeless individuals. Then of course it would be the top five biggest states, being California, New York, Texas, Florida, and Washington (see Appendix D). The data also showed us that the COVID-19 virus was another sub-cause in the increase in the homeless population.

Figure 8

Graph of Homeless by State

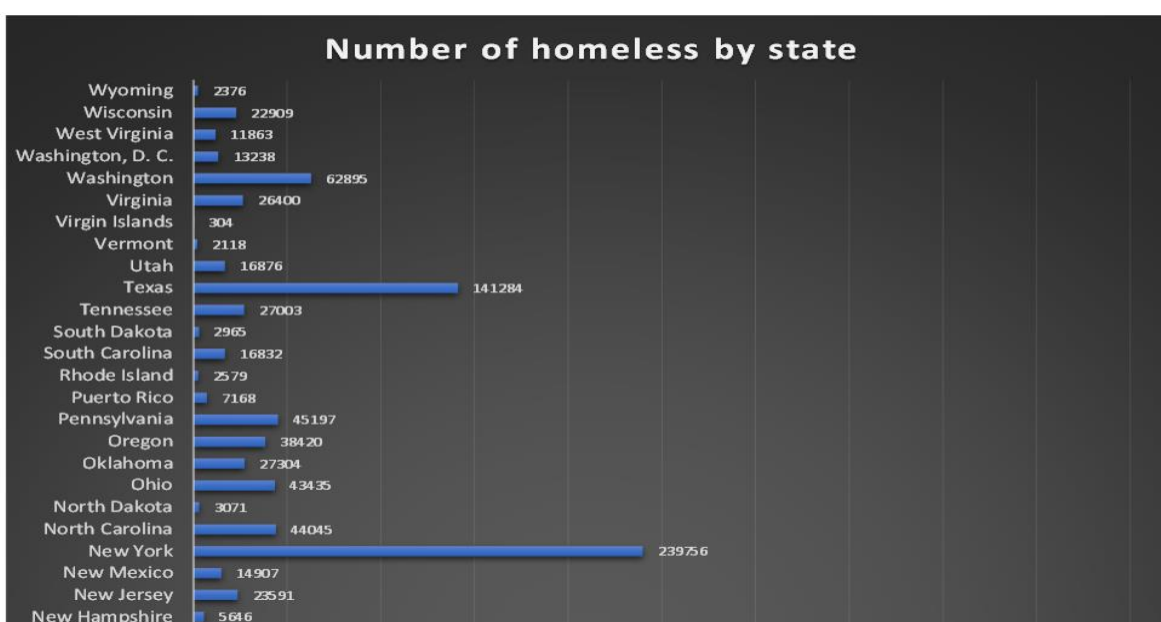
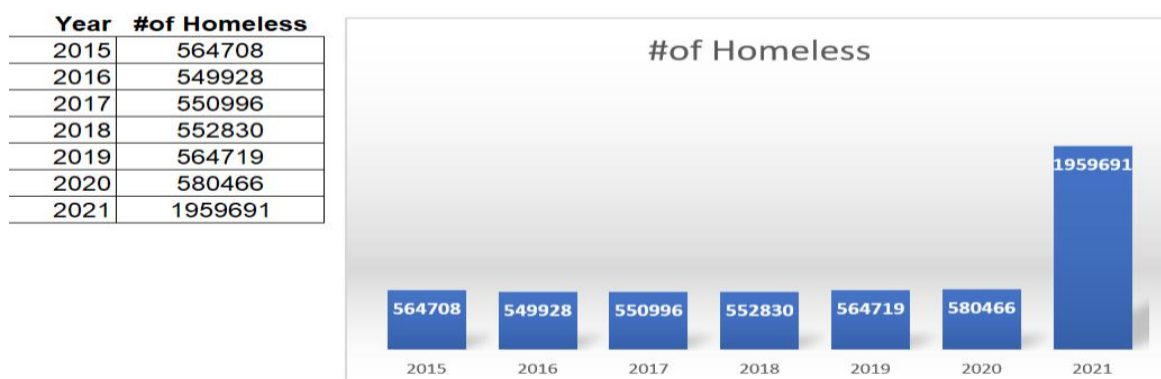


Figure 9

Annual Number of Homeless in America



Qualitative Data Collection (see Appendix E)

The qualitative method created for this project is an Excel tool to gather personal data on the homeless individuals who would participate in the program. This tool can be used when interviewing potential clients to see if they really want to participate in such a program. The tool was designed around the qualitative practice used in manufacturing known as form, fit, and function. Manufacturing ensures that the materials entering the process yield the right part exiting the process. In this case, the project concentrates on the person and the process to achieve form, fit, and function. It would take a minimum 2-year commitment to obtain an associate's degree with a guaranteed job opportunity with living space. This tool allows us to take a deeper dive to ensure the right candidate enters the program and then chooses a path that will allow them to be successful in the end. The client evaluation form is for use at the beginning of the process to determine if the person would be a good fit for the program. If the person is a student of Central Piedmont Community College, they will receive the Single Stop program services at a minimum. The second path includes additional job training and a path to permanent housing.

The following questions represent the basic data:

- Name
- Age
- Gender
- Race
- Can you provide identification, birth certificate, social security card?
- Are you married or single?
- Do you have a partner or family with you?
- Do you smoke?
- Do you drink?
- Have you ever used recreational drugs?
- Have you ever been arrested? If yes, please explain why and the outcome of that case.
- Do you have any pending court dates? If yes, please explain.
- Why are you homeless?
- Do you want to remain homeless?
- Can you meet the entrance requirements of Central Piedmont Community College?
- Can you provide a high school transcript, diploma, or GED?
- Do you have any secondary education? If so, what is the highest degree of education?
- Do you have an idea of the highest education level you desire?
- Is there anything that would prevent you from receiving financial aid?

If clients proceed past this initial screening, additional questions would include the following:

- What would prevent you from being successful in this type of program?
- This program takes a minimum 2-year requirement to achieve the associate's degree level. Can you commit to that minimum requirement?

- How do you feel about entering a program where in the end you could be placed in a job with living quarters?
- Are you willing to relocate to another city if it is a requirement of the job?
- What would prevent you from being successful in this type of program?

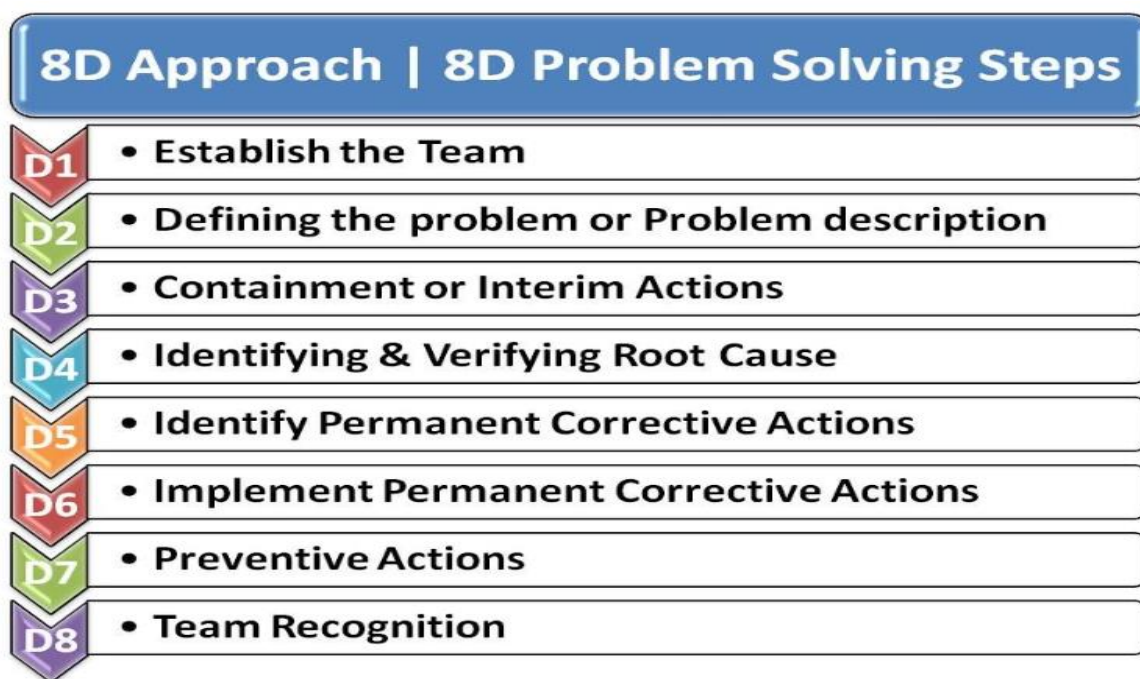
5. Continuous Improvement Systems

5.1 Continuous Improvement Planning

This project followed a modified root cause analysis approach. The automotive industry uses an 8D approach to problem-solving. Those eight disciplines are form team, describe problem, issue containment, determine root cause, determine corrective action, implement that corrective action, determine any preventive action, and congratulate the team.

Figure 10

8D Problem-Solving Model (Hanumanth, 2021)



D1: Establish the Team: The team should be multifunctional in that all members bring a different perspective and opinion to the project. This project desires representatives from career development; educational advisor; local, state, or federal government representatives; health advisor; Central Piedmont Community College staff and students; manufacturing industry representative; and a housing development representative at minimum. I believe it not only takes a village to raise a child, but it will take a village to take a person already in a fragile state of homelessness dependence to independence. That opportunity involves education, job training, permanent employment, and a home.

D2: Defining the Problem: This definition should be a description that should not imply a cause, infer blame, or suggest a solution. State the facts when defining the problem as to increase or decrease in the issue and its related cost.

D3: Containment: This is the action taken that could alleviate the sting of homelessness currently, such as providing temporary housing, clothing, and a free meal. There are also temporary shelters and other organizations that provide information to homeless individuals directing them towards assistance. A containment action is also known as a band-aid or temporary fix to the issue.

D4: Determine Root Cause: Use an investigative method to determine why this event occurred. The team must be able to answer the question as to why the fundamental reason for the event caused homelessness.

D5: Determine Corrective Action: Once the team has determined why they even occurred, they must determine a corrective action to implement. The feasibility and the cost of implementation must be considered.

D6: Implement Corrective Action: Once the feasibility of a corrective action plan has been determined, they can then implement that plan. The permanent corrective action must address the root cause.

D7: Prevent Recurrence: The implemented corrective action prevents the issue from happening again. If the issue recurs, the correct root cause was not found. Monitor and measure the results to ensure feasibility.

D8: Congratulating the Team: Recognize the team for a project well done, but the team must realize that continued monitoring is key to success.

5.2 Continuous Improvement Actions

The actions taken to mitigate homelessness must address the root cause. There can be several root causes of homelessness. We know that some issues have more than one root cause or sub-causes. People can be homeless due to crime, drugs, mental issues, choice, eviction, and job loss. With all causes being of equal importance, the change in the program would be to concentrate on one cause at a time. Of the causes listed above, the team felt that addressing homelessness due to job loss would be the root cause that several organizations could support. Everyone would benefit from the success of the project.

5.3 Continuous Improvement Feedback (see Appendix F)

The success and perception of the project must be measured to gain feedback for continuous improvement initiatives. We must also survey all those involved in the project to gain feedback. The tool to measure this is also an Excel tool using part of the Dennison survey with a grading scale of 1 being the lowest for strongly disagree and 4 being the highest for strongly agree. The comments from the Dennison survey have been modified to fit the project for feedback purposes. Each category is worth 25 points. A grade of 2 or 50 points or less requires corrective action to improve the results of that question until all answers become

a minimum of 3 or 75 points from all stakeholders. Although the response to each comment is a matter of opinion, the project team wants a more positive opinion to improve perception. The form is automatically calculated to give a score at the end of the statement as well as to say when to start a corrective action request.

Figure 11

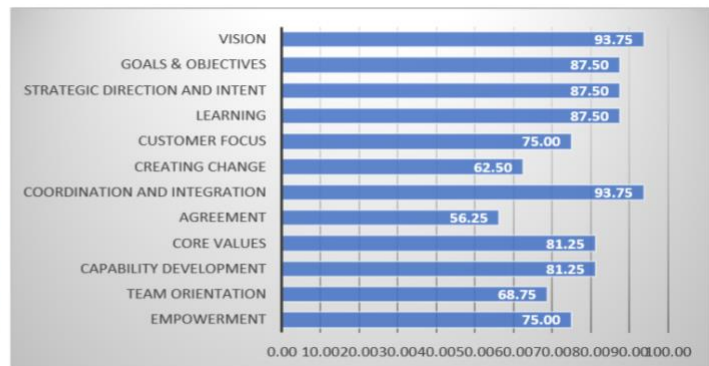
Modified Dennison Survey

1-Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree				
EMPOWERMENT	Grade	Score	Average	Comment
Decisions are usually made at the level where the best information is available.	3	75	75	
Information is widely shared so that everyone can get the information he or she needs when it's needed.	3	75		
Everyone believes that he or she can have a positive impact.	2	50		Issue CAR
Business planning is ongoing and involves everyone in the process to some degree	4	100		
TEAM ORIENTATION	Grade	Score	Average	Comment
Cooperation across different parts of the project is actively encouraged.	3	75	68.75	
People work like they are part of a team.	3	75		
Teamwork is used to get work done, rather than hierarchy.	3	75		
Work is organized so that each person can see the relationship between his or her job and the goals of the project.	2	50		Issue CAR
CAPABILITY DEVELOPMENT	Grade	Score	Average	Comment
Authority is delegated so that people can act on their own.	2	50	81.25	Issue CAR
The "bench strength" (capability of people) is constantly improving.	3	75		
There is continuous investment in the skills of employees.	4	100		
The capabilities of people are viewed as an important source of competitive advantage.	4	100		

Figure 12

Modified Dennison Survey Graph

EMPOWERMENT	75.00
TEAM ORIENTATION	68.75
CAPABILITY DEVELOPMENT	81.25
CORE VALUES	81.25
AGREEMENT	56.25
COORDINATION AND INTEGRATION	93.75
CREATING CHANGE	62.50
CUSTOMER FOCUS	75.00
LEARNING	87.50
STRATEGIC DIRECTION AND INTENT	87.50
GOALS & OBJECTIVES	87.50
VISION	93.75



5.4 Continuous Improvement Implementation (see Appendix G)

Continuous improvement implementation is another project and may involve another team. A different set of questions may be involved for implementation. There should be a sign-off checklist from the project team to the implementation team. When all concerns have been

addressed and all resources received, only then can the implementation team proceed with the project.

- Do you understand the corrective action in the way it has been defined? If not, go back to the project team for clarification.
- Have the necessary resources been made available to the implementation team?
- Are there any other needed resources not listed by the project management team? If so, communicate those concerns to the project management team.
- Have the expectations for the time of completion been defined? If not, go back to the project team for clarification.
- Is the team available to implement the corrective action?
- Has the management team agreed to this corrective action plan? If not, communicate to the project team that implementation cannot proceed until final approval from the management team.
- Do you foresee any other risks in implementing this corrective action plan? If so, do not proceed with the implementation until all concerns have been communicated to the project management team.

Figure 13

Full Corrective Action Report

Action Report		Date	Client's Name	Client's Account No.
Problem Definition				Check One <input type="checkbox"/> Corrective Action Request <input type="checkbox"/> Preventive Action Request
				Assigned Champion
Team Members				Action Due Date
Remedial Action				
Investigation Comments				
	(Why is the process not working properly?)			
First Why?				Therefore
Second Why?				Therefore
Third Why?				Therefore
Fourth Why?				Therefore
Fifth Why?				Therefore
True Root Cause				
Action Taken				
Team Lead Print Name	Team Lead Signature	Date		

6. Deliverables

6.1 To Partnering Organization from Candidate

Deliverables to the partnering organization are listed in Table 4.

Table 4

Deliverables

Deliverables to partnering organization	Due date
Introductory letter	July 2021
Initial Project Charter	August 2021
Second Project Charter	September 2021
Generic questionnaire about Single Stop program	November 2021
Initial PowerPoint presentation about homeless	December 2021
Budgetary question about single stop program	January 2022
Professional literature review mentioning CPCC	March 2022
Executive summary	April 2022
Revised PowerPoint presentation	April 2022
Deliverables from partnering organization	Due Date
Second Project Charter	November 2021
Single Stop program map	November 2021

6.2 Deferred Deliverables

None of the deliverables promised to Central Piedmont Community College were deferred. The state of North Carolina would own the program with Central Piedmont Community College. Any other deliverables would come from the state.

7. Communications Plan (see Appendix H)

7.1 Communications Plan Development

Communication plans were developed so all stakeholders are aware of the status of the program. A communications matrix has been defined so the status for and from each stakeholder is documented. The matrix is designed to answer who, what, when, where, and why. The questions and comments column has been included for others to communicate their concerns.

Figure 14*Communications Matrix*

Who	What	When	Where	Why	Status	Questions/Comments
One-Two Stop Rep.						
Client						
Career Development						
Local/Town Rep.						
State Rep.						
Fed. Rep.						
Health advisor						
Manufacturing Rep.						
Housing Rep.						
Food Rep.						
Financial Rep.						

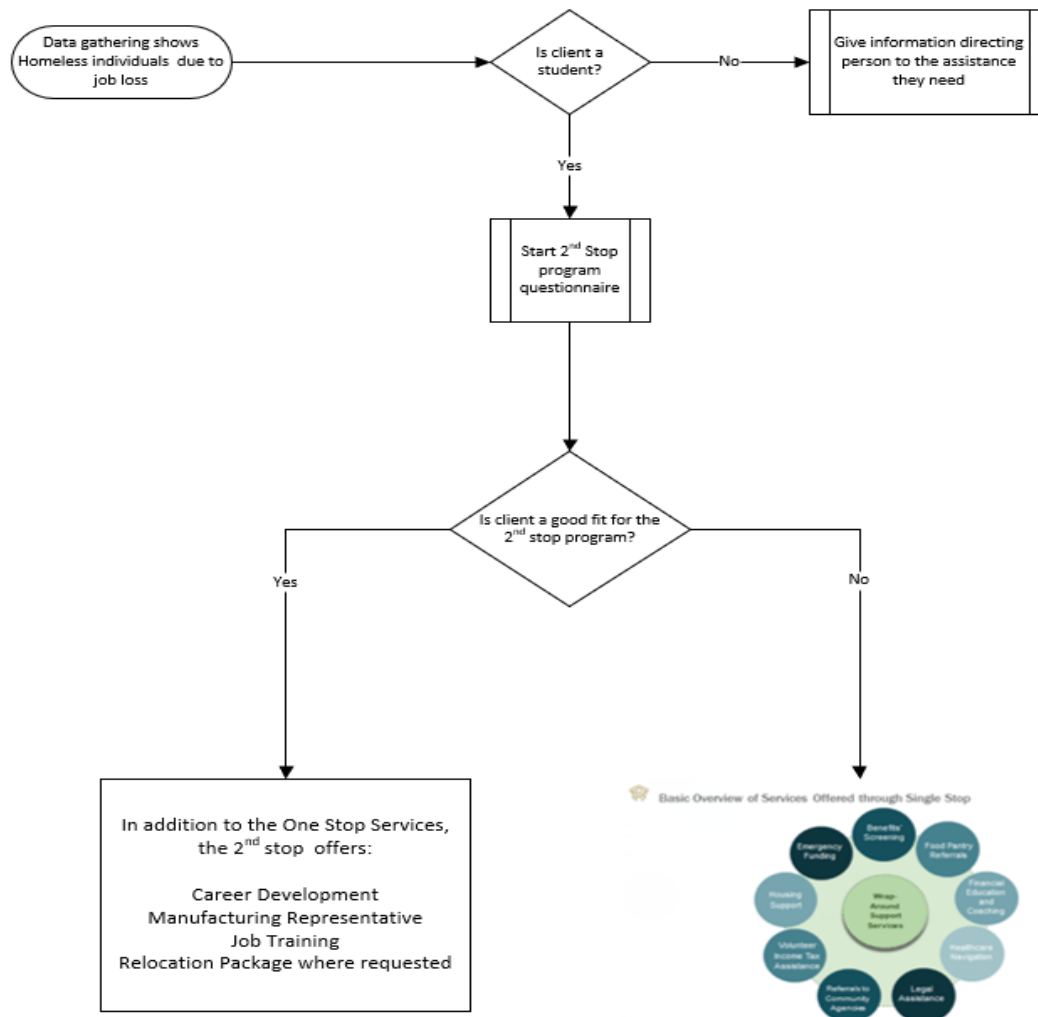
This communications matrix can also be used to gather ideas to improve the program and possibly cut costs and increase funding. This matrix is simple enough to gather data and can be delivered in report style via email for anyone who requests it.

7.2 Stakeholder Engagement Plan (see Appendix H)

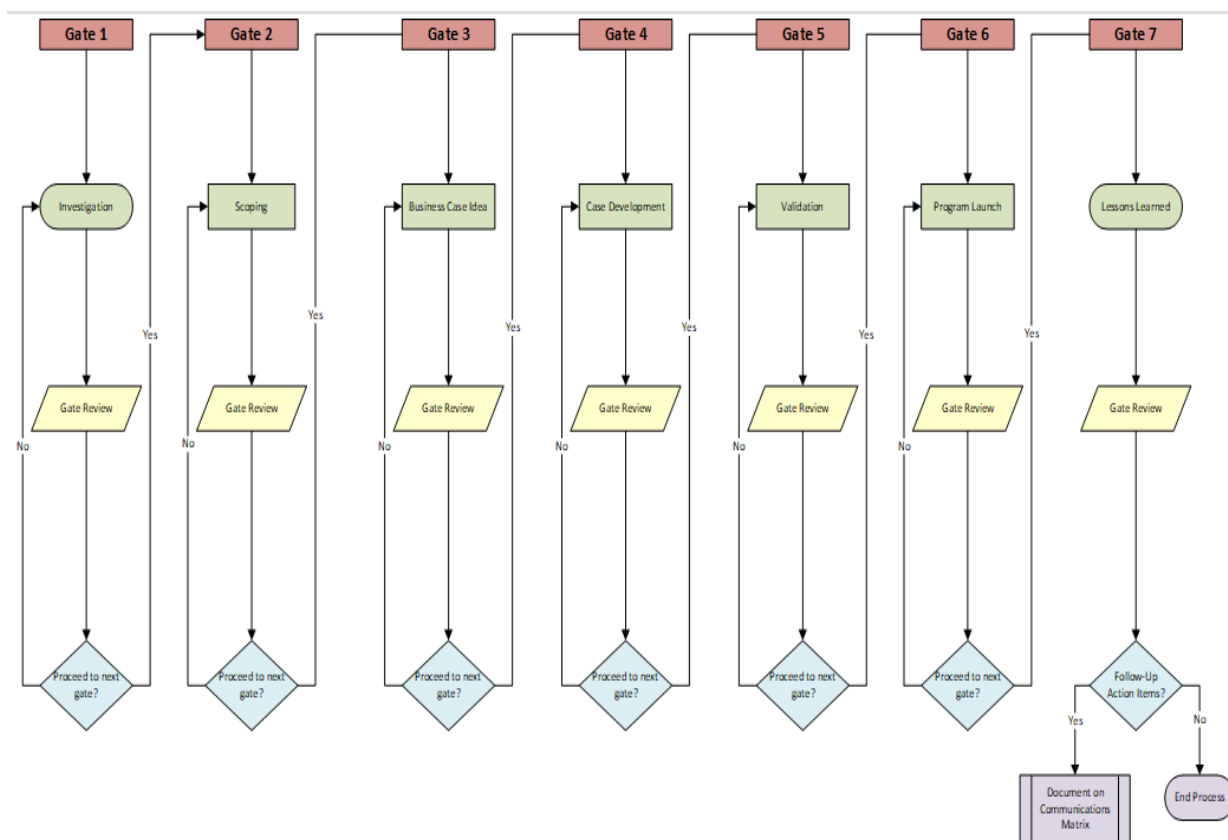
It is suggested that Central Piedmont Community College use the communications matrix pictured above as the stakeholder engagement plan. Stakeholders can be added and deleted at any time. The simple design increases understanding for everyone and can be shared between individuals and departments. Using the communications matrix as a stakeholder engagement plan could help cut costs and increase funding.

7.3 Work Plan (see Appendix I)

The work plan must follow the flow as a stage gate-type plan. The flow chart below acts as a stage gate plan. All tasks must be completed in one gate before the door to the next gate could be opened. The process consists of seven gates as pictured in Figure 15. At each gate review, questions should be answered in a way so progression to the next gate is clear. When the team is not able to move to the next gate, they must loop back around and gather more data to identify needed items that will help them to progress to the next gate.

Figure 15*Program Process Flow*

Every team must be able to realize if the business case is stagnant and the best solution is to end the project. The project list will reflect when it is not feasible to continue. The business case research must be so strong that there should be no chance of stopping the project. The costs begin at Gate 1. A strong business case helps mitigate costs.

Figure 16*Stage Gate Process*

8. Risks

8.1 Mitigation and Contingency

There are major risks involved when the project surrounds people rather than manufactured parts. In manufacturing, when the project involves hard stamped parts, it is easy to decide to scrap or rework. When the project involves the fragile state of people, a more caring mitigation plan should be designed. The Single Stop program already provides emergency funding for student needs. Other contingency plans would involve personnel directing the program so students never lose status when a manufacturing partner decides to withdraw from the program and discontinues any related job training. There would need to be a contingency of classroom training that would be just as valuable.

8.2 Constraints

The main constraint is resources are not available to begin a change to the Single Stop program. The constraint is the current training for any personnel working with the program. Additional training is necessary to make the program successful. That is an additional cost because that training would need to be located at and paid for by Central Piedmont Community College. We would need to ask the state of North Carolina for extra resources.

Resources, as it relates to funding and personnel, will always be the main constraint to change.

8.3 Assumptions

We cannot make any assumptions about the program. We do know that the Single Stop program is a feasible program for Central Piedmont Community College, which caused funding to increase. The second path of the program would need a trial test period before any assumptions could be made. Since the program has a strong basic foundation through Single Stop, we can only be positive about the program.

9. Budget

A budget for this project cannot be determined. The varying costs shown in Figure 17 are for the total number of homeless in America, which could also vary for different reasons. Central Piedmont Community College could not share with me the costs of the Single Stop program. Without that information, a budget could not be determined. The data do not include any manufacturing partner costs for participating in the program. That also means that no job training costs have been included. I can only suggest considering the varying costs stated above. A budget request of an additional \$55,000 per student above what has been allocated may be feasible.

Figure 17

Varying Costs Information

	Varying Costs	
	\$30,000.00	\$50,000.00
Homeless	Costs Range	
1959696	\$58,790,880,000.00	\$97,984,800,000.00

I suggest we ask the state of North Carolina for a project budget to pilot this program at Central Piedmont Community College. If successful, the state and the college would own the program and could reap monetary gain when used by another college in another state. Central Piedmont Community College could sell the program as a kit. A percentage of those additional funds could go right back into the program for improvement initiatives.

10. Analysis and Recommendations

10.1. Findings

The data show us that all the numbers are variables. None of the numbers can ever be concrete because the number of homeless can change every minute of every day. The cost to end homelessness is also variable. Directors of the program can ensure that costs will increase annually. The recommendation would be to update data every quarter as to the

number of homeless as it relates to the population. Student costs can be updated annually along with any related job training costs.

The data also show that more training is required for personnel. The student client will be in a more fragile state than most students. The personnel will need the training to handle this type of clientele. It is recommended that social work classes and training are added to Central Piedmont Community College for anyone working in the program. Central Piedmont Community College would need to add a certificate program to its curriculum. Only individuals with this certificate can work with the homeless population on campus. The college would go over and beyond to have a special group of people to work with a special group of people.

The data also show that the federal government has not performed a relevant feasibility study of current programs and has not attempted to make changes other than to decrease funding. It is strongly recommended that a feasibility study be conducted on the most expensive programs provided by the federal government. Feasibility studies help to determine the fitness of a program. This will also help to alleviate waste. It could suggest a better way to direct resources of money and people.

10.2 Discussion

After analyzing the data from the client evaluation forms along with homeless population numbers, a real discussion can be had about where to push the pilot programs after Central Piedmont Community College. They would become the established leaders of the program, if adopted nationally. We can now see a full vision of what the success of the program could be. A vision of success in this one area opens up the possibilities of developing other paths from the program.

11. Reflection

11.1 Professional Learning

I have been in quality management for more than 20 years and have been a part of many projects but never from the perspective of a consultant, knowingly. I have a prepared format that I can use in manufacturing, but when dealing with people, I found the format needs to be modified. I have a process sign-off, signaling to production that the part now belongs to them for processing. Again, it was not the right tool when handling people. My project management experience has always been from the perspective of a quality manager, improvement manager, or trainer. I was never told “no” by the higher management team because I always aimed at cutting costs. My projects have always been limited in scope. This project can be unlimited in scope and may cost billions of dollars to the taxpayers of the United States, so I expected a no.

The pandemic made this project more challenging. I started with a project with Catawba Valley Community College on improving student enrollment; then the pandemic hit, and America went on shutdown. You cannot improve student enrollment with schools being shut down, so then I reached out to the local police department with an idea to improve policing through more community involvement. They said no due to the pandemic, so I

needed a new project idea. I was coming out of Walmart one day and I saw a homeless guy on a cell phone and I wondered who he could be talking to. How can you be homeless and have a cell phone? Where were his priorities? That was my new idea. What type of project could be designed to decrease the number of homeless? I called Goodwill and pitched an idea to the local representative. She said yes. I had a new partner; then she got COVID and was out. Goodwill decided not to pursue the project. I had to find another partner. At the time, I was working for HSM Solutions in Hickory, North Carolina, and had a project idea about decreasing homelessness through a new job training program. My new manager said yes to the project, and I started working with them. I was laid off in February 2021 due to a reduction in the labor force because of COVID. I had so many papers piled up on my desk and I got so frustrated that I pushed everything off the desk except the idea. I needed a new partner. I just could not give up on myself or on an idea that may just make a difference. I sent emails to different organizations, and all told me no. In the summer of 2021, I contemplated dropping out of the program. I could still hear Dr. Lamb in the back of my ear: “finish the project.” During the DEOL fair last summer, there was a speaker from Central Piedmont Community College and she just happened to mention how the college helps the homeless. I reached out to her and my daughter who was an employee at the time. They pointed me towards Kelvin Thompson and the Single Stop program, but was it too late? I explained to him what my project is and that I needed a host partner. Central Piedmont Community College agreed to be my partner.

A consultancy project with a looming pandemic has taught me that contingency plans are key to continued operations. I help manufacturing companies implement quality standards like ISO 9001 and IATF 16949. There can be sanctioned changes implemented that become effective immediately. Most companies have procedures explaining what to do in the case of natural disasters, machine breakdowns, changes or shortages in materials, and labor issues. Those procedures must now include contingencies where companies must document how customer processes will go uninterrupted in the case of cybercrimes and pandemics.

11.2 Personal Development

I went through many changes during this project. There were so many times I just wanted to give up when I could not find a host partner, but something in me made me push through. I was very late finding a partner that would stay with me and getting started. Just like in manufacturing, projects have a late start, but that does not mean they will not be successful. The only difference is that I was not working with my time line.

I found I needed to learn how to adjust my time management skills in the time of a pandemic and other personal setbacks. I also found that I needed improvement on data gathering when faced with obstacles. I had to conduct most of my research online when I needed actual homeless people to interview. Unless I had about three or four chaperones with me, I could not interview anyone on the street due to the pandemic and for safety reasons. If this program is ever adopted, one day, I hope to participate in person-to-person interviews for the data-gathering experience.

I have to adjust my style of project management to encompass many “what if” situations that could cause a project to stall. I need to learn when to ask for help in the way of a partner that would be beneficial to the project. I need to continue to learn not to take a “no” on a project idea personally. I must remember that everything is not about me.

Appendix A

Project Charter



Doctor of Organizational Leadership Program

CONSULTANCY PROJECT CHARTER

1. General Project Information				
Project Title:	A Hand Up out of Homelessness			
Project Host(s):	Kelvin Thompson of CPCC			
Project Sponsor (GWU):	Dale Lamb, Jeff Hamilton			
Project Manager:	Angela Martin	Date:	9/10/2021	
Project Description	Determine the feasibility of a project ideas with CPCC to help lift people out of homelessness. Look at the root cause surrounding job loss.			
2. Project Participants and Roles (add or delete lines as needed)				
	Name	Role	Telephone	E-mail
Project Manager:	Angela Martin	Project Manager	704-582-2346	amartin3@gardner-webb.edu
Team Members:	Kelvin Thompson	Host Partner	704.330.2722 ext 3734	Kelvin.thompson@cpcc.edu
3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)				
CPCC, Individuals that would need the service, Project Manager, Community, Host Organization				
4. Project Purpose Statement				
Project Purpose Describe the need this project addresses				
We know that one of the root causes of homelessness is due to job loss. Our corrective action would have to substantiate that root cause. We have to find ideas that would lift someone out of homelessness through job coaching in several different ways. It's all surrounding the idea of "teaching a man to fish"				
Resources Describe the resources made available by the project host for this project				
CPCC has programs that help their students out of homelessness while in school. CPCC would need to provide description of their program to the Project Manager				
Project Deliverables List the high-level "products" to be created (e.g., improved xxxx process, employee manual on yyyy)				
<ol style="list-style-type: none"> 1. Process approach procedure dependent upon individual need 2. Statistics of those that would need the service 3. Get a list of manufacturing organizations that would coach/host homeless person 				
Project Milestones Project significant accomplishments anticipated over the life of the project with estimated timeline				
<ol style="list-style-type: none"> 1. Year 1 – Gather data 2. Year 2 – Develop list of manufacturers to donate resource training with CPCC 3. Year 3 – Develop list of receivers for the program 				

Submitted by: [Name]

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Project SMART Objectives *Include 3 to 5*

1. Specific – Help decrease the homelessness rate
2. Measureable – Measure the group of people receiving training
3. Achievable – Dependent upon environment such as COVID
4. Realistic – Match receivers to CPCC and Manufacturer
5. Time Frame – 3 Years to Develop and Implement Program

Major Known Risks (including significant Assumptions) *Identify obstacles that may cause the project to fail.*

Risk	Risk Rating (Hi, Med, Lo)
Environment - COVID	High
Non participants in the program	High
Resources not available	High

Constraints *List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).*

Schedule between Host Partner and Project Leader due to COVID

External Dependencies *Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?*

Coordination with CPCC on program initiatives

Coordination with Manufacturing Companies to provide training resources

5. Communication Strategy *(specify how the project manager will communicate to the Host, Sponsor, Project Team members and Stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.)*

Plan is to communicate weekly with Host Partner with any questions on the research. Then move to a bi-weekly schedule for communication meetings.

6. Sign-off

	Name	Signature	Date (MM/DD/YYYY)
Project Host	Kelvin Thompson		
Project Sponsor	Dale Lamb		
Project Manager	Angela Martin		

7. Notes

Submitted by: [Name]

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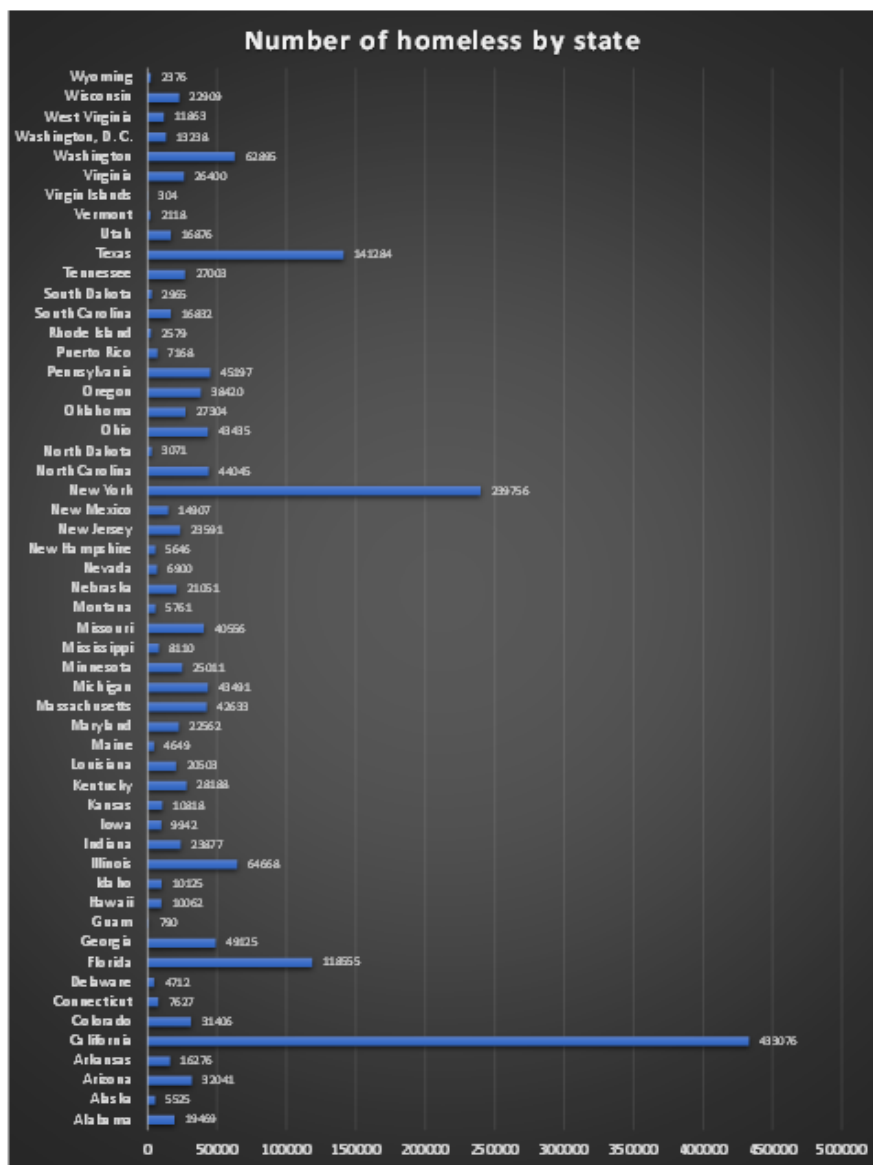
Appendix B

Homeless Population by State

State	Population	Homeless	Homeless%	% of US Pop.	State	Population	Homeless	Homeless%	% of US Pop.
California	37,253,956	151278	0.41%	0.0486%	Oregon	3,831,074	15876	0.41%	0.0051%
Texas	25,145,561	25848	0.10%	0.0083%	Oklahoma	3,751,351	3944	0.11%	0.0013%
New York	19,378,102	92091	0.48%	0.0296%	Connecticut	3,574,097	3033	0.08%	0.0010%
Florida	18,801,310	28328	0.15%	0.0091%	Iowa	3,046,355	2315	0.08%	0.0007%
Illinois	12,830,632	10199	0.08%	0.0033%	Mississippi	2,967,297	1184	0.04%	0.0004%
Pennsylvania	12,702,379	13199	0.10%	0.0042%	Arkansas	2,915,918	2717	0.09%	0.0009%
Ohio	11,536,504	10345	0.09%	0.0033%	Kansas	2,853,118	2381	0.08%	0.0008%
Michigan	9,883,640	8575	0.09%	0.0028%	Puerto Rico	2,835,482	2535	0.09%	0.0008%
Georgia	9,687,653	10443	0.11%	0.0034%	Utah	2,763,885	2798	0.10%	0.0009%
North Carolina	9,535,483	9314	0.10%	0.0030%	Nevada	2,700,551	7169	0.27%	0.0023%
New Jersey	8,791,894	8862	0.10%	0.0028%	New Mexico	2,059,179	3241	0.16%	0.0010%
Virginia	8,001,024	5783	0.07%	0.0019%	West Virginia	1,852,994	1397	0.08%	0.0004%
Washington	6,724,540	21577	0.32%	0.0069%	Nebraska	1,826,341	2365	0.13%	0.0008%
Massachusetts	6,547,629	18471	0.28%	0.0059%	Idaho	1,567,582	2315	0.15%	0.0007%
Indiana	6,483,802	5471	0.08%	0.0018%	Hawaii	1,360,301	6412	0.47%	0.0021%
Arizona	6,392,017	10007	0.16%	0.0032%	Maine	1,328,361	2106	0.16%	0.0007%
Tennessee	6,346,105	7467	0.12%	0.0024%	New Hampshire	1,316,470	1396	0.11%	0.0004%
Missouri	5,988,927	6179	0.10%	0.0020%	Rhode Island	1,052,567	1055	0.10%	0.0003%
Maryland	5,773,552	6561	0.11%	0.0021%	Montana	989,415	1357	0.14%	0.0004%
Wisconsin	5,686,986	4538	0.08%	0.0015%	Delaware	897,934	921	0.10%	0.0003%
Minnesota	5,303,925	7977	0.15%	0.0026%	South Dakota	814,180	995	0.12%	0.0003%
Colorado	5,029,196	9619	0.19%	0.0031%	Alaska	710,231	1907	0.27%	0.0006%
Alabama	4,779,736	3261	0.07%	0.0010%	North Dakota	672,591	557	0.08%	0.0002%
South Carolina	4,625,364	4172	0.09%	0.0013%	Vermont	625,741	1089	0.17%	0.0003%
Louisiana	4,533,372	2941	0.06%	0.0009%	Washington, D. C.	601,723	6521	1.08%	0.0021%
Kentucky	4,339,367	4079	0.09%	0.0013%	Wyoming	563,626	548	0.10%	0.0002%
	262,102,656	486,585	0.19%	0.1562%		49,478,364	78,134	0.16%	0.0251%
US Population	311,581,020								
Total Homeless	564,719								
Homeless%	0.18%								

Appendix D

Graph of Homeless by State



Appendix E

Client Evaluation Form

2nd Stop Client Evaluation:

Name: _____

Age: _____ Gender: Male / Female Race: _____

Can you provide identification, birth certificate, social security card? Yes / No

Marital Status? _____ Do you have a partner or family with you? Yes / No

Do you smoke? Yes / No Do you drink? Yes / No Any recreational drugs? Yes / No

Have you ever been arrested? Yes / No

If yes, please explain why and the outcome of that case. Use back of sheet if needed

Do you have any pending court dates? If yes, please explain when and why

Why are you homeless? _____

Do you want to remain homeless? Yes / No

Can you meet the entrance requirements of Central Piedmont Community College? Yes/No

Can you provide a high school transcript, diploma or GED? Yes / No

What is your highest degree of education? _____

Do you have an idea of the highest education level you desire? _____

Is there anything that would prevent you from receiving financial aid? If yes, please explain.

If clients proceed pass this initial screening, additional questions would include:

What would prevent you from being successful in this type of program?

This program takes a minimum 2-year requirement to achieve the Associate Degree level.
Can you commit to that minimum requirement? Yes / No

How do you feel about entering a program where in the end you could be placed in the job
with living quarters?

Are you willing to relocate to another city if it is a requirement of the job? Yes /No

What would prevent you from being successful in this type of program?

Office Use Only:

Is his person an acceptable candidate for the 2nd stop program? Yes / No If No, please explain below

Print name: _____ Signature: _____ Date: _____

Appendix F

Modified Dennison Survey

1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree

EMPOWERMENT				
Decisions are usually made at the level where the best information is available.	Grade	Score	Average	Comment
Information is widely shared so that everyone can get the information he or she needs when it's needed.	3	75	75	
Everyone believes that he or she can have a positive impact.	2	50		Issue CAR
Business planning is ongoing and involves everyone in the process to some degree	4	100		
TEAM ORIENTATION				
Cooperation across different parts of the project is actively encouraged.	Grade	Score	Average	Comment
People work like they are part of a team.	3	75	68.75	
Teamwork is used to get work done, rather than hierarchy.	3	75		
Work is organized so that each person can see the relationship between his or her job and the goals of the project.	2	50		Issue CAR
CAPABILITY DEVELOPMENT				
Authority is delegated so that people can act on their own.	Grade	Score	Average	Comment
The "bench strength" (capability of people) is constantly improving.	2	50	81.25	Issue CAR
There is continuous investment in the skills of employees.	3	75		
The capabilities of people are viewed as an important source of competitive advantage.	4	100		
CORE VALUES				
The leaders and managers "practice what they preach".	Grade	Score	Average	Comment
There is a clear and consistent set of values that governs the way we do business.	3	75	81.25	
When people ignore our core values, they are held accountable.	3	75		
There is an ethical code that guides our behavior and tells us right from wrong.	4	100		
AGREEMENT				
When disagreements occur, we work hard to achieve "win-win" solutions.	Grade	Score	Average	Comment
There is a clearly defined culture.	2	50	56.25	Issue CAR
It is easy to reach consensus, even on difficult issues.	2	50		Issue CAR
There is a clear agreement about the right way and the wrong way to do things.	2	50		Issue CAR
COORDINATION AND INTEGRATION				
Our approach to doing business is very consistent and predictable.	Grade	Score	Average	Comment
People from different parts of the project share a common perspective.	3	75	93.75	
It is easy to coordinate projects across different parts of the project.	4	100		
There is good alignment of goals across levels.	4	100		
CREATING CHANGE				
The way things are done is very flexible and easy to change.	Grade	Score	Average	Comment
We respond well to competitors and other changes in the business environment.	1	25	62.5	Issue CAR
New and improved ways to do work are continually adopted.	3	75		
Different parts of the project often cooperate to create change.	2	50		Issue CAR
CUSTOMER FOCUS				
Customer comments and recommendations often lead to changes.	Grade	Score	Average	Comment
Customer input directly influences our decisions.	2	50	75	Issue CAR
All members have a deep understanding of customer wants and needs.	2	50		Issue CAR
We encourage direct contact with customers by our people.	4	100		
LEARNING				
We view failure as an opportunity for learning and improvement.	Grade	Score	Average	Comment
Innovation and risk taking are encouraged and rewarded.	3	75	87.5	
Learning is an important objective in our day-to-day work.	4	100		
We make certain that the everyone is informed about what is going on across the project.	4	100		
STRATEGIC DIRECTION AND INTENT				
There is a long-term purpose and direction.	Grade	Score	Average	Comment
Our strategy leads other projects to change the way they compete in the industry.	3	75	87.5	
There is a clear mission that gives meaning and direction to our work.	4	100		
There is a clear strategy for the future.	4	100		
GOALS & OBJECTIVES				
There is widespread agreement about goals.	Grade	Score	Average	Comment
Leaders set goals that are ambitious, but realistic.	3	75	87.5	
The leadership has clearly stated the objectives we are trying to meet.	4	100		
We continuously track our progress against our stated goals.	4	100		
VISION				
We have a shared vision of what the project will be like in the future.	Grade	Score	Average	Comment
Leaders have a long-term viewpoint.	4	100	93.75	
Our vision creates excitement and motivation for our employees.	3	75		
We are able to meet short-term demands without compromising our long-term vision	4	100		

Appendix G

Corrective Action Report

<h1 style="margin: 0;">Action Report</h1>		Date	Client's Name	Client's Account No.
Problem Definition			Check One <input checked="" type="checkbox"/> Corrective Action Request <input type="checkbox"/> Preventive Action Request <div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px; margin-top: 5px;">Assigned Champion</div>	
Team Members				Action Due Date
Remedial Action				
Investigation Comments				
	(Why is the process not working properly?)			
First Why?			Therefore	
Second Why?			Therefore	
Third Why?			Therefore	
Fourth Why?			Therefore	
Fifth Why?			Therefore	
True Root Cause				
Action Taken				
Team Lead Print Name		Team Lead Signature		Date
Verification Comments for actions taken			Is Action Effective? <input type="checkbox"/> Yes <input type="checkbox"/> No If Action is not effective, please explain why in the comment section	
Verification Print Name		Verification Signature		Date

Appendix H

Communications Matrix

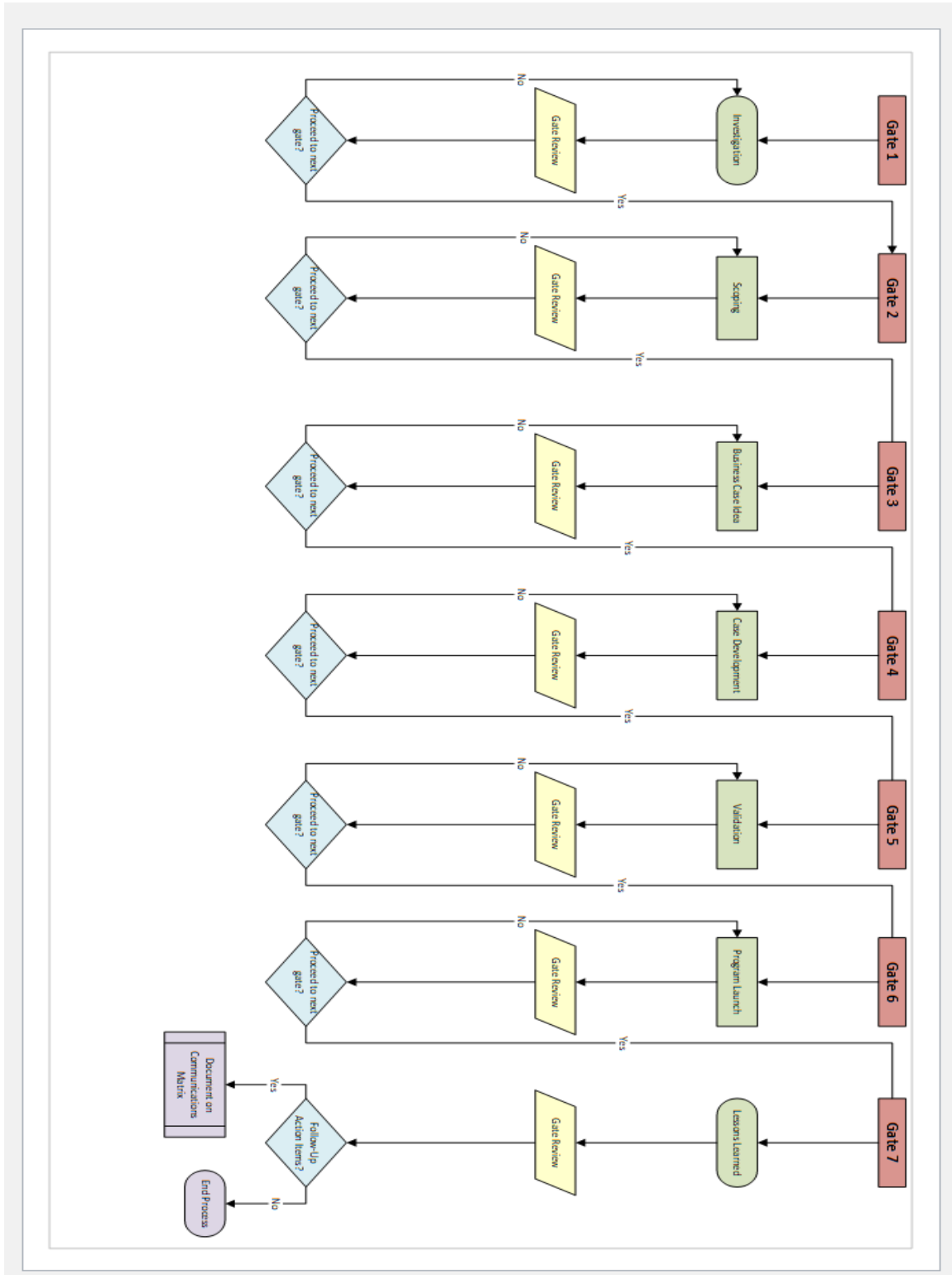
Who	What	When	Where	Why	Status	Questions/Comments
One-Two Stop Rep.						
Client						
Career / Development						
Local/Town Rep.						
State Rep.						
Fed. Rep.						
Health advisor						
Manufacturing Rep.						
Housing Rep.						
Food Rep.						
Financial Rep.						

Communication's Matrix

Single-2nd Stop Program

Appendix I

Stage Gate Process



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