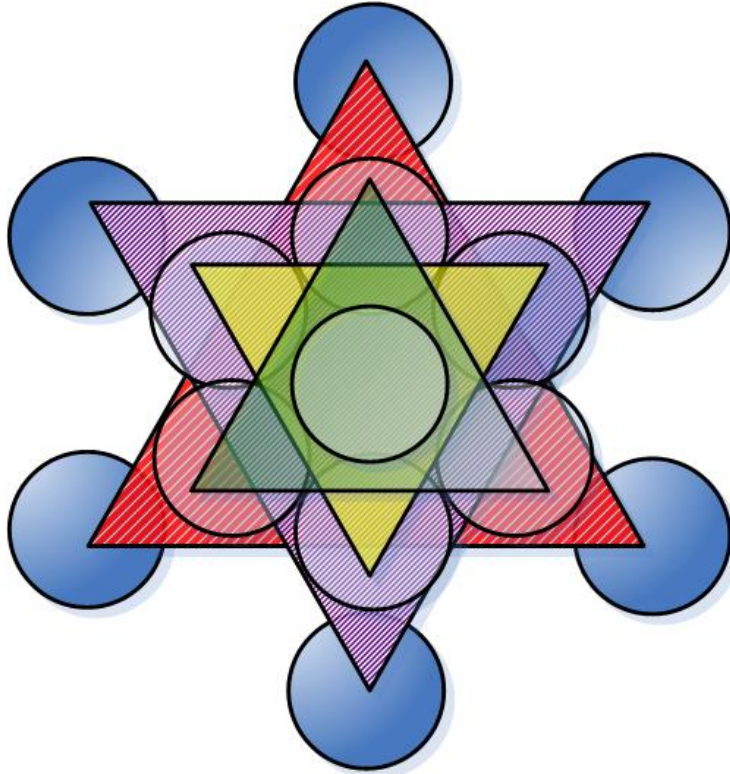


SYSTEMS MANAGEMENT



BUSINESS PLAN AND STRATEGIC GOALS



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September 28, 2006



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EXECUTIVE SUMMARY

The Coalition for the Homeless of Houston/Harris County, Inc. (CFTH), a non profit, 501 (c) (3) organization was founded, at the request of then Harris County Judge Jon Lindsey and Houston Mayor Kathryn Whitmire, in 1982 by a group of homeless social service providers in response to increases in the homeless population. Since its inception, the organization has provided leadership on key issues impacting the homeless, capacity building assistance for funded service providers, networked with local, state and federal officials and advocated on behalf of the homeless community.

Despite an estimated \$74 million of public and private resources directed at providing services and housing in Houston/Harris County, homelessness remains a critical issue. There are an estimated 12,000 to 14,000 people that are homeless in Houston/Harris County, many of whom are impacted by contributing issues such as economic status, incarceration history and mental health challenges.

In order to take initial steps to address chronic homelessness, CFTH submits this proposal to the United Way of Texas Gulf Coast for \$500,000 to address functions and strategy by implementing the Systems Management project. This system, largely modeled after the “war room” concept used by the City of Houston and Harris County hurricane response team, creates a more organized, seamless process of housing/shelter supply, supportive services, case management and funding to maximize linkages to supportive housing.

CFTH will serve as the lead agency and in collaboration with the City of Houston, Harris County and other stakeholders, manage this process, conduct situation analyses, develop standards of care, direct resources to high priority needs and expand the pool of available resources. The ultimate outcome goal is to support an infrastructure that ends chronic homelessness in Houston/Harris County.



CFTH will continue to expand its cooperative and collaborative relationships with city and county leaders, philanthropic organizations, community stakeholders and homeless service providers. The first fifteen (15) months of this project has three specific goals:

GOAL #1: By December 31, 2006, assess and strengthen the CFTH's internal capacity to implement the Systems Management project, by reviewing and modifying organizational infrastructure, board of directors, committee structure and operations.

GOAL #2: By March 31, 2007, develop protocols, and introduce processes to ensure successful implementation of the Systems Management Project.

GOAL #3: By May 1, 2007 fully implement Systems Management within the Houston/Harris County to impact data collection, service coordination and strategic planning.

CFTH must undergo internal changes, increase staff, transition the existing board of directors and formalize a executive director's network in order to successfully execute the System Management function. When fully implemented, the Systems Management project will incorporate planning, operation and fiduciary duties to impact homelessness in Houston/Harris County.



BACKGROUND ON THE COALITION FOR THE HOMELESS OF HOUSTON/HARRIS COUNTY

The Coalition for the Homeless of Houston/Harris County, Inc. (CFTH), a non profit, 501 (c) (3) organization was founded in 1982 at the request of then Harris County Judge Jon Lindsey and Houston Mayor Kathryn Whitmire, by a group of homeless social service providers responding to increases in the homeless population. The organization incorporated in 1988, and has led in the development and implementation of policy, programs and services to increase collaboration and coordination, and maximizing service delivery. Its central, downtown location provides access to city and county government as well as many providers.

CFTH publishes 1,500 newsletters monthly to inform the community and providers of key issues. Additionally, over 1,000 resource guides are produced and distributed annually to service providers, mainstream organizations and individuals. CFTH provides capacity building and technical assistance by publishing data and reports, conducting workshops, developing training materials and manuals.

Mission:

The Coalition for the Homeless of Houston/Harris County, Inc., (CFTH) is a private, nonprofit organization whose mission is to educate and advocate for the needs of persons who are homeless through support and coordination of services.

CFTH has an annual operating budget of \$644,468, which supports organizational infrastructure of 8 professional staff and 2 intern positions. The CFTH and its staff represent and provide leadership for the issue of homelessness on a number of local, state and national organizations. As an advocacy organization, CFTH staff travel around the city and country to educate communities, businesses and politicians on the issues of homelessness.



CFTH's Core functions

The CFTH's chief function is to assist in the development and implementation of policy, systems and planning of homeless programs and services. The core duties of the CFTH are to:

- Provide capacity building assistance to member organizations and other homeless providers.
- Advocate on behalf of the homeless community.
- Conduct a needs assessment to identify immediate, short and long terms needs of the homeless community.
- Collect data to assist in enumerating the impact of homelessness in Houston/Harris County.
- Conduct a gaps analysis to determine the linkage between high priority needs and resources.
- Serve as an information clearinghouse to provide coordination and referrals for at risk individuals.
- Develop a resource inventory to assist in coordinating and directing public and private resources.
- Manage the Continuum of Care for homeless services.

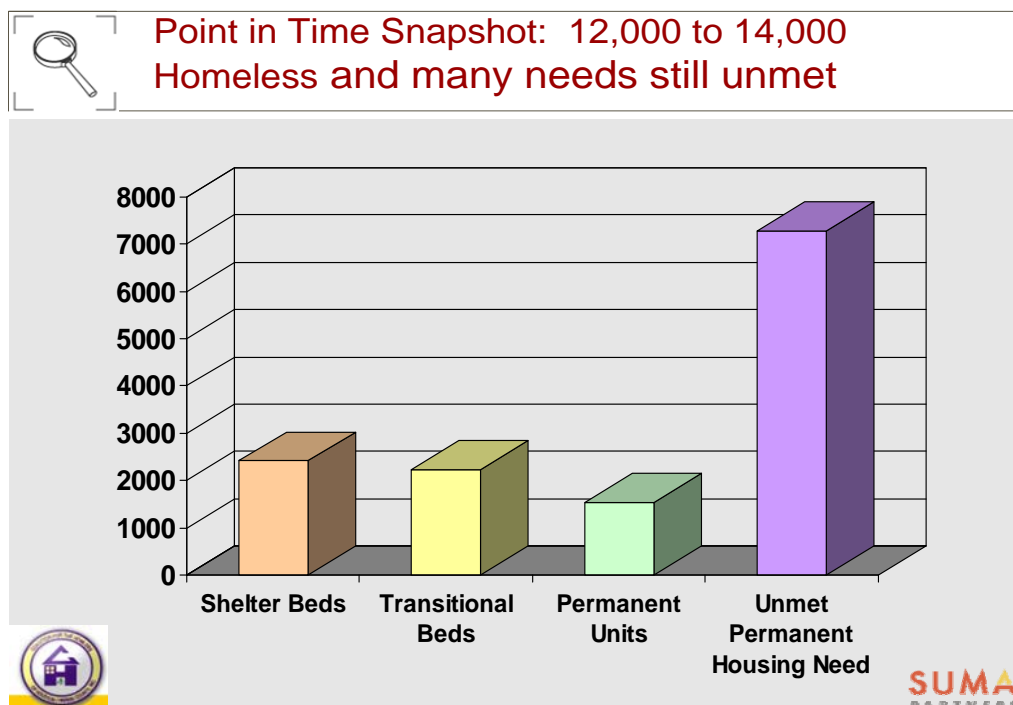
An essential function of CFTH is operation of the Homeless Management Information System (HMIS), a computerized data collection tool used by all funded providers and managed by CFTH. HMIS is designed to collect client-level data to generate an unduplicated count of clients served. HMIS provides client characteristics and service utilization data. This information assists in establishing priorities and developing action steps for informed decision making.



THE IMPACT OF HOMELESSNESS IN HOUSTON/HARRIS COUNTY

The Houston/Harris County homeless population has grown over the past decade. CFTH estimates that 12,000 -14,000 people are currently homeless with many others at risk. The homeless community continues to grow despite local agencies receiving an estimated \$74 million annually from a variety of sources to provide services.

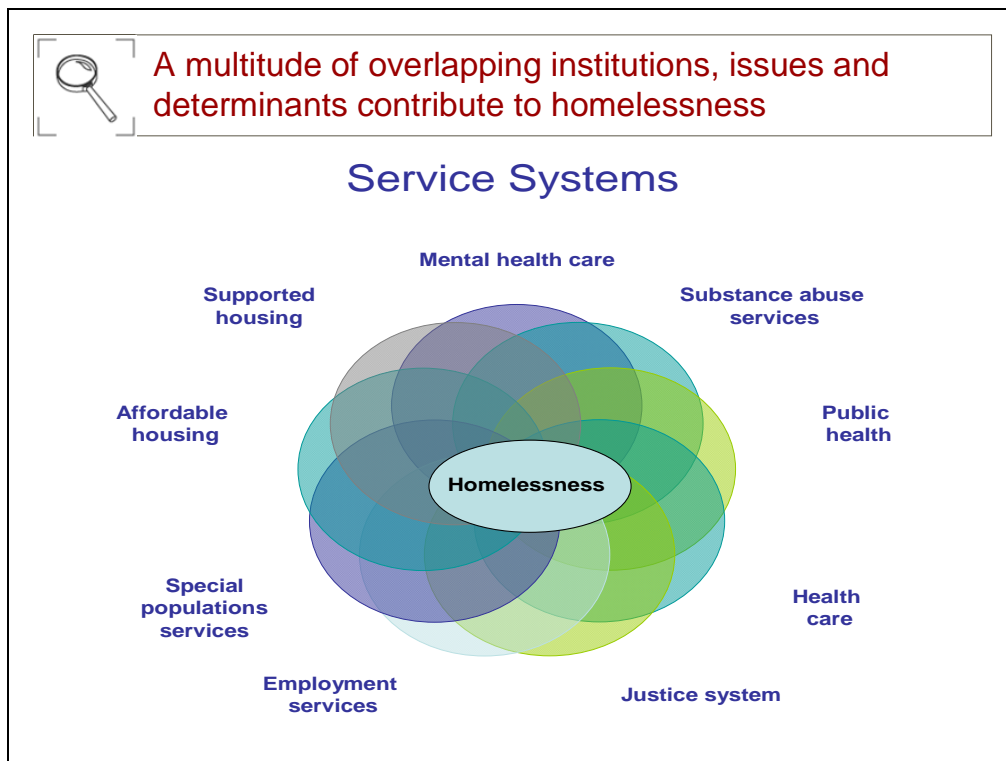
As the demand for services increase, CFTH recognizes the need development of comprehensive strategy that leads to more focused, deliberate and coordinated service delivery to match the existing and future needs of the homeless community. While the current system focuses on a core set of services delivered to meet the needs of a small percentage of individuals who are homeless, providers are currently utilizing approximately 60% of its resources to provide services to 30% of the total homeless population (chronically homeless).





SITUATION ANALYSIS: Factors leading to or influencing the homeless population are derived from a variety of overlapping issues/institutions.

Homelessness is impacted by a multitude of overlapping institutions, issues and key determinants. In Houston/Harris County, the existing continuum of care is primarily funded by the Department of Housing and Urban Development. While there are some collaborative solutions, no single entity can provide the resources necessary to insure a comprehensive, systematic approach to meet existing needs. CFTH facilitates a process to allow interagency communication and information exchange to better serve clients.





The CFTH conducts a minimal amount of research and planning for homeless services and prioritization of needs. There are, however, several existing strategic opportunities to improve the continuum of care, allocation of resources and services to the homeless community:

- Implementation of a community planning process by including a broader array of stakeholders beyond the current group of funded service providers. It is important to target representatives from criminal justice, corporations, mental health, local government, private entities, philanthropy and others.
- Strengthening data collection activities to better determine the impact of homelessness in the Houston/Harris County region.
- Developing and implementing standards of care to ensure delivery of evidence based interventions to address homelessness.
- Formalizing a community based comprehensive plan to direct resource and program development.
- Utilizing electronic systems to better link at risk individuals to continuum of care services.



SITUATION ANALYSIS: CFTH the existing continuum of care to address homelessness

The CFTH facilitates a 200 member body, the *Homeless Services Coordinating Council*, and has done so since 1993. The Council meets monthly for programmatic and networking opportunities, and allows CFTH to gather first hand information from service providers on the needs and demands of the homeless. Through the Council, the CFTH manages service provider participation in a process to identify and develop a continuum of care for homeless services. This ensures the availability of services at several points of entry, from homeless prevention agencies to emergency shelters to permanent housing facilities.

The *current* continuum (**FIGURE 1**) has several related components in a single, seamless system. Clients are engaged during several points of entry, with the ultimate goal of linking individuals to permanent housing.

The components of the continuum of care include:

- Outreach and assessment
- Emergency shelter
- Transitional housing
- Supportive services
- Permanent supportive housing
- Permanent housing

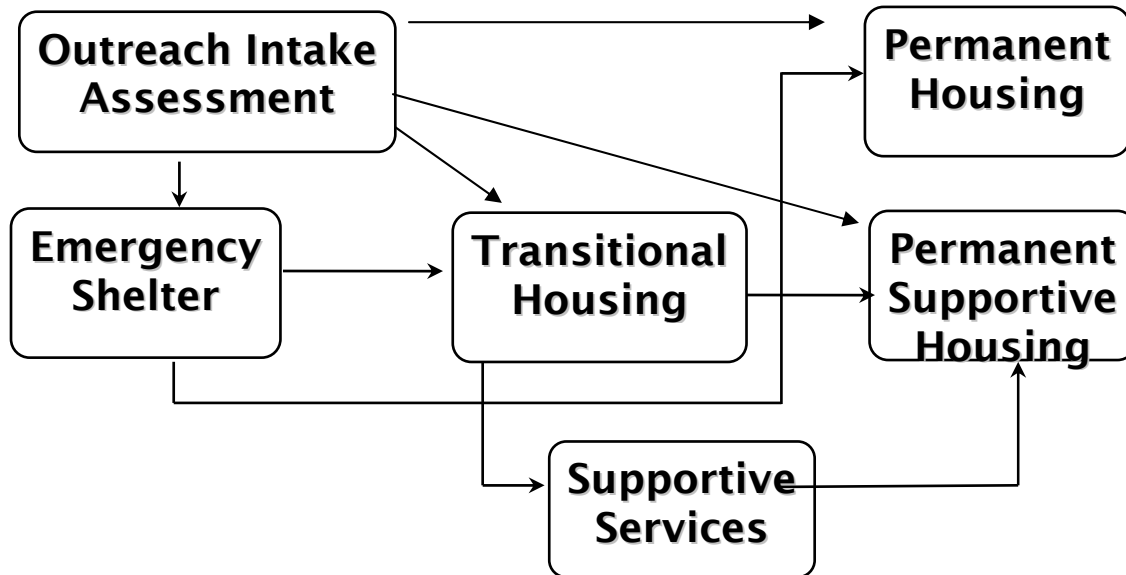


Figure 1: Current Continuum of Care to address homelessness

To best address the needs of the homeless community, it is essential that the continuum of care be modified to establish stronger linkages between outreach and the components. Most importantly, however, is the need to add activities and services designed to *prevent* homelessness as a component of the continuum. To do so requires strategic planning to identify roles and functions and opportunities to incorporate prevention activities throughout the continuum.



SYSTEMS MANAGEMENT: STRATEGIC VISION FOR ALIGNMENT AND COORDINATION

Earlier this year, a Blue Ribbon Commission, of which CFTH was an active participant, developed a comprehensive 10-year plan to end chronic homelessness in Houston/Harris County. The plan identified six core strategies, including:

1. Housing-rehousing
2. Prevention/intervention
3. Information, policy and accountability
4. Outreach to the chronically homeless
5. Systems Management
6. Sustainability

Systems Management, one of the long term strategies, compliments the existing continuum of care by developing processes to draft high-level strategic decisions. The system, largely modeled after the “war room” concept used by the City of Houston and Harris County hurricane response team, creates a more organized, seamless process of housing/shelter supply, services, case management and funding to maximize opportunity service delivery.

CFTH, serving as the lead agency, will work in collaboration with the City of Houston and Harris County government and other key stakeholders. A key responsibility is management of the system to allow informed decision making a strategic situation analysis, developing standards of care, directing resources to high priority needs and expanding the resource pool. The ultimate outcome is to creating of an infrastructure that ends chronic homelessness in Houston/Harris County.



CFTH's will assume new responsibilities with implementation of Systems Management

To successfully execute System Management, the CFTH must undertake several key internal changes, including increasing the number of staff, transitioning the existing board of directors and formalizing an executive directors network. The role will expand to incorporate planning, operations and fiduciary duties to impact homelessness while continuing to expand cooperative and collaborative relationships with city and county leaders, philanthropic organizations and service providers.

The 10 essential activities in Systems Management are:

- 1) **Establishing Strategic Direction** – CFTH drive strategic direction of services, housing and funding toward ending homelessness.
 - a) “War room” based operation (Constant focus on homeless housing/service system)
 - b) Set goals for flow of homeless individuals
 - c) Monitor attainment of goals
 - d) Problem identification and resolution

- 2) **Developing and managing an Information data base**– CFTH will develop and manage a process to determine available housing inventory to place persons with immediate, short and long term needs.
 - a) Housing supply---Social Serve (socialserve.com)/HMIS/
 - b) Loss of Housing/Beds in community (agencies close; downsize, etc...)
 - c) Case management capacity---HMIS (enhanced/altered version)
 - d) Service inventory (substance abuse, job training, free clinics, etc.)
 - e) Funding at provider level
 - f) Point in time information on individuals that are homeless---HMIS

- 3) **Initiate a housing locator function** – developing mechanism for addressing housing needs and referral networks.
 - a) New unit development/ tracking of all SRO/transitional/special needs rooms/beds in planning/development stages
 - b) Assessing most productive methods to produce new rooms/beds
 - c) Establish voucher process/City reallocate HOME Funds for voucher usage
 - d) Contract units in existing market (Scattered Site Housing)
 - e) Location sensitivities
 - f) Quality control/ inspections



- 4) **Tracking resource flow and distribution** –Monitoring the flow of federal, state and local funding and better planning resource allocation.
 - a) Recipients
 - b) Effective dates
 - c) Termination dates
 - d) Amounts
 - e) Cash stream monitoring
 - f) Expediting contracts/ payments

- 5) **Automation of reports** – Using an electronic management tool, generate weekly reports and monitor service delivery.
 - a) Unit/bed inventory (overall count)
 - b) Occupancy of units/beds (percentage)
 - c) Expense & Revenue estimate
 - d) Resource allocation?
 - e) Cash flow (funds request aging/ other metrics)
 - f) Outreach planning/monitoring (intake of individuals from street)
 - g) System loss (individuals lost to street)
 - h) Monitor progress towards achieving goals

- 6) **Problem identification and solving**— Utilizing Systems Management to identify special needs of providers and the target group.
 - a) Emergency operating assistance
 - b) Codes and regulations
 - c) Human resources
 - d) Mobile assistance teams

- 7) **Resources/ funds development** – Establishing and sustaining relationships to ensure availability of resources to address immediate, short and long term needs
 - a) Federal/ state programs liaison: Continuum of Care Grant
 - b) Local government budgeting
 - c) Foundation network coordination
 - d) United Way
 - e) Religious community
 - f) Private sector funding
 - g) Create channels for citizens to help



- 8) **Develop Standards of care** – synchronize service delivery across the provider network by developing minimum expectations
 - a) Facilitated through coordinating provider feedback
 - b) Agreement on standards
 - c) Assessment of attainment of level of standard
 - d) Addressing problem situations

- 9) **Implement homelessness prevention programs** – proactively work with the provider network and stakeholders to address root causes
 - a) Crisis intervention/ displacement situations
 - b) Inventory of prevention services (evaluation)
 - c) Continued Katrina/Rita victim monitoring
 - d) Link to Hurricane Housing Task Force data base
 - e) Utility Shut-Off Area Monitoring
 - f) Evictions Monitoring (Neighborhoods with high number of people exiting housing)

- 10) **Impacting Community Norms** – Develop programs and activities to increase general participation in homeless advocacy and financial support by the general public.
 - a) Increasing community will and giving
 - b) Articulate, knowledgeable spokesperson
 - c) Regular community meetings (civic clubs, associations, etc.)
 - d) Accurate information on size of homeless population
 - e) Accurate information on amount of service provided
 - f) On-going media liaison/ public information

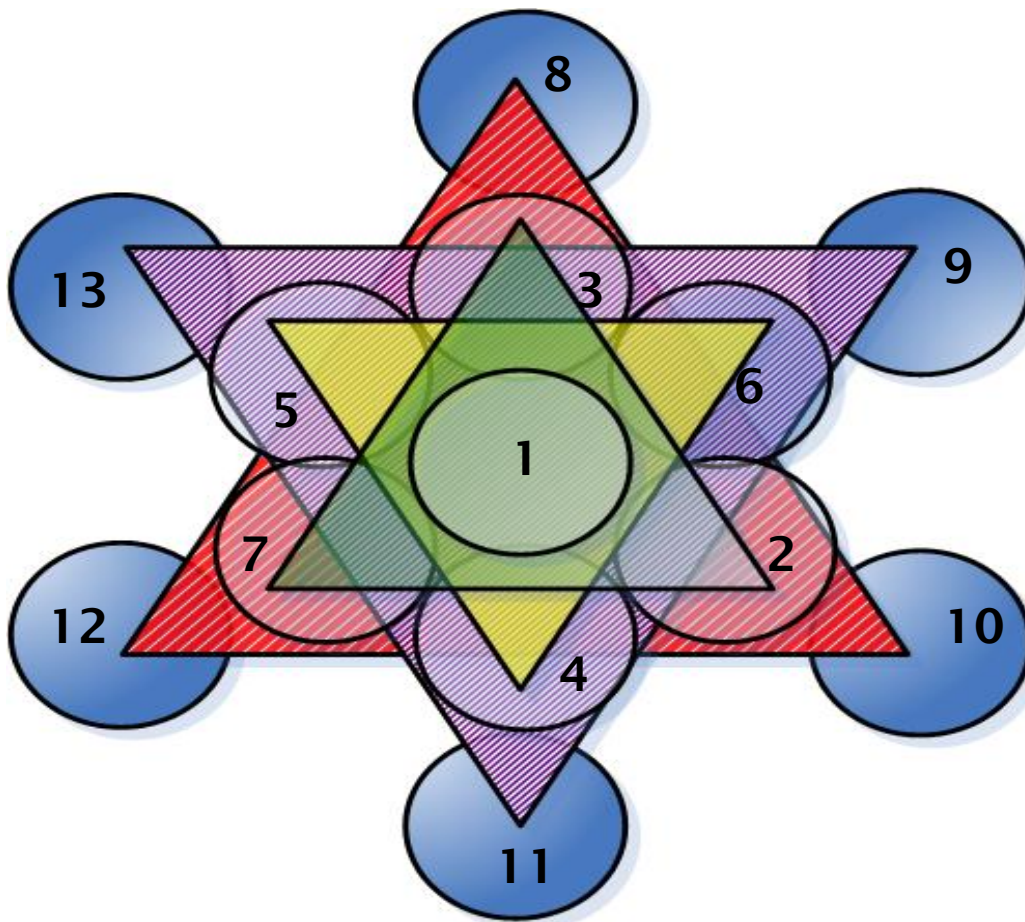


SYSTEM MANAGEMENT WILL REVOLUTIONIZE THE CONTINUUM OF CARE

A key outcome of Systems Management implementation is to strengthen and modify the continuum accordingly. **Figure 2** illustrates the enhanced continuum of care with the addition of prevention and stronger linkages to outreach.

CIRCLE OF COMPLETION: ENHANCED CONTINUUM			
1. PREVENTION	2. OUTREACH, ENGAGEMENT AND ASSESSMENT	3. SUPPORT SERVICES	4. EMERGENCY SHELTER
5. TRANSITIONAL HOUSING	6. PERMANENT HOUSING	7. ADMINISTRATIVE COORDINATING STRUCTURE	8. VETERANS
9. HEALTHCARE	10. YOUTH EDUCATION	11. LABOR	12. DEFENSE DEPARTMENT
13. MENTAL HEALTH/SUBSTANCE ABUSE			
TRIANGLES: STRATEGIC ALIGNMENT			
GREEN CONTINUUM OF CARE	YELLOW 10 Year Plan and Goals	RED Knowledge Application	PURPLE RESOURCE ACQUISITION

Figure 2: Enhanced Continuum of Care to address homelessness





GOALS AND OBJECTIVES FOR STRATEGIC REALIGNMENT AND IMPLEMENTATION

Strategic realignment of CFTH's board and committee structure

An important component of preparing CFTH to manage the Systems Management project is realignment of the current Board of Directors and committee structure. The current Board of Directors is composed mainly of providers and has a tendency to focus at the implementation level of housing programs. The desire is to seat a new Board of Directors comprised of a broader array of leaders from corporations, government, philanthropy, community leaders and providers who focus on more strategic, long-ranged issues.

Though specific plans, protocols and polices will be developed by SUMA Partners, at minimum the anticipated process for realigning the Board of Directors includes:

1. SUMA Partners and the CEO develop a profile of the ideal Board of Directors with proper background and skills set for the new CFTH role.
2. SUMA Partners, the CEO and other key individuals develop a list of stakeholders (8-10) who may potentially join the Board or whose opinions are important to the process.
3. SUMA Partners conducts one-on-one interviews with the stakeholder to determine interest and identify strategic issues.
4. SUMA Partners conducts one-on-one interviews with public and private funding entities to determine priorities and expectations of CFTH.
5. SUMA Partners summarizes key findings from interviews.
6. Current Board Chair/CEO establish nominating committee to formally invite and interview Board candidates.
7. SUMA Partners facilitates a strategy session with the newly seated Board of Directors.



Implementation of Systems Management

CFTH will conduct activities to successfully implement and maintain Systems Management. The first fifteen (15) months of this project has three specific goals to ensure transition from the existing process to Systems Management.

GOAL #1: By December 31, 2006, assess and strengthen the CFTH's internal and capacity to implement the Systems Management project, by reviewing and modifying organizational infrastructure, board of directors, committee structure and operations.

This goal will identify high priority needs and processes to redirect existing CFTH activities, personnel and programs to ensure alignment with the Systems Management project. Major activities include recruitment and seating a new Board of Directors, assessing internal capacity, increasing staff and assessing needs of provider agencies.

GOAL #2: By March 31, 2007, develop protocols, and introduce systems to ensure successful implementation of the Systems Management Project.

This goal will transition existing practices and aligning them with the CFTH's expanded role. Activities will include transitioning existing work products and duties into new functions of the Board of Directors or organizational committees, developing standards of care and solidifying the planning process.

GOAL #3: By December 31, 2007 fully implement Systems Management within the Houston/Harris County to impact data collection, service coordination and strategic planning.

This goal will include activities to implement the 10 core Systems Management activities. CFTH will initiate processes to ensure project sustainability and evaluate operations once commenced.

A detailed work plan with objectives, assignee and anticipated deliverables is include on the following pages.



WORK PLAN: GOALS, OBJECTIVES AND DELIVERABLES FOR SYSTEMS MANAGEMENT PLAN IMPLEMENTATION

PHASE	GOAL	OBJECTIVE	ASSIGNEE	DELIVERABLE (S)	COMPLETION DATE
Phase I	Assess and strengthen internal capacity of the CFTH's infrastructure, staff, board of directors, committee structure and operations.	Assess CFTH organizational infrastructure and capacity to effectively meet expanded role; develop plan to address findings (i.e. expansion, relocation, etc).	CEO SUMA Partners	Summary report of key findings and recommendations.	November 1, 2006
		Recruit and hire the Chief Operating Officer (COO).	CEO	Qualified COO recruited and accepts employment offer.	November 15, 2006
		Solicit input and obtain strategic feedback from agency Executive Director's by and facilitating a workgroup.	SUMA Partners CEO	Monthly meeting summaries. Summary of strategic recommendations.	November 15, 2006
		Conduct retreat/strategy session with new board of directors.	SUMA Partners	Summary document and strategic recommendations from retreat.	December 15, 2006



Coalition for the Homeless of Houston/Harris County

PHASE	GOAL	OBJECTIVE	ASSIGNEE	DELIVERABLE (S)	COMPLETION DATE
Phase I (cont'd)		Develop process for incorporating existing information exchange meetings with City and County leaders into the Systems Management project.	CEO SUMA Partners	Summary of process and opportunities to merge with Systems Management.	November 15, 2006
		Develop a process, standards and Identify, recruit new Board of Directors	SUMA Partners CEO	Board of Directors skills and needs inventory Board of Directors application List of new Board members.	December 1, 2006



PHASE	GOAL	OBJECTIVES	ASSIGNEE	DELIVERABLE	COMPLETION DATE
Phase II	Develop systems to ensure successful implementation of Systems Management.	Restructure committees to synchronize with expanded planning role.		Summary of new committee structure and roles.	January 31, 2007
		Assess capacity of provider organizations by conducting a needs assessment to determine and readiness for Systems Management implementation.	SUMA Partners	Summary of key findings and recommendations for improvement.	January 31, 2007
		Conduct organizational capacity building assistance for provider agencies specific to Systems Management	Housing Services Coordinator		January 31, 2007
		Initiate and complete upgrades to the HMIS computer system to capture Systems Management specific data elements.	COO	Report of key findings and implementation plans.	February 1, 2007



Coalition for the Homeless of Houston/Harris County

PHASE	GOAL	OBJECTIVES	ASSIGNEE	DELIVERABLE	COMPLETION DATE
Phase II (cont'd)	Develop systems to ensure successful implementation of Systems Management.	Develop standards of care to synchronize services delivery across the continuum of care.	SUMA Partners Data/Evaluation Consultant	Finalized standards of care	February 28, 2007
		Develop and execute a development plan to identify resources to sustain the Systems Management project.	Development Coordinator COO	Development plan of private and public resources with strategies for engagement with each source.	April 30, 2006
		Complete a community wide community services assessment (needs assessment, resource inventory, and gaps analysis) for homeless services in the Houston/Harris County area.	Data/Evaluation Consultant SUMA Partners	Complete community services assessment document.	March 30, 2006



Coalition for the Homeless of Houston/Harris County

PHASE	GOAL	OBJECTIVES	ASSIGNEE	DELIVERABLE	COMPLETION DATE
Phase III	Implement Systems Management core elements and conduct impact evaluation.	Implement computer rules and processes to collect data for the Systems Management reports generation, housing location and resource tracking functions.	COO	HMIS system reports.	February 28, 2007
		Facilitate weekly rapid response team meetings to provide updates and assist in directing resources to immediate needs.	CEO	Weekly meeting summaries with recommendations (as necessary)	Ongoing
		Facilitate a community planning process to identify current and future prevention strategies, high priority needs and service gaps.	HMIS Coordinator	Regular meeting summaries with action items.	Ongoing beginning 2007
		Impact local, state and national policy by providing leadership on key issues.	Policy Analyst	Formulated position statements and summary for meetings/activities.	Ongoing beginning January 2007
		Conduct ongoing process evaluation services, identify and resolve problems.	Data/Evaluation Consultant	Summary of evaluation items.	Quarterly in 2007
		Develop a comprehensive plan to address prevention and services needs of the homeless community in Houston/Harris County	Homeless Services Coordination Council Coordinator Data/Evaluation Coordinator	Final comprehensive Plan	June 2007



PROJECT MANAGEMENT AND PROGRAM TEAM:

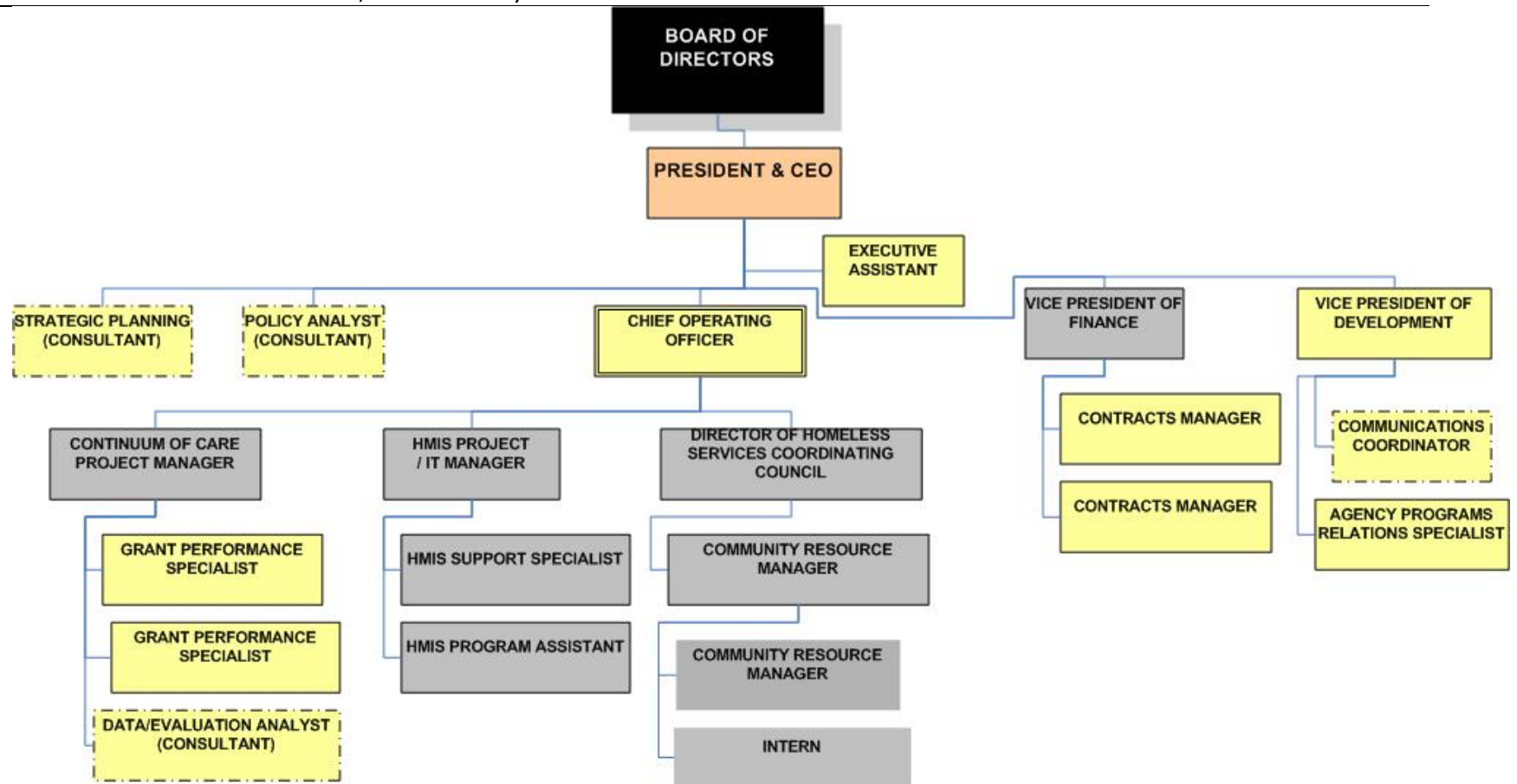
The below table are key positions that will be funded by effort and provide programmatic/logicistical support for the project.

POSITION	KEY DUTIES	MANAGER
Chief Operating Officer (COO)	Responsible for responsible for managing day-to-day operations, developing and enhancing the internal organization, processes, and infrastructure to deliver programs.	CEO
Contract Manager	Prepares proposals, negotiate contracts, and administer all contracts in accordance with company policies and legal requirements. Interfaces with funded providers.	Vice President of Finance
Grant Performance Specialist	Processes invoices for grant payments, and monitoring programmatic compliance and performance of funded homeless service providers. Interfaces with funded providers.	Continuum of Care Manager
Data / Evaluation Analyst (Contract)	Provides leadership with program and system data analysis and evaluation necessary for programmatic and planning decisions	Continuum of Care Manager
Policy / Planning Specialist	Conducts research and analysis to support efforts to craft a homeless advocacy agenda at the federal, state and local level.	CEO
Vice President of Development	Creates and executes the organizations overall development strategy to ensure project sustainability and bring resources to the Catalyst fund.	CEO
Communications Coordinator (Contract)	Leads activities to reach government and corporate officials, and the general public, through the media by developing and executing press releases and events; collaborating on research projects; and editing and publishing reports, educational materials, a newsletter and electronic publications	Vice President of Development
Agency / Program Relations Specialist	Serves as a liaison between CFTH and key stakeholders; plans programs that promote good will and fosters relationships with community leaders.	Vice President of Development
Executive Assistant	Perform general administrative office duties for the CEO, including scheduling appointments, developing presentations, and meeting coordination.	CEO

An organizational chart is included below. Complete job descriptions are included in the **APPENDICES**.



Coalition for the Homeless of Houston/Harris County



*Yellow highlighted = positions funded by this effort



BUDGET AND RESOURCE NEEDS

The total project budget is \$500,000 for this first project effort.

During phase I, CFTH will rapidly ramp up the activities to initiate the project. The estimated immediate resource need is \$199,159 for the following activities:

- Personnel
 - Chief Operating Officer
 - Vice President of Development
 - Grant Performance Specialist (2)
 - Executive Assistant
 - Contracts Manager (2)
 - Policy Analyst
 - Agency Program Relations Specialist (Existing Position with increased responsibility)
- Consultants
 - Strategic Planning
 - Data/Evaluation
 - Communications
 - to complete several tasks (not project by hiring staff, obtain
- Equipment and supplies
- Space acquisition
- Computer systems and software

A detailed, 15-month budget is included in the **APPENDICES**.



APPENDIX 1

PROJECT BUDGET



APPENDIX 2

JOB DESCRIPTIONS