



Regional Task Force on the Homeless
Strategic Outcome Plan
2009 – 2012

OVERVIEW

With the assistance of San Diego Social Venture Partners, the Regional Task Force on the Homeless (RTFH) convened board members, service providers, and other stakeholders to collaboratively envision the lasting, measurable change (the “outcomes”) that the organization could create.

The stakeholders envisioned an evolution for RTFH. They collectively desired to see the organization grow from merely collecting data and managing the primary Homeless Management Information System (HMIS) used in the county, into an influential research institute. Such a research institute could wield influential data, credible analysis, and respected policy recommendations in order to prevent and ultimately end homelessness. The research institute would achieve this ultimate outcome by:

- Shedding light on problems and needs
- Illuminating solutions and spotlighting progress, and
- Facilitating collaboration of key decision makers, service providers, and funders

To create the outcomes desired, initiatives spanning three years were crafted through a business plan process. Each initiative includes milestones which ensure that outcomes will be achieved in the time frame desired. Many of the milestones not only represent significant achievement and impact on the county, but also substantial change for the organization. The most noteworthy of the initiatives and milestones are:

1. **Change of identity.** The name, logo, branding, and messaging of the organization will change to represent its new role and the new products it creates. The new name and branding will connote its role as analyst and facilitator, appealing to major funders and new stakeholders, including academic institutions and policy makers. The new name will signify and enable a clean break from its present reputation.
2. **Credible, Timely Data.** The organization will conduct at least two Point-in-Time counts each year to ensure that data and the conclusions drawn from the data are deemed credible and reliable. Additionally, to improve the quality of service and enable accurate cost measurement/containment throughout the county, the organization will ensure data accessed in the HMIS it manages is reliable and substantially captures the service use of all homeless individuals served by member organizations throughout the county. Client data must be accessible to all service providers in a timely fashion. Unless all data is accurate and accessible, including data from those organizations using C-Star and other alternative HMIS in the county, the analysis and policy recommendations of the organization will not be deemed reliable and the influence of the organization throughout the county will be jeopardized.
3. **Annual Inventory of Funds and Resources.** The organization will track and publish the resources available throughout the county to address homelessness and also track

the extent to which they are accessed. The outcome desired is to ensure the resources to solve or ameliorate homelessness are widely known, easily accessed, and fully used.

4. **Annual Scorecard.** In a manner similar to The Children’s Initiative of San Diego, the organization will monitor and make widely known the key factors which cause and resolve homelessness. Regions within the county, as well as the county itself, will be compared to other regions within California or other states. As the spotlight is directed on each factor, such as the utilization rates of housing vouchers and the speed of re-housing, the organization will also make recommendations for changes to improve the score for that factor in the coming year. The outcome desired in producing the Scorecard is to allow public visibility to spur action. Additionally, actions taken which result in improvement will receive the public visibility deserved. The Scorecard will be the primary report produced by the organization, and several current or desired research reports will be encompassed by it.
5. **Advisory Teams.** The organization will create a Regional Leadership Team and a Data and Policy Expert Team. The Regional Leadership Team will be comprised of public sector and academic leaders who provide data for and are evaluated by the Scorecard. Their involvement and input assures acceptance and use of publications which require political sensitivity. The Expert Team will be comprised of individuals throughout the nation who:
 - a. are independent of the stakeholders and those most influenced by the Scorecard, and
 - b. have recognized subject matter expertise or expertise in data analysis and policy recommendation.

The Expert Team will determine the quality, format, and overall use of data and recommendations within the Scorecard and other publications.

6. **Convening of Decision-Makers.** The organization will use the release of information and policy recommendations as a launch pad for collaboration to create plans which achieve measurable outcomes and contain defined milestones. Upon public release of each Scorecard and other analysis or reports, the organization will hold roundtables and facilitate discussion and regional planning.
7. **Diversified Board.** The organization will create a board responsible for ensuring achievement of this Outcome Plan. The board will include, but not be limited to, region wide representation and individuals with a broad range of expertise including business, advocacy, research, service provider, consumer, and law. The Board will raise needed funds and create collaboration with academic research institutions, government, and the private sector.

To provide a full description of the organization envisioned and the pathway to achieving the outcomes desired, this document provides a statement or outline of:

- Mission
- Vision
- Clients, partners, products, reputation, and influence after 3 years
- Unique value offered to stakeholders, especially funders
- Impact in 3 years
- Key initiatives over 3 years and the milestones which indicate their timely accomplishment
- Annual objectives and milestones

MISSION

To provide comprehensive data, trusted analysis, and influential policy recommendations which enable government and social service agencies to acquire more resources, improve services, and implement effective solutions to prevent and end homelessness in the San Diego region.

VISION

To enable social service agencies, government, academia, and the private sector to collectively prevent and end homelessness in the San Diego Region.

DESCRIPTION OF RTFH IN 3 YEARS

RTFH will be an influential research institute which serves social service agencies, government, academia and the private sector. Through collaboration with state universities and other research institutions, RTFH will be the primary, comprehensive source for data collection and management, research and analysis, and policy recommendation regarding homelessness in San Diego. To gather quality original data as well as to serve homeless providers, RTFH will provide and manage a state-of-the-art homeless information system on behalf of the majority of service providers in the county. RTFH will monitor and make widely known the extent of homelessness, its duration, and the progress made in its prevention by collaboratively creating an annual scorecard on critical factors and trends contributing to or ameliorating homelessness. In addition, RTFH will convene regional roundtables and issue policy reviews or recommendations. RTFH will be funded by a wide variety of sources, including private sector grants, academic grants, and government contracts. Its board of directors will also be diverse, representing a variety of stakeholders and including research, data management, and public policy experts.

As a result of RTFH's comprehensive and accurate data and analysis, its extensive industry relationships, and its respected policy recommendations, RTFH will:

- increase visibility of the data, issues and solutions related to homelessness,
- increase the availability of funds and other resources,
- improve the quality and accessibility and utilization of services, and
- enable government and agencies to implement, evaluate, and improve effective solutions.

The aggregate outcome, which will be measured and reported by RTFH and also acclaimed locally and nationally, will be the prevention and end of homelessness in the San Diego region.

Unique Value Offered

- Sole source of county-wide, accurate, timely data
- Hub of local and national expertise on homelessness
- Respected voice for effective solutions
- Chief facilitator of regional collaboration and outcome planning

Impact Created within 3 Years

- Key factors which compel change and reward progress are publicly known and monitored
 - Extent, duration, and demographics of homelessness
 - Causes of homelessness and progress in prevention
 - Ranking relative to other regions (county, state, national and global)
- Effective regional plans and programs with measurable outcomes enacted
- Availability and use of funding and other resources increased
- Real-time, accurate data on homeless individual served available county-wide within three months of each service event

3 Year Initiatives to Create Impact

- Provide access to accurate, timely data for every participating member agency for 90% of all homeless clients served
- Publish influential data and policy recommendations
 - Annual scorecard of factors within individual municipalities and county:
 - Extent and duration of homelessness
 - Sources and prevention of homelessness
 - Semi-annual regional Point in Time count (e.g. 2 times/year)
 - Annual demographic profile of the homeless
 - Annual inventory of funding/resource availability and use
- Spur region-wide action
 - Convene policy makers and stakeholders annually
 - Propose measurable outcomes and action plans
 - Facilitate forums and enable collaboration
- Build capacity and sustainability
 - Re-position and re-brand as credible, influential research institution
 - Assess and incorporate a membership based business model
 - Establish effective board and advisory teams
 - Fundraising board with regionwide representation and a broad range of expertise including business, advocacy, research and law.
 - Expert, national advisory team to oversee research, publication, and policy recommendations
 - Regional leadership team
 - Develop diverse, sustainable funding and maintain 6 months cash reserves
 - Hire and retain expert talent

3 Year Milestones

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Year One	<ul style="list-style-type: none"> Organizational capacity assessed Capacity goals established Budget implemented Roles and requirements of ED, board and advisory teams defined Data and publication review and approval process defined Assess products and services for mission alignment 	<ul style="list-style-type: none"> Board restructured ED hired Key corporate documents drafted and reviewed (bylaws) 	<ul style="list-style-type: none"> Staffing and compensation plan drafted Fund Development Plan approved * 95% of data entry correct Key organizational documents drafted and approved (P&P; HR manual) Staffing and compensation plan drafted and approved First Demographic Profile published 	<ul style="list-style-type: none"> Marketing Plan approved * Next year's Operating Budget and 3 Year Budget approved 3 months working capital obtained Board membership complete Publication deadlines met Identify elements to track in Resource Availability and Use Report Aggregate data is accurate for use in analysis and accessible by all participating member agencies 90% satisfaction of stakeholders regarding credibility of data in published reports
Year Two	<ul style="list-style-type: none"> New name and brand implemented National scan of scorecards complete Research/Policy Recommendation process established First Resource Availability and Use Report published 	<ul style="list-style-type: none"> Scorecard elements defined Leadership Team established Advisory Team established 	<ul style="list-style-type: none"> First Summer Point in Time Count conducted Policy makers convened 10 media hits 	<ul style="list-style-type: none"> Resources used increased by 10% PIT and AHAR reports rated "credible and sound" by outside experts
Year Three	<ul style="list-style-type: none"> First annual user-member meeting 	<ul style="list-style-type: none"> First Scorecard published 10 media hits Policy makers convened Draft next cycle business plan 	<ul style="list-style-type: none"> Finalize next cycle business plan 	<ul style="list-style-type: none"> Scorecard report requested by 40 key local policy makers 5 jurisdictions participating in the creation of a regional plan. Funds used increase by 10%

* Milestones from Plans to be added to Year Two and Year 3 in this table upon completion.

Research, Publication and Convention Schedule

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Year One	<ul style="list-style-type: none"> Point in Time Count conducted 	<ul style="list-style-type: none"> AHAR published 		<ul style="list-style-type: none"> Resources Available vs. Used
Year Two	<ul style="list-style-type: none"> Point in Time Count conducted 	<ul style="list-style-type: none"> AHAR published 	<ul style="list-style-type: none"> Summer Point in Time Count conducted Regional Profile published Policy makers convened 	<ul style="list-style-type: none"> Resources Available vs. Used
Year Three	<ul style="list-style-type: none"> Point in Time Count conducted 	<ul style="list-style-type: none"> AHAR published Scorecard published Policy makers convened 	<ul style="list-style-type: none"> Summer Point in Time Count conducted Regional Profile published Policy makers convened 	<ul style="list-style-type: none"> Resources Available vs. Used

First Year Objectives

- Provide access to accurate, timely data for every participating member agency for 90% of all homeless clients served
- Publication deadlines met:
 - Point in Time Count
 - AHAR
 - Demographic Profile
 - Homeless Inventory Chart
 - Annual inventory of funding/resource availability and use
- Obtain \$900,000 in funding
- Establish structure needed to develop sustainable funding and create county-wide scorecard/collaborative action plans

First Year Milestones

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Obj. 1: Data	<ul style="list-style-type: none"> Ensure data MOUs are in place 	<ul style="list-style-type: none"> Data entry defaults/error messages implemented Contractual obligations and fee opportunities assessed Contractual performance monitored monthly 	<ul style="list-style-type: none"> Automated data transfer into data warehouse used by non Service Point providers 95% of data entry correct 	<ul style="list-style-type: none"> Individual client data entered and monitored ¼ ly by member programs Accuracy level of data warehouse users evaluated/published Data warehouse regularly used with regular data reporting. 90% satisfaction of stakeholders regarding credibility of data in published reports
Obj. 2: Reports	<ul style="list-style-type: none"> Review/ approval process for publication defined 	<ul style="list-style-type: none"> Stakeholder needs discovered Review/ approval process established 	<ul style="list-style-type: none"> Outcomes desired and elements of Resource/Funding Inventory defined 	<ul style="list-style-type: none"> Resource/Funding Inventory Report elements identified Publication deadlines met (see attached publication schedule) PIT and AHAR reports rated "credible and sound" by outside experts
Obj. 3: Funding	<ul style="list-style-type: none"> Implement budget and fund raising goals Fees for services implemented 		<ul style="list-style-type: none"> Fund Development Plan approved * Operating Budget and 3 Year Budget approved * 	<ul style="list-style-type: none"> 3 months working capital obtained
Obj. 4: Capacity	<ul style="list-style-type: none"> Organizational capacity assessed and Capacity goals established * Roles and requirements of ED, board and advisory teams defined Assess products and services for mission alignment Written Statements of Work for all contractors 	<ul style="list-style-type: none"> Board restructured ED hired Staffing, Marketing, and Funding Plans drafted 	<ul style="list-style-type: none"> Staffing and Compensation Plan approved * Review of operational procedures completed, including facilities, finance, IT, and staffing * 	<ul style="list-style-type: none"> Marketing Plan approved * New name and brand implemented Board membership complete Board committees established to support plans

* Milestones from Reviews and Plans to be added to this table upon completion.