




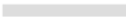







# YWH Operations Team Objectives Jan - Jun 2016


Strategic Goal & Objectives	Key Outcomes	Major Action Steps	DRI(s)	Key Team Members & Partners	Timeline	Status
<b>Goal 1: Advance a unified housing crisis response system</b>						
<b>Objectives</b>						
1.1 Make homelessness rare, brief and non-recurring for all Montgomery County residents	<ul style="list-style-type: none"> <li>1. Decrease number of people experiencing homelessness</li> <li>2. Increase number of people exiting directly to permanent housing</li> <li>3. Decrease the amount of time people remain homeless</li> <li>4. Decrease the number of people who return to homelessness</li> </ul>	<ul style="list-style-type: none"> <li>1. Prioritize services for the most vulnerable</li> <li>2. Align system resources to meet community needs</li> <li>3. Improve quality and use of evidence-based and informed practices</li> <li>4. Invest in system and provider performance, accountability and data-driven decision-making</li> <li>5. Connect consumers with mainstream and community services to improve their housing stability, health and economic security</li> </ul>	C. Mayinja	Leadership Council Operations Team Service Providers Community Partners	Ongoing	<div style="width: 20%; height: 10px; background-color: #0070C0;"></div>
1.2 Enhance street outreach program to meet system, provider and consumers needs	<ul style="list-style-type: none"> <li>1. Improve response time for outreach, verification and shelter hand off</li> <li>2. Improve quality of client engagement</li> </ul>	<ul style="list-style-type: none"> <li>1. Convene Street Outreach Action Team</li> <li>2. Possibly expand street outreach program</li> <li>3. Better integrate street outreach with other system elements</li> </ul>	E. Hertz T. Pirog	Service Providers J. Alexander	Q1 2016	<div style="width: 10%; height: 10px; background-color: #A9A9A9;"></div>
1.3 Reduce emergency shelter waitlist and waiting time	<ul style="list-style-type: none"> <li>1. Reduce number of households waiting for emergency shelter</li> <li>2. Reduce length of time people went to enter shelter</li> <li>3. Increase shelter bed utilization rates</li> </ul>	<ul style="list-style-type: none"> <li>1. Centralize shelter bed assignments</li> <li>2. Train shelter staff in housing counseling</li> <li>3. Explore the feasibility of a 24/7 shelter</li> <li>4. Secure funding for a pilot project to add temporary social work staff to help low acuity clients exit shelter</li> </ul>	T. Bradly	C. Mayinja P. Howard E. Hertz T. Pirog J. Alexander	Q1 2016	<div style="width: 10%; height: 10px; background-color: #A9A9A9;"></div>

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1.4 Design and rollout a more comprehensive YWH Operations Manual for service providers	1. YWH providers will use standard processes, policies, procedures and forms 2. YWH clients will have a higher quality customer experience and satisfaction rate	1. Research, write and publish a comprehensive Operations Manual in consultation with Operations Team and service providers 2. Create more opportunities for Call Center, shelter, and HRC staff to interact with each other to better utilize standard practices	F. Reilly	E. Hertz T. Bradly	Q2 2016	
1.5 Partner with the Montgomery County Housing Authority (MCHA) to increase voucher and public housing opportunities for YWH consumers	1. Increase number of housing vouchers awarded to households experiencing housing instability or homelessness 2. Increase number of public housing units awarded to households experiencing housing instability or homelessness 3. Exit households from ES, TH and RRH more quickly and effectively	1. Work with MCHA staff to develop voucher and public housing program policies and procedures	C. Mayinja	J. Johnson MCHA Staff E. Hertz J. Alexander	Q2 2016	
<b>Goal 2: Engage consumers, service providers, funding partners and community members</b>						
<b>Objectives</b>						
2.1 Inform, connect and engage a growing set of stakeholders in conversation, creative problem-solving, continual learning and design thinking to scale Your Way Home's impact and outcomes	1. Increase the number of individuals and public, private and nonprofit organizations committed to Your Way Home's vision, common agenda and strategic goals 2. Incorporate a more diverse and inclusive set of public, private and community partners in Your Way Home initiatives, events and planning decisions 3. Develop all Your Way Home partners as champions for our cause to have a greater collective impact on the lives of people experiencing homelessness	1. Inform and connect our community about Your Way Home's system and partnership through publications, email, meetings, events, our website and social media 2. Engage government, philanthropic, nonprofit, business, community partners and consumers through our Leadership Council, Action Teams, Advisory Teams, Annual Summit and Your Way Home Fund 3. Reach out to our community through speaking engagements and presentations	C. Mayinja	Leadership Council Operations Team Service Providers Community Partners	Ongoing	

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2.2 Host the 4th Annual Your Way Home Summit on June 22, 2016 to celebrate our achievements, share our challenges, and plan for the future	<ol style="list-style-type: none"> <li>1. Increase attendance from consumers, providers, funders and community partners</li> <li>2. Increase level of attendee learning about our system performance and challenges</li> <li>3. Increase level of attendee participation in creative solutions and planning for the future</li> </ol>	<ol style="list-style-type: none"> <li>1. Solicit input from our Leadership Council and provider community</li> <li>2. Set the Summit agenda and logistics</li> <li>3. Open registration online</li> <li>4. Secure incentives and transportation for consumer participation</li> </ol>	K. Fisher	Leadership Council Operations Team	Q2 2016	
2.3 Cultivate stronger relationships with faith-based organizations	<ol style="list-style-type: none"> <li>1. Increase number of faith-based Your Way Home shelter and Code Blue service providers</li> <li>2. Increase number of faith-based volunteers and supporters</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct community outreach to faith-based organizations throughout Montgomery County</li> <li>2. Invite more faith-based organizations to respond to RFPs and capacity building opportunities</li> <li>3. Recruit volunteers from the faith-community to participate in the annual winter and summer Point-In-Time counts</li> </ol>	K. Fisher	T. Bradley E. Ward-Williams	Q 2 2016	
2.4 Conduct community outreach to human service agencies, schools, municipalities, hospitals, and police	<ol style="list-style-type: none"> <li>1. Increase number of civic and nonprofit organizations contributing to Your Way Home as champions, allies and supporters</li> <li>2. Increase mainstream and community connections to services and supports for Your Way Home consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a Your Way Home Roadshow Presentation</li> <li>2. Schedule speaking engagements and meetings with key audiences</li> <li>3. Invite more community partners to attend Community Update Meetings, participate in Action and Advisory Teams and contribute to conversations about improving our system</li> </ol>	K. Fisher	Leadership Council Operations Team	Q2 2016	
2.5 Establish an ongoing consumer feedback process	<ol style="list-style-type: none"> <li>1. Increase consumer input to improve system quality and performance</li> <li>2. Increase customer satisfaction rates</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold a Consumer Feedback Action Team to provide input for the feedback process</li> <li>2. Retain a consultant to design, field and provide results to a comprehensive consumer feedback survey process</li> <li>3. Implement ongoing consumer feedback loops into system operations to inform planning and improvements</li> </ol>	J. Alexander	Leadership Council	Q2 2016	

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2.6 Improve the quality and timeliness of information sharing with Your Way Home partners	<ol style="list-style-type: none"> <li>1. Increase access to timely news, information and data to Your Way Home system leaders and partners</li> <li>2. Increase number and activity of email subscribers, social media followers, and website visitors</li> </ol>	<ol style="list-style-type: none"> <li>1. Update and enhance website layout and content</li> <li>2. Develop key messages for specific audiences, including funders, service providers and the public</li> <li>3. Improve branding, including signage and materials</li> <li>4. Expand use of social media</li> </ol>	K. Fisher	Operations Team	Q2 2016	<div style="width: 25%;"><div style="width: 25%;"></div></div>
<b>Goal 3: Enhance the use of a unified, robust and secure data infrastructure</b>						
<b>Objectives</b>						
3.1 Use data to evaluate system performance, inform future investments and continuously improve the quality of service for consumers.	<ol style="list-style-type: none"> <li>1. YWH service providers receive quarterly/monthly organizational performance reports</li> <li>2. Organizational performance data used to improve service provider program impact and outcomes</li> <li>3. YWH Leadership Council and funding partners receive monthly system performance reports</li> <li>4. System performance reports used to make strategic investments and policy decisions to scale impact and outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarity HMIS Emergency Shelter, Housing Resource Center and Centralized Intake performance reports generated and distributed on a monthly basis</li> <li>2. YWH Operations Team meets quarterly with providers to review organizational performance report</li> <li>3. YWH Leadership Council meets bi-monthly to review system performance report</li> </ol>	C. Mayinja	Leadership Council Operations Team Service Providers Community Partners	Ongoing	<div style="width: 25%;"><div style="width: 25%;"></div></div>
3.2 Increase speed and efficiency of consumer enrollment and system access	<ol style="list-style-type: none"> <li>1. Decrease time required to enroll consumers in core YWH services</li> <li>2. Decrease time required for YWH consumers to access mainstream and community services</li> <li>3. Decrease costs associated with entering consumer service use data into HMIS</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement scan card technology system (optional but encouraged for consumers)</li> <li>2. Invite and train mainstream and community service providers to participate in HMIS</li> </ol>	E. Ward-Williams	Leadership Council Operations Team Service Providers Community Partners	Q1 2016	<div style="width: 25%;"><div style="width: 25%;"></div></div>
3.3 Enhance quality and performance improvement for core providers through data-informed planning and decision-making	<ol style="list-style-type: none"> <li>1. Increase HMIS data quality and integrity</li> <li>2. Improve provider capacity for using data to improve quality and performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide additional training in data collection, reporting and analysis</li> <li>2. Provide additional technology, including equipment, services and support as funding allows</li> </ol>	E. Hertz	Operations Team Service Providers	Q2 2016	<div style="width: 25%;"><div style="width: 25%;"></div></div>
<b>Goal 4: Strengthen the collaborative capacity of Your Way Home partners</b>						

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<b>Objectives</b>						
4.1 Grow and nurture a public-private partnership to lead and support a successful ten-year systems change initiative resulting in a more equitable, resilient and inclusive system whose policies and resources will meet the needs of all Montgomery County residents experiencing, or at imminent risk of, homelessness.	<ol style="list-style-type: none"> <li>1. Align public and private priorities, investments and activities to achieve a "functional zero" in which the system has the assets and resources to meet the needs of all residents experiencing, or at imminent risk of, homelessness</li> <li>2. Mobilize support for YWH's common agenda and strategic goals from a growing number of diverse private and community organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Co-lead a YWH Leadership Council comprised of public, private and nonprofit leaders committed to ending and preventing homelessness in Montgomery County</li> <li>2. Provide dedicated Operations Team backbone support to YWH system leaders, funders, service providers and consumers</li> <li>3. Invite funders, service providers, consumers and community members to participate in planning and policy decision-making and problem-solving</li> <li>4. Promote equity, trust and mutual respect among all YWH partners and consumers</li> </ol>	C. Mayinja	Leadership Council Operations Team Service Providers Community Partners	Ongoing	
4.2 Improve the health and economic opportunity for all Your Way Home consumers	<ol style="list-style-type: none"> <li>1. Improve physical and mental health outcomes for all YWH consumers</li> <li>2. Increase the economic security of YWH consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Convene Economic Opportunity Action Team to set goals and priorities for connecting YWH consumers to economic opportunity</li> <li>2. Convene Health Opportunity Action Team to set goals and priorities for connecting YWH consumers to health and well-being opportunities</li> </ol>	J. Alexander	Leadership Council Operations Team Service Providers Community Partners	Q2 2016	
4.3 Convert some Transitional Housing to Permanent Supportive Housing and/or permanent affordable housing	<ol style="list-style-type: none"> <li>1. Increase number of permanent housing opportunities for people in need of long-term services and housing subsidies</li> <li>2. Decrease costs associated with delivering services and supports to people with significant barriers to permanent housing stability</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with service providers to identify opportunities to convert TH to PSH or permanent affordable housing</li> <li>2. Provide technical assistance to providers to plan for the conversion of TH programs, including business, property, staffing, donor relations and consumer support</li> </ol>	E. Hertz	Leadership Council Operations Team Service Providers	Q2 2016	
4.4 Engage providers in a restructured learning community	<ol style="list-style-type: none"> <li>1. Increase attendance rates in learning community by key YWH service providers and community partners</li> <li>2. Improve participant satisfaction with learning community experience</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct an assessment of learning community structure, content and target audience</li> <li>2. Present learning community restructuring recommendations to the Leadership Council</li> <li>3. Hold three learning community sessions</li> </ol>	S. Stamm	Leadership Council J. Alexander Service Providers	Q2 2016	

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<p>4.5 Provide more formal ongoing provider training opportunities in YWH core competencies and evidence-based practices</p>	<ol style="list-style-type: none"> <li>1. Increase service provider knowledge and awareness of YWH core competencies and emerging best practices</li> <li>2. Increase service provider participation in YWH and partner trainings</li> <li>3. Improve service provider satisfaction with YWH trainings</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify core competencies for YWH service providers</li> <li>2. Establish a more robust training calendar</li> <li>3. Hold trainings in core competencies and special topics more consistently</li> <li>4. Serve on the BHDD Professional Development/Training Advisory Committee to more effectively coordinate with existing training opportunities</li> <li>5. Better advertise trainings from other public and private organizations to YWH service providers</li> <li>6. Secure private funding for external trainers and conference/workshop scholarship opportunities as needed</li> </ol>	T. Bradly	BHDD Operations Team	Q1 2016	
<p>4.6 Secure appropriate resources and expertise from philanthropic, community and business partners to achieve partnership capacity-building, learning and scaling impact priorities</p>	<ol style="list-style-type: none"> <li>1. Increase number of active YWH partners and allies contributing thought leadership, expertise, time and networks</li> <li>2. Increase pooled and aligned funding for system capacity building, learning and scaling impact</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitate three Leadership Council, three action teams, one community update meeting and the Annual Summit to maximize inclusive and active engagement of YWH partners</li> <li>2. Support the development of at least three new YWH partnerships with foundations, businesses, schools, civic organizations and nonprofits</li> <li>3. Cultivate relationships with foundations and donors to secure at least \$100,000 in direct service, systems change and capacity building grants to support YWH strategic goals and initiatives</li> <li>4. Support the work of YWH resource development, learning community, technical writer and other consultants, as well as PIT and action team volunteers</li> </ol>	J. Alexander E. Wert	Leadership Council J. Kroll K. Fisher	Q2 2016	