



**CHP STRATEGIC PLAN: 2005 – 2007
FINAL REPORT**

CHP created a strategic plan that covered the period of January 1, 2005 – December 31, 2007. The following is a detailed report on our accomplishments based on the vision, goals, objectives and action steps outlined in our strategic plan.

VISION

This section outlines the strategic vision that CHP pursued from January 2005 – December 2007 and a summary of the outcomes.

1. **Grow Appropriately:** Increase the number of homeless people that CHP serves by providing tenant services and/or property management at 200 – 300 additional units by December 2007. This will be achieved through housing development, third party contracts and possibly master leasing. **CHP added a total of 711 units to our portfolio and development pipeline. At Treasure Island, CHP added 42 new units. In addition, we added 118 units to our third party property management portfolio (2 new sites) and added 217 units to our third party tenant services portfolio (3 new sites). In terms of development, we have 167 units under construction (2 sites) and 167 units in development (2 sites).**
2. **Increase Visibility:** Improve CHP’s visibility among funders, service providers, government agencies, low-income people and the general public in order to replicate our model, diversify our funding sources, and most importantly, to bring attention to the problem of homelessness. **CHP has increased its visibility through publicity around the talent show, presentations at numerous meetings, press conferences and advocacy work related to McKinney funding. We have been asked to provide technical assistance to many organizations locally, nationally and internationally. In addition, we have received a great deal of positive attention in the nonprofit community and the media. CHP has greatly improved its website and the quality of print materials in order to be sure our message is clear to our stakeholders and the public. As a result of these efforts, we have been able to better influence public policy, exceed our fundraising goals, raise awareness of homelessness and promote our model of supportive housing.**
3. **Strengthen Programs:** Strengthen CHP’s model by improving existing programs, developing new services, promoting self-sufficiency, evaluating effectiveness and

documenting best practices. ***Property Management:*** New practices have been introduced that have led to an increase in rent collection, a significant decrease in security concerns and improvements in all aspects of property operations. ***Tenant Services:*** A new system of service planning has been implemented in the Tenant Services Department to help tenants achieve their personal goals. Tenant Services has also implemented a new data collection system to assist with reporting and evaluation. ***Employment and Training:*** CHP launched a new economic development program called CHP Enterprises. CHP Enterprises will provide job opportunities to over 30 supportive housing tenants. In addition, a new recycling training program has been developed and the department has improved its outcomes on all contracts. ***Administration:*** We have greatly improved systems related to asset management, financial management and human resources. ***Overall:*** CHP continues to improve its programs and systems. Our hard work has led to a housing retention rate that is consistently over 98%.

4. Build Community: Develop CHP's community of staff, tenants, board members and partner agencies, with a special focus on tenant involvement and self-determination. **CHP has launched CHOP -- the Community Housing Organizing Project. The goal of the CHOP is to build CHP's capacity to engage in internal and external community organizing. This program is helping CHP achieve our goals in this area. In January 2006 a convening of all stakeholders led to the development of four campaigns: community safety, workfare reform, affordable housing funding, and tenant leadership development. The community safety campaign was instrumental in creating Safe Havens, a community-based safety program in the Tenderloin.**

GOALS and OBJECTIVES

CHP developed 13 goals and 53 objectives to achieve from January 2005 – December 2007. Twelve of the goals and 33 of the objectives were achieved. This section outlines the results of our efforts

HOUSING DEVELOPMENT

Goal: Maintain a consistent housing development pipeline to ensure a level of growth that moves our mission forward while maintaining the integrity and viability of the organization. The pace of new housing development will depend upon the agency's capacity as well as the development of third party contracts or master leases that bring more units under CHP's operations. **This goal and the 3 corresponding objectives were achieved.**

Objectives:

1. Acquire a housing development site by June 2005 and begin construction by June 2006. **Construction on the Hotel Essex (84 units for single adults) is underway and will be complete in January 2008.**
2. Explore master leasing, scattered site housing, development on Treasure Island and other housing models and write a report and plan of action by June 2006. **Report was completed in December 2006 and plan of action was developed**

that will be incorporated into the next strategic plan, essentially calling for more multi-family development and a housing facilitation program for CHP tenants who want to move.

3. **Acquire control of another development site by December 2006. CHP actually achieved control of numerous development sites. Arnett Watson Apartments (83 single and family units-construction began in April 2007), Arendt House (47 units for seniors) and, Parcel G (120 units for single adults) and the addition of 42 family units on Treasure Island. CHP is currently working to gain site control of the Cambridge (59 units for single adults currently owned by CCDC). We plan to continue working on the two other CCDC sites and pursue other development opportunities.**

FUND DEVELOPMENT

Goal: Increase funding from non-governmental sources by 10 percent or more per year over the next three fiscal years to ensure adequate revenue for existing programs and those outlined in this strategic plan. Achievement of this goal will also help diversify the sources of grants and contributions received by CHP. **CHP achieved this goal by increasing grants and donations by more than 60% during a three year period. We achieve 2 of the 3 corresponding objectives. There is still a need to diversify funding sources and expand our donor list.**

Objectives:

4. **Increase gross receipts from the annual talent show to \$85,000 by June 2007. The virtual event in 2006 exceeded its target by over \$20,000. Talent show raised \$92,000 in May 2007.**
5. **Increase donations to \$60,000 by June 2007. CHP did not achieve this objective due to limits in our donor base. However, we exceeded our overall fundraising needs for FY 06-07 and are on target for FY 07-08.**
6. **Increase foundation and corporate grants (including SHEC) to \$450,000 by June 2007. Met 2005, 2006 and 2007 fundraising targets.**

PUBLIC RELATIONS

Goal: Expand CHP's visibility, educate people about CHP's model and increase the public's awareness of issues facing homeless people in order to help CHP fulfill its mission. The purpose of expanded public relations is to help achieve our fundraising and advocacy goals. **This goal and all 3 corresponding objectives were achieved and improvements to our public relations objectives are ongoing.**

Objectives:

7. **Participate in at least three conferences or speaking engagements each year at which CHP will provide presentations on our model by June 2006. Participated in two conferences in 2005 and 2006 and four in 2007.**
8. **Increase the number of web site hits by 50% by December 2006. While CHP's website was upgraded, the changes were delayed and we were unable to track the number of hits we received.**
9. **Ensure that CHP is mentioned in the media in a positive way at least three times per year by June 2007. Received two mentions in 2005 and again in 2006. We**

have received at least five mentions in 2007 (talent show and Arnett Watson Apartments, CHP Enterprises).

EVALUATION

Goal: Develop systems that evaluate CHP's effectiveness and viability in order to improve programs and services while maintaining long-term financial stability. **This goal was not fully achieved and only 1 of the 2 corresponding objectives was achieved. However, CHP did hire two new critical management positions during this period.**

Objectives:

10. Implement CHP's asset management plan by December 2007. **CHP hired a Director of Finance in December 2005 and an Asset Manager in December 2006.**
11. Create an agency-wide evaluation and reporting system by December 2007. **Due to limited staff resources, this objective was not achieved and will be carried over to the next strategic plan.**

STAFF DEVELOPMENT

Goal: Improve and increase staff development and retention activities in order to continue building and maintaining a strong workforce, with a special emphasis on entry-level staff. **This goal has essentially been achieved and 4 of the 7 objectives were completed with the other 3 to be covered in the next strategic plan.**

Objectives:

12. Implement Human Resources database and track the employment and advancement of community members by June 2005. **The People Track human resources database system was put into place in 2005, but CHP is in the process of switching to ADP, which will be done in early 2008.**
13. Evaluate and revise the staff benefits package and pay structure by December 2005. **New benefits and compensation packages were implemented in July 2006.**
14. Develop and implement an agency-wide protocol for staff supervision and train all supervisors accordingly by June 2006. **This objective was not completed.**
15. At least 50% of all full-time staff will access staff training and development opportunities other than organization-sponsored trainings with a special focus on de-escalation and customer service by December 2006. **While tracking was not done, there has been an increase in the quantity and quality of trainings, including one on de-escalation.**
16. Complete revisions of CHP's personnel policies by December 2006. **This was completed in August 2006.**
17. Develop a support and training program for entry-level and formerly homeless staff that focuses on job retention and advancement by December 2007. **A staff support group was started to address needs identified by staff. However, we have not yet developed a program to support entry-level staff.**

18. Rewrite hiring processes and procedures by December 2007. **This objective was not completed.**

SELF-SUFFICIENCY

Goal: Incorporate an expanded focus on self-sufficiency into all aspects of CHP's service delivery model in order to better help tenants move beyond homelessness and achieve the highest level of self-sufficiency they are capable of. **This goal was achieved and an important new service planning model was introduced in the tenant services department. Two of the four objectives were achieved.**

Objectives:

19. Clearly define self-sufficiency and then develop and implement a plan to incorporate self-sufficiency into CHP's services model by December 2006. **This objective will not be achieved as it was deemed a very low priority due to our realization that each tenant should have their own definition of self-sufficiency.**
20. 60% of tenants who access tenant services and employment programs will develop and utilize a service plan by June 2007. **Service plans are in place and we met this objective.**
21. Reduce the number of first notices for non-payment of rent by 50% by December 2007. **The number of first notices was reduced by 41%.**
22. Increase tenants' use of mainstream resources and services outside of CHP, especially housing opportunities, by 25% by December 2007. **Tenants' use of mainstream resources, including employment services, increased by 29%.**

EMPLOYMENT

Goal: Expand employment and training services in terms of both the population served and the variety of programs offered in order to secure long-term funding and better serve tenants. **This goal was achieved primarily through the creation of a new program, CHP Enterprises. Five of the 6 corresponding objectives were met.**

Objectives:

23. Obtain post-secondary or other certification for the Supportive Housing Employment Collaborative (SHEC) training programs by December 2005. **CHP has received certification for 3 of our training programs.**
24. Obtain non-McKinney public funding for employment services by December 2005. **CHP received funds from a variety of new government agencies and continues seeking other new funding sources.**
25. SHEC will become a supportive housing-focused comprehensive employment resource center and integrate into the City's one-stop system by June 2006. **This objective was not achieved due to resource limitations.**
26. Expand SHEC by adding 2 additional members by June 2006. **SHEC added 2 new members (Hamilton and Swords).**
27. Develop an improved short-term employment program by December 2006. **CHP has expanded its recycling work into a viable short term jobs program.**
28. Develop and implement one new service that addresses the employment barriers and needs of our target population by December 2006. **The Employment and Training Department launched CHP Enterprises to achieve this objective.**

SAFETY AND SECURITY

Goal: Decrease the number of incidents related to safety and security by 15% per year over the next three years to better ensure a positive living environment for CHP tenants. **This goal was achieved as we have had approximately 70% fewer incidents since implementing the changes outlined below. However, only 2 of the five objectives were completed.**

Objectives:

29. Complete existing safety and security plans by June 2005. **CHP completed and implemented safety and security plans at each site.**
30. Standardize procedures for dealing with disruptive tenants by December 2005. **This has not been completed and will be included in the revised property management manual as outlined in the next strategic plan.**
31. Improve building control measures such as alarm systems, cameras, monitoring devices, physical barriers and training for desk clerks, by December 2005. **This was completed at each CHP site.**
32. Revise and implement CHP's emergency response plan by June 2006. **This was not completed due to time and resource limitations and has been included in next year's strategic plan.**
33. Increase appropriate tenant participation and involvement in security and safety matters within their community by December 2006. **Dropped due to lack of need and interest.**

THIRD-PARTY SERVICE PROVISION

Goal: Provide property management and/or tenant services for formerly homeless people at two new sites owned by other agencies in order to replicate CHP's model and ensure an appropriate level of growth. This might also include master leasing a site, but new housing development and third-party service provision for other nonprofits will take precedence over master leasing. **CHP added two new third party property management clients and one new tenant services client. This goal was achieved along with all 3 objectives.**

Objectives:

34. Develop business and marketing plans for third-party services that will be excellent values to potential clients while providing good margins to CHP by June 2005. **This was completed as necessary.**
35. Add a new property management client by June 2006. **Added two new clients in 2006 (HAFCI and Swords).**
36. Add a new tenant services client by June 2006. **Added CCDC as a client (3 sites) in 2007.**

INTERNAL COMMUNICATIONS

Goal: Improve and standardize the internal communications processes throughout CHP in order to facilitate greater cooperation and understanding among staff, tenants and board members and to promote interdepartmental cooperation. **This goal was completed along with 2 of the 3 objectives.**

Objectives:

37. Create standard language around CHP and its service provision based on the revised culture statement and branding efforts by December 2006. **A mission and values statement was completed in December 2007.**
38. Standardize and centralize forms and other written information such as minutes, organizational charts, phone lists and reports by December 2006. **This has been carried forward to the next strategic plan**
39. Develop and implement an internal newsletter serving staff, tenants and board members by December 2007. **The newsletter was launched in November 2007.**

DECISION MAKING

Goal: Define the decision-making process at CHP and ensure it is used properly through training and education. This goal speaks to the importance of including staff, tenants and board in the decision-making process at CHP. **This goal was achieved, but the outcomes were not measured. One of the five objectives and a number of key action steps were completed.**

Objectives:

40. Clearly define the roles and responsibilities of all decision-making bodies at CHP and educate the appropriate stakeholders by June 2005. **This objective was completed.**
41. 50% of tenants will understand how decisions are made at CHP and how they can participate in the process by June 2006. **Not measured.**
42. 75% of staff will understand how decisions are made CHP and how they can participate in the process by June 2006. **Not measured.**
43. 20% of tenants will participate in decision making at CHP by June 2007. **Not measured**
44. 50% of staff will participate in decision making at CHP by June 2007. **Not measured.**

ADVOCACY

Goal: Continue working on issues that affect housing and homelessness in accordance with CHP's practice of advocating for the rights of homeless and low-income people. **This goal was met through a variety of activities, yet only 2 of the 5 objectives were completed. However, CHP created a brand new program called the Community Housing Organizing Project (CHOP) which focuses on both advocacy and community building.**

Objectives:

45. CHP will advocate for increased operating and services funding in supportive housing by June 2005. **Ongoing.**
46. CHP will be involved in the national effort to save funding for Section 8, McKinney and other HUD programs by December 2005. **Ongoing.**
47. Involvement of line-staff in CHP advocacy activities will increase 30% by December 2006. **Not measured.**
48. 50% of CHP staff will participate in a 'call for action' request at least once a year by December 2007. **Not measured.**
49. 25% of CHP tenants each year will participate in a 'call for action' request at least once a year by December 2007. **Not measured.**

COMMUNITY BUILDING

Goal: Develop and implement new community-building programs that will strengthen CHP's focus on peer-based support, tenant involvement and the concept of partnership. This goal speaks to CHP's desire to help tenants create community and to resolve any issues that are barriers to community building. **This objective was achieved through the CHOP as described above and 3 of the 4 objectives were completed.**

Objectives:

50. Maintain funding for a tenant-organizing program by March 2006. **This was completed through fundraising for the CHOP.**
51. Develop and implement a community-building plan for each site by March 2006. **A community organizing plan for CHP was developed through the CHOP.**
52. Create a recognition program for tenants who are leaders in their communities by June 2006. **This was not completed.**
53. 50% of all CHP tenants will participate annually in a community-building activity by December 2007. **This objective was achieved with over half of the tenants at each site attending a community meeting or other event.**

ACTION STEPS

Each of the 53 objectives has corresponding action steps. We had a total of 237 action steps and achieved 155 them. Many of the action steps were not achieved due to a change in our tactics. Though only 65% of our action steps were achieved, we were able to fulfill our vision and achieve all but one of our goals. The remainder of this report lists each action step and its outcome.

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Housing	1	Identify possible development sites and conduct preliminary analysis.	DHD	01/31/05	01/31/05
Housing	1	Secure control of a development site.	DHD	01/31/05	01/31/05
Housing	1	Conduct due diligence for the development site.	DHD	03/31/05	03/31/05
Housing	1	Secure predevelopment funding for the development site.	DHD	05/31/05	04/30/05
Housing	1	Secure permanent financing for the development site.	DHD	09/30/05	12/15/05
Housing	1	Close purchase of the development site.	DHD	10/31/05	07/31/05
Housing	1	Begin construction of the development site.	DHD	11/01/06	03/01/07
Housing	2	Get input from staff, tenants and Board on other housing models.	EXD	04/30/06	07/31/06
Housing	2	Conduct research on other housing models.	EXD	06/30/06	07/31/06
Housing	2	Draft a report based on housing models research and present to Direction Team.	EXD	09/30/06	11/30/06
Housing	2	Finalize plan for pursuing other housing models.	EXD	12/31/06	11/30/06
Housing	3	Develop joint venture agreement with one or more nonprofit developers.	DHD	06/30/05	07/01/05
Housing	3	Hire a second project manager.	DHD	07/31/06	07/31/06
Housing	3	Identify possible development sites and conduct preliminary analysis.	DHD	09/30/06	03/31/05
Housing	3	Secure control of a development site.	DHD	12/31/06	07/31/05
Fund Dev	4	Select a larger venue for the talent show.	FDM	01/31/05	01/31/05
Fund Dev	4	Gross \$75,000 at the 2005 talent show.	FDM	05/31/05	05/31/05
Fund Dev	4	Hire development staff person to assist with the talent show.	FDM	12/31/06	10/31/06
Fund Dev	4	Gross \$85,000 at the 2007 talent show.	FDM	05/31/07	06/01/07
Fund Dev	5	Develop a fundraising plan for FY 05-06.	FDM	06/30/05	12/31/05
Fund Dev	5	Gross \$30,000 from annual report, house parties and annual appeal.	FDM	02/28/06	Not met

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Fund Dev	5	Develop a fundraising plan for FY 06-07.	FDM	06/30/06	12/31/05
Fund Dev	5	Update CHP's website to solicit more on-line donations.	FDM	12/31/06	12/31/07
Fund Dev	5	Update CHP's fundraising mailing list and database.	FDM	12/31/06	Not met
Fund Dev	5	Expand CHP's fundraising mailing list.	FDM	12/31/06	Not met
Fund Dev	5	Add a new Board member with fundraising experience.	EXD	12/31/06	Not met
Fund Dev	5	Gross \$60,000 from annual report, house parties and annual appeal.	FDM	02/28/07	Not met
Fund Dev	6	Increase the number of grant proposals sent out by an additional 20% from 2006.	FDM	12/31/07	12/31/07
Public Rel	7	Develop a list of conferences and speaking opportunities relevant to CHP's mission.	EXD	08/31/05	08/31/05
Public Rel	7	Make at least three presentations per year on CHP.	EXD	05/31/06	12/31/05
Public Rel	8	Develop a new logo.	EXD	01/31/05	01/31/05
Public Rel	8	Hire a web designer.	FDM	09/30/06	09/30/06
Public Rel	8	Upgrade CHP's website.	FDM	12/31/06	12/31/07
Public Rel	8	Begin tracking website hits.	FDM	12/31/06	12/31/07
Public Rel	8	Increase marketing of CHP's website.	FDM	03/31/07	12/31/07
Public Rel	8	Increase website hits by 50%.	FDM	12/31/07	Not Met
Public Rel	9	Hire a publicist to work on a media/marketing kit and a media list.	FDM	09/30/06	04/30/07
Public Rel	9	Finalize media/marketing kit and a media list.	FDM	10/30/06	Not Met
Public Rel	9	Begin sending press releases on a regular basis.	FDM	11/30/06	Not Met
Public Rel	9	Receive 3 positive mentions in the media.	FDM	11/30/07	07/01/07
Evaluation	10	Hire a Director of Finance and restructure the administration department as needed.	EXD	07/31/06	12/15/05

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Evaluation	10	Identify key areas of asset management plan.	EXD	11/30/06	07/31/06
Evaluation	10	Identify action steps necessary to implement an asset management plan.	EXD	12/31/06	07/31/06
Evaluation	10	Create process for monitoring and implementing the asset management plan.	AM	06/30/07	06/30/07
Evaluation	10	Implement the asset management plan.	AM	12/31/07	06/30/07
Evaluation	11	Identify measurable areas for evaluation of programs and services.	EXD	12/31/06	Not Met
Evaluation	11	Determine what data CHP wants to collect and what reports to produce.	EXD	12/31/06	Not Met
Evaluation	11	Work with consultants to develop an evaluation plan and proposal.	EXD	12/31/06	Not Met
Evaluation	11	Begin raising funds to implement an evaluation program.	FDM	01/31/07	Not Met
Evaluation	11	Develop and finalize an evaluation system.	EXD	01/31/07	Not Met
Evaluation	11	Create data collection policies and procedures for the evaluation system.	EXD	03/31/07	Not Met
Evaluation	11	Purchase and install necessary equipment and software for the evaluation system.	EXD	09/30/07	Not Met
Evaluation	11	Provide necessary training on data collection and reporting.	EXD	09/30/07	Not Met
Evaluation	11	Begin data collection and report generation using the evaluation system.	EXD	12/31/07	Not Met
Staff Dev	12	Customize human resources software for CHP use.	DHRA	03/31/05	03/31/05
Staff Dev	12	Test-run human resources database for accuracy.	DHRA	05/31/05	05/31/05
Staff Dev	12	Implement human resources database.	DHRA	06/30/05	06/30/05
Staff Dev	12	Enter demographic data for current staff into human resources database.	DHRA	06/30/06	06/30/06
Staff Dev	13	Survey staff regarding current and potential benefits.	DHRA	02/28/05	02/28/05
Staff Dev	13	Compile research on existing and potential benefits packages based on staff input.	DHRA	05/31/05	05/31/05
Staff Dev	13	Directors Team presents a proposed benefits package to Management Team.	DHRA	07/31/05	07/31/05
Staff Dev	13	Management Team votes on revised benefits package.	DHRA	09/30/05	09/30/05
Staff Dev	13	Analysis of pay structure and proposed changes presented to Management Team.	DHRA	10/31/05	10/31/05
Staff Dev	13	Management Team votes on revised pay structure.	DHRA	12/31/05	12/31/05

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Staff Dev	13	New benefits package and pay structure ready for implementation for FY 06-07.	DHRA	12/31/05	12/31/05
Staff Dev	14	Conduct legal, human resources, and other research on staff supervision.	DHRA	02/28/07	Not Met
Staff Dev	14	Develop proposed protocol for staff supervision for review by Directors Team.	DHRA	05/31/07	Not Met
Staff Dev	14	Meet with staff supervisors to discuss and revise supervision protocol.	DHRA	07/31/07	Not Met
Staff Dev	14	Finalize supervision protocol.	DHRA	08/31/07	Not Met
Staff Dev	14	Develop resources for staff supervisors.	DHRA	08/31/07	Not Met
Staff Dev	14	Provide annual training to supervisors on new protocol.	DHRA	11/30/07	Not Met
Staff Dev	15	Centralize information on staff training resources.	DHRA	06/30/07	06/30/07
Staff Dev	15	Advertise staff training opportunities to all staff and incorporate into supervisors training.	DHRA	06/30/07	06/30/07
Staff Dev	15	Evaluate participation and satisfaction with training opportunities.	DHRA	06/30/07	Not Met
Staff Dev	15	50% of the staff will have accessed staff training opportunities.	DHRA	12/31/07	Not Met
Staff Dev	16	Review current Personnel Manual for necessary revisions.	DHRA	02/28/06	02/28/06
Staff Dev	16	Develop draft of proposed changes to personnel policies.	DHRA	04/30/06	04/30/06
Staff Dev	16	Conduct legal analysis of proposed personnel policy changes.	DHRA	05/30/06	05/30/06
Staff Dev	16	Present draft of revised Personnel Manual to Management Team.	DHRA	05/30/06	05/30/06
Staff Dev	16	Distribute revised Personnel Manual at all-staff meeting and answer questions.	DHRA	07/31/06	08/31/06
Staff Dev	17	Research support and training programs for entry-level and formerly homeless staff.	DHRA	01/31/07	Not Met
Staff Dev	17	Explore ways the Employment Department can support entry-level staff.	DET	01/31/07	Not Met
Staff Dev	17	Develop proposal for a program supporting entry level and formerly homeless staff.	DHRA	03/31/07	Not Met
Staff Dev	17	Management Team approves support and training program for entry level staff.	DHRA	06/30/07	Not Met
Staff Dev	17	Implement new program supporting entry level and formerly homeless staff.	DHRA	12/31/07	Not Met

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Staff Dev	18	Research opportunities and resources for recruiting staff.	DHRA	09/30/07	Not Met
Staff Dev	18	Formalize use of Employment Dept. for recruiting entry-level staff.	DET	09/30/07	Not Met
Staff Dev	18	Revise and standardize all job descriptions and announcements.	DHRA	11/30/07	Not Met
Staff Dev	18	Standardize interview questions and hiring panels by position.	DHRA	11/30/07	Not Met
Staff Dev	18	Present proposal to Mngt. Team for hiring processes from recruitment through offer.	DHRA	11/30/07	Not Met
Staff Dev	18	Management Team reviews and approves hiring process.	DHRA	12/31/07	Not Met
Staff Dev	18	Develop and implement protocols for recruiting, interviewing, hiring and orientation.	DHRA	12/31/07	Not Met
Self-Suff	19	Research the definitions used by partners and other key stakeholders.	DTS	01/31/06	01/31/06
Self-Suff	19	Examine CHP's current understanding of self-sufficiency.	DTS	02/28/06	02/28/06
Self-Suff	19	Approval of CHP definition of self-sufficiency by staff, tenants and Board.	DTS	06/30/06	Not Met
Self-Suff	19	Make recommendations on incorporating self-sufficiency into CHP's model.	DTS	06/30/06	Not Met
Self-Suff	19	Modify current CHP policies and practices to reflect the new definition of self-sufficiency	DTS	09/30/06	Not Met
Self-Suff	19	Provide training for all staff and tenants on self-sufficiency.	DTS	12/31/06	Not Met
Self-Suff	20	Develop a tool to record and track tenant goals and progress in a service plan.	DTS	04/30/05	04/30/05
Self-Suff	20	Develop an implementation plan to begin using the new service plan tracking tool.	DTS	05/31/05	07/31/05
Self-Suff	20	Train staff on purpose and use of service plan tool in work with tenants.	DTS	06/30/05	07/31/05
Self-Suff	20	Implement use of service plan in work with tenants using services and employment.	DTS	07/31/05	07/31/05
Self-Suff	20	Evaluate the success of service planning each year.	DTS	12/31/06	12/31/06
Self-Suff	20	Measure the number of tenants who developed a service plan during the fiscal year.	DTS	12/31/06	12/31/06
Self-Suff	20	Make programmatic adjustments if needed so that 60% of tenants develop a plan.	DTS	12/31/06	12/31/06
Self-Suff	20	Complete the tenant services data base and department manual.	DTS	12/31/06	12/31/06
Self-Suff	20	At least 60% of tenants who access CHP programs will develop a service plan.	DTS	06/30/07	06/30/07

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Self-Suff	21	Begin tracking first notices issued each month by building.	DPM	01/31/05	01/31/05
Self-Suff	21	Clarify non-payment procedures and communicate to tenants and staff.	DPM	11/30/06	11/30/06
Self-Suff	21	Develop a plan with staff to create incentives for prompt rent payment.	DPM	11/30/06	07/31/07
Self-Suff	21	Develop a plan with tenants to improve rent payment and assistance.	DPM	12/31/06	Not Met
Self-Suff	21	Implement the plans to improve rent payment.	DPM	03/31/07	Not Met
Self-Suff	21	Evaluate the number of tenants who received first notices and adjust plan as needed.	DPM	12/31/07	12/31/07
Self-Suff	21	Number of first notices will have reduced by 50% from 1/05 to 12/07.	DPM	12/31/07	12/31/07
Self-Suff	22	Identify Mainstream Resources (MR) and other services in the community.	DTS	03/31/06	03/31/06
Self-Suff	22	Explore other programs that will promote economic self-sufficiency.	DET	03/31/06	03/31/06
Self-Suff	22	Update databases and forms to track change in MR access.	DTS	06/30/06	06/30/06
Self-Suff	22	Develop a program for helping tenants access mainstream housing resources.	DTS	06/30/07	Not Met
Self-Suff	22	Develop a program that educates and incentives tenants receiving benefits to work.	DET	06/30/07	06/30/07
Self-Suff	22	Train staff on MR and services available, and how to make appropriate referrals.	DTS	12/31/07	12/31/07
Self-Suff	22	Inform tenants of available MR and promote appropriate utilization.	DTS	12/31/07	12/31/07
Self-Suff	22	Increase tenant use of MR by 25% from 12/06 to 12/07.	DTS	12/31/07	12/31/07
Employ	23	Research post-secondary and other training certifications for appropriateness.	DET	01/31/05	01/31/05
Employ	23	Develop timeline for application and approval process for training certifications.	DET	01/31/05	01/31/05
Employ	23	Develop documents, policies and procedures related to training certifications.	DET	03/31/05	03/31/05
Employ	23	Submit application for training certifications.	DET	03/31/05	08/31/05
Employ	23	Receive temporary approval for training programs and schedule certification visit.	DET	06/30/05	12/31/05
Employ	23	Receive final approval for accreditation.	DET	06/30/07	05/01/07
Employ	24	Hold discussions with DHS and other stakeholders regarding funding sources.	DET	01/31/05	01/31/05

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Employ	24	Survey other agencies to determine funding sources, target populations, and outcomes.	DET	03/31/06	03/31/06
Employ	24	Research funding opportunities from federal, state and local agencies for employment.	DET	12/31/06	12/31/07
Employ	24	Submit applications for appropriate funding sources for employment programs.	DET	06/30/07	12/31/07
Employ	25	Hold discussions with city agencies regarding One Stop System.	DET	01/31/05	01/31/05
Employ	25	Research entrance points to the One Stop System.	DET	06/30/05	06/30/05
Employ	25	Develop a plan of action to become a part of the One Stop System.	DET	12/31/06	12/31/06
Employ	25	Implement plan of action for entering the One Stop System.	DET	12/31/07	Not Met
Employ	26	Identify partners that can contribute to the mission of the SHEC.	DET	09/30/07	09/30/07
Employ	26	Assess new potential members for the SHEC.	DET	12/31/07	12/31/07
Employ	27	Research short-term employment options for tenants.	DET	03/31/06	03/31/06
Employ	27	Develop short-term employment program to meet needs of tenants and employers.	DET	06/30/06	06/30/06
Employ	27	Develop outreach and marketing materials for short-term employment program.	DET	07/31/06	07/31/06
Employ	27	Develop an evaluation plan for short-term employment program.	DET	08/31/06	08/31/06
Employ	27	Implement revised short-term employment program.	DET	11/30/06	03/31/07
Employ	28	Design construction training program.	DET	03/31/06	01/31/07
Employ	28	Fundraise for construction training program.	DET	06/30/06	07/31/07
Employ	28	Implement construction training program for tenants of CHP/SHEC.	DET	09/30/06	10/31/07
Safety	29	Begin keeping a monthly tally of safety and security incidents.	DPM	01/31/05	01/31/05
Safety	29	Evaluate status of current security plans for each building and report to the Board.	DPM	03/31/05	03/31/05
Safety	29	Complete outstanding tasks from current security plan for each building.	DPM	06/30/05	06/30/05

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Safety	30	Gather all reference information on behavior issues from lease, house rules, etc.	DPM	09/30/06	12/31/06
Safety	30	Present revised procedures on behavior issues to tenants and staff for input.	DPM	09/30/06	12/31/06
Safety	30	Revise lease addendums, house rules, operations manual and CHP practices.	DPM	10/31/06	Not Met
Safety	30	Implement new policies & practices to address defined disruptive behavior.	DPM	11/30/06	Not Met
Safety	31	Assess current site control measures and staff training at all CHP sites.	DPM	06/30/05	06/30/05
Safety	31	Develop a plan for improved building control measures.	DPM	09/30/05	09/30/05
Safety	31	Improve building control measures as per the plan developed.	DPM	12/31/05	03/31/06
Safety	32	Review current Emergency Response plans at each site and identify deficiencies.	EXD	01/31/07	Not Met
Safety	32	Develop linkage with sister agencies and community resources regarding emergencies.	EXD	03/31/07	Not Met
Safety	32	Revise current Emergency Response plans as needed.	EXD	09/30/07	Not Met
Safety	32	Train all staff on revised Emergency Response procedures.	EXD	10/31/07	Not Met
Safety	32	Implement revised Emergency Response plans.	EXD	11/30/07	Not Met
Safety	33	Survey tenants to determine level of involvement and interest in building security.	DPM	07/31/06	Not Met
Safety	33	Develop programs to increase tenant participation in safety and security issues.	DPM	11/30/06	Not Met
Safety	33	Measure tenant involvement in security and safety issues.	DPM	12/31/06	Not Met
Third Party	34	Develop business and marketing plans for property management services.	EXD	06/30/06	06/30/06
Third Party	34	Develop business and marketing plans for tenant services.	EXD	06/30/06	06/30/06
Third Party	35	Develop a list of potential property management or master lease clients.	DPM	09/30/05	09/30/05
Third Party	35	Contact potential property management clients.	DPM	12/31/05	12/31/05
Third Party	35	Begin contract negotiations with potential property management clients.	DPM	03/31/06	03/31/06

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Third Party	35	Add new property management client.	DPM	06/30/06	06/30/06
Third Party	36	Develop a list of potential tenant services clients.	DTS	09/30/05	09/30/05
Third Party	36	Contact potential tenant services clients.	DTS	12/31/05	12/31/05
Third Party	36	Begin contract negotiations with potential tenant services clients.	DTS	03/31/06	03/31/06
Third Party	36	Add new tenant services client.	DTS	06/30/06	03/31/07
Internal	37	Identify current language used to communicate CHP's service provision.	EXD	06/30/07	06/30/07
Internal	37	Present revised service provision language to staff and tenants for input.	EXD	09/30/07	09/30/07
Internal	37	Educate and train all staff, tenants and Board in new language to be used.	EXD	12/31/07	12/31/07
Internal	38	Identify all forms, reports, org. charts and phone lists needed by all departments.	DHRA	06/30/07	Not Met
Internal	38	Revise and standardize all agency documents.	DHRA	09/30/07	Not Met
Internal	38	Create a form and document control system for the agency.	DHRA	10/31/07	Not Met
Internal	38	Develop a centralized storage and dissemination point for all agency documents.	DHRA	11/30/07	Not Met
Internal	38	Provide training on the ways to use and distribute (inbound/outbound) new forms.	DHRA	12/31/07	Not Met
Internal	39	Acquire technology/training available to produce newsletter.	DHRA	01/31/07	01/31/07
Internal	39	Involve all stakeholders in the planning and production process of the newsletter.	DHRA	03/31/07	03/31/07
Internal	39	Produce quarterly CHP newsletter to serve staff, tenants and Board.	DHRA	03/31/07	11/01/07
Decisions	40	Define the role and scope of all existing decision-making groups at CHP.	EXD	02/28/05	06/30/05
Decisions	40	Survey other similarly sized /mission-driven agencies on decision making.	EXD	02/28/05	06/30/05
Decisions	40	Prepare a documents outlining decision making at CHP.	EXD	12/31/06	12/31/07
Decisions	40	Present document on decision making to Direction Team for discussion and revision.	EXD	04/30/06	04/30/06

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Decisions	40	Prepare an overview of the decision-making process at CHP to present to staff.	EXD	07/31/06	07/31/06
Decisions	41	Survey tenants to determine if they understand how decisions are made at CHP.	DTS	06/30/06	Not Met
Decisions	41	Have meetings at each building explaining decision making at CHP.	DTS	12/31/06	Not Met
Decisions	41	Survey tenants to determine if they understand how decisions are made at CHP.	DTS	06/30/07	Not Met
Decisions	42	Survey staff to determine if they understand decision making at CHP.	EXD	06/30/05	Not Met
Decisions	42	Have one presentation a year at the all-staff meeting on decision making.	EXD	12/31/06	Not Met
Decisions	42	Each department director should review decision making with staff.	EXD	12/31/06	Not Met
Decisions	42	Incorporate the decision-making process into the employee orientation.	EXD	12/31/06	Not Met
Decisions	43	Develop and implement a program to promote tenant participation in decision making.	DTS	12/31/06	12/31/07
Decisions	43	Track how many tenants participate in decision making and raise the number to 20%.	DTS	06/30/07	Not Met
Decisions	43	Distribute information to tenants on decision making at CHP each year.	EXD	12/31/06	Not Met
Decisions	44	Establish how many staff already participate in decision making.	EXD	06/30/06	Not Met
Decisions	44	Develop and implement a program to promote staff participation at CHP.	EXD	12/31/06	Not Met
Advocacy	45	Complete research on supportive housing in San Francisco.	EXD	02/28/07	02/28/07
Advocacy	45	Research supportive housing funding in other localities.	EXD	03/31/07	03/31/07
Advocacy	45	Develop an advocacy plan and related fact sheet on services and operating funding.	EXD	04/30/07	Not Met
Advocacy	45	Meet with officials from city, state and HUD to discuss funding.	EXD	06/30/07	06/30/07
Advocacy	46	Identify organizations involved in advocacy around the HUD budget.	EXD	08/31/05	Not Met
Advocacy	46	Contact agencies and discuss options for CHP's involvement in HUD advocacy.	EXD	08/31/05	Not Met
Advocacy	46	Involvement in advocacy issues related to HUD.	EXD	08/31/05	Not Met

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Advocacy	47	Promote staff involvement in the advocacy activities.	EXD	06/30/06	12/31/07
Advocacy	47	Involve the Board's advocacy committee in these advocacy efforts.	EXD	06/30/06	Not Met
Advocacy	48	Establish how many staff participated in 'call for action' requests in 2006.	EXD	01/31/07	Not Met
Advocacy	48	Promote staff involvement in 'call for action' requests.	EXD	06/30/07	06/30/07
Advocacy	48	Track staff participation in 'call for action' requests.	EXD	12/31/07	Not Met
Advocacy	49	Establish how many tenants participated in 'call for action' requests in 2006.	DTS	01/31/07	Not Met
Advocacy	49	Promote tenant involvement in 'call for action' requests.	DTS	06/30/07	06/30/07
Advocacy	49	Track tenant participation in 'call for action' requests.	DTS	12/31/07	Not Met
Community	50	Begin prospecting for grants to fund the tenant organizing program.	FDM	03/31/05	03/31/05
Community	50	Update the tenant organizing grant proposal.	EXD	09/30/05	09/30/05
Community	50	Submit grant proposals for a tenant organizing.	FDM	09/30/05	09/30/05
Community	50	Raise adequate funding for the tenant organizing program	EXD	03/31/06	03/31/06
Community	51	Form a working group of staff and tenants to develop the community-building plan.	EXD	03/31/06	03/31/06
Community	51	Explore options for community building, including involving outside organizations.	DTS	06/30/06	06/30/06
Community	51	Explore options for a tenant leadership development program.	DTS	06/30/06	06/30/06
Community	51	Explore options for better responsiveness to tenant concerns and tenant initiatives.	DTS	12/31/06	12/31/06
Community	51	Present a draft community-building plan for feedback from staff and tenants.	EXD	09/30/06	09/30/06
Community	51	Finalize community-building plan and present to staff.	EXD	12/31/06	12/31/06
Community	51	Complete site brochures that introduce tenants to the community.	DTS	12/31/06	Not Met
Community	51	Complete the revision of the new tenant screening process.	DTS	12/31/06	Not Met
Community	51	Implement community-building plan.	EXD	03/31/07	06/30/07

Goal	Object.	Action Steps	Who	Target Date	Actual Date
Community	52	Form a working group of staff and tenants to develop a tenant recognition program.	DTS	01/31/06	12/31/06
Community	52	Present a draft of the tenant recognition program to staff and tenants.	DTS	03/31/06	12/31/06
Community	52	Implement tenant recognition plan.	DTS	06/30/06	12/31/06
Community	53	Evaluate and revise social and community programming at each building.	DTS	12/31/07	12/31/07
Community	53	Track tenant participation in community-building activities at each building.	DTS	12/31/07	12/31/07
Community	53	Promote community-building activities in the buildings.	DTS	12/31/07	12/31/07
Community	53	50% of the tenants will participate in community activities in each building.	DTS	12/31/07	12/31/07
		Total Action Steps:	237		
		Total Completed:	155		
		Percent Completed:	65%		