

THE INVENTORY OF HOUSING
AND SUPPORT SERVICES
FOR HOMELESS
AND AT RISK
IN OTTAWA

2005

ORGANIZATIONAL CAPACITY

This report was funded by the National Homelessness Initiative, Government of Canada.

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INTRODUCTION

Background

One of the projects funded by the National Homelessness Initiative, Government of Canada is Community Capacity Building (CCB). The CCB process began in 2004 with the commitment for sector planning for women's services, services for persons with developmental disabilities and immigrant services. The work will culminate at the end of 2005 with a strategic plan for addressing issues of homelessness and a new Community Action Plan to Prevent and End Homelessness in Ottawa.

To support this planning, there was an allocation made to develop an inventory of housing and support services for those experiencing or at risk of homelessness in Ottawa. A questionnaire designed to gather information for the inventory was distributed and collected between late February 2005 and early April 2005. Providers of housing and support services for the homeless and those at risk of homelessness participated. To date 43 agencies have responded to the inventory questionnaire - 54 were distributed.

The inventory questionnaire was broken into two distinct parts:

The first part "Housing and Support Services Inventory" asked for basic data about the organization, staffing and clients, capacity and services provided. This information will be available on the web site of the Alliance to End Homelessness.

The second part "Organizational Capacity" asked for information on partnerships, communication, planning and evaluation strategies, staff training/development, current funding sources and funding potential/stability. This information will be shared with stakeholders in the format of this summary report.

REPORT OUTLINE

This report is a summary of the data from the second part of the inventory questionnaire. It is designed to provide preliminary data on organizational capacity.

The report is divided into the five sections corresponding with the five sections of inventory questionnaire:

1. Training and Development
2. Partnerships
3. Funding
4. Planning tools
5. Communication tools

Each section will show the question from the inventory with the corresponding data in a graph format, with a text summary and a comments and questions box. The comments are focused on how the community can organize and develop its capacity for client service, individually and as a service delivery system. Because this initiative is moving forward in many directions, updates as of the date of issue have been added as further comments.

For questions that had text response areas, data has been thematically organized to allow for clearer presentation of the aggregate findings. We believe we have captured the substance of all the respondents' comments.

TRAINING AND DEVELOPMENT

Staff and Volunteer Training – Results

COMMUNITY ORGANIZATIONAL CAPACITY
Planning and Evaluation components

To assist Housing Branch this information is not for public use and will not

Training & Development

STAFF & VOLUNTEER TRAINING:

1. Does your agency have a training plan for staff and volunteers? Yes No
 If so, is it reviewed regularly? Yes No

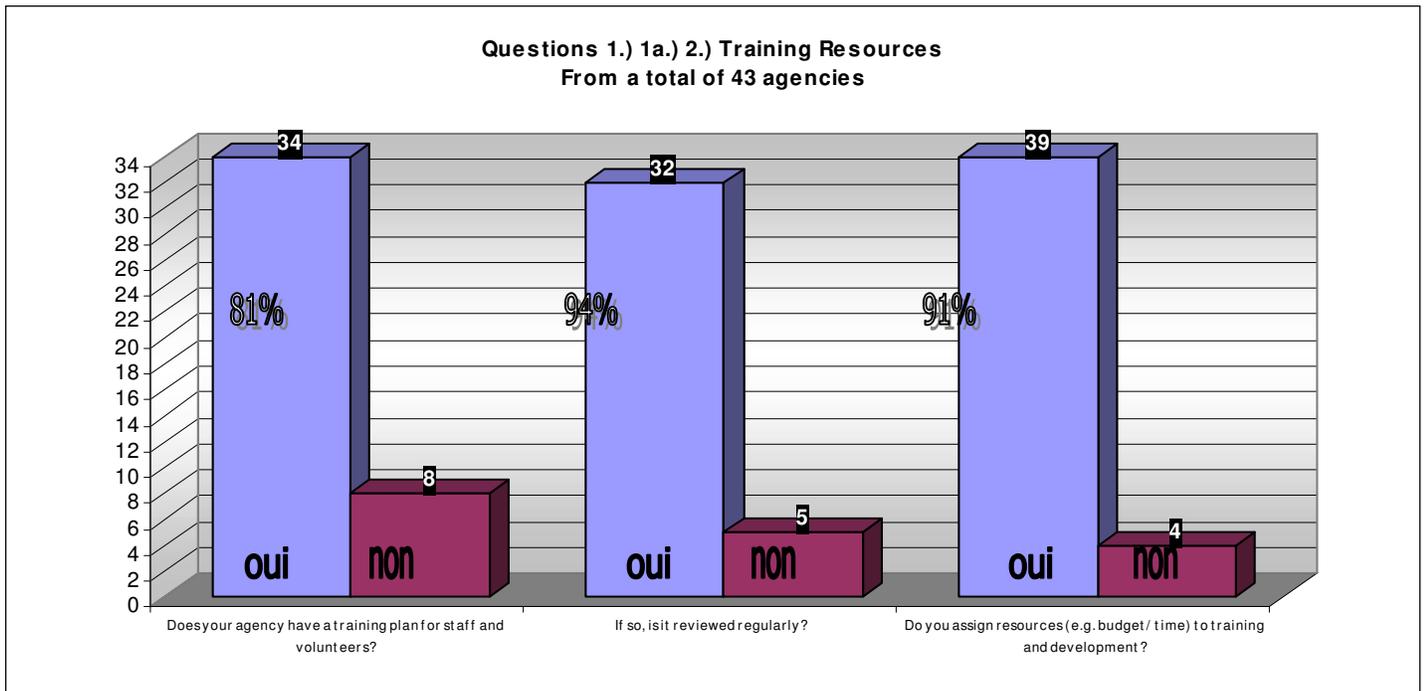
2. Do you assign resources (e.g. budget/ time) to training and development? Yes No

b. How do you determine that resource allocation? _____

c. Do you have specific priorities for those resources? Yes No

d. If so what are your top three: 1. _____
 2. _____
 3. _____

e.g. Crisis Intervention,
 Supervisory Skills

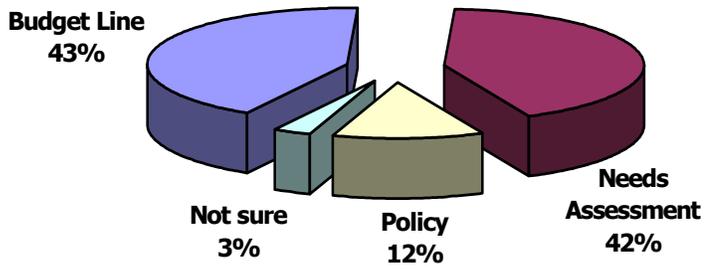


TRAINING AND DEVELOPMENT

Staff and Volunteer Training – Results

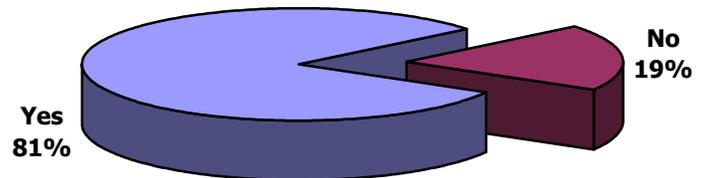
2 b.) How do you determine that resource allocation?

33 responses of a maximum 43



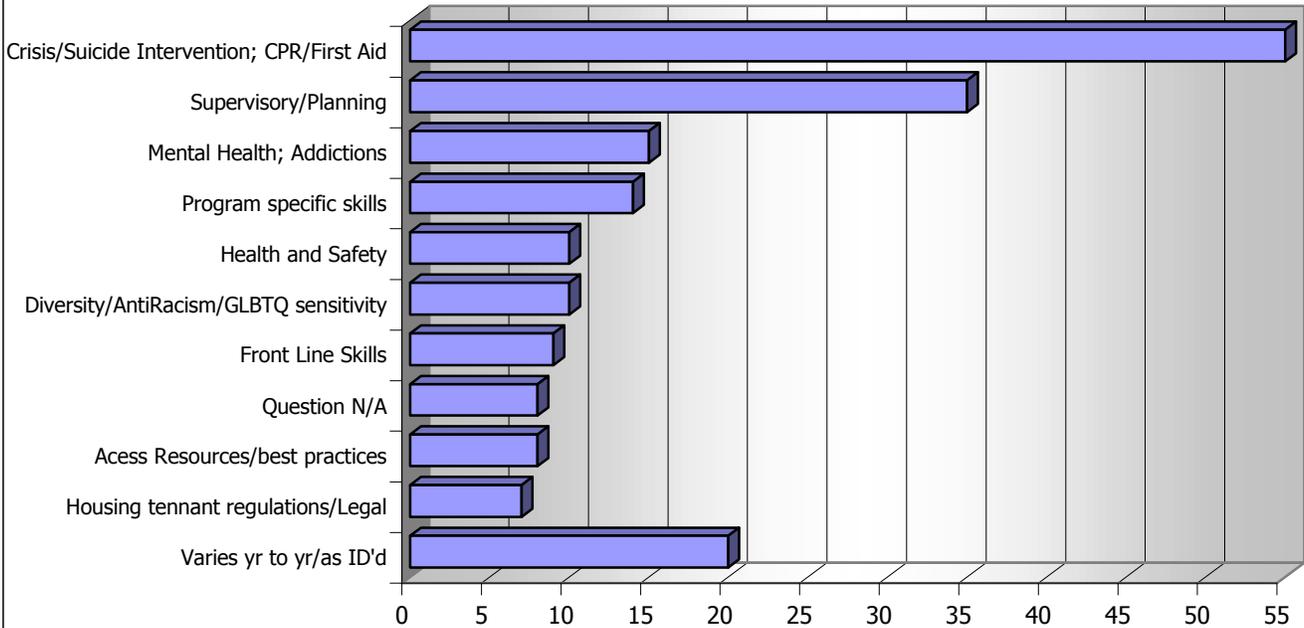
2 c.) Do you have specific priorities for those resources?

42 responses of a maximum 43



2d.) Top three training priorities

35 responses



TRAINING AND DEVELOPMENT

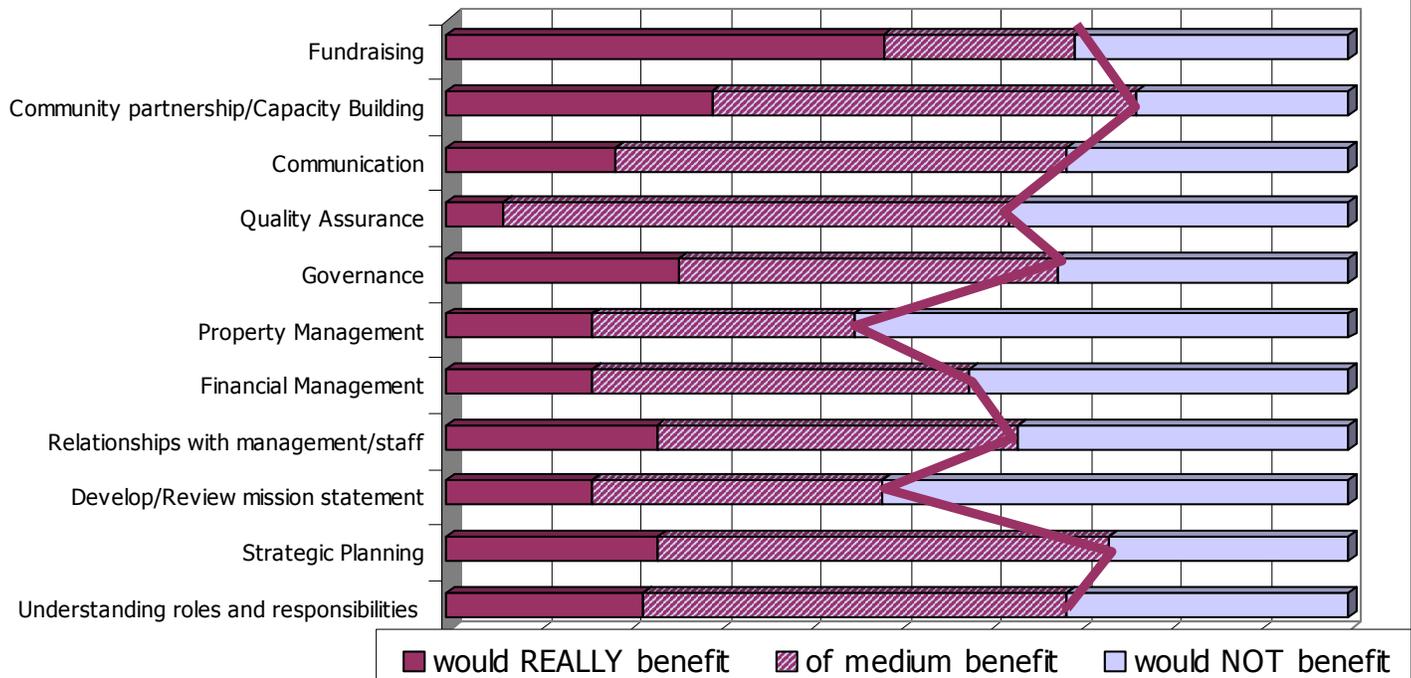
Board Development – Results

BOARD DEVELOPMENT:

3. Would your Board benefit from training in:

	Would NOT benefit	↔	↔	Would REALLY benefit
Understanding roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop/Review mission statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationships with management/staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Assurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community partnership/Capacity Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, Please specify _____				

3.) Would your Board benefit from training in:



TRAINING AND DEVELOPMENT

Staff and Volunteer Training

Question #1 ***Does your agency have a training plan for staff and volunteers?
If so, is it reviewed regularly?***

- Of the 42 agencies that responded, 81% indicated that they have a training plan for staff and volunteers, and of these 94% reported they reviewed their plan regularly.

Question #2 ***Do you assign resources (e.g. budget/time) to training and
development?***

(#2b) ***How do you determine that resource allocation?***

- 91% of the 43 respondents reported assigning resources (e.g. budget/time) to training and development, and 9% said they do not budget for these activities.
- When asked how they determine this resource allocation for training, a majority of agency responses can be grouped and highlighted in three categories:
 1. Budget dollars (43%)
Either as a per person allotment, or as a total percentage divided by priority
 2. Based on Needs Assessment (42%)
Staff and community
 3. Within Planning process (12%)
Policies in place for resource allocation

Question #2c ***Do you have specific priorities for those resources?
(#2d) If so what are your top three?***

- 42 agencies responded to this question with 81% indicating that they had specific priorities for these resources.
- A wide range of training priorities was identified. Patterns emerged and have been grouped into common areas. These are listed in order of total response. Of these eleven categories, the top three represent 55% of the answers.

1. Crisis/Suicide intervention; CPR/First Aid (29% of total)
2. Supervisory and Planning (18% of total)
3. Mental Health and Addictions (8% of total)
4. Program Specific Skills
5. Health and Safety related training
6. Diversity/Racism/GLBTQ sensitivity
7. Front line skills
8. Housing background/Housing issue awareness/Housing Policies
9. Varies year to year
10. As identified/ To be determined
11. Cross Training of Roles and Responsibilities

TRAINING AND DEVELOPMENT

Staff and Volunteer Training

Comments and Questions

- There is a significant opportunity for planning with 19% of agencies responding that they did not have a training plan for staff and volunteers.
- Of those agencies with training plans, 94% reviewed their plans regularly.
- Most agencies (91%) assign resources to training.
- Currently, this data is being used by the CCB training and coaching committee for planning.
- Can we identify critical needs for particular types of training and determine how this training might be developed for interested community members?
- Are there any agencies that currently do the training in-house? Are there any possibilities of this training being offered to other agencies?
- Are there ways resources can be supplied to agencies that have training plans but are unable to support them?

TRAINING AND DEVELOPMENT

Board Development

Question # 3 *Would your Board benefit from training in?*

When presented with a list of 11 possible areas for Board of Directors training, agencies were asked to rate on a scale of three, to either "Would NOT benefit", "Would REALLY Benefit", or a choice between the two. An "other, please specify" was also added and is described below.

- The strongest individual responses were to the mid range option to Quality Assurance (18 of a maximum of 34 – 53%), and Property Management (17 of a maximum of 34 – 50%)
- Combined positive responses of note were: (the mid range "of benefit" plus "would REALLY benefit" 26 responses for Community Partnership/Capacity Building, and 25 for Strategic Planning.

Question # 3 *Would your Board benefit from training in?* *Other, Please specify*

When asked if there were other areas of training from which their board would benefit, other areas mentioned, included:

- Development process for new capital projects, and
- Legal implications

Board Development – Comments and Questions

- Agencies expressed a strong level of interest in board training on community partnerships, capacity building and strategic planning. To evaluate the responses provided by agencies it would be significant to know whether board members themselves were consulted in relation to these questions.
- What resources are currently available in the community for board training?
- Are there ways the CCB process can support the training of boards in areas that have been identified?

PARTNERSHIPS

Partnerships for Service Provision

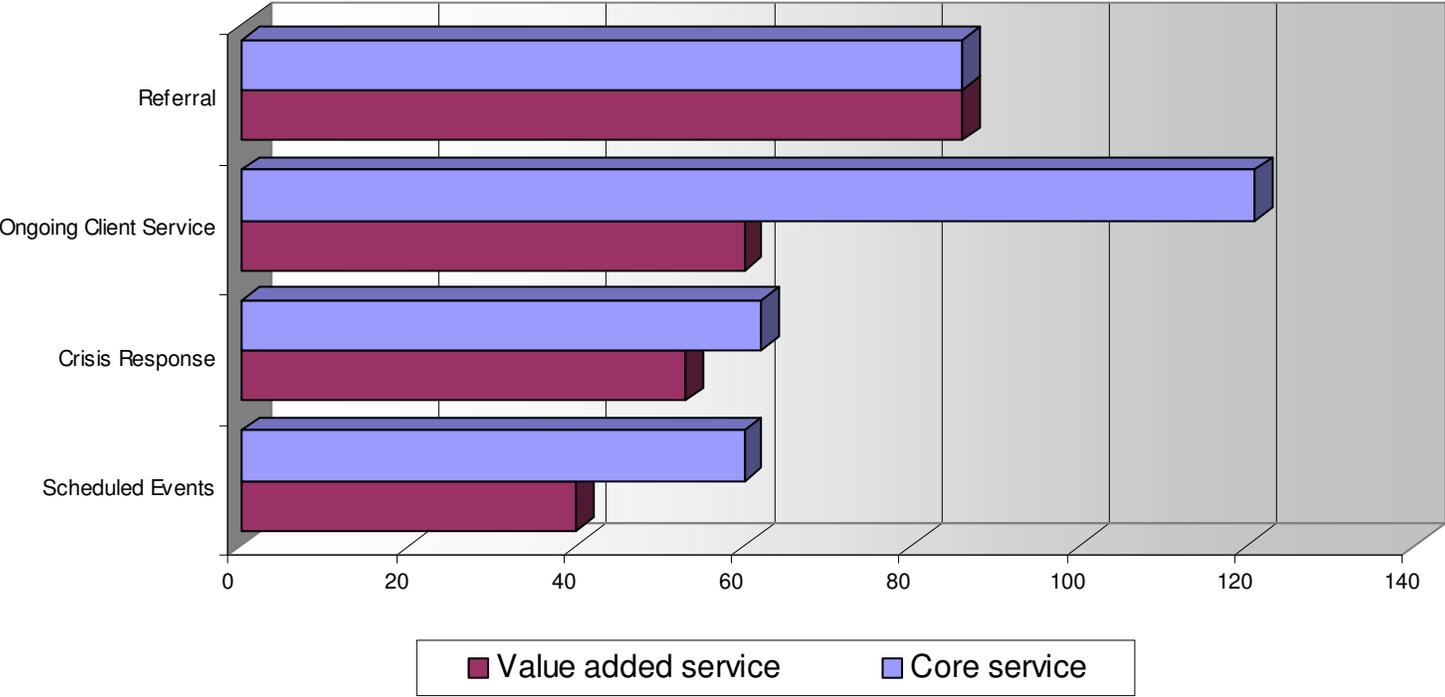
Partnerships

4. Please name the partner and check as many as apply:

Name of Partner Agency or Group <i>(e.g. shelters, sector service providers)</i>	Purpose								Time Invested							
	Service Provision															
	Core Services & Value-added Services															
	Referral Only		Ongoing Service		Crisis Response		Scheduled Events			Service Planning	Service Evaluation	Information Sharing	Training	Advocacy	Fund Raising	
C	V	C	V	C	V	C	V									
Core		Core		Core		Core										
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From the 22 Agencies who answered this question, with a maximum list of ten partners - a total of 2,338 hours/month in partnership investment was recorded. Averaging 102 hrs/mth per Agency (.63 FTE)

Partnerships for Service Provision



PARTNERSHIPS

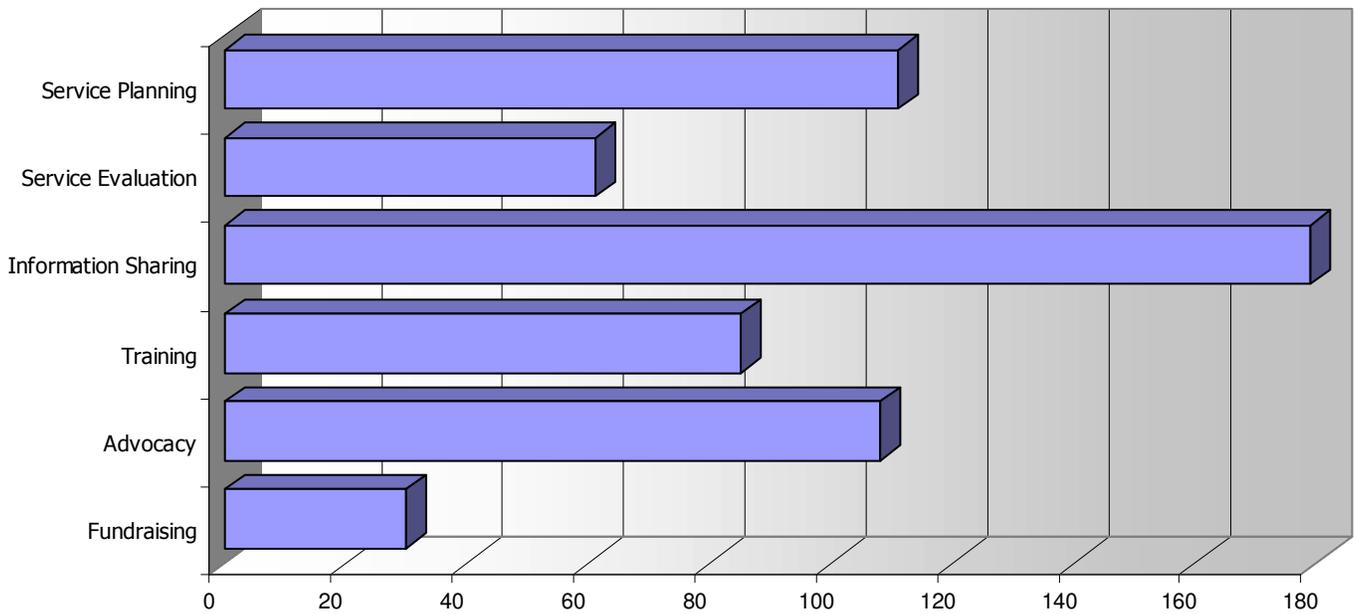
Partnerships for Service Provision

Partnerships

4. Please name the partner and check as many as apply:

Name of Partner Agency or Group <i>(e.g. shelters, sector service providers)</i>	Purpose								Service Planning	Service Evaluation	Information Sharing	Training	Advocacy	Fund Raising	Time Spent	
	Service Provision															
	Core Services & Value-added Services															
	Referral Only		Ongoing Service		Crisis Response		Scheduled Events									
C	V	C	V	C	V	C	V									
Core		Core		Core		Core										
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Number of partnerships to support Service Provision



PARTNERSHIPS

Partnership Profiles

5. Do you have key community leaders involved in your agency? (e.g. Politicians, Community Advocates) Yes No

b. From which sector? _____

c. How are they involved? **Board/Committee/s** **Fundraising** **Client Service** **Other** ~~Please circle~~

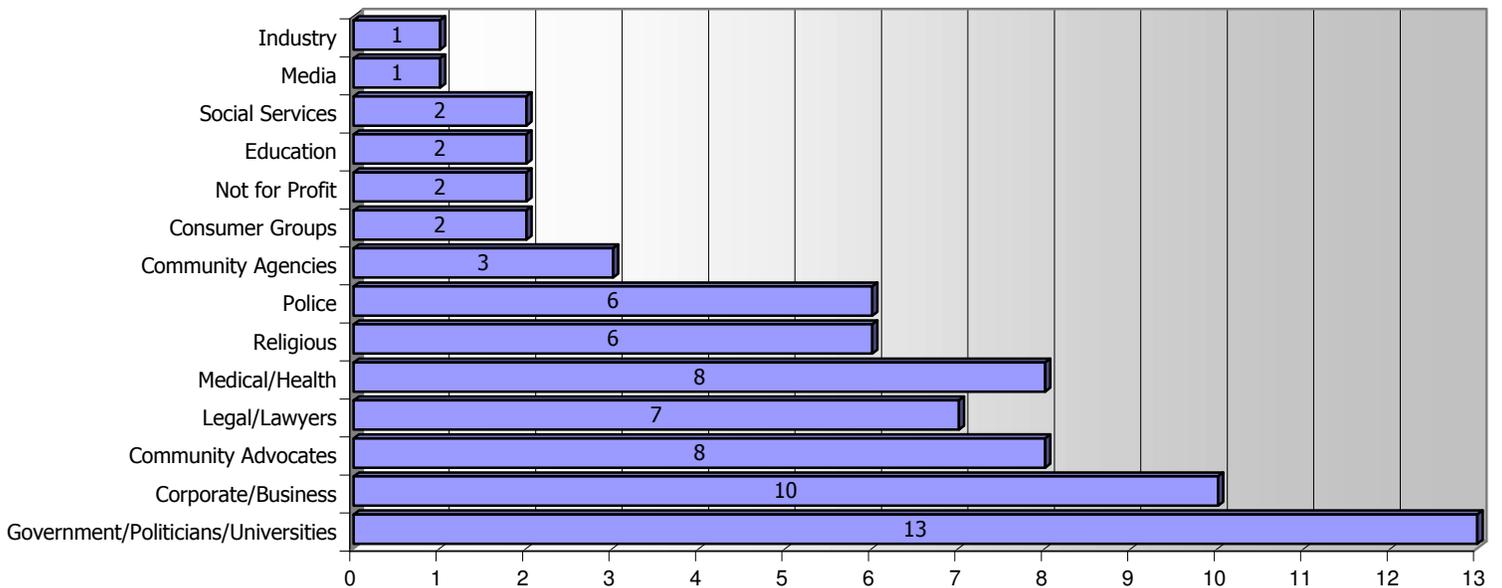
 If other, how? _____

6. How have you involved local businesses or organizations in your planning?

7. Are you aware of organizations/services available that reduce or alleviate poverty/ homelessness that are not specifically identified as "Service providers for homelessness?"
Please list: _____

5 b.) Partners are from which Sector

29 of a possible 43 responses



PARTNERSHIPS

Partnership Profiles

5. Do you have key community leaders involved in your agency? (e.g. Politicians, Community Advocates) Yes No

b. From which sector? _____

c. How are they involved? **Board/Committee/s** **Fundraising** **Client Service** **Other** ~~Please circle~~

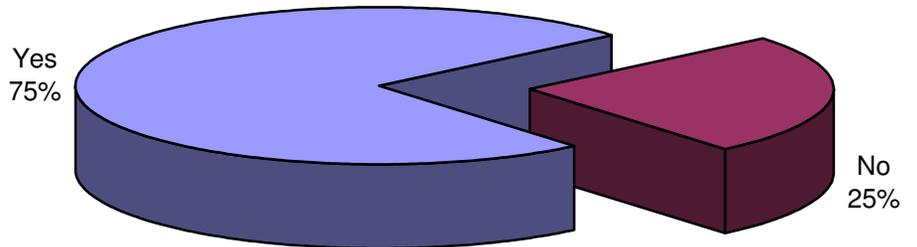
If other, how? _____

6. How have you involved local businesses or organizations in your planning?

7. Are you aware of organizations/services available that reduce or alleviate poverty/ homelessness that are not specifically identified as "Service providers for homelessness?"
Please list: _____

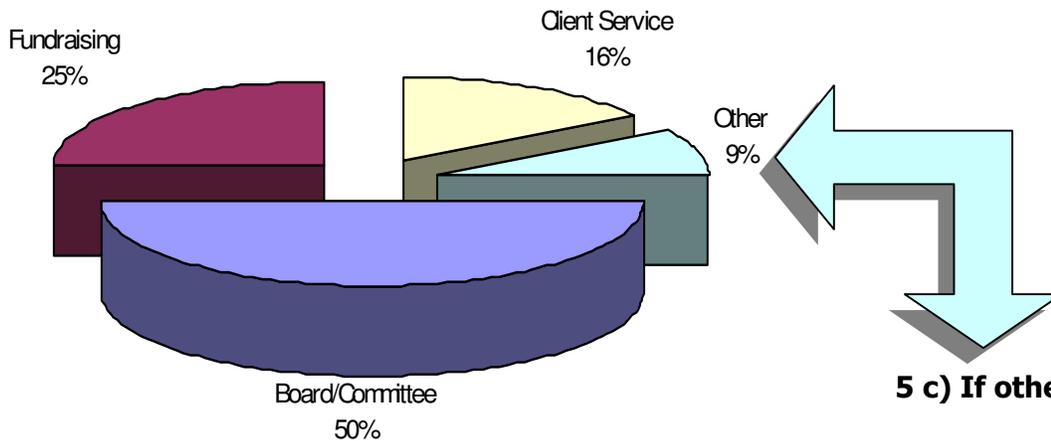
5) Do you have key community leaders involved in your agency?

40 of 43 possible responses

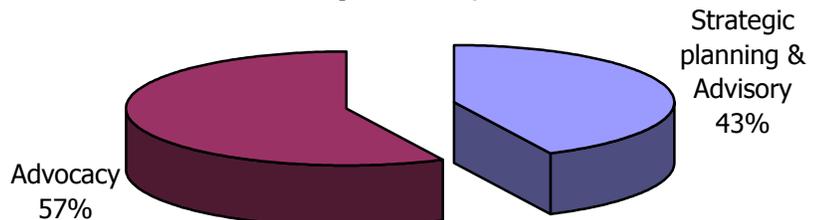


5. c) How are they involved

30 of 43 possible responses



5 c) If other, how?



PARTNERSHIPS

Partnership Profiles



Question # 7 ***Are you aware of organizations/services available that reduce or alleviate poverty/ homelessness that are not specifically identified as "Service providers for homelessness?"***

Adult High Schools
Food Bank
Inuit Non-Profit Housing
Kagita Mikam Aboriginal Employment and Training
Literacy And Basic Skills Program (OBE)
Non-Profit Housing Corps
Ontario Works, ODSP
People Words And Change
Ottawa Police Services
School Programs
TAPP Training Program
The Men's Project
Social Services
Vesta
<i>Please note that there were agencies listed that were already on our list of "service providers for the homeless and at risk"</i>

PARTNERSHIPS

Partnerships for Service Provision

Question # 4 *Please name the partner/s and check as many as apply:*

To a maximum of ten partners, agencies were asked to define the areas of partnership within the category of 'service provision' and estimate the amount of time each partner invested in the agency.

- 22 Agencies answered this question reporting 2,338 hours per month from their partners. This equals a total of 14.39 FTE's or an average of .63 FTE per agency/per month¹ in support of service provision
- Service and housing providers reported a total of 281 partnerships for an average of 6.5 core partnerships per agency.
- Partnerships to support service provision were divided into four categories:
 1. Referral
 2. On-going service*
 3. Crisis response
 4. Scheduled events

Agencies were asked to distinguish whether each of these areas related to their "Core services" or if they were a "Value-Added service".

- The majority of service provision partnerships (58%) were related to agency core services
- "Core" On-going services (2.*) – was the most prominent response

A second area for partnership service provision asked about Service Planning, Service Evaluation, Information Sharing, Training, Advocacy, and Fund Raising without reference to core or value added services. Information Sharing (179) at least doubled each of the other categories of answers, and Fundraising was the least reported (30).

Question # 5 *Do you have key community leaders involved in your agency?* *(#5b) From which sector?* *(#5c) How are they involved?*

- 75% indicated that they involved key community leaders in their agency.
- A variety of sector backgrounds were listed with the top four most frequently cited as:
 1. Government/Political/University (13)
 2. Corporate/Business (10)
 3. Community advocates (8)
 4. Medical/Health (8)
- Involvement is primarily on Boards and Committees (50%), and Fundraising (25%).

1

¹ FTE/month (Full Time Equivalent per Month) calculated by 37.5 hours x 52 weeks divided by 52 weeks

PARTNERSHIPS

Partnerships for Service Provision

Question # 6 ***How have you involved local businesses or organizations in your planning?***

The primary way local businesses are involved in the 31 agencies that answered question six

1. Board of Directors (16)
2. Committee membership (11)
3. Fundraising and donations (9)
4. Evaluation/planning (6)

Question # 7 ***Are you aware of organizations/services available that reduce or alleviate poverty/homelessness that are not specifically identified as "service providers for homelessness?"***

- 14 new organizations were listed; as well as, 17 Agencies already on our list.

Partnerships – Comments and Questions

- Most agencies indicated that service-provision partnerships play a key role in the functioning of their agencies. A monthly total of 2,338 hours were reported by 22 Agencies on their top ten partners – an average of 102 hours per month (.63 FTE)
- Information sharing (179) was clearly identified as the main type of partnership. This may be a reflection of networking and meeting activities. It was followed by "On-going Services – Core" (121), "Service Planning" (111), and "Advocacy" (108)
- 75% of the 40 agencies reported community leaders involved in their agencies - primarily from the Political/Government and University sectors (13), with 10 from the Corporate/Business sector.
- When asked to identify organizations/services that are not specifically identified as "service providers for homelessness" some examples were provided that could be included in future inventories.
- What types partnerships would be priorities to develop in the community?
- How can the CCB support agencies in developing useful partnerships?
- How can businesses be more involved in agency planning?
- Are there other ways to involve community leaders in addition to board involvement?
- How can those organizations/services that are identified as outside of the traditional "homelessness" service sector be involved in working to end homelessness?

FUNDING

Funding Sources

Funding

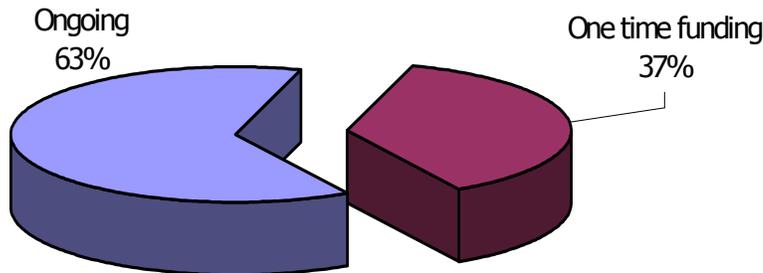
8. Who are your current funders?

(e.g. Federal, Provincial, City, Corporate, Private Grants, Other)

Of your funding sources for services to the homeless and at-risk, please check whether this is an ongoing source or a one-time source of funding											
Federal		Provincial		City		Private Grants		Corporate		Other	
Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Of the above funding sources, please breakdown by percentage of total											
Federal		Provincial		City		Private Grants		Corporate		Other	
%		%		%		%		%		%	
What percentage of that budget is from donated money or other in-kind contribution?											
Donated \$				In-kind Contributions							
%				%							

*In-kind contributions can include:
Meal Programs; Grocery programs;
clothing; volunteer time and facilities.*

8.) Totals - Ongoing vs. One time Funders 41 of 43 resonses



Number of Agencies who reported: <i>41 Agencies of 43 answered this question</i>	Number of Sources for Funding
6	1 source of funding
4	2 sources
10	3 sources
8	4 sources
7	5 sources
5	6 sources
1	8 sources

FUNDING

Funding Sources

Funding

8. Who are your current funders?
(e.g. Federal, Provincial, City, Corporate, Private Grants, Other)

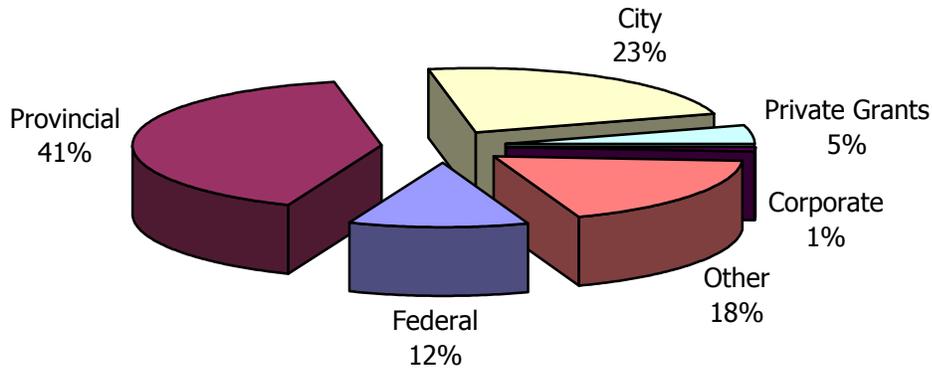
Of your funding sources for services to the homeless and at-risk, please check whether this is an ongoing source or a one-time source of funding											
Federal		Provincial		City		Private Grants		Corporate		Other	
Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Of the above funding sources, please breakdown by percentage of total					
Federal	Provincial	City	Private Grants	Corporate	Other
%	%	%	%	%	%

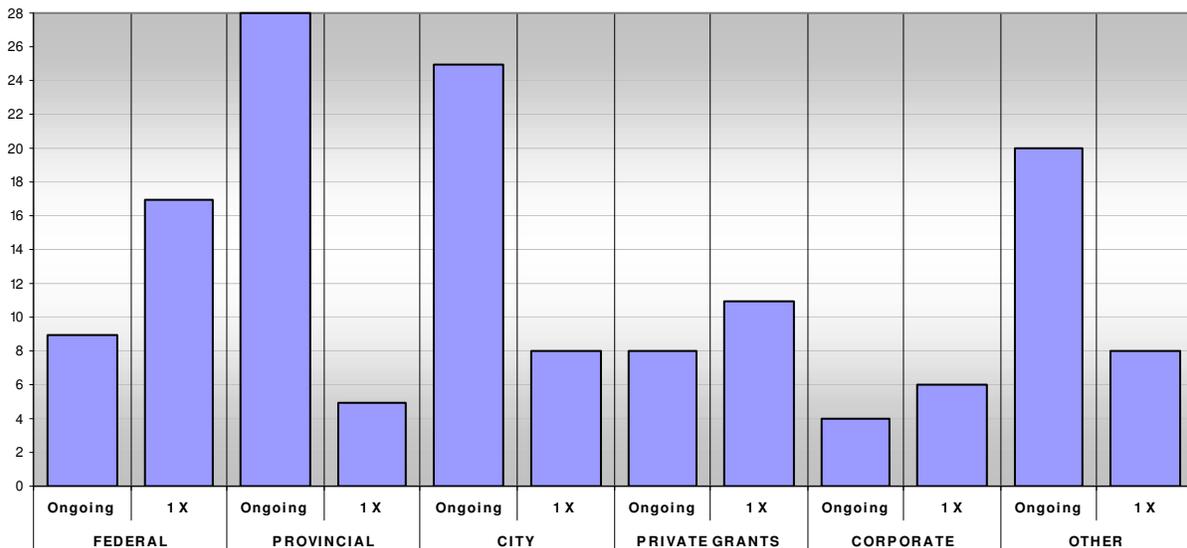
What percentage of that budget is from donated money or other in-kind contribution?	
Donated \$	In-kind Contributions
%	%

In-kind contributions can include: Meal Programs; Grocery programs; clothing; volunteer time and facilities.

8.) Percentage of total Funding Sources



Is Source of Funding "Ongoing" or a "One Time" source



FUNDING

Donated dollars and In-kind Contributions

Funding

8. Who are your current funders?
(e.g. Federal, Provincial, City, Corporate, Private Grants, Other)

Of your funding sources for services to the homeless and at-risk, please check whether this is an ongoing source or a one-time source of funding											
Federal		Provincial		City		Private Grants		Corporate		Other	
Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X	Ongoing	1X
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Of the above funding sources, please breakdown by percentage of total						
Federal	Provincial	City	Private Grants	Corporate	Other	
%	%	%	%	%	%	%

What percentage of that budget is from donated money or other in-kind contribution?	
Donated \$	In-kind Contributions
%	%

In-kind contributions can include: Meal Programs; Grocery programs; clothing; volunteer time and facilities.

Donated Dollars 21 Agencies responded		In-kind contributions 11 Agencies responded	
<i>% of budget from Donated Dollars</i>		<i>% of budget from in-kind contributions</i>	
8 Agencies reported	10% or less	5 Agencies reported	5% or less
4 Agencies	13% - 20%	4 Agencies	10% - 15%
5 Agencies	34% - 49%	1 Agency	26%
4 Agencies	100%	1 Agency	50%

FUNDING

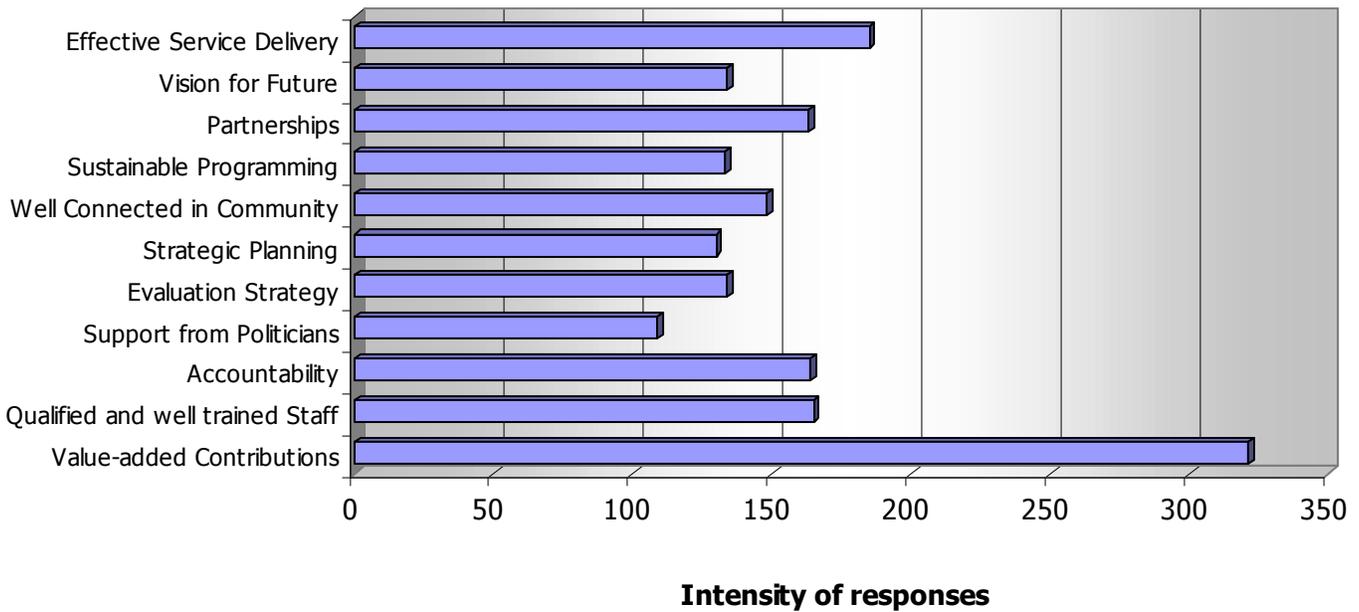
Assets Emphasized to Funders

9. What assets do you emphasize to your funders.

Emphasis in your funding proposals	Effective service delivery	Vision for future	Partnerships	Sustainable programming	Well connected in community	Strategic planning	Evaluation strategy	Support from politicians	Accountability	Qualified & Well trained staff	Value-added contributions
Please rate on a scale of One to 5 (5 being most important) the following criteria for funding											

On a scale of one to 5 (5 being most important)

9. What assets do you emphasize to Funders



FUNDING

Funding Sources

Question # 8 *Who are your current funders?*

- 41 Agencies responded to this question, showing a precarious trend with six (15%) of those agencies having only one source of funding.
- Nine of the 24 did not cite a Federal-funding source; five without City of Ottawa funding, and three agencies did not have Provincial funding resources.

Questions #8 – Table *Of your funding sources for services to the homeless and at-risk, please check whether this is an on-going source or a one-time source of funding.*

- Response rate of 41 out of a possible 43 for this question.
- Of the funding sources available to agencies for service to the homeless and at risk, 63% were from on-going sources and 37% were from one-time sources.
- Of the six agencies (15%) that reported having only one source of funding three (50%) were "City Only" funding; and the other three (50%) were "Province Only" funding.
- Although it averages out to 3.5 different types of funding sources/ agency (where on-going and one-time are considered separate types) four agencies (10%) had 2 sources; ten (24%) had three sources; eight (20%) had four sources; seven (17%) had five; five (12%) had six and one agency (2%) reported eight sources for their funding dollars.
- The most frequently reported funding source, cited by 19% of respondents, was Provincial on-going funding, and followed by on-going City funding at 17%.

Question #8 – Table *Of the above funding sources, please break down by percentage of total*

(Federal/ Provincial/ City/ Private Grants/ Corporate/ Other)

- Overall agencies rely on government (City 23% /Provincial 41%/ Federal 12%) for 76% of their funding, with the remainder coming from corporate and private grant sources.
- Only 11 agencies of the 43 reported In-kind contributions that ranged from two percent to 50% of the amount of their total budget.
- 21 agencies reported having donated dollars. Four agencies (19%) matched 100% of their budget with donated dollars, Four (19%) between 13 – 20 % of their budget, Five agencies (24%) with between 34% to 49% of their budget, and eight agencies (38%) at 1% to 10% of total budget dollars.

FUNDING

Funding Sources

Question # 9 What assets do you emphasize to your funders?

Agencies were asked to rate on a scale of one to five (least to most important) a series of possible assets to emphasize on funding proposals and to what degree they emphasized these criteria to their funders.

- The top five assets emphasized by agencies were:
 1. Effective service delivery
 2. Qualified and well trained staff
 3. Accountability
 4. Partnerships
 5. Well Connected in the Community

Funding - Comments and Questions

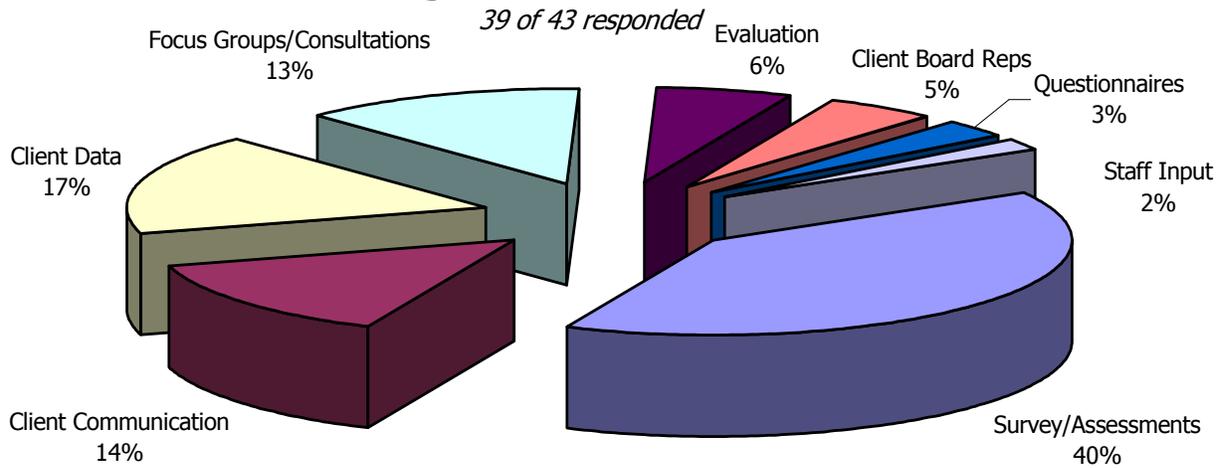
- It is unclear whether respondents were aware of what constitutes City funding versus Provincial versus Federal funding. For example, SCPI dollars may be considered by some to be City dollars when they are Federal. Alternatively, several funding sources that are often considered Provincial (e.g. per diems) do in fact have a City component.
- Data indicates agency rely fairly heavily on one-time sources for their funding (37% of sources are one-time). Such a heavy reliance on one-time funding does not bode well for overall sustainability and effectiveness of programming.
- Funding sources broken down by percentage of total funding (for homelessness) indicate a heavy reliance on governmental funding, with 75% of agencies relying on government funding for their homelessness services. Corporate funding represented only 1% of their funding.
- Agencies emphasis on effective service delivery, accountability and partnerships may simply be a result of funding proposal requirements. These areas are key assets for any agency.
- Are there ways to encourage funders to be more flexible and/or initiate longer-term funding to allow for greater sustainability?
- How can corporate donors play a larger role in providing funding for homelessness related work?

PLANNING

Measure of Services/Quality of Services

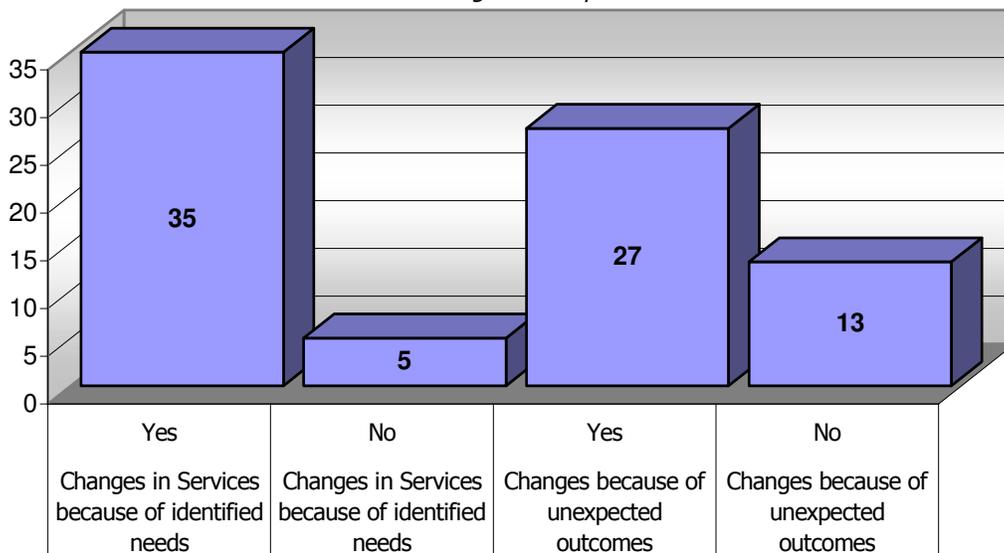
<i>Planning Tools</i>	
MEASUREMENT OF SERVICES/ QUALITY OF SERVICES:	
10. How do you measure client needs? _____	
11. Do you change your services because of those identified needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Have you had unexpected outcomes that have resulted in changes to services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. What process do you use to implement those changes? _____	
14. Do you have a strategy to evaluate the effectiveness of those changed services? <input type="checkbox"/> Yes / <input type="checkbox"/> No	
If so, what types of indicators do you look for? _____	

How Agencies Measure Client Needs



Changes in Services

39 of 43 Agencies responded

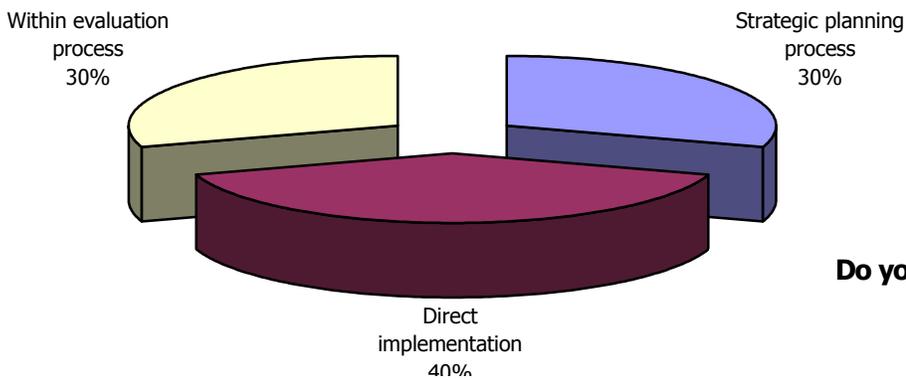


PLANNING

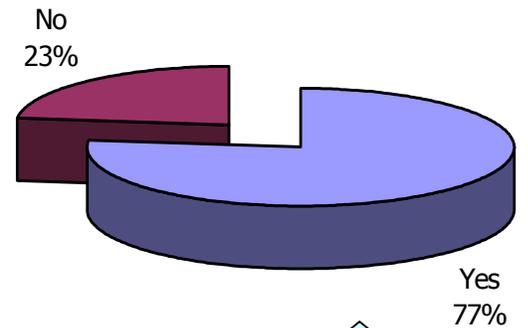
Evaluation Strategies

<i>Planning Tools</i>	
<u>MEASUREMENT OF SERVICES/ QUALITY OF SERVICES:</u>	
10. How do you measure client needs? _____	
11. Do you change your services because of those identified needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Have you had unexpected outcomes that have resulted in changes to services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. What process do you use to implement those changes? _____	
14. Do you have a strategy to evaluate the effectiveness of those changed services? <input type="checkbox"/> Yes / <input type="checkbox"/> No	
If so, what types of indicators do you look for? _____	

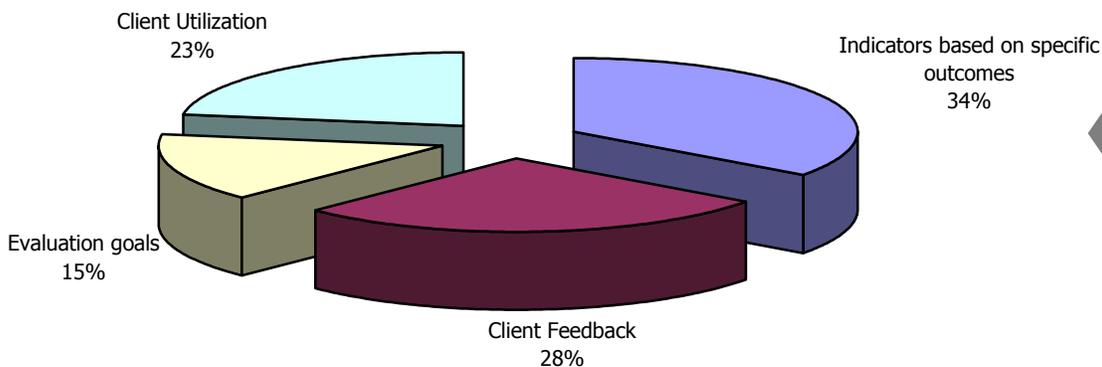
Process to Implement Change



Do you have a strategy to evaluate effectiveness



If so, what types of Indicators



PLANNING

Data Collection/Community Based Planning

15. Do you use a client data collection system? (e.g. HFIS; in-house system)

Yes

No

If yes, is it:

Computerized

Paper

16. Has your agency been represented in community-based planning around homelessness in the last two years?

Yes

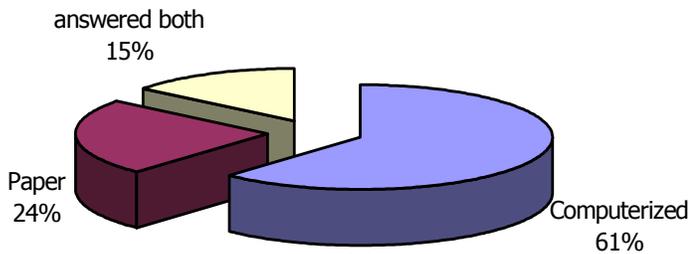
No

17. What accomplishments in the fight against homelessness do you feel you have made?

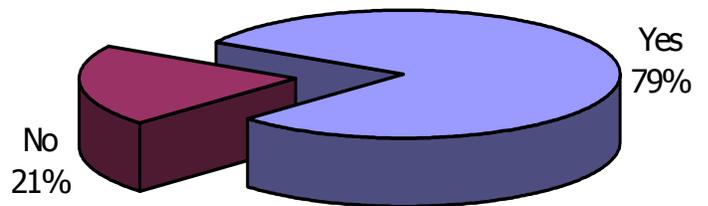
Do you use a Data Collection System?

97% of 39 responses said "Yes"

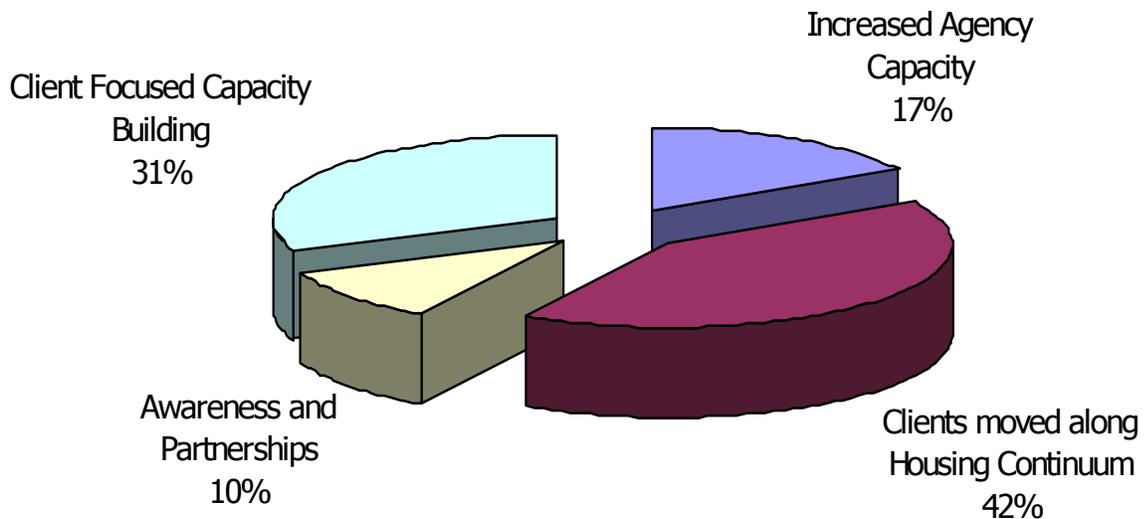
Is it a computerized system or paper?



Represented in Community Planning?



Accomplishments in the fight against Homelessness



PLANNING

Measure of Services

18. How do you measure the intensity of your services? (i.e. amount of time/ number of times)

Contacts Number of clients Service Units (i.e. phone call, assessment interview)
 Households/Individuals Other What is other? _____

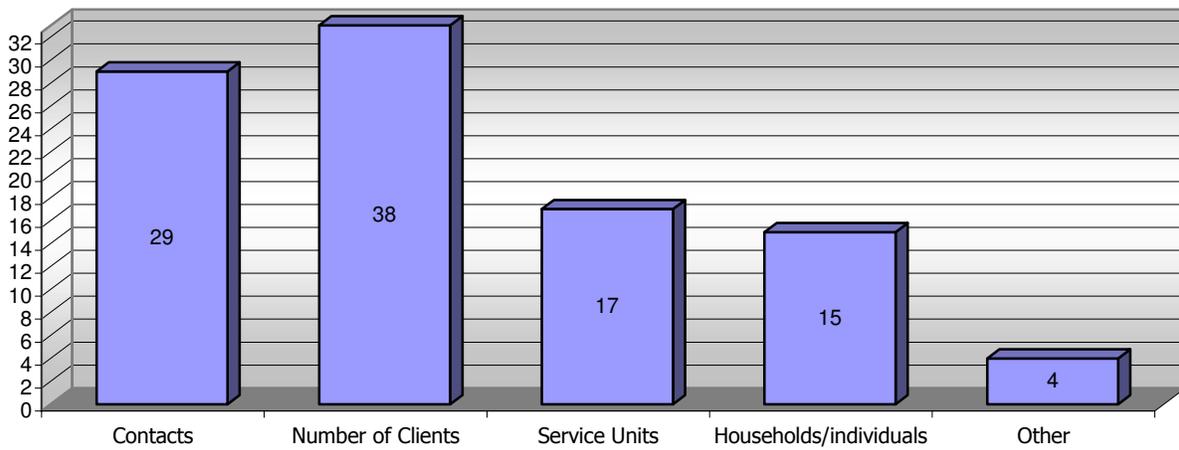
19. Have you ever conducted a client satisfaction survey? Yes No

 b. If yes, has it been conducted on a regular basis? Yes No

20. Do you try to identify best practises? Yes No

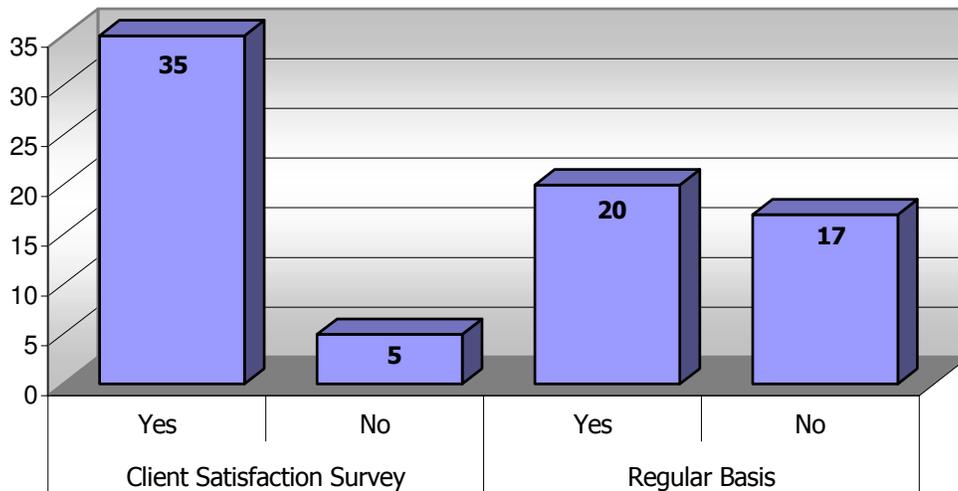
 If so, how do you use that information? _____

Measurement of Intensity of Service



Client Satisfaction Survey

40 responded to part one; 37 to part two - Regular Basis



PLANNING

Measure of Services/Quality of Services

18. How do you measure the intensity of your services? (i.e. amount of time/ number of times)

Contacts Number of clients Service Units (i.e. phone call, assessment interview)

Households/Individuals Other What is other? _____

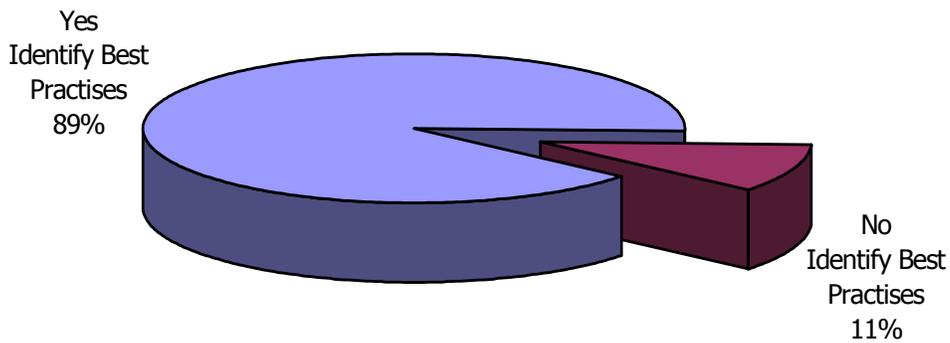
19. Have you ever conducted a client satisfaction survey? Yes No

 b. If yes, has it been conducted on a regular basis? Yes No

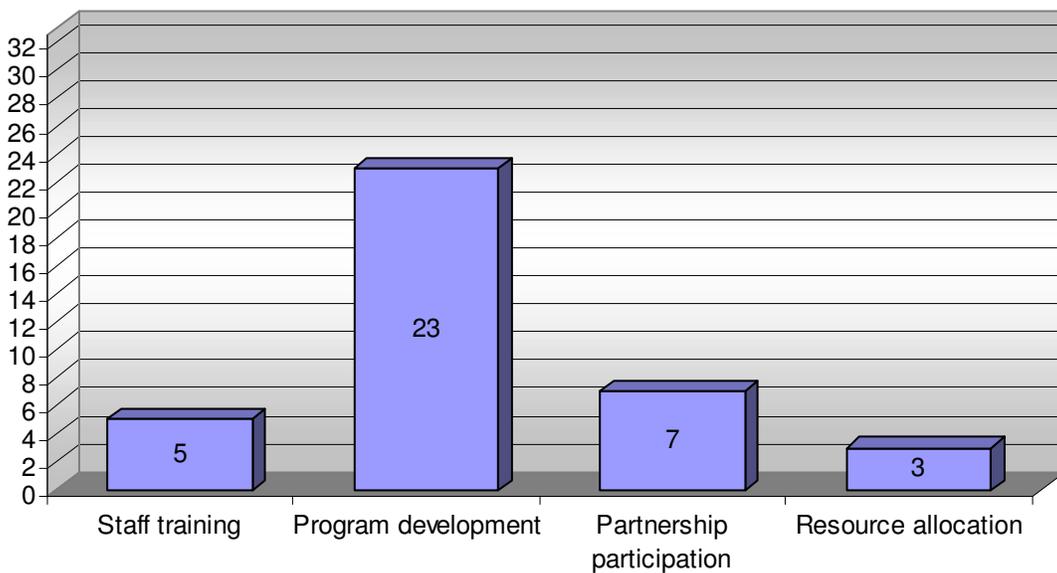
20. Do you try to identify best practises? Yes No

 If so, how do you use that information? _____

Best Practices



If so, how do you use that information?



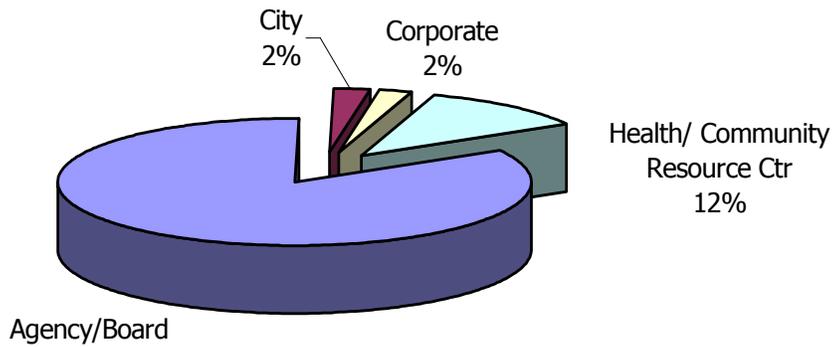
PLANNING

Planning Tools

Please circle one

20. What is the governance model for your agency? Agency Board City Corporate Health/ Community Resource Ctr

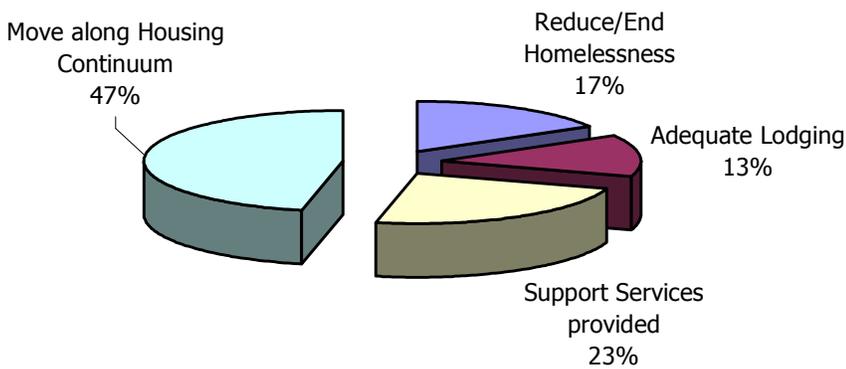
Governance Model for Agency



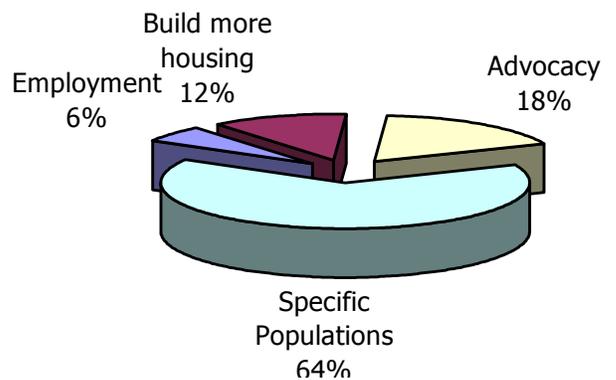
Planning Tools

22. What is your primary Long-term goal to address the issue of Homelessness:

Primary Long-term goal to address issue of Homelessness



Primary long-term goal subset of above

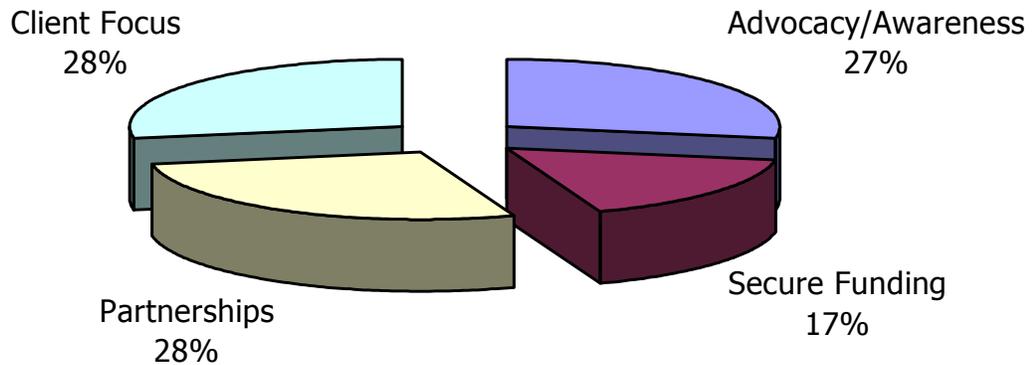


PLANNING

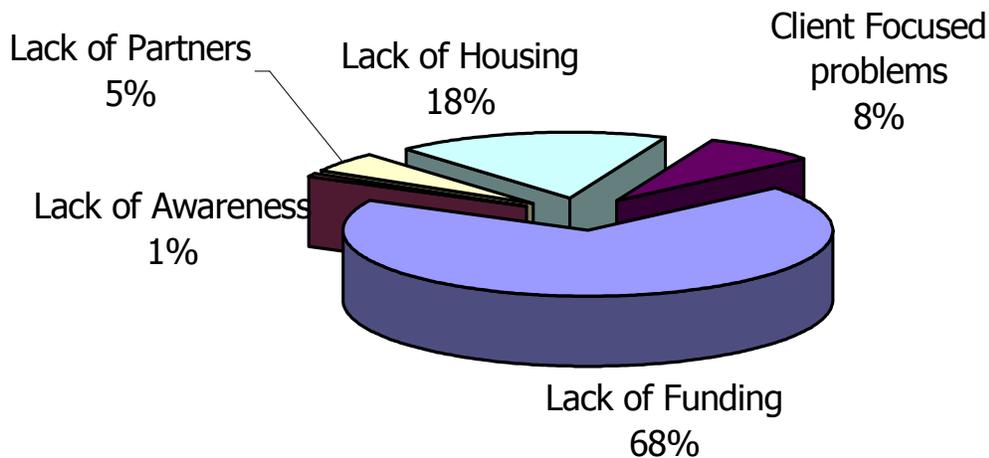
Measure of Services/Quality of Services

<i>Planning Tools</i>	
22. What is your primary Long-term goal to address the issue of Homelessness:	<hr/> <hr/>
23. What are your best opportunities to address this issue:	<hr/> <hr/>

Best Opportunities to address this issue

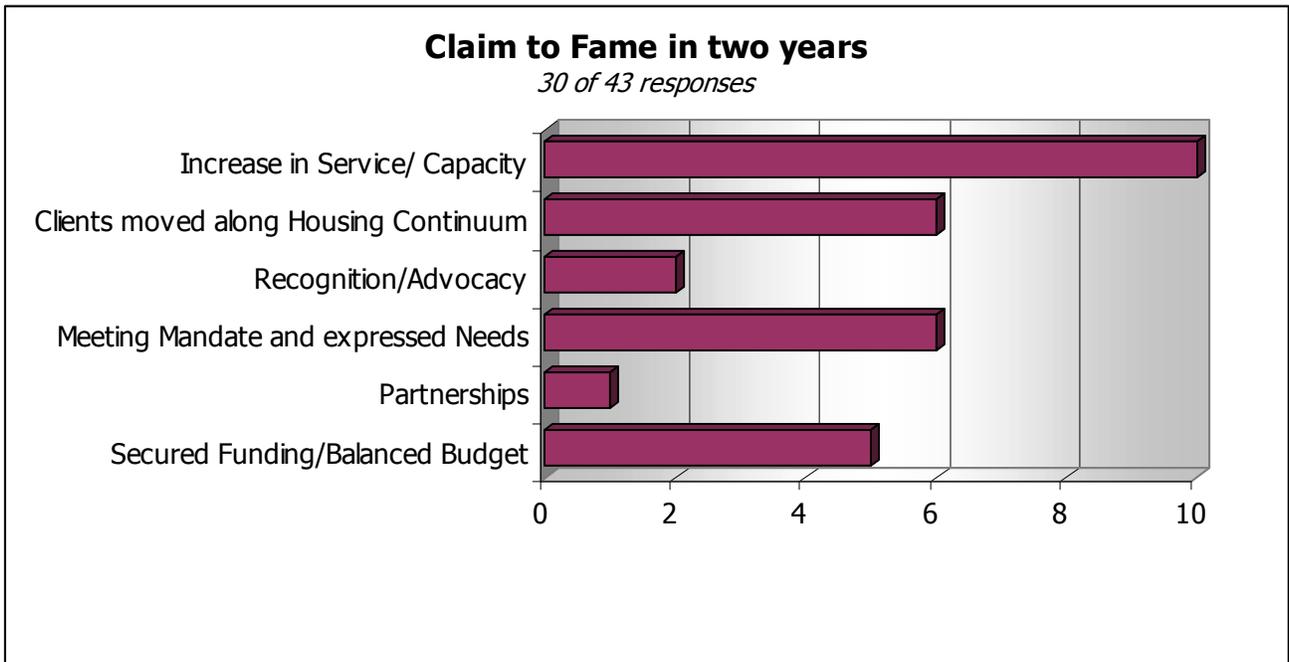
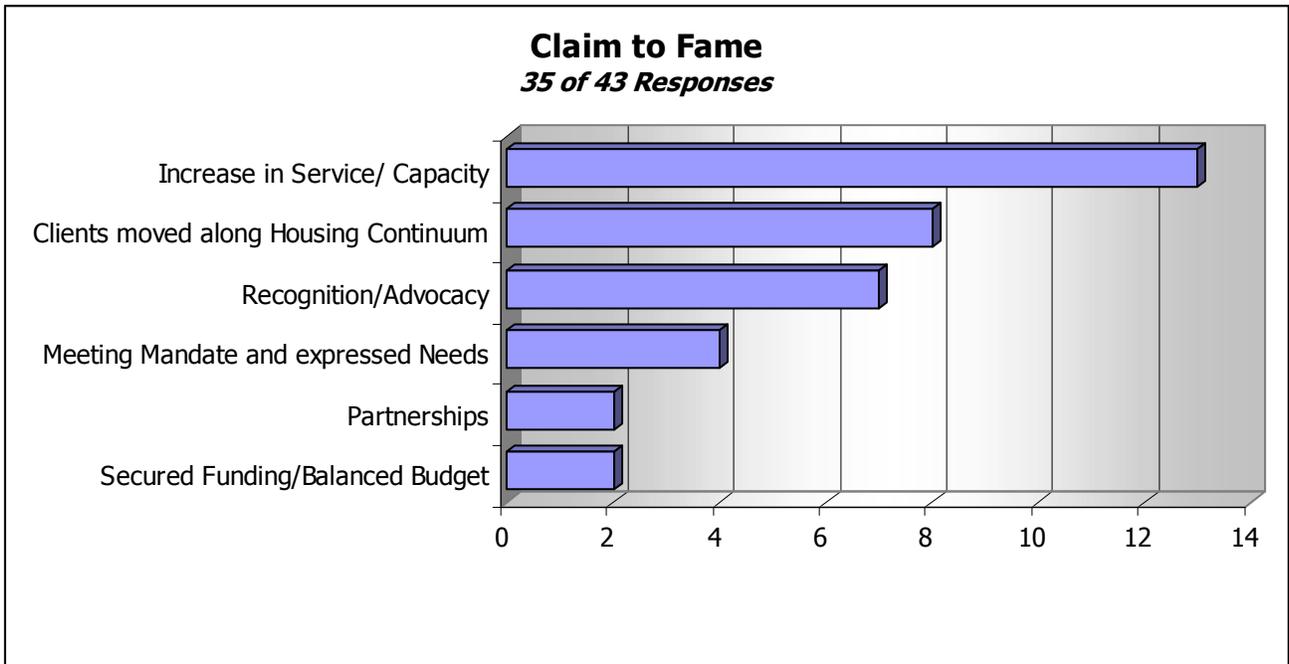


Biggest Barriers to being Successful



PLANNING

Planning Tools/ Quality of Services



PLANNING

Measurement of Services/Quality of Services

Question #10 ***How do you measure client needs?***

- Agency responses were organized into eight categories representing seven ways of measuring client needs. 40% of agencies identified surveys and needs assessments as a tool for measuring needs.
- Five agencies indicated they did not measure client needs.

Question #11 ***Do you change your services because of those identified needs?***

- 88% of agencies (of those who measure their clients' needs) responded that they change their services because of identified needs.

Question #12 ***Have you had unexpected outcomes that have resulted in changes to services?***

- 63% of agencies indicated that they had unexpected outcomes that resulted in changes to services.

Question #13 ***What process do you use to implement those changes?***

- Of those who answered yes to question 12 (unexpected outcomes resulting in changes to services), all answered question 13 describing a process to implement changes.
- 30% used their strategic planning process to implement the changes,
- 30 % used their evaluation/implementation cycle to implement the changes, and
- 40% implemented the changes 'directly' through staff and front line processes.

Question #14 ***Do you have a strategy to evaluate the effectiveness of those changed services? If so, what types of indicators do you look for?***

- Of those agencies that replied "yes" to question 12, 77% reported that they had a strategy to evaluate the effectiveness of changed services. When asked what types of indicators they used responded with on average 1.6 different types of indicators. When grouped into themes the dominant indicator was "service data", appearing in 26% of all responses.

Question #15 ***Do you use a client data collection system? (e.g. HIFIS; in-house system) If yes, is it computerized? Paper?***

- Of those agencies that responded to the question 15, 88% indicated they used a client data collection system.
- Of that group 68% responded that they used computers only, 13% used paper only and 18% used both

PLANNING

Measure of Services/Quality of Services

Question #16 ***Has your agency been represented in community-based planning around homelessness in the last two years?***

- 72% of respondents indicated that their agency had been represented in community-based planning on the issue of homelessness during the last two years

Question #17 ***What accomplishments in the fight against homelessness do you feel you have made?***

- Agencies shared a wide range of accomplishments. Their accomplishments can be broken down into two main categories: accomplishments related to the provision and development of housing and accomplishments related to moving people along the housing continuum via the provision of services. In addition, some agencies mentioned their partnership work and networks they have helped build.

Question #18 ***How do you measure the intensity of your services? (i.e. amount of time/ number of times)***

- Respondents reported having on average 2.6 methods for measuring intensity of service provision. Overall agencies reported that their primary method of measuring the intensity of their service was by the number of clients (87%). A further 66% indicated that they used contacts as a measure of service. When asked to list what other measures they used agencies mentioned: raw materials used (e.g. cups of coffee), number of group activities, amount of time given clients.

Question #19 (#19b) ***Have you ever conducted a client satisfaction survey? If yes, has it been conducted on a regular basis?***

- 81% of respondents indicated they have conducted client satisfaction surveys. Of those who answered yes to this question.
- 57% answered that they conduct surveys on a regular basis.

Question #20 ***Do you try to identify best practices? If so, how do you use that information?***

- 79% of agencies reported that they try to identify best practices. Responses to how this information was used were broken down into six themes . 55% of responding agencies indicated that they made changes to their services.

Question #21 ***What is the governance model for your agency?***

- 84% of agencies reported that they used an agency board model for their governance model.

PLANNING

Measure of Services/Quality of Services

Question #22 ***What is your primary long-term goal to address the issue of homelessness?***

- 47% of the 36 respondents answered that their goal was to move clients along the housing continuum
- 23% stated their goal to provide support services
- 13% to provide adequate lodging
- 17% to reduce/end homelessness

Question #23 ***What are your best opportunities to address this issue:***

- 28% Client Focused opportunities
- 28% build Partnerships
- 27% raise awareness/advocacy
- 8% specifically client focused problems

Question #24 ***What are your biggest barriers to being successful:***

Agency responses were organized by themes. The predominant barriers:

- Lack of funding and resources (68%).
- Lack of appropriate, affordable housing (18%)
- Specifically client-focused problems (8%)
- "Other" included: reliance on volunteers, lack of political will, and ODSP levels.

Question #25 ***What was your "Claim to Fame" in the last year?***

25b ***How do you hope to answer that question in two years?***

- Agency "Claim to Fame" responses were broken down into themes. Most of the 35 respondents mentioned their increase in services/capacity (37%) and how their clients have moved along the housing continuum (21%). Also cited, were:
 - Recognition; advocacy (20%);
 - Meeting expressed needs (10%);
 - Partnership development (6%) and
 - Securing funding (6%).
- When asked how they would hope to answer question 25 in two years agencies provided similar themes.
 - Increase in services/capacity (33%)
 - Clients have moved along the housing continuum (20%)
 - Recognition; advocacy (7%);
 - Meeting expressed needs (20%);
 - Partnership development (3%)
 - Secured funding (17%).

PLANNING

Measure of Services/Quality of Services

Comments and Questions

- Agencies reported using a variety of methods to measure client needs. Some agencies seemed to rely heavily on informal communication with clients to determine needs, while some stated they do not measure client needs.
- Of those agencies that measured client needs, most claimed to change services in response to needs and likewise to evaluate these changes. 63% of these had unexpected outcomes to changes in service.
- Somewhat surprisingly, several agencies reported using only paper for their data collection system.
- When asked how they measure the intensity of their services two methods emerged as predominant: number of clients, and number of contacts.
- When asked whether they conduct client satisfaction surveys 12% of agencies reported not doing so. Of those who did only 57% reported doing so on a regular basis.
- Most agencies reported trying to identify best practices, though 9% reported they did not do so. Those agencies that did report doing so indicated several ways they used the information, though "modifying services" was the most common response.
- The majority of agencies reported using the "agency board" as their governance model.
- When asked what their primary long-term goal to address the issue of homelessness was agencies reported a wide range of goals. The creation of affordable housing rated as the most commonly cited goal.
- The predominate barriers to being successful reported by agencies was lack of funding and resources. The issue of the lack of sustainable core funding was raised several times.

PLANNING

Measure of Services/Quality of Services

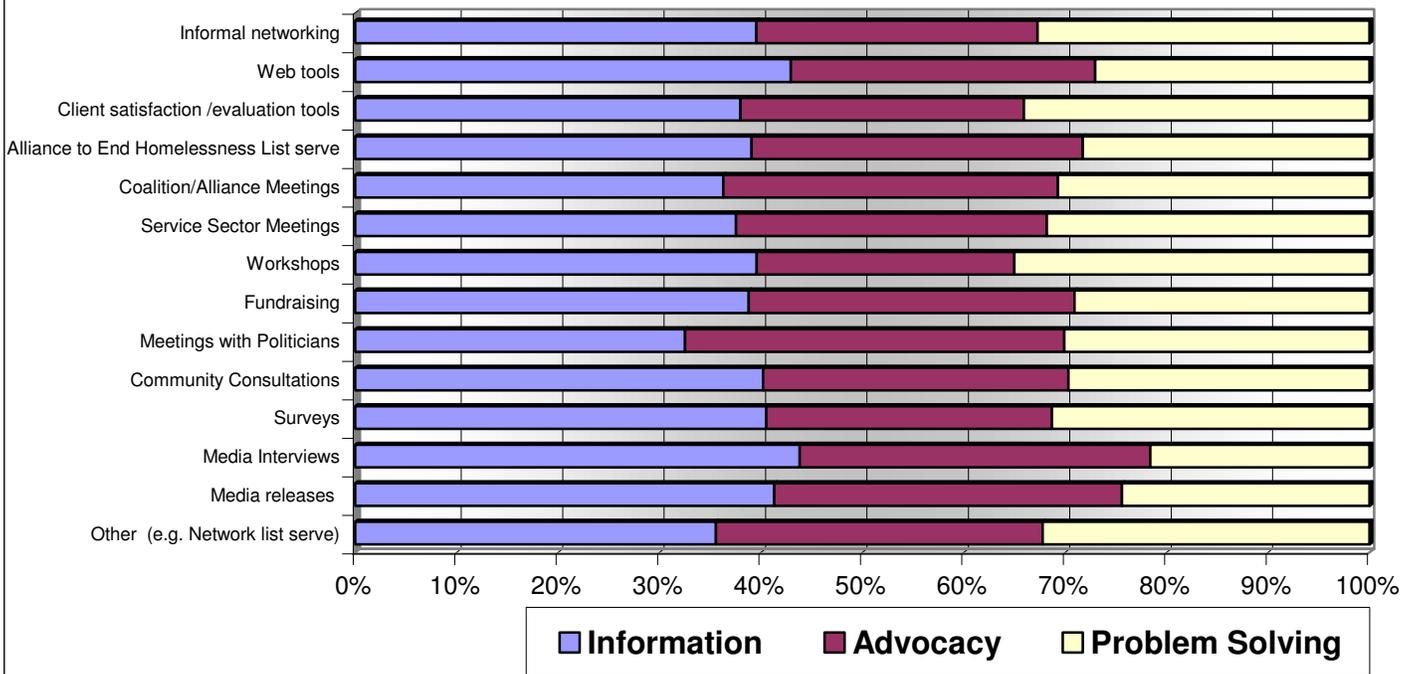
Comments and Questions

- How could agencies be supported to measure client needs in a more formal way? How could tools such as evaluation methodologies be supported in the community? What resources are currently available to agencies? Do agencies with expertise in this area have any capacity to share their expertise with others? How could they be supported to do so?
- Are there ways to support agencies that are not using computers for client data to consider this shift?
- That almost a quarter of agencies that work with the homeless should state they have not been involved in planning around this issue is cause for some concern. More work needs to be done to ensure agencies understood the nature of the question and gave an appropriate response
- If indeed these agencies have not been participating in planning, determine why this has been the case and whether steps can be taken to involve them.
- Clarify the responses of those who claimed not to undertake client satisfaction surveys.
 - What are the barriers to undertaking client satisfaction surveys?
 - For those agencies that are not able to regularly do client satisfaction surveys, what are the barriers.
 - What support would agencies need?
- How can the CCB support agencies to do surveys and needs assessments
- In those instances where agencies are reporting they do not identify best practices:
 - What are the barriers to identifying best practices?
 - What support would agencies like to do so?
 - How can the City support agencies to undertake surveys?
 - What other resources are available to agencies to assist them identifying best practices?
- How could CCB initiative support agencies in using best practices to make changes in how agencies operate?
- Are those agencies with similar goals working together?
- Are there target groups/sectors that are not represented here but need to be?
- What further work could be done as a community to articulate these goals?

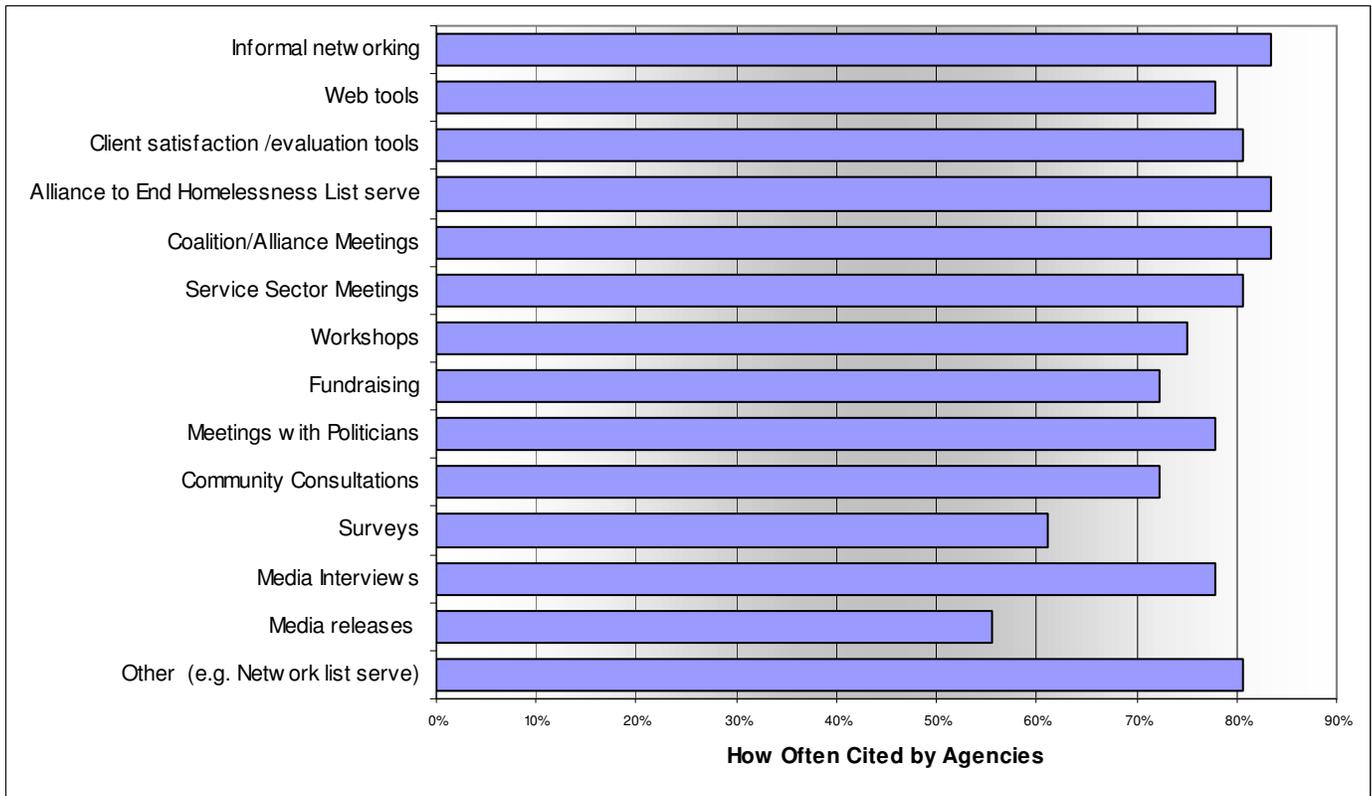
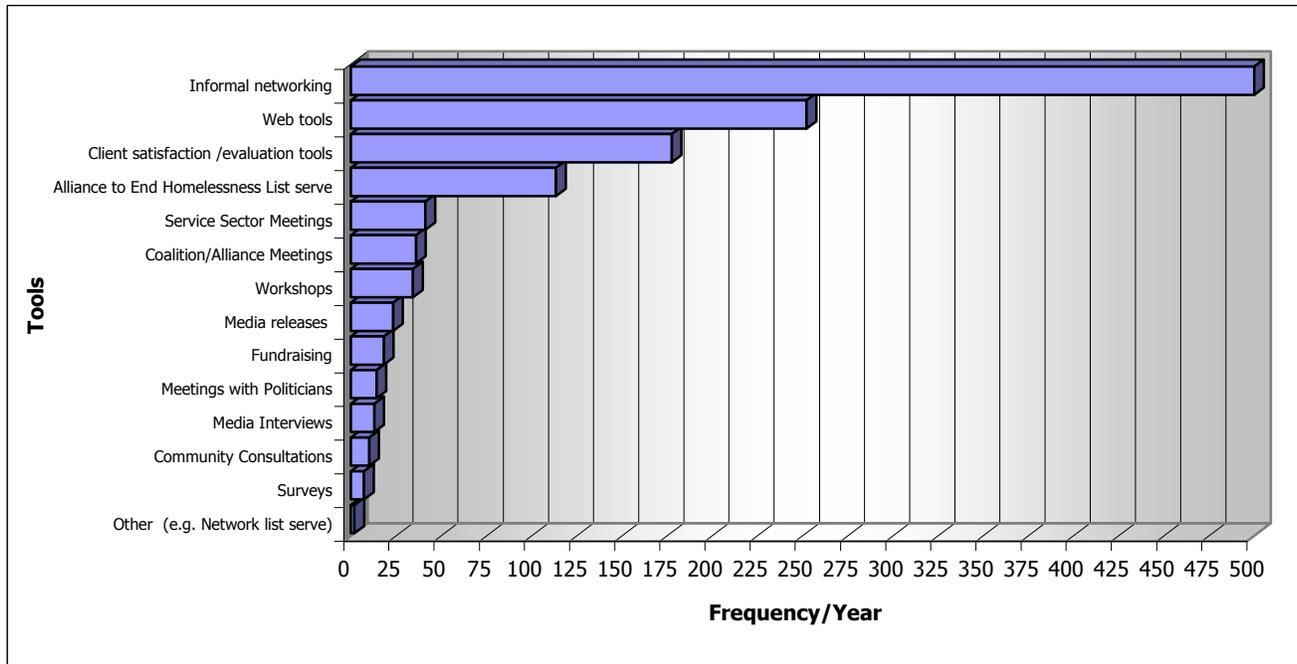
COMMUNICATION TOOLS

Communication Tools						
With respect to outcomes listed (<i>Information/ Advocacy/ Problem Solving</i>) describe how effective each communication tool is to your agency On a scale of 1 –5 <i>Five being most effective</i>						
Communication tools for Community Partners	Information		Advocacy		Problem solving	
	Effectiveness 1-5	Frequency of Use	Effectiveness 1-5	Frequency of Use	Effectiveness 1-5	Frequency of Use
Meetings with Politicians		/year		/year		/year
Media releases		/year		/year		/year
Media Interviews		/year		/year		/year
Service Sector Meetings		/year		/year		/year
Coalition/Alliance Meetings		/year		/year		/year
Community Consultations		/year		/year		/year
Alliance to End Homelessness List serve		/year		/year		/year
Surveys		/year		/year		/year
Fundraising		/year		/year		/year
Web tools		/year		/year		/year
Client satisfaction /evaluation tools		/year		/year		/year
Informal networking		/year		/year		/year
Workshops		/year		/year		/year
Other (e.g. Network list serve)		/year		/year		/year
If other, please specify:						

Aggregate Effectiveness Rating

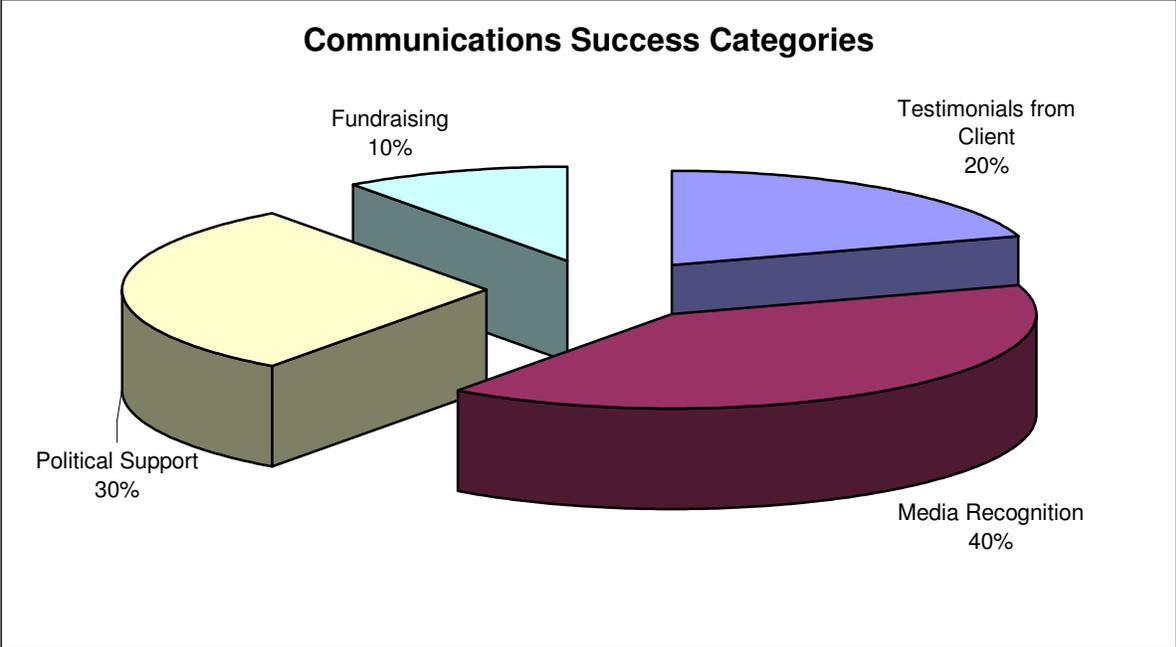


COMMUNICATION TOOLS



COMMUNICATION TOOLS

Please tell us your 'Communications Success' story



COMMUNICATION TOOLS

Question 26 ***With respect to outcomes listed
(Information / Advocacy / Problem Solving)
Describe how effective each community tool is to your agency.***

- Agencies were asked to rate each of the above tools on a scale of one to five, with five being the most effective. Ratings were requested across three types of outcomes: information, advocacy and problem solving. When compared within the three outcome categories “informal networking” was rated the highest in the information category; “meetings with politicians” in the advocacy category; and “informal networking” in the problem solving category.

Question 26 ***With respect to outcomes listed
(Information / Advocacy / Problem Solving)
Describe the frequency of use for each community tool used by
your agency.***

- When asked which communication tools they used agencies indicated they employ a wide range. The top three most frequently cited communication tools used were:
 - Informal networking
 - Coalition/Alliance Meetings and
 - Service sector meetings

Question 26 ***With respect to outcomes listed
(Information / Advocacy / Problem Solving)
Describe how effective each community tool is to your agency.
“Other”***

- When asked to identify any “other” communication tools five were identified:
 1. Bi-annual volunteer training sessions
 2. Speaking engagements to communicate information
 3. Homeless job fair Carleton House
 4. In service education in Maternity Ward of hospital
 5. Lectures at Children’s Aid

COMMUNICATION TOOLS

Question 26b ***Please tell us your "Communications Success Story"***

- When asked about their success stories agencies described media events, different levels of political support, fundraising and testimonials from their clients.

Comments and Questions

- When asked to rate whether they used various communication tools¹, agencies reported using a wide range of tools. Interestingly, the Alliance to End Homelessness and the listserve it operates were amongst the most frequently used communication tools. Informal networking appeared as the most frequently used tool.
- Agencies were also asked to report how frequently they used each of these tools. However low response rates mean aggregate information cannot be drawn from the questionnaire at this point.
- Given that the Alliance to End Homelessness appears to play a key role in communicating amongst agencies are there ways this could be built upon?

¹ Categories: Meetings with Politicians, media releases, media interviews, service sector meetings, coalition/alliance meetings, community consultations, Alliance to End Homelessness List serve, surveys, fundraising, web tools, client satisfaction /evaluation tools, informal networking, workshops, other