



STRATEGIES TO END HOMELESSNESS

CoC Governance in Cincinnati/Hamilton County (OH-500)

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STRATEGIES TO END HOMELESSNESS

Mission: Lead a coordinated community effort to end homelessness in Greater Cincinnati

Vision: A community in which everyone has a stable home and the resources needed to maintain it

Accomplishing this goal by:

1. **PREVENT:** prevent as many people from becoming homeless as possible
2. **ASSIST:** provide high-quality assistance to help people back into housing
3. **SOLVE:** offering solutions to homelessness through housing





STRATEGIES TO END HOMELESSNESS

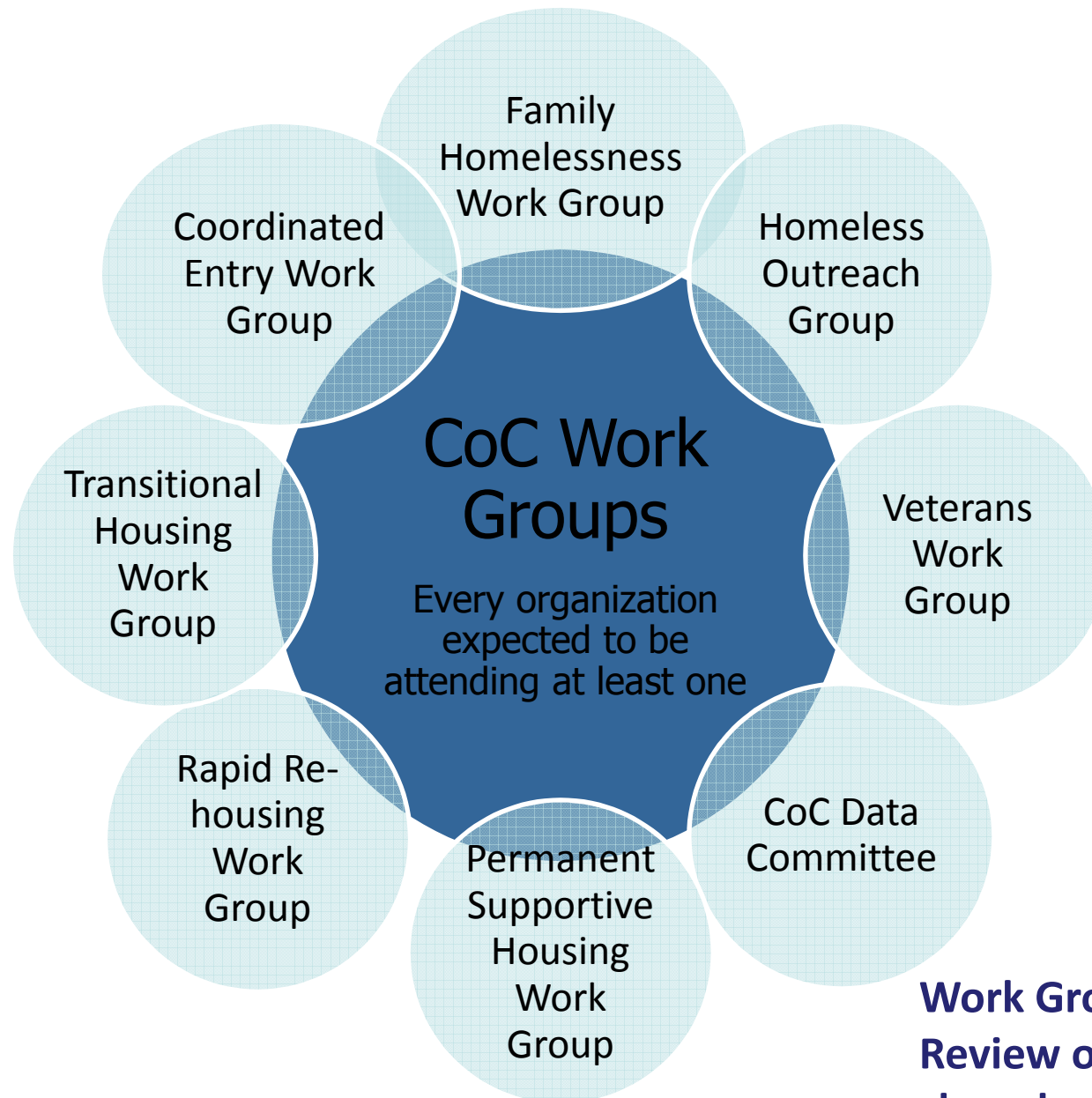
- **2007:** Established as 501(c)3 when HEARTH Act proposed
- **Fiscal agent for...**
 - Shelter Plus Care (2008)
 - Emergency Solutions Grant (2008)
 - Housing Opportunities for Persons with AIDS (2010)
 - HPRP (2009-2012)
 - Hamilton County Indigent Care Levy funds (2012)
 - City of Cincinnati Human Services funding (2015)
- **2015: Unified Funding Agency**
- **Operate community's Centralized Shelter Intake & Coordinated Entry for Housing Systems (including Northern KY)**



“Homeless Clearinghouse”= CoC Board

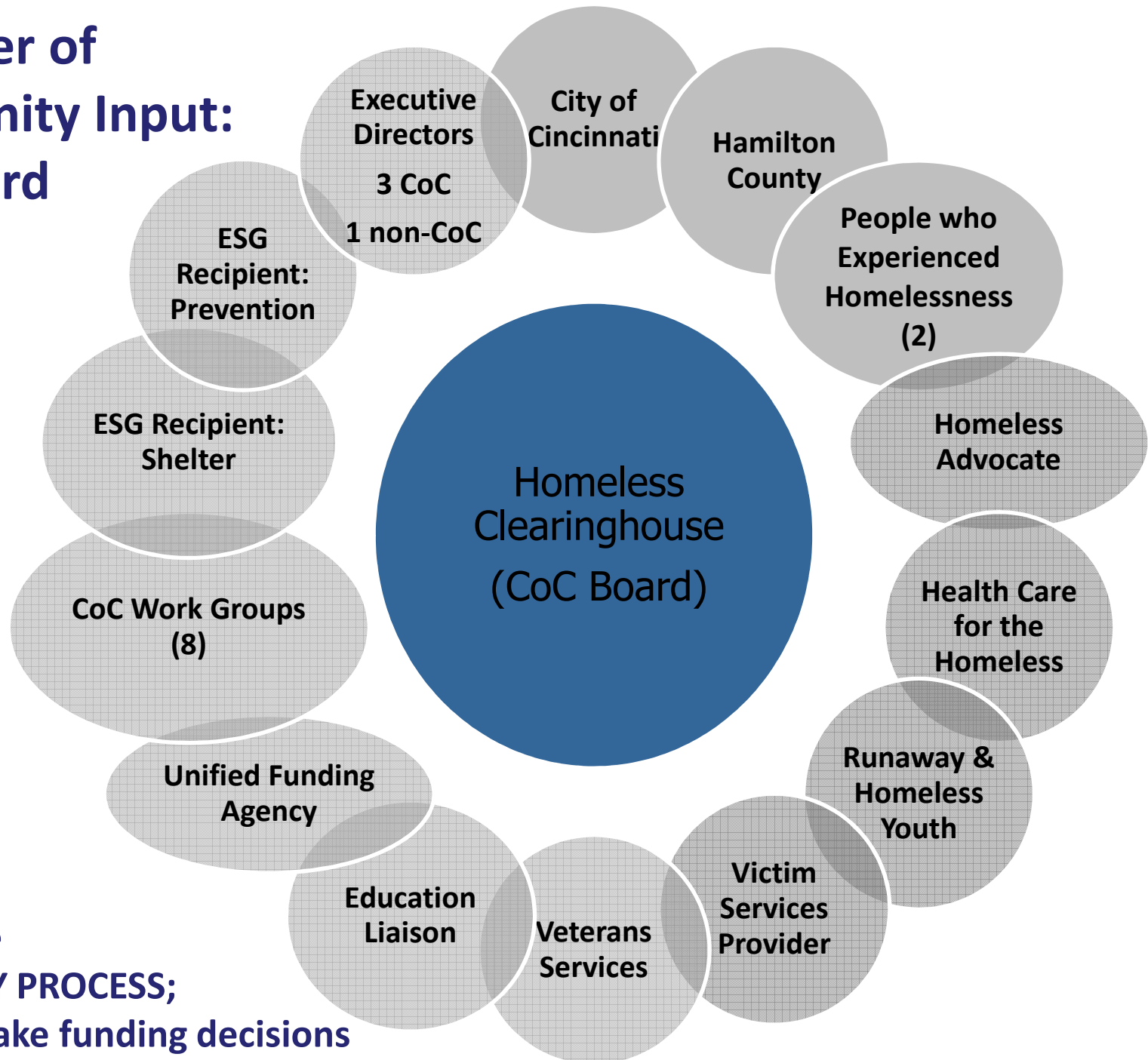
- CoC Advisory group that existed before requirement to have a CoC board
- In 2007, when HEARTH Act proposed, Clearinghouse made decision that a new non-profit should be incorporated to administer the CoC & serve as UFA
- Goals of establishing new non-profit:
 - Preserve the existing, highly transparent, open-door, CoC processes
 - Ensure that CoC’s application to HUD is as competitive as possible
- Today, *Strategies to End Homelessness* staffs the CoC process, administers the CoC, & serves as UFA

1st Layer of Community Input: Work Groups



**Work Groups draft policies,
Review outcomes,
share best practices, etc.**

2nd Layer of Community Input: CoC Board



**Oversees the
COMMUNITY PROCESS;
Does NOT make funding decisions**



3rd Layer of Community Input: Community Ranking Process

**How does a program get into our CoC's
annual application to HUD?**

Two part ranking process-

1. Outcomes Data
2. Community Ranking

Modified slightly each year: changes
recommended by Homeless Clearinghouse,
approved by community vote of CoC membership



1st Ranking:

Programs Ranked based on Outcomes Data

- Housing Outcomes
- Income Outcomes
- Employment Outcomes
- Returns to Homelessness
- Families
- Chronic Homelessness

OUTCOMES MATTER!!!

Higher performance = higher pre-score rank!



2nd Ranking:

Programs Ranked by Community

Event called “Large Group Scoring”

- All agencies complete 5 minute presentation about program
- CoC members trained on HUD priorities, required outcomes, etc.
- Community members then rank programs in order of highest priority for our community
- Approximately 130 people in attendance



Results of Ranking Process

- ***Pre-Score + Community Ranking = Final Prioritization for HUD App***
- CoC Board (Homeless Clearinghouse) does not make funding decisions, but outlines the process
- *Strategies to End Homelessness* facilitates the CoC community process, administers the CoC, & serves as UFA ; does not rank.
- Community priorities are determined by:
 - Outcomes
 - Community Input
- Outcomes are reviewed in the work groups quarterly & participation in work groups is a part of community input

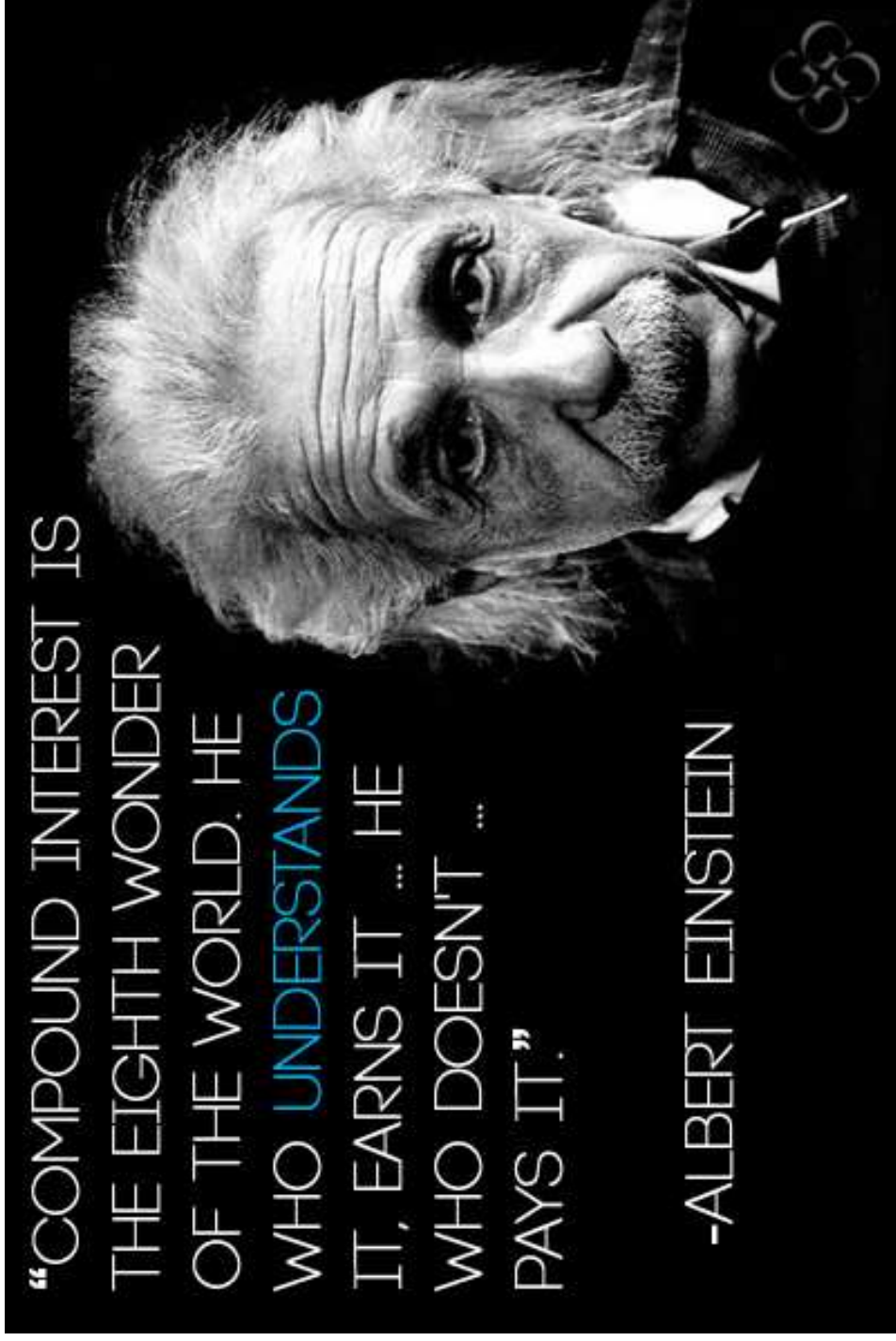
How to Form CoC Governance that Gets Results



CoC Governing Body Role

“COMPOUND INTEREST IS
THE EIGHTH WONDER
OF THE WORLD. HE
WHO UNDERSTANDS
IT, EARNS IT ... HE
WHO DOESN'T ...
PAYS IT.”

-ALBERT EINSTEIN



The Power of Compound Interest
\$1,000 Compounding at 8% Annually



Taking Exponential Steps



Lutheran Services Florida Health Systems

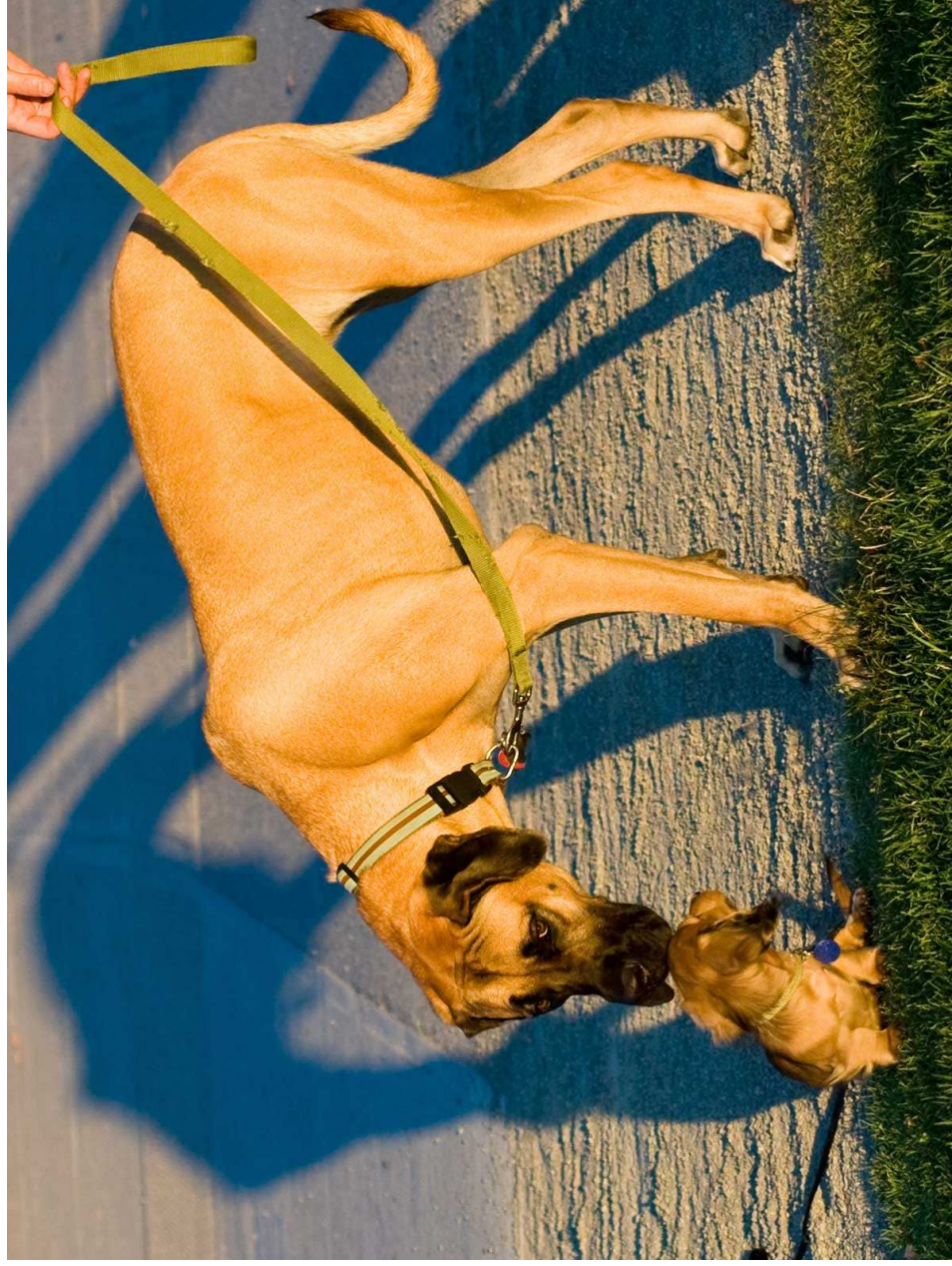
Managing Entity for Substance Abuse and Mental Health Funding (State Funding Management and Monitoring)

Cover 23 Counties and 7 CoCs, Northeast Florida (Jacksonville, Daytona Beach, Gainesville)

Expected to reduce homelessness in the Region



Our CoCs



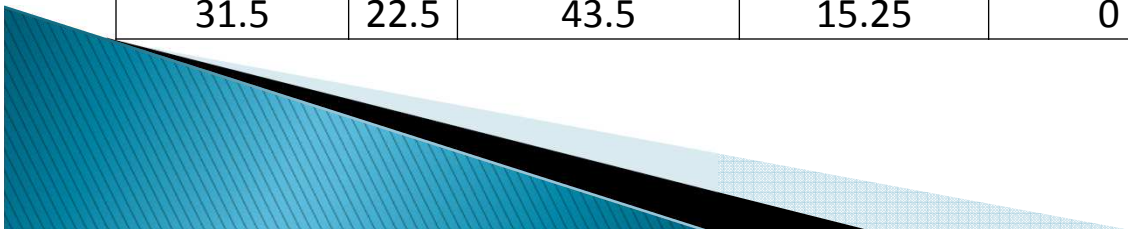
Differences

- Homeless Populations – From 450 to 1,300
- Areas – From 1 county to 4 counties
- Geographics – 5 urban counties, 18 rural counties
- Types of people to serve – 75%/25%
- Service Differences – From robust Coordinated Entry to No Emergency Shelter
- CoC Scoring and Development

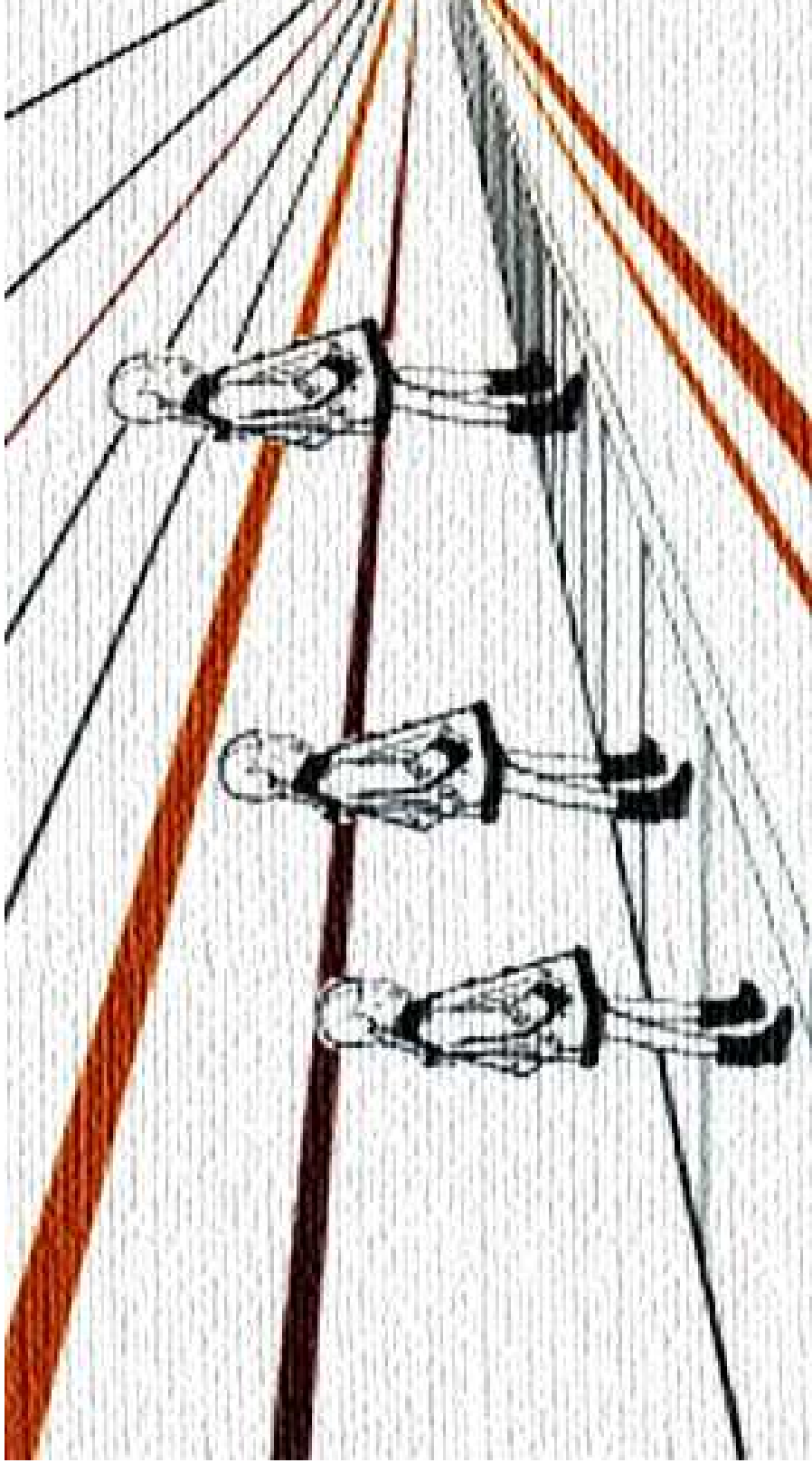


HUD 2015 NOFA Scoring Summary

CoC Engagement	HMIS	System Performance	Accessing Mainstream Benefits	Leveraging	Total Score	Bonus Points	Total
45.5	24	82.5	18.5	0	170.5	3	173.5
48	22	80	17.75	1	168.75	3	171.75
47.75	27	70	13.25	0.25	158.25	3	161.25
33.25	22.5	68	18	1	142.75	3	145.75
29.5	21	62	17.75	1	134.25	3	137.25
25.5	27	52	17	0	121.25	3	124.25
31.5	22.5	43.5	15.25	0	112.75	3	115.75



Our CoCs



Similarities

- They are trying to do good work
- 3 Components – CoC Governing Body, Collaborative Applicant, and HMIS Lead
- Probable lack of resources
- Definite lack of community involvement
- Sometimes lack of political will



Community vs. Individual Agency

Determined by the makeup of your CoC
Governing Body

- More service providers = less community perspective
- Change your bylaws
- Change your leadership
- Providers should be elected to represent a group, not themselves



Using Data vs. Anecdotal Information

Determined by the CoC Governing Body
confidence in the HMIS Administrator

- How many people believe in your HMIS System?
- You must SHOW the data for it to exist.
- You must USE the data to make decisions (funding) for it to exist.
- It also helps to find data outside your HMIS.



Year Round vs. HUD NOFA Process

Determined by the strength and focus of your CoC Governing Body Committees

- What are the names and focus of your committees?
- Do you have specific and measurable goals for each committee?
- How proactive are your committees?
- Does the Collaborative Applicant understand it's role with the Committees?



All funding vs. Specific funding source

Determined by the makeup of your CoC Governing Body

- Add funders from other sources to your governing body.
- Add for-profit business leaders to your governing body.
- Develop Community Standards to share with other funders.
- Don't "defund" providers, help them switch to other funding sources.
- Hold community events with other funding agencies.
- Advocate with other funding agencies.
- Sometimes it's okay to say "NO" to funding.



Transitioning to a new service delivery system

Determined by the education of the CoC Governing Body

- How educated is your CoC Governing Body about homelessness?
- How robust is your orientation for new members?
- How often do you bring in experts to educate?
- How many questions do members ask?



Disagreement

Determined by the strength of leadership on your CoC Governing Body.

- How often do your members disagree?
- How reasonably do your members “argue”?
- How many conversations take place away from the table?
- How do you use Robert’s Rules of Order?
- How many votes are unanimous?



Conclusion

- ▶ A CoC Governing Body can be exponentially GOOD or BAD
- ▶ It's not too late to change (even if you have to blow it up)
- ▶ HUD is only one piece of the CoC Total
- ▶ Change should include some difficulty
- ▶ When in doubt talk with and visit others

