Strategic Plan 2020-2022

Homeless Clearinghouse / Continuum of Care Board of Cincinnati & Hamilton County

Drafted for approval by Board Members
Target Date: December 20, 2019

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Planning Entity

The Homeless Clearinghouse (Clearinghouse) is the HUD-mandated community-based board of the Cincinnati/Hamilton County Continuum of Care (CoC) for the Homeless (OH-500). Members form an association of organizations promoting a shared community-wide commitment to end homelessness in Cincinnati and Hamilton County, Ohio. Members of the Clearinghouse include representatives from the City of Cincinnati, Hamilton County, the Veterans Administration, two individuals who are homeless or formerly homeless, as well as 19 other seats representing various part of the homeless services system and the nonprofit agencies that form that system. Strategies to End Homelessness (STEH) is a member of the Homeless Clearinghouse and also is the lead agency of the Cincinnati/Hamilton County CoC, and receives and distributes public funds to address homelessness in Cincinnati and Hamilton County. Said public funding streams come from the United States Department of Housing and Urban Development (HUD), the State of Ohio, Hamilton County and the City of Cincinnati.
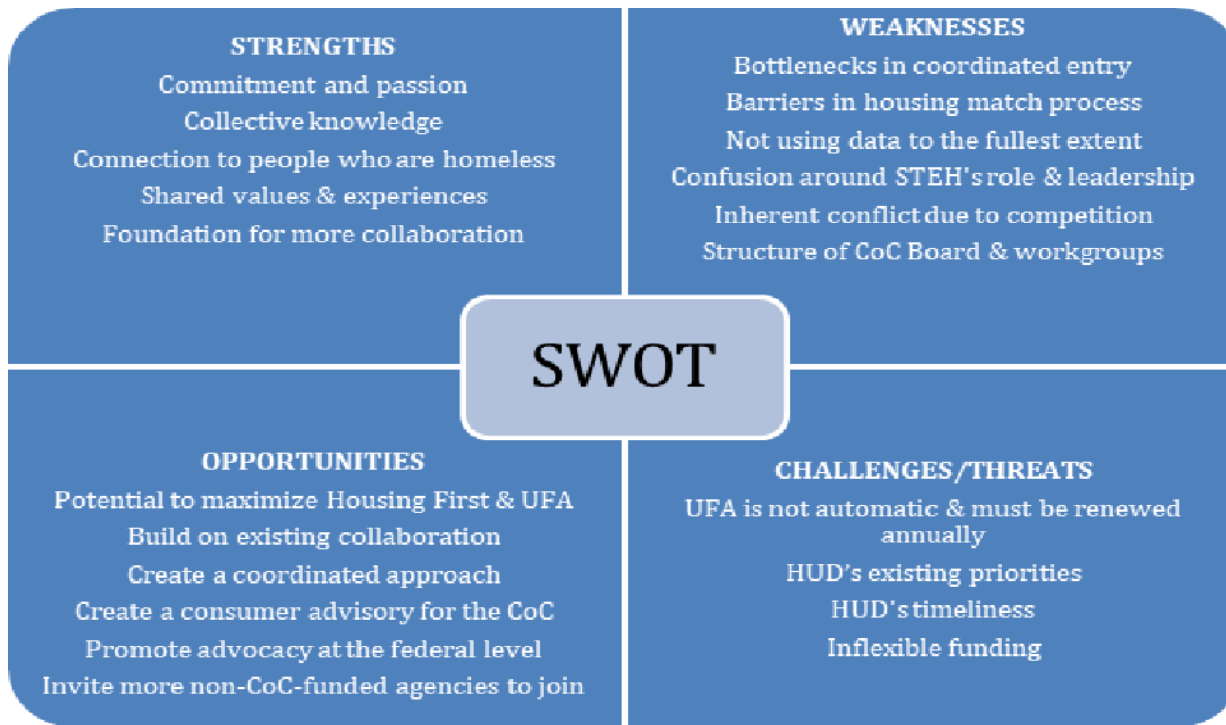
The Clearinghouse also serves as the HUD-designated primary decision-making group and oversight board for the Cincinnati/Hamilton County Continuum of Care (CoC). Communities must establish a CoC in order to receive HUD funding to address homelessness. The members of the Homeless Clearinghouse serve as the CoC Board, and the terms are often used interchangeably.

As the decision-making group for the CoC, the Clearinghouse has responsibilities including, but not limited to:
1. Ensuring that the CoC is meeting all the responsibilities assigned to it by HUD regulations;
2. Representing the relevant organizations and projects serving homeless populations;
3. Ensuring representation of all of Cincinnati's and Hamilton County's homeless population
4. Supporting people experiencing homelessness in their movement from homelessness to economic stability and affordable housing within a supportive community;
5. Facilitating responses to issues and concerns that affect the agencies funded by the CoC.

CoC participating organizations and programs provide a robust number of services to the Cincinnati/Hamilton County community. The CoC and its Board includes eight Workgroups with representation from across these partner agencies. The workgroups include: Family Homelessness, Coordinated Entry, Youth Workgroup, Rapid Re-Housing, Permanent Supportive Housing, CoC Data, Veteran's, and Homeless Outreach. Each workgroup is tasked with drafting policies, reviewing outcomes, and/or sharing best practices as they relate to their specific subpopulation or housing type.

In the spring of 2018, the CoC identified the need to develop a Strategic Plan. Strategies to End Homelessness led the search to hire a professional consultant to assist the CoC in developing a strategic plan, which is summarized in the pages immediately following.

STRENGTHS
Commitment and passion
Collective knowledge
Connection to people who are homeless
Shared values & experiences
Foundation for more collaboration

WEAKNESSES
Bottlenecks in coordinated entry
Barriers in housing match process
Not using data to the fullest extent
Confusion around STEH's role & leadership
Inherent conflict due to competition
Structure of CoC Board & workgroups

SWOT

OPPORTUNITIES
Potential to maximize Housing First & UFA
Build on existing collaboration
Create a coordinated approach
Create a consumer advisory for the CoC
Promote advocacy at the federal level
Invite more non-CoC-funded agencies to join

CHALLENGES/THREATS
UFA is not automatic & must be renewed annually
HUD's existing priorities
HUD's timeliness
Inflexible funding

A survey was conducted of the full CoC Membership, including the SWOT analysis shown above. In addition, Priority Setting exercises held during a Planning Retreat revealed the following top five priorities:
- Housing Affordability (25)
- Landlords (15)
- Services to Attain/Retain Housing (15)
- Employment (11)
- Prevention (10)

From these responses received from across the Community, the CoC developed the following Strategic Plan.

Homeless Clearinghouse Strategic Plan 2020-2022

Goals	Strategies	Tasks	Timing	Collaborating Partners	Responsible
Advocacy: Influence key stakeholders	Create a platform for strategic advocacy	- Develop and adopt advocacy policy and procedures - Prioritize local issues for advocacy, e.g. Housing Trust Fund; Reducing evictions - Prioritize state and local issues for advocacy, e.g., Improving HUD's CoC process	Year 1: - Ad hoc committee develops process and procedures (e.g., NAEH toolkit, YWCA model). - Select issues based on an approved policy and process. - Develop messages and identify key audiences. Year 2 & 3: Ongoing	To be determined	Ad hoc Advocacy Committee to develop policy and process.
Internal Improvement: Strengthen CoC operations	Unite CoC board around shared mission, principles, and values	- Assign the Steering Team the task of developing a CoC mission statement - Seek CoC board's suggestions - Gather feedback from CoC board to determine key principles and/or values that may be shared by participating agencies - Finalize and submit mission statement and guiding principles/values for CoC board approval	Year 1: - Create and adopt a new mission statement. - Develop guiding principles and/or values. Ongoing: Respectfully hold each other accountable.	Not applicable	Steering Team proposes for discussion & approval by CoC board
Internal Improvement: Strengthen CoC operations	Improve structure to empower Work Groups and clarify roles	- Define guidelines to help empower CoC workgroups - Make meetings more streamlined by assigning Work Groups to do the majority of the work - Revise meeting agenda to be more efficient and not duplicative - Clarify roles and responsibilities of CoC board, Steering Team, Work Groups and STEH leaders and staff	Year 1: - Develop and implement policy defining workgroup authority and decision-making. - Revise meeting agenda format to avoid duplication of workgroup activity.	Not applicable	Steering Team proposes for discussion & approval by CoC board
Internal Improvement: Strengthen CoC operations	Share and apply best practices for the CoC	- Research and share best practices, e.g., from other CoCs - Report findings to CoC board - Identify how to apply best practices locally	Year 1: Each Work Group reviews and shares best practices related to their area. Ongoing: Evaluate and communicate new and better ways to deliver services based on acting as a team and sharing knowledge	Not applicable	Work Groups

Homeless Clearinghouse Strategic Plan 2020-2022, *continued*

Goals	Strategies	Tasks	Timing	Collaborating Partners	Responsible
External Focus: Develop productive relationships	Create and implement a broader landlord strategy to increase and retain affordable units	- Enhance community effort to recruit and retain landlords - Engage with other groups that are working on affordable housing - Work with local housing providers to connect more people quickly to RRH/PSH - Formalize partnerships between CoC Board and groups like Affordable Housing Advocates - Partner with other local, state, and national groups to advocate for housing production, policy, and funding options - Work with landlords to increase the supply of private permanent supportive housing	Year 1: - Explore potential CoC Planning Funds for Landlord Recruitment initiative. - Engage with other groups that are working on affordable housing. - Formalize partnerships between CoC Board and groups like Affordable Housing Advocates Year 2: - Work with landlords to increase the supply of private permanent supportive housing. - Work with local housing providers to connect more people quickly to RRH/PSH Year 3: - Partner with other local, state, and national groups to advocate for housing production, policy, and funding options. - Enhance community effort to recruit and retain landlords	Landlords; Affordable Housing Advocates; Investors Association; other CoCs	To be determined
External Focus: Develop productive relationships	Create and implement a broader landlord strategy to remove barriers	- Improve eligibility for, and understanding of, income-based CMHA housing - Explore funding opportunities for a pool of funds to cover repairs/damages - Form partnerships with agencies like People Working Cooperatively (PWC), for repairs/improvements to residences	Year 1: - Begin discussions with CMHA concerning income eligibility. - Assist with education about CMHA process - Explore opportunities for risk mitigation funding. Year 2: - Develop practices that promote income eligibility for clients. - Determine eligibility guidelines for helping with damages/repairs. - Form partnerships with agencies like People Working Cooperatively for repairs/improvements to residences. Year 3: Provide services to clients to facilitate the transition into income-based CMHA housing	CMHA; Investors Association; nonprofit construction organizations; funders	To be determined

Planning History

In the last ten years, there have been three major plans to combat homelessness in Hamilton County and the City of Cincinnati, including: the Homeless to Homes (HTH) plan, Solutions for Family Homelessness (SFH) plan, and the Keys to a Future Without Youth Homelessness (KEYS) plan. The three plans have inspired a number of programs targeting the creation of housing opportunities, improving supportive services, creation of shelters, as well as other processes to improve the CoC as a whole. Highlights from each plan are provided later herein.

Part of the need for an overall CoC plan stems from the origins of these existing plans, which were designed for distinct populations. The Steering Team expressed interest in discovering what all the different, and often competing, CoC members might agree are shared goals for the CoC and how they would address them when working collaboratively with their combined strengths and expertise. This new Strategic Plan primarily addresses the oversight and governance functions of the CoC Board and is intended to complement and support these earlier, ongoing plans.

Description of Planning Activities

There were three components to the planning process: Survey of CoC members and other stakeholders; retreat for CoC members with STEH staff invited; and regular meetings among the consultants, the Steering Team for the CoC Board, and STEH participants (President/CEO and Director of Planning and Evaluation). The purpose of the survey was to provide context and content for the retreat. The two-fold purpose of the retreat was: 1) to reach agreement on direction and shared goals, and 2) to provide input from the CoC members to the Steering Team in order to formulate a Strategic Plan for 2020-2022.

Process and Methodology

Meetings

Regular meetings were convened to plan, analyze, and guide the process and to provide input for the final priorities and strategies. The meetings included the planning consultants, the Steering Team of the Clearinghouse, and STEH's CEO/President as well as the STEH Director of Planning and Evaluation, unless otherwise noted. All Clearinghouse Members were invited to the August retreat. In addition, consultant, Ms. Hedrington met with STEH's data analyst, Aaron Flicker, in May.

- Initial Meeting - March 7, 2019
- Planning Meeting 1 - May 9, 2019
- Survey conducted – May 14-24, 2019
- Survey Analysis meeting - May 28, 2019
- Planning Meeting 2 - June 6, 2019
- Clearinghouse Strategic Planning Retreat - August 16, 2019
- Strategic Plan Review Meeting 1 - October 3, 2019
- Strategic Plan Review Meeting 2 - November 7, 2019
- Approval of Strategic Plan at Clearinghouse meeting – Goal: December 20, 2019

Survey

The consultants administered a survey to stakeholders via an online survey system, Survey Monkey. The utilization of an online survey, and the assurance of anonymity, encouraged openness and honest responses from the respondents. The survey questions are provided in the Appendix. The survey remained available for two weeks (May 14 - May 24, 2019). The consultants provided verbatim survey results without attribution to any respondent. The consultants emailed the survey to 671 individuals, and 132 responded within the 10-day timeframe. The 20% response rate exceeded expectations. A summary of the composition of the respondents follows below (more than one choice was allowed).

Composition of Survey Respondents

Self-Reported Affiliation	Number of Respondents
Housing provider	32
Direct service provider, not CoC-funded	26
Homeless Coalition Member	26
Work Group member	22
CoC board member	10
Social worker/Case manager	8
Formerly homeless person	7
Alcohol/drug counselor	6
Funder	6
STEH staff	6
Street Outreach worker	4
Individual	4
Agency and/or program staff	3
Administrator	3
Law enforcement	2
EMS/Paramedic/Other health care	2
Community volunteer	2
Support worker	2
Advocate	2
Currently homeless	1
Homeless Coalition staff	1
STEH board member	1
Local government	1
Homeless Coalition board member	1

Survey interpretation and analysis utilized the technique of discourse analysis. Each idea, concept, or suggestion in the open-ended survey responses was categorized and labeled in order to capture all free-text entries and measure those 1,183 qualitative answers. Thirty topics accounted for 80.73% of all responses. Below is a summary of the top categories, comprising at least 3% of all mentions. The full list of terms is provided in the Appendix. Collaboration among agencies was mentioned most often, in more than 11% of all survey comments.

Categories of Overall Survey Responses

Topic	# Mentions	% Mentions
Agency collaboration	135	11.41%
Funding (general)	106	8.96%
Housing (general)	103	8.71%
Politics	51	4.31%
Public attitudes	46	3.89%
Community outreach	39	3.30%
Landlords	36	3.04%

Results from the survey provided a clear picture of the needs and concerns of people who have the potential to create a positive change to the homeless issues in Cincinnati and Hamilton County. More specifically, when survey participants were asked "What would you like to see happen to end homelessness in Cincinnati/Hamilton County?" 44.7% stated that housing (26%); mental health services (6.7%); emergency shelter (4%); permanent supportive housing (4%); and landlords (3.7%) would be the top priorities.
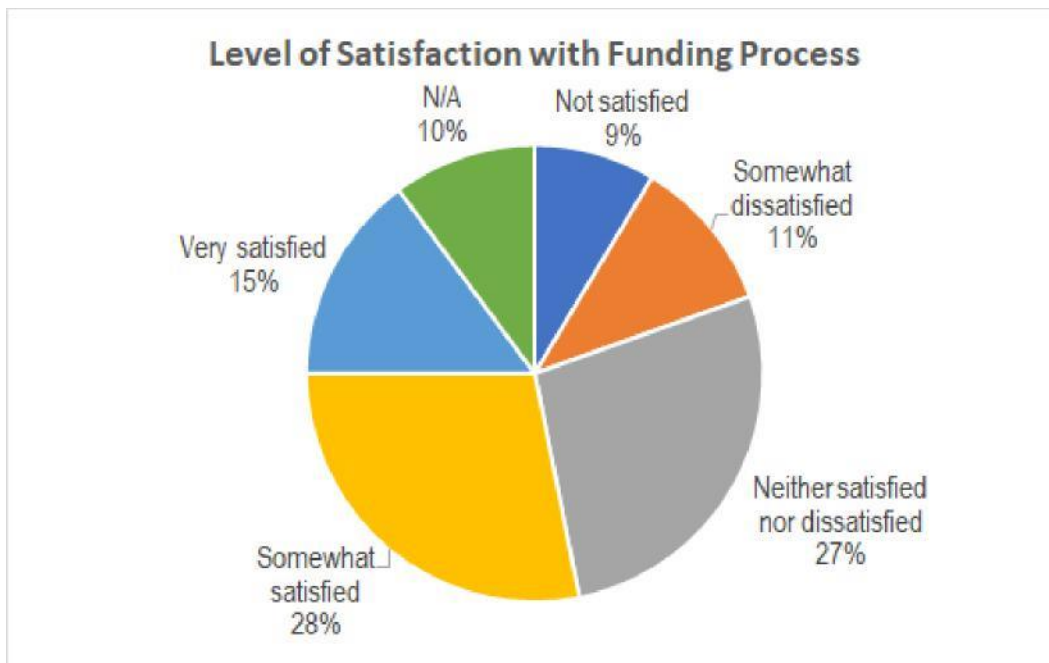
"Barriers, outside of the CoC, that might prevent that vision from becoming a reality" were identified as funding (14%); public attitudes (10%); landlords (8%); politics (8%); and housing in general (8%). On the other hand, barriers *within* the CoC were identified as agency collaboration (23%); funding (15%); competition (12%); politics (11%); and staff (9%). Areas identified that could potentially make a significant difference in the CoC were agency collaboration (16%); direct service (8%); shelter diversion (8%); community outreach (7%); and leadership (6%).

Responses to the question "Imagine if funding was not an issue, what would you like to see happen to end homelessness in Cincinnati/Hamilton County?" reflected clear priorities. The top priorities are illustrated on the next page.

Priorities for Ending Homelessness Results

26% HOUSING
7% MENTAL HEALTH SERVICES
4% EMERGENCY SHELTER
4% PERM. SUPP. HOUSING
4% LANDLORDS
4% LIVING WAGE
4% EMPLOYMENT

In regards to funding allocation, the percentage of those dissatisfied was less than anticipated, at 20%. The next largest percentage was 27% who were neither satisfied nor dissatisfied, while 43% expressed satisfaction.

Level of Satisfaction with Funding Process

N/A 10%
Not satisfied 9%
Somewhat dissatisfied 11%
Very satisfied 15%
Neither satisfied nor dissatisfied 27%
Somewhat satisfied 28%

Additionally, survey analysis provided a summary of the primary topics that were to be discussed during the CoC Strategic Planning Retreat. Survey results, related to identifying internal strengths and weaknesses and external opportunities and challenges, were used as the basis for discussing and forming a SWOT Analysis during the retreat. Survey results also served as the foundation for other retreat activities.

<u>Retreat</u>
In August 2019, the consultants led a Strategic Planning Retreat. The retreat was attended by 16 representatives from CoC members. The attendees represented a diverse group of local organizations in the community; see the attendee list in the Appendix. Retreat activities included a SWOT Analysis, a brainstorming activity to define the top 3-5 priorities, a Strategy Development activity, and a post-brainstorming discussion concerning the defining of an Advocacy Process for the CoC.

During the retreat brainstorming activity, attendees identified their top priorities for strategy development. Small groups presented their best or favorite ideas to the group, which the consultants captured and posted on the walls. A 'dot' exercise helped narrow the number of priorities to a maximum of five, on which to focus efforts during the next three years.

SWOT Analysis for the Clearinghouse

Retreat attendees had access to the survey responses on Strengths, Weaknesses, Opportunities, and Threats (SWOT). The first activity conducted at the retreat was a SWOT Analysis. The SWOT Analysis exercise was designed to gain insight for planning and to build agreement on priority areas, for example, to sustain a strength; address a weakness; prepare for an opportunity; and/or defend against a threat. Participants broke into 4 small groups to identify and agree on topics by SWOT area.

Strengths of the CoC were identified as:
● Commitment/passion for the services provided and persons receiving the services;
● Collective knowledge of the issues facing the homeless populations;
● Connection to people who are homeless;
● Shared values and experiences of service providers, related to providing services; and
● Foundation for additional collaboration.

Weaknesses were identified as:
● Bottlenecks in coordinated entry;
● Barriers in the housing match process;
● Data is often not used to the fullest extent;
● Confusion surrounding STEH's role and leadership;
● Inherent conflict due to competition among CoC organizations; and
● Issues concerning the current structure of the CoC Board & workgroups.

Opportunities were identified as:
● Potential to maximize Housing First & UFA;
● Building upon existing collaborations;
● Creation of a coordinated approach;
● Creation of a consumer advisory for the CoC;
● Promotion of advocacy at the federal level; and
● Potential to invite more non-CoC-funded agencies to join the CoC.

Challenges/Threats facing the CoC were identified as:
- UFA designation is not automatic and must be renewed annually;
- Limitations of HUD's existing priorities;
- HUD's timeliness; and
- Inflexible funding restrictions.

Advocacy

The Steering Team had decided to include a question about advocacy in the survey, due to anecdotal comments that reflected a possible change in attitude among CoC members. Survey questions explored the feasibility of assuming an advocacy role and topics of interest.

Responses indicated strong support, with 87% answering that they were open to, or in favor of, the CoC engaging in advocacy efforts. This represents a new direction for the CoC, a potential opportunity arising partly from STEH's more separate status as a neutral UFA that does not advocate. Respondents also specified six clear areas for advocacy. These six areas for advocacy represent 94% of the 482 total mentions.

60% in favor of CoC doing advocacy + 27% open to the idea = 87% open or in favor

Advocacy Area	% of mentions
Creation of more affordable housing	23%
Local policies	16%
Expansion of mental health services	15%
Housing providers	14%
Mental health housing	14%
HUD procedures	13%

Retreat participants received a summary of the survey results concerning advocacy. The final activity of the retreat consisted of an in-depth discussion concerning Advocacy and the future role of the CoC. Half the participants volunteered to serve on an ad hoc committee to develop an advocacy policy and procedures. The Steering Team decided to incorporate this first step as part of the Strategic Plan.

Goal and Strategy Development

Strategy development at the retreat took place in break-out groups organized by each of the focuses determined from the priority setting "dot" exercise. Participants then identified 4 goals and 31 potential strategies. Two overarching themes emerged from the retreat to guide the work of the consultants and the Steering Team:

- Apply time and energy to issues where the CoC is the natural leader; assist and partner whenever feasible.
- Work better together in an atmosphere of mutual respect.

An idea from the retreat that was not included in the plan was the creation of a gap analysis, but more discussion is required to determine the best timing, process, and funding for this task. It was not an immediate priority for the group. Other issues discussed at the retreat were not included in the plan, because they could be addressed during the normal course of CoC activities. Those activities were:

- Create more positive flow through Rapid ReHousing/Permanent Supportive Housing
- Support other organizations' efforts to reduce evictions (e.g., Legal Aid & Community Action Agency)
- Promote sustainability of clients placed in housing
- Improve skills and resources for employment among agencies
- Create transparency in performance data among CoC organizations

With the overarching themes in mind, the Steering Team refined and narrowed the strategies from the retreat at its October 3, 2019 meeting. Strategies were grouped by three goal areas: Advocacy (a new direction for the CoC Board); Internal Improvement; and External Relationships.

The resulting plan is as presented in the earlier tables on pages 6 and 7 herein.

Ongoing/Existing Plans:

Homeless to Homes
In 2009, the City of Cincinnati and Hamilton County Board of County Commissioners adopted the Homeless to Homes Plan. The plan's primary goal was to address the needs of single-family individuals experiencing homelessness. The plan's significant accomplishments included, but were not limited to:
● Formation of the Homeless to Homes Shelter Collaborative with Lighthouse Youth & Family Services, Talbert House, City Gospel Mission, and Shelterhouse;
● Creation of five new emergency shelters;
● Improved access to housing programs;
● Enhanced case management services.

Solutions for Family Homelessness
The Solutions for Family Homelessness plan aimed to identify methods to address the needs of families experiencing homelessness. Bethany House Services, Interfaith Hospitality Network of Greater Cincinnati, the Salvation Army, and YWCA Greater Cincinnati partnered to complete the plan in 2015. Plan results to date include:
● Improved services due to monthly meetings of the Children and Youth Taskforce (e.g., childcare, transportation);
● Additional Housing Choice Vouchers administered by Cincinnati Metropolitan Housing Authority (CMHA);
● Protocols and standards for Family-Centered Cross System Case Management;
● Trauma-Informed Care training and evaluation for staff members;
● Four Child Services Coordinators to assess and advocate for children.

Keys to a Future Without Youth Homelessness
HUD approved the KEYS plan in January 2018. The plan was developed through the partnership of STEH, Lighthouse Youth & Family Services, Family Housing Partnership, and Children's Law Center. The primary goal of the plan was to address the needs of youth in Cincinnati/Hamilton County. The plan includes five specific goals: prevent homelessness before it begins; provide safe and appropriate shelter and services to all willing youth who are experiencing unsheltered homelessness; ensure that youth exiting the homeless system have the support they need to remain housed; and encourage innovation, system change and sustainability within the CoC and larger community.

Some of the KEYS plan's desired outcomes by 2020, are:
● Reducing the percentage of youth who become homeless by more than 50%;
● Reducing the percentage of youth who return to homelessness within 2 years after exiting from housing / shelter programs to permanent destinations from 24% to 10%;
● Reducing the average length of homeless episodes from 38 days to 21 days;
● Increasing the percentage of youth who exit shelter and become permanently housed (during the operating year) from 65.4% to 80%.

Definition of Terms

Cincinnati/Hamilton County Continuum of Care (CoC): The CoC is a local association of agencies promoting a community-wide commitment to the goal of ending homelessness.

Cincinnati Metropolitan Housing Authority (CMHA): The Cincinnati Metropolitan Housing Authority is a key stakeholder, because it operates the federal Housing Choice Voucher program and administers housing assistance payments for 11,338 households.

Continuum of Care Board: The CoC Board are CoC members appointed to act on behalf of the Continuum of Care; the CoC Board is also known as Homeless Clearinghouse.

Continuum of Care Work Groups: There are eight designated work groups of the CoC (e.g. Data Committee, Coordinated Entry, Family Homelessness, Homeless Outreach, Permanent Supportive Housing, Rapid Re-housing, Youth Workgroup, and Veterans Work Group).

Homeless Clearinghouse: This is the primary decision-making group and Governance board of the CoC. It is responsible for the community process for the CoC. It is also referred to as CoC Board.

Homeless to Homes (HTH): This was a plan to address single individuals experiencing homelessness. It was adopted by the City of Cincinnati and Hamilton County in 2009.

Housing & Urban Development (HUD): A federal agency dedicated to strengthening and supporting the housing market.

Keys to a Future Without Youth Homelessness (KEYS): This is a plan designed to address the needs of youth who are homeless. It was approved by HUD in 2018.

Solutions for Family Homelessness (SFH): This plan was developed in 2015 by the organizations who provide shelter for families experiencing homelessness.

Steering Team: An appointed subset of the Homeless Clearinghouse membership who guide planning and track progress towards CoC goals.

Strategies to End Homelessness (STEH): STEH is the designated UFA for Cincinnati and Hamilton County. It provides leadership for the comprehensive system of care to prevent and eventually end homelessness.

Unified Funding Agency (UFA): An eligible applicant selected by the Continuum of Care to apply for a grant for the entire Continuum, which entity is approved by HUD and to which HUD awards a grant. The UFA must have the capacity to: carry out the duties in §578.11(b) [which include entering into legally binding agreements with subrecipients and monitoring those subrecipients' compliance with federal regulations] as well as to execute the programs applied for to HUD in the event individual project subrecipients are unable to do so.

Survey Questions for CoC Board, STEH, and Key Stakeholders

1. Imagine if money were not an issue, what would you like to see happen to end homelessness in Cincinnati/Hamilton County?
(comment box)

2.What are the barriers, <u>outside</u> the CoC, that might prevent that vision from becoming a reality?
(comment box)

3.What are the internal strengths of the CoC?
(comment box)

4.What are the internal weaknesses of the CoC?
(comment box)

5.What are the barriers, <u>within</u> the CoC, that might prevent that vision from becoming a reality?
(comment box)

6.What are some of the opportunities, from outside the CoC, that might be available?
(comment box)

7.What are some of the challenges or threats the CoC might face from outside, or external, forces?
(comment box)

8.What is **ONE** change that the CoC could make (with the money CoC already has) that would make a significant difference?
(comment box)

9.What is your level of satisfaction with the current system of allocating funds?
(1 = Not satisfied; 2 = Somewhat dissatisfied; 3 = Neither satisfied nor dissatisfied;
4 = Somewhat satisfied; 5 = Very satisfied; NA; Other:
_____)

10. What is your opinion about the CoC engaging in advocacy (such as taking a position or providing information to policy makers)?
(I'm in favor of it; I'm open to the idea; I have no opinion; I'm opposed to the idea;
Other: _____)

11. If the CoC did engage in advocacy, on which areas should if focus? Check all that apply.
(Creation of more affordable housing; Expansion of mental health services; Mental health housing; Local policies; HUD procedures; Housing providers; Other: _____)

12. Please let us know which of the following best describes you.
(Alcohol/drug counselor; CoC board member; Currently homeless; Direct service funder but not CoC-funded; EMS/paramedic/other health care; Formerly homeless; Funder; Homeless Coalition member; Housing provider; Law enforcement; STEH staff; Street outreach worker; Work Group member; Other: _____)

Survey Response Terms and Frequency

	# of Mentions	% of ALL Mentions
Agency collaboration	135	11.41%
Funding (general)	106	8.96%
Housing (general)	103	8.71%
Politics	51	4.31%
Public attitudes	46	3.89%
Community outreach	39	3.30%
Landlords	36	3.04%
Competition	33	2.79%
Leadership	30	2.54%
Advocacy	28	2.37%
Direct service	28	2.37%
Mental health services	28	2.37%
Staff	23	1.94%
Case management	22	1.86%
Expertise	21	1.78%
Flexibility	21	1.78%
Policy	21	1.78%
Commitment	20	1.69%
Living wage	17	1.44%
Emergency shelter	16	1.35%
Regulations	16	1.35%
Central Access Point	15	1.27%
NIMBY	15	1.27%
Employment	14	1.18%
Health care	13	1.10%
Permanent supportive housing	13	1.10%
Accountability	12	1.01%
Discrimination	11	0.93%
Life skills	11	0.93%
Shelter diversion	11	0.93%
Education	10	0.85%
HUD	10	0.85%
Training	10	0.85%
Transportation	10	0.85%
HMIS	9	0.76%
Housing vouchers	9	0.76%
VI-SPDAT	9	0.76%
Crime	8	0.68%
Eviction Prevention	8	0.68%
Housing First	8	0.68%
Access	7	0.59%
Coordinated Entry	7	0.59%

Gentrification	7	0.59%
Tenant projections	7	0.59%
Communal housing	6	0.51%
Mental health housing	6	0.51%
Utilities	6	0.51%
Best practices	5	0.42%
Compassion	5	0.42%
Families w/ children experiencing homelessness	5	0.42%
Strategies to End Homelessness (STEH)	5	0.42%
Access to healthy food	4	0.34%
Business	4	0.34%
Child care	4	0.34%
Diversity	4	0.34%
Funders (govt)	4	0.34%
Household resources	4	0.34%
Substance abuse	4	0.34%
CoC Board	3	0.25%
Clients	3	0.25%
Faith-based organizations	3	0.25%
Law enforcement	3	0.25%
Tiny homes	3	0.25%
United Funding Agency (UFA)	3	0.25%
Wraparound care	3	0.25%
Academia	2	0.17%
Data	2	0.17%
Domestic violence	2	0.17%
Funders (non-govt)	2	0.17%
Monitoring visit	2	0.17%
Planning	2	0.17%
Poverty	2	0.17%
Public housing	2	0.17%
Rapid Re-Housing	2	0.17%
Education for children	1	0.08%
Price of Peace Process	1	0.08%
Recidivism	1	0.08%
Welfare benefits	1	0.08%
	1183	

Planning Team

Homeless Clearinghouse Steering Team

*Linda Seiter, Caracole, Inc., Co-Chair
*Bonita Campbell, Lighthouse Youth & Family Services Co-Chair
Debbie Brooks, YWCA Greater Cincinnati
Sally Hammitt, Veterans Administration
Mary Burke Rivers, OTR Community Housing
Josh Spring, Homeless Coalition
Russell Winters, Tender Mercies
Kevin Finn, Strategies to End Homelessness
Amy Stewart, Strategies to End Homelessness

Retreat Participants

Mary Burke-Rivers, OTR Community Housing
Peg Dierkers, Bethany House
Sally Hammitt, Veterans Administration
Andy Hutzel, OTR Community Housing
Fannie Johnson, Shelterhouse
Megan Jones, Greater Cincinnati Behavioral Health Services
Lora Ellis Mazzaro, Talbert House
Mark McComas, Caracole
MerryBeth McKee, Interfaith Hospitality Network
Linda Seiter, Caracole
Josh Spring, Homeless Coalition
Moriah Thompson, City Gospel Mission
Russell Winters, Tender Mercies
Kate Bennett, Cincinnati Health Network
David Spatholt, Hamilton County
Taryn Frymire, Bethany House
Kevin Finn, Strategies to End Homelessness
Jamie Hummer, Strategies to End Homelessness
Amy Stewart, Strategies to End Homelessness

Planning Consultants
In Spring 2019, STEH contracted with Gwen Finegan, a seasoned consultant with facilitation and strategic planning experience who also was a former executive director of a nonprofit with a large family shelter. Tomika Hedrington joined her, and together they formulated an approach. Tomika has extensive experience with housing programs at the City of Hamilton and Butler County, including completion of the past seven years of the City of Hamilton's Consolidated Plan and Strategic Plans; managing their Community Development Block Grant and HOME programs; and maintaining the City's compliance with HUD. Both the women possessed experience in the areas of federal funding, guidelines for housing programs, program evaluation and management, and community involvement. STEH served as liaison between the consultants and the Steering Team. STEH managed the consulting contract and also provided a data analyst to assist with processing survey results. The STEH staff, consultants, and Steering Team worked closely together throughout the process with regular meetings.

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