

# HeadingHome

## RAMSEY

A regional initiative to end homelessness  
in Saint Paul and Ramsey County

# Context: The Role of the Continuum of Care

CoC's are responsible for:

1

Promote a community-wide commitment to the goal of ending homelessness

2

Provide funding for efforts for rapidly re-housing homeless individuals and families

3

Promote access to and effective use of mainstream programs

4

Optimize self-sufficiency among individuals and families experiencing homelessness

HUD. Building Effective Coalitions. 2009

## Challenges with Past Efforts:

- Siloed programs and systems and persistent gaps
- Lack of consistent and high level leadership/focus
- Missing HUD goals = less \$ for Ramsey County

## Goal for Re-designed Heading Home Ramsey:

- Clear Expectations, Strong Leadership, Adequate Resources

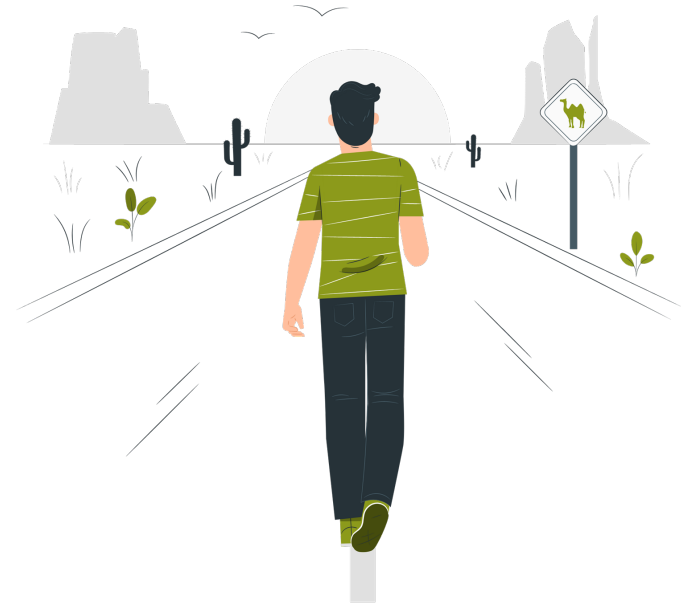
# Ramsey County Continuum of Care (CoC) Redesign

## **Vision:**

We work together to create a community where homelessness is rare, brief, and non-recurring, where we eliminate racial disparities, and everyone is housed.

## **Mission:**

Prevent and end homelessness by delivering effective, people-centered, integrated responses that are racially equitable and driven by community voice, advocacy, and learning.



# Redesigned Heading Home Ramsey Structure

## CoC (full membership)

Open to all, meets 2x/year  
Delegates responsibility to Governing Board through  
a charter and electing GB members

### Provider Forum

Held 2x/year to inform  
planning and share  
information about  
programs

### Consumer Forum

Held 2x/year to inform  
planning and provide  
feedback

### Executive Committee of Governing Board

GB Chair, Vice Chair,  
CoC coordinator,  
appointed member from  
SC

## Governing Board

Meets quarterly  
21-25 members, 10 designated positions, remainder elected by full CoC  
Senior officials with decision-making authority

### Executive Committee of Steering Comm

Chair, Vice Chair, CoC  
coordinator, elected  
from SC

## Steering Committee

25 people with intimate knowledge of field, operations, and funding  
Meets monthly or as needed  
12 seats appointed by GB; 13 seats elected from full CoC  
Establish ad hoc committees as needed

Standing  
Committee

Standing  
Committee

Ad Hoc  
Committee

# Governing Board Members

First & Last Name	Organization
Marylee Abrams, Mayor	City of Maplewood
Ling Becker, Director, Workforce Solutions	Ramsey County
Julie Bluhm, Executive Director	Guild, Inc.
Johanna Berg, Deputy County Manager	Ramsey County
Tonya Brownlow, Executive Director	Emma Norton Services
Kizzy Downie, Executive Director	Model Cities
Angela Gauthier, Associate Director	Ain Dah Yung
Joe Gothard, Superintendent	St. Paul Public Schools
Jon Gutzmann, Executive Director	St. Paul Public Housing
Pahoua Yang Hoffman, Sr. VP	Saint Paul & Minnesota Foundation
David Katzenmeyer, Program Director	People Incorporated
Trisha Cummins-Kauffman, Executive Director	Solid Ground
Tiffany Scott Knox, Director	St. Paul Promise Neighborhood

First & Last Name	Organization
Ruby Lee, CEO	CLUES
Jim McDonough, Commissioner	Ramsey County
Rebecca Noecker, Councilmember	City of St. Paul
Laurie Ohmann, Executive VP and COO	Catholic Charities
Marika Reese, Executive Director	Ubuntu Care Services
Brooke Schultz, Program Director	Radias Health
Deborah Smith, Director, Supportive Housing	Project for Pride in Living
Terri Smith, Director	Metro Council HRA
Jaime Tincher, Deputy Mayor	City of St. Paul
Lucy Zanders, Executive Director	Theresa Living Center
Otis Zanders, CEO	Ujamma Place

# Steering Committee Members

First & Last Name	Organization
Keith Allen, Mgr. Health Services	M Health Fairview
Stephanie Battle, Dir. Community Impact	Saint Paul & Minnesota Foundation
Nikki Beasley , Dir. Housing & Policy	YWCA
Ricardo Cervantes, Director, Safety & Inspections	Department of Safety and Inspections, City of St. Paul
KaTina Cummings, Program Mgr.	Catholic Charities
Alexis Dauenhauer, Housing Services Mgr.	American Indian Family Center
Sue Hackett, Senior Portfolio Director	Aeon
Holly Henning, Resident Director	Ain Dah Yung Center
Helene Freint, Director	Health Care for Homeless
Nick Gisi , Director, Men's Campus	Union Gospel Mission
Nicolle Goodman, Director	Department of Planning and Economic Development, City of St. Paul
Julie Grothe, Service Director	Guild, Incorporated
Andrea Hinderaker, Program Mgr.	Model Cities

First & Last Name	Organization
Jacqueline Jones, Program Mgr.	Family Supportive Housing, Amherst H. Wilder Foundation
Keith Lattimore, Director	Housing Stability Department, Ramsey County
Faith Lofton, Program Director	Ujamaa Place
Richard McLemore II, Owner	McLemore Holdings & Consulting
Chris Michaels, Director	Housing Stability and Opportunity, Catholic Charities
Dominic Mitchell, Program Director	St. Paul Public Housing Agency
Jesse Mollner, Commander	St. Paul Police Department
Alan Ostergaard, Outreach	Radias Health
Shellie Rowe, Family Center Mgr.	Neighborhood House
Maria Wetherall, Director	Veteran Services Department, Ramsey County
Lucy Zanders, Executive Director	Theresa Living Center

# CoC's Strategic & Unique Role

## The Continuum of Care as a Collective Impact Initiative

## The 5 Conditions of Collective Impact

- 1

Common Agenda

  - **Common understanding** of the problem
  - **Shared vision** for change
- 2

Shared Measurement

  - **Collecting data** and **measuring results**
  - Focus on **performance management**
  - **Shared accountability**
- 3

Mutually Reinforcing Activities

  - **Differentiated approaches**
  - **Coordination** through joint plan of action
- 4

Continuous Communication

  - **Consistent** and **open communication**
  - Focus on **building trust**
- 5

Backbone Support

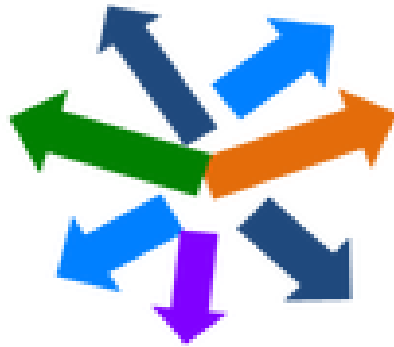
  - Separate organization(s) with **staff**
  - Resources and skills to **convene** and **coordinate** participating organizations

# CoC and Collective Impact

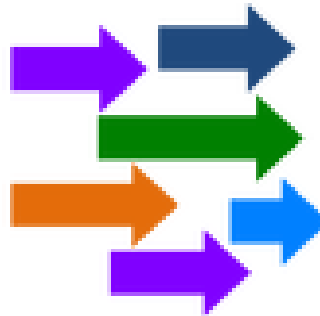
Moving toward collective, coordinated & aligned impact



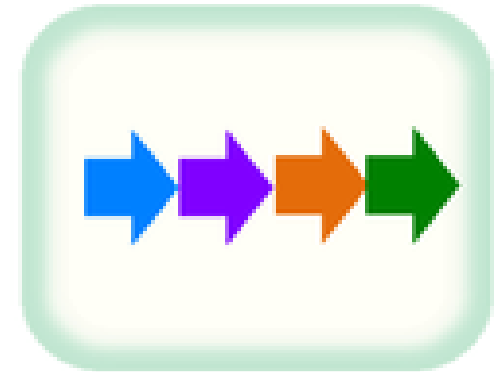
**DISORDER &  
CONFUSION**



**INDIVIDUAL IMPACT  
in isolation**



**COORDINATED IMPACT  
with alignment**



**COLLECTIVE IMPACT  
with collaborative action**



# Strategic Framework Values

## Values:

*Values represent the core priorities in the organization's culture, including what drives members' priorities and how they truly act in the organization, etc.*

**Racial Equity:** We transform systems, policies and practices to reduce disparities, eliminate inequities, and improve outcomes for all.

**Client Centered:** Informed by those with personal lived experience of homelessness, honoring all individuals and families experiencing homelessness with dignity and respect while allowing for self-determination in making decisions about their lives.

**Trauma-Informed:** We provide services that respond to all types of trauma and ensure safety while minimizing the risk of incidences of trauma

**Housing First:** We believe in quickly connecting individuals and families to permanent housing without preconditions or barriers and ensuring ongoing opportunities for engagement in services to support long-term stability

**Community Level Approach:** We believe the best solutions come when we work together, as a collaborative community, and with other systems that impact our ability to end homelessness.

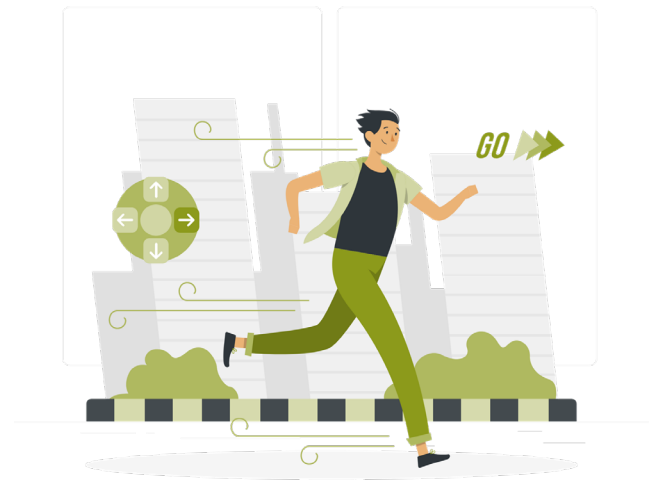
**Data Informed.** We use qualitative and quantitative data to address inequity, guide decision-making, allocate resources, and improve accountability.

**Bold and Innovative.** We foster effective responses to the complexity of homelessness and provide leadership and advocacy to end homelessness.

# Strategic Framework Impact Areas

## Vision of Impact for 2021-2023:

1. Ensures Homelessness Is Brief
1. Expanded, Coordinated, and Equitable Prevention Strategies to Ensure Homelessness is Rare
1. Increased & Accessible Health and Supportive Services
1. Increased Supply and Diversity of Housing
1. Families, Individuals, Youth, and Marginalized/Underserved Communities Achieve Economic Self-Sufficiency and Thrive



# Strategic Framework Blocks

## Current System Blocks Impede Progress

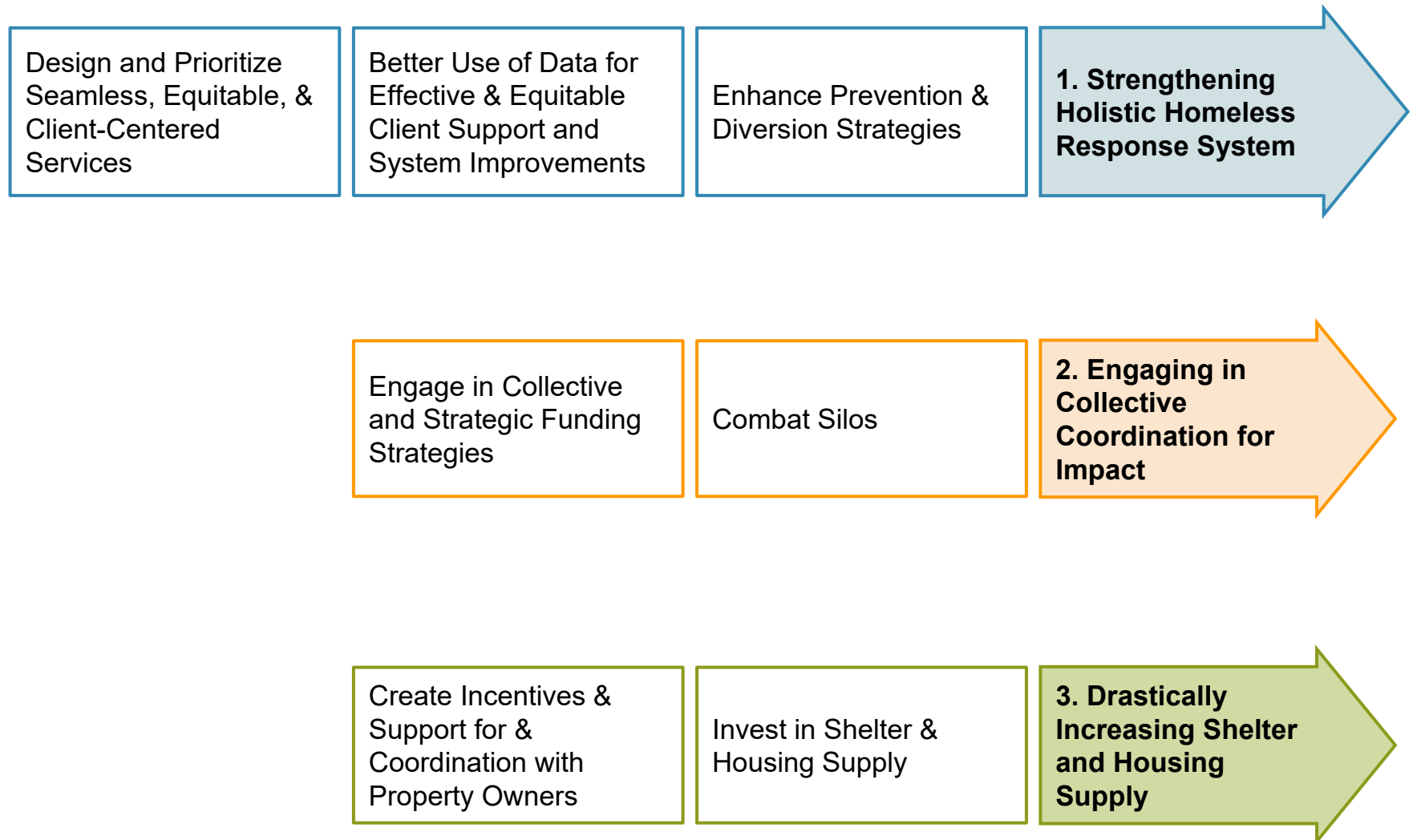
1. **Systemic Racism;** Practices, policies, and systems prevent equitable outcomes for communities of color experiencing homelessness
1. **Eligibility;** Inflexible and complex eligibility requirements limits ability to be client driven & access to housing
1. **Housing Supply;** Limited incentives for developers & landlords hinders ability to build new and offer existing adequate affordable housing
1. **Funding;** Restrictive, unaligned funding creates gaps and does not meet client needs
1. **Coordinated Entry;** Inconsistent coordinated entry use and policies limit access to services, create silos, and defeat coordination
1. **Public Will;** NIMBYism and public misunderstanding of ongoing needs and short-term thinking by elected and appointed officials impacts ability to effectively respond and plan
1. **Silos;** Few incentives to work across institutional silos and data-sharing restrictions prevents cohesive client solutions & an efficient and responsive system
1. **Prevention;** Limited data on prevention measures & reactionary eviction mitigation hinders ability to engage in prevention effectively

# What Work is Underway?

# Ramsey County COC Redesign

Strategic Framework >> Strategic Directions

Moving Towards...



# Ramsey County COC Redesign

## Strategic Framework Strategic Directions

Moving Towards...

Design and Prioritize  
Seamless, Equitable, &  
Client-Centered  
Services

Better Use of Data for  
Effective & Equitable  
Client Support and  
System Improvements

Enhance Prevention &  
Diversion Strategies

**Strengthening  
Holistic Homeless  
Response System**

### First Year Priorities for **Strengthening Holistic Homeless Response System**

#### **Data**

- Develop a data dashboard to regularly monitor COC progress & track racial disparities
- Determine what client data can be legally shared across agencies to better serve clients

#### **Improved Access to Services**

- Establish a dynamic tool (e.g. website or 211) to provide resources and other information for providers, clients seeking assistance, and the public
- Connect workforce services to folks experiencing homelessness

#### **Prevention**

- Map prevention strategies across the COC
- Target zero discharges to homelessness from any institution or from state custody in particular for disproportionately impacted communities

## Strategic Direction 1: Strengthening Holistic Homeless Response System

Design and Prioritize Seamless, Equitable, & Client-Centered Services

Better Use of Data for Effective & Equitable Client Support and System Improvements

Enhance Prevention & Diversion Strategies



First Year Priority	Working Group Focus	Status/Timeline	Members
<b>Develop a data dashboard</b>	Online data dashboard reviewed quarterly and used to inform HHR strategy and action;	Dashboard will be available via Ramsey County's Open Data Portal by September 23rd. PDF of dashboard available here <a href="https://www.headinghomeramsey.org/sites/default/files/Heading%20Home%20Ramsey%20Data%20Dashboard%206-1-21.pdf">https://www.headinghomeramsey.org/sites/default/files/Heading%20Home%20Ramsey%20Data%20Dashboard%206-1-21.pdf</a> .	Loni Aadalen Joseph Desenclos Mark Herzfeld Dominic Mitchell Loni Aadalen
<b>Establish a dynamic tool to provide information about resources to providers, people seeking assistance, and the general public</b>	Real-time information available to consumers and providers showing shelter availability and services.	Shelter App is being piloted now at <a href="https://shelter.app/#SHELTER">https://shelter.app/#SHELTER</a> Providers asked to update information. Phase 2 Working Group will inform future improvements, governance structure, and outreach.	Travis Bistodeau, Rachel Walch Ricardo Cervantes Deputy Mayor Jaime Tincher
<b>Connect Workforce Svcs to people experiencing homelessness</b>	Bring forward more employment and training resources to shelter residents, other populations	Ongoing work	Ling Becker, Lead
<b>Map prevention strategies across the CoC &amp; Study strategies/services that support tenant stabilization/advocacy/continued housing success</b>	Assess existing resources, determine gaps, review best practices, develop recommendations based on client needs. Assess Bring It Home bill by Beacon Interfaith Housing & Model Cities; recommend CoC endorsement/support	Inactive	Shellie Rowe, Lead Kizzy Downie KaTina Cummings Muneer Karcher-Ramos Heather Alden; Alexis Dauenhauer; Helene Freint
<b>Target zero discharges to homelessness from any institution or from state custody</b>	Focus on disproportionately impacted communities	Inactive	Helene Freint, Lead Alexis Dauenhauer, Gail Moerke Diana Vang; Richard McClemore; Rocki Simoes Daryl Routzohn

# Ramsey County COC Redesign

## Strategic Framework Strategic Directions

Moving Towards...

Engage in Collective  
and Strategic Funding  
Strategies

Combat Silos

Engaging in  
Collective  
Coordination for  
Impact

### First Year Priorities for **Engaging in Collective Coordination for Impact**

#### ***Strategic Fundraising for Priorities***

- Score higher on HUD CoC NOFA to maximize funding; gather data on areas where CoC loses points, understand potential tradeoffs, and pursue actions to improve

#### ***COC Is Able to Mobilize and Take Action on Emerging Priorities***

- Establish task groups with broad representation to take action on system improvements
- Deploy Rapid Response Teams to respond to emerging and acute situations as they arise



## Strategic Direction 2: Engaging in Collective Coordination for Impact

Engage in Collective and Strategic Funding Strategies  
Combat silos



First Year Priority	Working Group Focus	Status/Timeline	Members
<b>Score higher on HUD CoC NOFA</b>	Governing Board accepted recommendations to improve. Awaiting new HUD NOFA.	Awaiting NOFA.	Loni Aadalen, Lead Dominic Mitchell Joseph Desenclos KaTina Cummings Heather Duchscherer
<b>Deploy Rapid Response Teams to respond to emerging and acute situations as they arise</b>	Three person City team being developed. Familiar Faces concept moving to proposal by September 1.	City team operational 4th quarter; Familiar Faces seeking ARP and other funds.	Jaime Tincher, Lead
<b>Racial Equity Accountability Project (REAP)</b>	Formerly known as Supporting Partnerships for Anti-Racist Communities (SPARC) –The groups goal is to advance racial equities and reduce racial disparities. Expanding our work to include statewide initiative additional focus points are yet to be determined.		Alejandro Aguilera Lucy Zanders Gail Moerke Reuben Vazquez Jacqueline Jones Joseph Desenclos Loni Aadalen
<b>Develop strategies targeted at specific populations, especially culturally specific groups modeled on success of vets registry</b>	Research successful models to pilot in HHR CoC  Group has met and began to come up with action items. Still defining who's/ whens and timelines. Group is meeting Biweekly on Fridays via zoom at 12:00pm.	Inactive	Holly Henning, co-lead Angela Gauthier, Co-lead Terry Forliti Joan Countryman David Katzenmeyer

# Ramsey County COC Redesign

## Strategic Framework Strategic Directions

Moving Towards...

Create Incentives &  
Support for &  
Coordination with  
Property Owners

Invest in Shelter &  
Housing Supply

**Drastically  
Increasing Shelter  
and Housing  
Supply**

### First Year Priorities for **Drastically Increasing Shelter and Housing Supply**

#### ***Effective and Efficient Client Movement through and out of COC***

- Conduct an analysis of shelter capacity, operations and funding
- Study strategies and services that support tenant stabilization/advocacy/continued housing success

#### ***Engage and Support Property Owners***

- Engage and support existing and new property owners through new Housing Department and other efforts

## Strategic Direction 3: Drastically Increasing Shelter and Housing Supply

Create Incentives & Support for & Coordination with Property Owners

Invest in Shelter & Housing Supply

First Year Priority	Working Group Focus	Status/Timeline	Members
<b>Conduct an analysis of shelter capacity, operations and funding</b>	Identify holistic gaps in all housing types. Complete baseline analysis of capacity, type, funding; determine future needs; develop recommendations. Is the shelter supply meeting needs? Flow out of shelter – where are the pinch points – where folks getting stuck in shelter space?	Inactive	Chris Michels, Lead Keith Lattimore Andrea Hinderaker Jacqueline Jones Bob Bruton Raelinh Nelson Julie Ogunleye
<b>Engage and support existing and new property owners through new Ramsey County Housing Stability Department and other efforts</b>	Focus on small, urban ethnic communities. Inventory existing landlord incentives, determine gaps, and develop plan.	Long term goal of having a dedicated landlord coordinator and having a dedicated email and phone number set up just for landlord concerns. Shorter term goal is getting the word out to known landlords through our various housing providers that new programs like the emergency housing choice vouchers are launching with services attached.	Mike Zamrow, Lead Dominic Mitchell Julie Grothe Sue Hackett Shellie Rowe Faith Lofton
<b>Increasing housing supply; cities and counties.</b>	Identify holistic gaps in all housing types, identify priorities for investment.	Focus on permanent supportive housing.  Policy recommendations to improve ability to establish and preserve NOAH and other housing before Governing Board August 12;	Nicolle Goodman, Lead Dominic Mitchell Sue Hackett Chris Michels Kayla Schuchman

# How Will We Measure Success?

# HHR Community Dashboard Measures:

- 1) How many people are experiencing homelessness in emergency shelter/street outreach programs?
- 2) How long are families and singles on the waiting list after they have been assessed for housing in Coordinated Entry?
- 3) How many people in shelters are new to homelessness this year? How many have previously experienced homelessness?
- 4) How much of each type of housing is available across the continuum?
- 5) How many people are entering or leaving our housing projects?
- 6) Have we helped increase the income of the people we have served?
- 7) How many people returned to homelessness within 6 months of leaving a program?

\*Working towards having this dashboard on the Ramsey County Open Data portal.

# Final Thoughts on CoC Changes:

Where we started, where we are today, and why that matters to our community...

Questions?