At this point, as of May 17, 2017, these are Judy Tackett's views and need to be viewed as such.

Dear CoC members and stakeholders,

I apologize that I had to leave the meeting on Thursday, May 20, early. The budget hearing at the Metro Council went well.

But I missed a few questions that my team members forwarded to me. I will attempt to address these questions first and then go into the 28 original questions posed by some of you.

I cannot repeat myself often enough. All of what I am sharing now are my opinions and views as of this moment with the information that I have. Thank you for your understanding.

Can MHC continue after MSS has stepped out?
Judy: This depend on whether Metro (specifically the Metropolitan Homelessness Commission and the Mayor's Office) is willing to look at other options within Metro government.

Can MHC be its own department?
Judy: In theory, this is a possibility. However, personally, I am not sure if we, as the CoC are ready for such a step. We have to stabilize and build a completely new CoC. As a first step, we must focus on a strong governance board. And you have just taken that step on Thursday by voting for the strongest Charter we've ever had!

Building a standalone department is a huge undertaking and it would take away a lot of resources that could go toward benefitting building up our CoC structure and helping people. In my view, focusing on creating a standalone department at this moment would slow down the process of developing a housing crisis resolution system. In addition, I believe there would be more support from Metro if we could find (if that's the Metropolitan Homelessness Commission's wish supported by the Mayor's Office) another department/place. In my view (as I have shared in my presentation), the strongest path would be to find a temporary location within a Metro department. The question of a standalone, in my opinion could be reconsidered in 3-4 years. Such a move would even leave open the option to select a nonprofit or build a new nonprofit to serve as the CA in the future. I would always recommend building a new nonprofit over selecting an existing nonprofit because of the conflict of interest issues that will constantly be raised.

I also caution CoC members to not be distracted by terms like "lack of trust" and "lack of transparency." Keep the questions coming. Trust is built through action. Transparency is done by being open. That doesn't mean you, as the public, own my thoughts – and that's what we sometimes have to remember. To be able to be transparent, we often have to get the questions answered first. In some areas, we are just not there yet.

I only encourage you to ask the same questions to every organization. Namely, how does your organization's board make decisions and who has the ultimate authority over your board?

In Metro an ordinance usually gets approval/disapproval from the Mayor's Office and then moves with a recommendation from a board structure to the Metro Council.

And if not, where does it live?
Judy: This is for Metro to figure out. I encourage you to ask questions, but also understand that, as an entity, Metro has to be given some time to hold its own discussions. Certain decisions will have to come from the Metropolitan Homelessness Commission and the Mayor's Office, which is represented on the Commission. All our meetings are public. Commission deliberations are always public. That is one of the differences between government versus nonprofit or for-profit entities.

Do the Commissioners and MSS Board need to approve Judy's vision or future visions?
Judy: Yes. My vision needs to be approved by the Metropolitan Homelessness Commission. It also would need support from the Mayor's Office and the Metro Council. I will ensure that you get more information about the exact approval process as we figure this out with Metro Legal.
But frankly, there has been too much scare tactic of the MSS board influence. Historically, the MSS Board has always been very supportive of the Metropolitan Homelessness Commission recommendations. In addition, some MSS board members have already expressed that at this point in time they are not interested for MSS to take on the Collaborative Applicant role. I feel they have been very transparent.
As stated already, I encourage you to ask other boards about their decision-making process as well. MDHA is a quasi-government entity. Catholic Charities is a non-profit and linked to the diocese. I don't know how their ultimate decision-making processes work.

And, with a strong CoC Governance Board, the policy-setting will ultimately always lie within the CoC. That is the key piece to remember and why it is so important to understand what that board looks like.

How will membership elect governing board if Commission is governing board?
Judy: We are working with Metro Legal to go over the options right now. Also, what I know at this point, I have addressed in my presentation. We are thinking through this with Metro Legal and are not holding anything back.
In my view, the membership needs to adopt a strong nomination process. The only difference of election will be that the Mayor would appoint the final nominees (invite them to serve). I think this is an opportunity to select strong candidates and have people serve who otherwise would not think of it. It invites for more discussion and moves us, as a community, away from the status quo and the usual volunteers. I hope people who have served in the past will consider continuing their involvement, even by serving on committees, (we preserve historic knowledge); and since we're expanding the board membership anyway, we have the opportunity to add new, strong candidates.

Out of the 1.9 million dollar budget, is that all city money, or is some federal?
Judy: Our $1.9 million is entirely city money. In some presentations, there was an assumption made, that personally bothered me. The city must first approve whether to shift those dollars automatically. This is not a CoC vote decision.
I acknowledge here that I feel my staff has been and is being treated as pawns on a chess board, and I am getting emotional and protective of them.

The responsibility to staff the CA lies solely with the organization that is selected as the CA. The stronger the CoC, the more federal money can be drawn down to staff the CA (right now, there are about

$100,000 in CoC funds for operations). The current CA applicants cannot automatically assume anything beyond that.

At the same time, I know how strongly Metro officials (from the Commission to MSS to the Mayor's Office, etc.) believe that we need to build a communitywide system to end homelessness. We are all on the same page. The current discussions and work are a great opportunity for our community, and I would be surprised, if Metro would not step up and figure out what its role in this system is – in a very strong and supportive way (including some resources).

I am just pushing back that everyone believes that the $1.9-million budget is automatically up for grabs. It will certainly be a discussion point. By the way, this is the new budget number, of which about $730,000 (including fringe benefits) will be dedicated toward staffing. Not all positions, I believe, would automatically be transferred to the CA. There are some positions that fulfill mostly Metro work.

Having said that, I think it is also time for all nonprofits that have experience in this field to seriously think about whether they could/should/want to be a candidate as the CA.

What happens to grants that come through Commission, can they be transferred?
Judy: I will ask that question. But it is related to my response above. It depends what the Metropolitan Homelessness Commission and Metro would like to see happen. The possibility would exist, but remember, those contracts were RFPs – I don't think they would be automatically transferred to a nonprofit that was selected as the CA. Metro generally works with RFPs for any dollars that are over $10,000.

Why:

1. Why do you want to be the lead agency for the CoC?

One of the key aspects of creating a unified governance structure is to first focus on building a strong board (with working committees). To unify our city's CoC that means bringing the CoC Governance Board and the Homelessness Commission (board) together.

Second, we all know that we have to expand our vision of what a CoC is and does. We need to build up and improve our current system in a quick fashion. If the Homelessness Commission (board) and the CoC Governance Board were to become one entity under Metro, I believe the strongest way to get our system to a place where we, as a community, can talk about the possibility of creating a standalone entity in the future is to focus on where the strongest staff assets are at present, build a solid and effective board structure, and then focus on leveraging and bringing in new local resources based on outcomes (and a solid data system that allows us to measure those outcomes).

I believe all this should be set up within Metro as a starting point.

What I observe is a broad lack of understanding among community members of how critical the board structure is to building a systems approach and/or what a strong governance structure should look like. The oversight and outcome measures, the decision-making processes, and direction-setting – all need to be embedded within a strong governance board. The good news is that we all have come together to learn about it and overcome our community weaknesses by combining our strengths.

Frankly, I believe once we have built our community's governance board (including a solid committee structure), brought in some significant resources and leveraged those resources, we need to talk about the possibility of a standalone entity to serve as the collaborative applicant (possibly a nonprofit should be formed).
At present, we simply do not have enough resources coming into our community from federal, state, local, and/or the nonprofit sector to ensure that we, as a community, can support a nonprofit entity in a sustainable manner to serve effectively as the collaborative applicant at this time.

That's why I think the community would want the CoC leadership and management to remain within a government entity until there is a more sustainable path outlines to consider a nonprofit option.

2. What experiences does your agency have in heading this type of community effort?

The Metropolitan Homelessness Commission has served as the backbone organization of the How's Nashville campaign bringing together more than 30 organizations representing the non-profit, for-profit and government sectors. Our staff has experience leading committee meetings that have launched efforts. We continue to bring community partners together that have not collaborated on prior efforts. Such an example would be the effort we lead together with Oasis Center to develop the Key Action Plan.
The Homelessness Commission is about collaboration. It was the Homelessness Commission that reached out to MDHA to ask for up to 18 Section 8 vouchers per month for people experiencing literal homelessness.
Metro government knows how to be in compliance with complex government policies such as the ones outlined by the HUD CoC NOFA.

In our current work, the Homelessness Commission already takes on many of CoC-related tasks including Coordinated Entry, developing a landlord liaison effort, and serving as the backbone organization of a collective impact model that focuses on ending homelessness, etc. Losing this expertise will seriously hurt the community effort. Expanding on it, will strengthen our community.

3. Why your agency is the best option for our community.

At this time, the Metro Homelessness Commission has the largest staff in place that is already working on building a housing crisis resolution system.

The Homelessness Commissions staff has built relationships with cross-sector entities. In addition, Homelessness Commission staff has a track record working with all kinds of different providers in our community including outreach, shelter, transitional housing, universities, health care, support services, and permanent supportive housing providers. All these providers are needed to come together to build an efficient and responsive housing crisis resolution system.

Our staff understands what the role of a backbone entity entails. We also understand the role that a collaborative applicant staff is expected to bring to the table. We have experience in facilitating effective meetings, and we have a track record to bring focus to a planning and coordination process that leads our community o better outcomes.

In addition, just in the past 6 months, the Homelessness Commission staff was able to increase its resources through the Metro budget request by about 20% (not including an additional $225,000 in MTA bus passes). This positions us in a positive manner to request additional funding for the next budget cycle. We understand what expectations we need to meet to get additional resources (better data, clear outcome measures, transparency, and collaborative efforts).
The Homelessness Commission understands the Metro budget cycle, and we understand governance compliance.

Collaboration:
4. Regardless which agency provides the staffing/lead for the CoC, what does your agency individually contribute to ending homelessness in Nashville? How would that change if you were the lead agency or if some other organization was?

Since I am speaking from the perspective of the Homelessness Commission and the Commission is not a Metro Department that is in the running as the collaborative applicant (CA), I cannot respond to these questions.

If the CA changes, there is a possibility that the Homelessness Commission staff will be dismantled if the budget for those positions is transferred to another entity. Frankly, all staff already understand that there is a good chance all or at least most of us will lose their jobs.

The hiring of the CA staff will be up to the new entity.

5. It seems like now Nashville is only responsive to HUD guidelines and rules, how will you as a lead agency communicate [all] the ways Nashville wants to address homelessness to the greater Nashville community and to HUD?

We need to ensure that we build a strong governance system. Staff's role is to help educate each board member on what a housing crisis resolution system is, provide examples of other cities, lead planning efforts, and bring the right partners to the table. We need clear decision-making procedures that are transparent and an understanding by the wider community that decisions are made by them through the board. How? By building a strong committee structure that allows for a focused, outcome-oriented approach in different areas.

The Homelessness Commission staff has a clear vision. We know that it is important to establish a strategic plan that allows the community to hold the governance board accountable. We are available to assist a board to adopt a solid strategic plan and implement it. We also recommend that the Governance Board will establish a committee that evaluates the work of the Homelessness Commission staff on an annual basis to hold staff accountable.

6. How would you see your role in both "leading" and "following" the CoC?

Goals and strategies are set by a well-informed Governance Board. However, we recognize that while governance board members will each bring their own set of expertise to the table that will help staff, staff will bring its own set of expertise to the table of what a CoC needs to be. The best leaders recognize when to be good followers. I believe it is staff that ensures and works on continuing education for all stakeholders. To improve our system in Nashville, we have to recognize that there is a significant need of education on best-practices around what a functioning housing crisis resolution system looks like and how we generate outcomes by utilizing real data (moving away from anecdotal information).

Staff's role is mainly in supporting the board to come to decisions and setting directions. Leadership is also provided around assisting chairs, and simply by asking the right questions so that board members and committee members can respond by focusing on solutions.

Furthermore, staff ensures that each partner implements efficient programs that move people from the street to housing. We need to establish a community accountability system. This occurs by committees and board setting clear outcome goals and empowering staff to monitor these outcomes.

7. What if the CoC decides it wants to move in a way that could lead to loss of programs, staffing, etc. at your organization? How could you still spearhead that effort?

At the current injunction, the Homelessness Commission does not receive CoC funding. We are solely funded by Metro. In the future, if dollars that are used for staffing were tied to CoC decisions, it would likely mean that the CoC would cut its managing arm and would have to move forward with less staff support. Since the Homelessness Commission provides planning and coordination efforts, any funding cuts would directly impact the CoC itself.

8. In very specific terms, what is your vision of how the CoC will operate under your leadership? Please include how you will move the community from its current structure to the new one and how you envision the new system will work.

The CoC – and this is a recurring issue that must be understood by all stakeholders – is led by a strong CoC Governance Board. Thus, it is not lead by one entity, even if that entity is to serve as the Collaborative Applicant. Sure, there are leadership aspects that staff will bring to the table around its expertise, but the direction and decision-making are set by a strong CoC Governance Board.

Nonetheless, I am trying to focus on the leadership role the Homelessness Commission staff brings to the table. In the beginning the Homelessness Commission staff would focus on two items:
1. Improving the HMIS system and with it build a solid Coordinated Entry System for our community; and
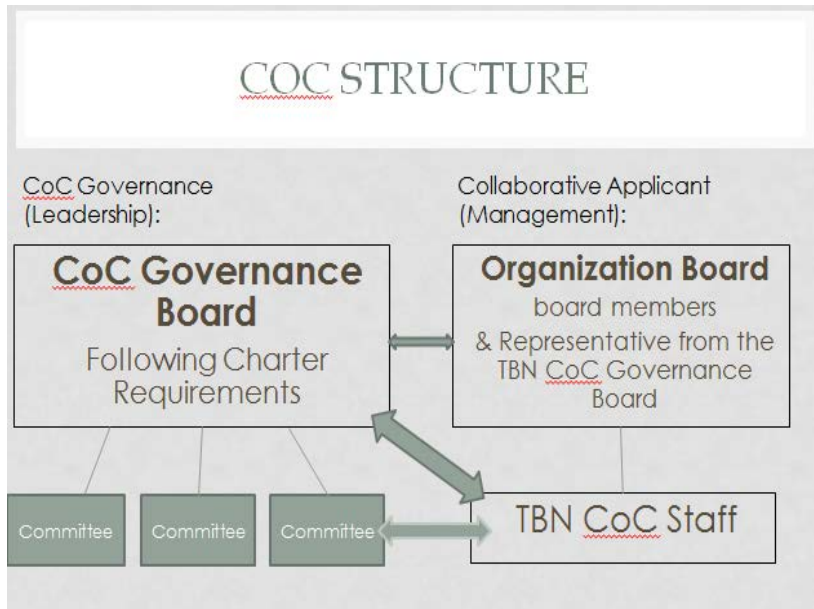2. Develop an ongoing education program for all stakeholders.

There is a basic need for education across all stakeholders including within our own organization on what it takes to build a housing crisis resolution system that moves people from literal homelessness to housing quickly. Such a system must include all types of programs. Once there is a basic understanding, it will be up to the board to establish direction to prioritize resources that are available to them. Currently that includes the federal CoC funds.

Staff will help a new CoC Governance Board to develop a strategic plan (short and to the point, rather than a 100-page booklet) that can be updated quickly and turned into actionable steps. The CoC should undergo a strong branding process to ensure that every partner recognizes that the community direction on how we end homelessness (and what that really means) is led by the TBN CoC Governance Board (TBN = To Be Named).

On the left side of the structure below, you see the Collaborative Applicant side (that is the staffing and managing level). The MSS Board will bring resources to the table to staff the TBN CA staff (currently that is the Homelessness Commissions staff). The hiring and firing happens through that set up. Staff will fall under supervision and policies that guide Metro Social Services.

On the right side, you see the Governance side (board and committee structure). This side is responsible to set community direction and outcomes for the goal to end homelessness in Nashville. This is where the decisions are made on how available resources are deployed. TBN CoC Staff will be directed to work on behalf of the goals set forth by the CoC Governance Board.

Both sides interact at the board level. My suggestion would be to have one member of the CoC Governance Board serve on the CA's (organization) board to ensure there is sufficient input.

COC STRUCTURE

CoC Governance (Leadership):

CoC Governance Board
Following Charter Requirements

Committee Committee Committee

Collaborative Applicant (Management):

Organization Board
board members & Representative from the TBN CoC Governance Board

TBN CoC Staff

9. How do you see our community ending homelessness? What is your vision?

We must build a housing crisis resolution system that is based on common outcome measures and invests in efficient programs. We will need all type of programs (shelter, outreach, transitional housing, support services, Rapid Rehousing, permanent supportive housing, etc.) to build such a system. In essence, our community must recognize that there will always be people who will lose their housing. With resources being limited, not everyone needs our help in that crisis situation (everyone could certainly benefit from assistance), but a good number of people will resolve their housing crisis on their own. That's why we need to start building a coordinated entry system. But coordinated entry goes hand in hand with coordinated exit. In addition, a strong CoC is well-positioned to advocate for policy changes that either leverage existing resources, expand uses of resources, or remove other barriers to housing. Policies always must focus on quick access to housing for our most vulnerable neighbors. We also need a system that can measure outcomes. Decisions need to be based on strong data to allow us to invest in the right place, identify gaps, and ask for additional resources to solve issues.

10. What are the most effective steps we, as an entire community, can take to truly end homelessness in Davidson County? How will you lead these efforts?

It is up to a strong CoC Governance Board to outline and determine that path. The Collaborative Applicant will help by providing a strong and educated staff that supports the board and its committees. We cannot function as a community system without recognizing that we all hold responsibility. We need to come together and learn how to make decisions based on data and best-practice models that focus on what works for people (person-centered approach).

The Homelessness Commission staff already brings much expertise to the table that will serve as a foundation to help establish a well-informed board structure with working committees. We are already doing much of that work, which is built on trust and relationships. We recognize the strengths in our community and see the possibilities and opportunity we now have here in Nashville.

Having said that, I would prioritize an immediate investment in building a well-functioning Homeless Management Information System that allows for coordinated entry and exit, streamlining of services, and prioritization of resources. We need to be able to measure community outcomes. Furthermore, we need to strengthen our policies and procedures to protect personal information of clients and streamline processes that allow us to deliver services more effectively. Once we have a functioning HMIS, we will be able to present data and use it to ask funders for more resources by telling them where we need to invest, why, and what the expected outcomes will be. This includes data for more affordable housing units and the removal of barriers to access housing. Anecdotal information is not enough anymore. Funders want to see collaboration and community outcomes.

11. What is your organization's approach on a "housing first" model?

We believe in Housing First. But Housing First is not housing only. Our goal is to bring educational opportunities to the community to keep talking about how we develop a housing crisis resolution system around a housing first philosophy, which includes a strong prevention effort. If people lose housing, they need to be linked through a coordinated entry effort with permanent housing as quickly as possible. Having said that, we, as a community, need to ensure that we connect people with the appropriate level of support, so they can be successful in their housing and remain in housing long-term. Plus we need to set clear outcome measures and keep data to evaluate where we are as a community and whether our interventions actually work, so that we can adjust our approach as necessary. Along that path, people will need safe shelter beds, and some individuals and families may seek to stay in transitional housing – especially youth, people escaping domestic violence situations, and people dealing with substance use issues.

Housing First is an approach rather than a program. There is still much misinformation about the Housing First philosophy in our community. A solid CoC governance structure will help identify resources to leverage restrictive federal funds and support programs that are effective and needed in our community (even if they do not meet HUD priority standards).

12. What is your organization's position on transitional housing programs?

The Housing First philosophy, when you look at it from a community standpoint, does not leave out transitional housing programs as an option for people who choose a transitional housing program, especially youth, people in recovery from substance use issues, and households fleeing domestic violence.

In addition, our goal is to help Nashville build an efficient housing crisis resolution system, in which all types of programs function together as a system. That includes emergency shelters, transitional housing, bridge housing, permanent supportive housing. We believe, however, that the goal always is to assist people with permanent housing as quickly as possible and give them the option as soon as it is available.

In the end, the efficiency and effectiveness of the entire system will depend on the efficiency and effectiveness of individual programs. We believe our community should focus more on outcomes to measure program efficiency and try to leverage federal funds with local funds.

13. What is your organization's position on emergency shelters?
This response is similar to the response we gave for question above.
In an effective housing crisis resolution system with a well-functioning coordinated entry system, we must include shelter beds for people who experience literal homelessness (HUD definition) to access a safe place to sleep immediately while we continue to work with them on obtaining housing.

Funding:
14. How will you maintain independence and adequate funding within competing branches of your organization?

That will be up to the Collaborative Applicant to respond to. Right now, I am not sure how to respond to this from the Commission's perspective since the Homelessness Commission under the current ordinance is not a standalone board nor a standalone department within Metro.

However, we are examining that issue with the Metro legal team right now to ensure that we are transparent and do not have a conflict of interest in any possible future structure.

Having said that Metro has a clear RFP system in place that can be utilized and can be an advantage to the CoC. For example, if we were to develop a local funding pool with certain direction from the funders, the CoC could potentially fine-tune how it would prioritize that funding. This would allow for our community to leverage federal funding and support effective programs with promising outcomes that for some reason do not meet federal priority standards.

Personally, I recommend as a first step that we implement a strong HMIS and endorse a housing-focused system that allows us to collect unduplicated numbers and measure outcomes in a consistent manner. We must be able to examine community outcomes as well as program outcomes to ensure we prioritize our resources in an effective way that truly helps people off the street and reduces overall homelessness.

15. How will you assemble community resources and partners to increasing housing for those experiencing homelessness?

We, at the Homelessness Commission, are working on a funding plan that we could present to the CoC Governance Board under a combined governance structure. Once approved, we would take such a proposal to the Mayor by including it in our next Metro budget request. Not all funding, however, will be generated from Metro government. The Continuum of Care is a community effort and all partners in a functioning housing crisis resolution system will utilize some of their resources toward the goal of preventing and ending homelessness. That includes mainstream support systems (healthcare, child care, SNAPS, TANF, etc.)

We believe the collaborative applicant staff has a responsibility to lead conversations around how we, as a community, intend to appropriately fund the effort to end homelessness. That involves that we bring philanthropic leaders and business leaders to the table to start these conversations.

Ideally, our goal would be to help encourage funders to consider a model like Funders Together.

16. How will the infrastructure and staff positions needed to perform the work required of the CoC be funded?

If the collaborative applicant were to remain within Metro, the Homelessness Commission staff would work with the CoC board to request additional Metro dollars to increase our current Homelessness Commission staffing model and the operating cost. We already have started that process by adding 4 staff members for FY2017/18.

Structure:

17. What are the most effective steps and models that you would use as lead the CoC to truly end homelessness in Davidson County?

Collective impact model. This is a specific collaborative approach that works well for CoCs. I often show the following image that outlines the five key aspects of a successful collective impact model. The Homelessness Commission is very familiar with this collaboration model. The actual work of the CoC Governance Board and committees will be performed by implementing mutually reinforcing activities. That's where the decision-making process and implementation takes place.

The pyramid diagram contains the following labeled boxes:

Common Agenda
• Keeps all parties moving towards the same goal

Common Progress Measures
• Measures that gert to the TRUE outcome

Mutually Reinforcing Activities
• Each expertise is leveraged as part of the overall

Communications
• This allows a culture of collaboration

Backbone Organization
• Takes on the role of managing collaboration

It is also important that we work on "quick wins" – common projects that keep us, as a community and partners, reinvigorated. We must see progress to remain focused on the long-term goal. We must continue to see the benefit of our collaborative efforts in our community.

Collaboration is not easy because it requires that each of us gives up something. We may gain in the long-term, but that is not always a guarantee. We will commit to each other to enter risks for the good of the community. That involves adjusting programs. But with clear outcome measures, we all have a chance to prove our good work to each other and ensure we support each other. In the beginning, this will be tough, and we must be realistic, we will see setbacks. The Collaborative Applicant can expect to be blamed a lot for failures that may not be the staff's fault. That's why quick wins are a must – to establish some sort of balance and to keep moving us forward toward our overall goal of preventing and ending homelessness.

18. How will you ensure ending homelessness remains the number 1 priority within your institutional framework?

That is the essence of what we at the Homelessness Commission staff level belief. As interim director, I have been adamant and outspoken about our number 1 priority, which is reducing the length of homelessness by a focus on a quick path to housing. There is no compromise for us.

Ending homelessness and that we as a community can reach that goal together is my belief. This is why I come to work every morning. This is why I stand before you and speak my truth. I may not be loud and I am aware that people often do not really listen, but I am consistent and persistent until I see my message being picked up. I observe the same belief and tenacity in my team members every day.

I believe that we have reached a moment in Metro government where we have the focus and opportunity to make real progress and investments. This year, the Mayor's budget priorities specifically included homelessness as a top priority (alongside affordable housing). It is up to you, the CoC to build and support a strong governance structure that makes this a continuing top priority for Metro government.

19. How do you ensure that decisions are made by the CoC Governance Board and not the agency Board?

I examined different models that other communities employ. What is most important is that the CoC is guided by a strong governance charter. In one model, CoCs use the charter to specifically outline a collaborative applicant staff's role. In a second model, some communities (Chicago, for example) use an MOU to outline the expectations of the collaborative applicant staff. While an MOU may be redundant in some circumstances, such a document would also help clarify that staff serves the CoC as a whole and is not supervised by individual organizations or community members. Another option is for the CoC governance board to create a collaborative applicant committee that evaluates the performance of the collaborative applicant on an annual basis.

I believe with the trust issues that have been highlighted in our community, we must develop clear understanding of expectations and the establish strong performance goals.

20. How do you ensure that the CoC Governance board decisions are independent and not influenced by the agency's board?

I would recommend that a CoC governance board member serves on the CA board, which will allow for insight and oversight. In addition, we acknowledge that the power of the CoC governance board is anchored in the governance charter. The entire CoC membership has to vote annually on that governance charter.

A CA board will not and should not have influence over what that Charter outlines. It is the role of the CoC membership to ensure that the CoC governance board is strong and remains independent. Thus, it is up to you to participate in committees and stay tuned in with the work of the governance board.

21. How are CoC board decisions executed, tracked and published?

The CoC Governance Board will have to determine how to execute decisions. This is not up to the Collaborative Applicant or its own board.

If the CA is housed within Metro, there are strict policies to follow to ensure transparency. Publication of decisions is tracked by Metro staff through minutes that will be published on a Website. We already have a policy in place on how we post agendas and minutes and in what timeframe. We will use the same approach – post agendas one week ahead of meetings, keep a

distribution list to send out an email with the agenda, and announce meetings and agendas to media outlets. Minutes will be posted online within five business days after being approved by the CoC Governance Board.

As to staff oversight. That will be provide by the CA. However, the Governance Board has the ability to establish a review committee to ensure the CA performs its duties based on expectations outlined in the charter and/or an MOU (if it chooses to implement such a document).

22. How are decisions unbiased, especially related to funding (like with Catholic Charities if they are CoC lead, but also fund raising for their current programs)

Currently the Homelessness Commission accepts donations for the How's Nashville fund, which is accessible to all partner organizations through a process approved and determined by those organizations. We do not currently engage in a private fundraising effort.
We have requested that Metro Legal is examining legal aspects of any conflict of interest and will disclose any findings of that as soon as it is available.

23. How will you handle potential conflicts of interest related to possible overlap of donors or funding streams?

We have requested that Metro Legal is examining potential legal aspects of any conflict of interest as we explore the option of a governance merger.

24. Describe your staffing plan and approximate staff+benefits costs for being the collaborative applicant – Can you use existing staff? Will you expand your staff?

The following is solely Judy's vision and has not been discussed within Metro!!!! It is not an endorsement by anyone at this point.

We have the following positions that are already in place: director, assistant director, CES manager, data coordinator, housing coordinator/landlord liaison, and three outreach coordinators who offer housing navigation services to people who otherwise would fall through the gaps and work with local partners to link people with services and housing navigation quickly.
My envisioned staffing model costs $1.447 million for a total of 19 positions. That includes benefits. In next fiscal year's budget, we have requested an office assistant to help be the link with housing navigators and assist with leading meetings, posting agendas and minutes, etc.
If selected as the collaborative applicant, we plan to request funding for up to 3 people who work on HMIS and add staff to work on the CoC NOFA.
We believe among all the Collaborative Applicant options; we are the organization that is the best position to handle the transition while we request additional staff funding for the next fiscal year.

25. If tasked with being the lead agency in the CoC, how will your organization "coordinate entry" of the most vulnerable people living outdoors into the best available units in the city?

This is a community process. The Homelessness Commissions has hired a CES manager. Jessica Ivey has already developed a strategic plan and is working with the CoC CES committee, which is currently the lead committee on the decision-making and implementation process. We struggle with the education piece and recognition in our community that the implementation of a functioning CES is the responsibility of the CoC. Thus, the authority and decision-making process need to come from a strong CoC structure.
For example, Jessica has written a policy and procedures draft, which as a next step must be reviewed and approved by the CoC CES committee. Priorities should be set within that policy and procedure manual. It is also the CoC board and the CoC CES committee that should determine how they want to hold each other accountable.

Not solving this governance question poses a big strain on our staff and on the staff of the current CA. It becomes most apparent when we try to help the community (through the CoC) build a coordinated entry system. Many organizations still view coordinated entry as a program rather than a process. Again, there are big educational issues we must address in our community. The quicker we can do that, the better. And that is a function where CA staff plays a critical role. Current CA staff is underfunded, which we all recognize, and thus, they must receive our community support.

To give a more specific response to your question, the Homelessness Commission has a CES manager who works with community partners. Together with the HMIS administrator, our CES manager leads the effort to set up a functioning workflow within our existing HMIS. In addition, our team includes a landlord liaison who works with landlords to fill available housing units. He is focused on developing a systemic approach to recruit and identify more housing opportunities and does so in partnership with other agencies.

26. What kind of staffing could your organization offer to avoid more backlog?

It is important to understand what prioritization means. We must recognize that at this time, our community does not prioritize. We essentially still follow a first come, first serve system (or we pick and determine when and with whom we take the VI-SPDAT, our housing intervention triage tool) and treat CES as a program rather than a process. I am not blaming anyone, but as a community, we have to recognize the need for education. That's why we together with the HMIS lead are working on a workflow starting with Veterans to improve our current system.
In addition, as a community and as a CoC, we have not endorsed the Housing First philosophy, which focuses on reducing barriers to entry to all programs and moving people as quickly as possible to permanency. Housing First principles apply to all types of programs including outreach, shelter, transitional housing, permanent supportive housing. Housing First itself is not

a program, and in our community, providers often claim to offer housing first programs when in fact, they may offer permanent supportive housing without following Housing First principles.

Unless we are starting to speak one language, be clear on terminology and definitions and be honest about where we are as a community and a CoC, we won't be able to implement an efficient housing crisis resolution system.

Having said that, if we have huge backlogs, that means we either do not prioritize our resources or our prioritization is too broad. All people who do not meet our prioritization criteria must be linked to mainstream services. I believe that is also a weakness in our community. We must do better with systematically linking people with mainstream systems.

As we build an effective system, we will be able to serve more people quicker and free up resources for others. Thus, we will be able to expand and update our prioritization.

A strong CES also includes a very strong prevention and diversion approach. Other communities have been able to divert 40% to 60% of the people that requested housing assistance, and thus kept existing resources available for people who absolutely needed them.

Thus, your question first must start with building a system that can measure outcomes and also provide data of what the current situation looks like (By Name Lists are very helpful), then we can focus on what staffing we need to run an efficient system in our community.

All I have said makes us sound stupid. That is not the case. **We are well on our way and need to focus on the many achievements and collaborative goals we have reached – especially in the past four years. This is a point in our community, where we have a chance to move ourselves to the next level and build up by recognizing and utilizing each other's strengths.**

Barriers:

27. What are the organizational or institutional barriers to achieving the vision?

The vision is ending homelessness (by preventing people from becoming literally homeless and for those who do become homeless, have a system in place that ensures homeless episodes are rare, brief, and one-time). In real terms, we need to set a goal as a community that no person should be without housing for more than 30 days if they are willing to work on housing. We need to fully end chronic homelessness (no person in Nashville should be homeless longer than a year). To reach our 30-day goal, I believe it is acceptable to set sub goals. If we do so, I suggest we start by creating a 90-day or less housing path for people who are working with a housing navigator. That requires resources.
I believe the most resources we have available are at Metro and at MDHA. As I mentioned before, the two entities already have a working relationship around this common goal.

What I am convinced of is that it is imperative for our community to recognize how far behind we are in comparison to other Continuum of Cares. We have a lot of catch up to do, but are in a great position to do so quickly. We need to build a foundation. And the best place of doing so is within the organizations/institutions where the most resources are because an organization will always invest more in itself than it would outsource to another organization that does not already have a strong track record. At present, I believe that organization lies within Metro government.

Bottom line is that it is up to each of us to make the right decisions for our community. The barriers that will prevent us from unifying our dual governance structure lies with us. Or let's put it another way, we are the ones who now determine whether we are willing to overcome our individual and common barriers and work together to build a solid foundation that supports our vision.

28. What institutional or organizational barriers, both within your agency and outside it, do you see moving forward?

We keep lamenting about the lack of trust in each other and forget that our goal demands actions. Actions that can be measured. That is how we will build trust with each other - by working together on a common goal, and if we make a misstep, we correct it and continue with the goal of ending homelessness in mind.

The will to success lies with people, not with organizations. When we are talking about building a systemic approach to end homelessness, it often becomes hard to see how resources immediately benefit the people we try to serve today. However, we must stay focused on the end goal. There is no compromise to housing!
People are dying in our streets on a weekly basis. We can do better than that, but only if we start building a system and prioritizing our resources. It has worked in other cities. It can work in Nashville. The goal of ending homelessness is in essence the goal of reducing the length of homelessness of each family and individual who cannot help themselves. Change starts with us, the individuals behind the organizations. We are the ones who need to remove institutional and organizational barriers, which is most effectively done from within.

Thank you for your questions. Please review my presentation from May 18, 2017, where I try to explain that the authority and decision-making lies with the CoC governance. The power of the CoC must be anchored within its Governance structure. That authority and power is transferred through the CoC membership. The collaborative applicant's role is to provide expertise and ensure the governance board is equipped to make informed decisions and set priorities for the community toward ending homelessness. However, that authority to set community direction lies with the governance – not the board of the collaborative applicant.