

National Law Center on Homelessness & Poverty 2015 Scorecard

Area	Objective	Measure	2015 Target	Results
Stakeholders	Build Legal and Policy Support for the Human Right to Housing	Successful litigation secures court-ordered housing remedy in at least 1 jurisdiction.	At least 1 case initiated to advance housing remedy in criminalization context.	Postponed filing to strengthen strategy and partnerships, and focus on new, urgent opportunities for further federal legal and policy support. On track for future filing.
		New affirmative civil rights protections for homeless persons enacted in 5 jurisdictions.	At least 2 jurisdictions approve affirmative civil rights protections, such as support for human right to housing, HBORS. Forum lays foundation for new Campaign to fight <i>against</i> criminalization and <i>for</i> housing.	Homeless Bill of Rights or other affirmative civil rights protections introduced in HI, CA, OR, CO, IN, and WI. Madison, WI bill was enacted. Indianapolis bill passed, but was vetoed by Mayor. Successful Forum yielded national network for new Campaign; Campaign working groups were created and began meeting.
		Fewer tenants who are in foreclosed properties or victims of domestic violence become homeless.	Renters' rights bill enacted in at least 1 state and pending in at least 2 more. HUD and other agencies issue new notices to boost PTFA awareness. PTFA enforcement training preserves housing for at least 1,500 people, and successful amicus support benefits tenants in 1 state, through NLIHC / NHLP partnership. HUD issues final VAWA regs. with NLCHP recommendations, and 5,000 housing vouchers secured for emergency transfers. USDA and Treasury begin regulatory process. HUD grants battered immigrants access to shelter, Transitional Housing, and other public / assisted housing.	Renters rights bills introduced in MO, NC, and FL ; bills enacted in FL and NC. Trained 500 key stakeholders across the country in legal protections for tenants to prevent homelessness. Bills to restore the PTFA and make it permanent introduced in Congress but not enacted. Law Center strategically shifted focus to other impactful renters rights work. Successfully pushed HUD to issue proposed VAWA regulations and submitted comments to ensure strong implementation; final regulations are pending, and expect at least some of our recommendations to be adopted. Pushed other agencies but they did not take action on VAWA regulation this year. HUD did not issue guidance on battered immigrant access to shelter.
		Legal protections strengthened to ensure that additional federal real property resources used to benefit homeless service providers.	Legislative activity prevented or results in new benefits equal to any benefits lost. Compliance monitoring ensures that useful properties are made available through Title V. At least 2 groups apply for Title V property.	Successfully prevented harmful bill, and achieved introduction of new bill that includes positive changes. Testified in Senate in support of preserving and strengthening Title V. Advocated with HUD to improve its website resources on program. Initiated project to monitor compliance with existing law and file litigation as needed; secured pro bono support. 6 groups applied for Title V property.
	Protect the Civil Rights of Homeless Persons	More homeless people are provided housing and fewer are criminalized for life-sustaining behaviors. Rights of homeless people to political participation are enhanced.	Successful policy or litigation advocacy in 5 communities results in decreased criminalization or prevention of new criminalization measures. Voting rights litigation in at least one state ensures ability for more homeless persons to participate in political process. Free speech rights of homeless persons advanced through panhandling litigation.	Success in striking down anti-panhandling law in Springfield, IL, with major, precedent setting federal appeals court victory, the first case to apply new Supreme Court first amendment ruling (in Reed) to panhandling. Ruling followed by other federal courts, resulting in more anti-begging laws struck down around country. Successful policy advocacy resulting in decreased criminalization in 10 communities (Eugene, OR; Sacramento, CA; Cincinnati, OH; Providence, RI; Miami, FL; Gainesville, FL; DeLand, FL; Madison, WI; Elko, NV; and Minneapolis, MN). Federal court litigation challenging restrictive WI voter ID law blocked law from taking effect before the April 2015 primary.
		All federal agencies oppose criminalization and promote constructive alternatives.	All Federal agencies (HUD, DOJ in particular) cease support for criminalization and promote positive alternatives. UPR consultation and recommendations to strengthen domestic implementation of right to housing approved by US government. DOJ support persuades one court to strike down a criminalization law. International Conference on Homeless Youth leads to best practices to prevent criminalization of youth.	Years of advocacy yielded tremendous results including: DOJ submitted brief supporting our federal court challenge to anti-camping law in Boise, IN; we garnered major national press coverage , including a supportive Washington Post editorial ; USICH issued guidance on encampments urging communities not to forcibly evict homeless people and to instead provide housing; HUD allocated points in its main competitive grant funding program to communities that reduce criminalization of homelessness, creating strong incentive to them to do so. USICH Principals meeting focused on criminalization and reentry; DOJ Community Policing program newsletter focused on criminalization; HUD and DOJ co-hosted film on criminalization . Also helped plan ABA's International Summit on the Legal Needs of Street Youth, outcomes included model laws and policies that will influence UN Committee on the Rights of the Child, and discussions ongoing with U.S. Family & Youth Services Bureau on how to implement lessons from the summit.
	Enforce, protect, and expand the education rights of children and youth experiencing homelessness afforded under the McKinney-Vento Act, and applicable state laws.	Increase in number of homeless students not enrolled in school who are enrolled and attending, as well as increase homeless students who are enrolled in school and receive transportation, academic support, and access to extracurricular activities.	Enhance education rights of at least 150,000 homeless students through trainings and at least 100,000 additional students through litigation / policy reform efforts. Develop Project LEARN legal network to enhance capacity to address McKinney-Vento compliance.	Enhanced education rights of over 250,000 homeless students. Litigated FL education equity case , published No Barriers Education Manual for advocates, and held a legal clinic for homeless families in NYC. Launched Project LEARN (Lawyers' Education Advocacy Resource Network) and held first network call. Acheved enactment of major, positive amendments to McKinney-Vento Education law as part of Every Student Succeeds Act.

National Law Center on Homelessness & Poverty 2015 Scorecard				
Area	Objective	Measure	2015 Target	Results
	Provide national leadership and support to local level groups	NLCHP can fully measure impact on homeless people of our trainings, webinars, and materials.	Use social media and other NLCHP communication channels to increase webinar participation and website downloads by 10%: 1400+ webinar / training attendees and 90,000+ report downloads. Processes in place to measure impact of trainings / website downloads on homeless persons, and of individual assistance for local groups. Program database in place to manage substantive information.	Improved social media strategy, including using images and graphics to increase views. Fell short of target for webinars and downloads due to fewer reports released & webinars held in 2015, but did achieve more 71,000 report downloads even in a year with few report releases. Standard procedures implemented for measuring impact of our webinar trainings. Program database progressed but not completed in 2015; anticipate completion in 2016 with support of Database VISTA and ongoing pro bono support of Navigant.
		Mentions of the Law Center in media, effectiveness of messaging in supporting organizational goals.	50 media mentions; monthly IJT; weekly updates to website, social media use; improved communications strategy in place; system to collect stories and track impact in place.	Achieved total of 194 mentions including national, international, regional and local coverage, and a Washington Post editorial supporting the Law Center's message. Consistent use of new branding and messaging tools.
	Increase and stabilize funding to ensure sustainable growth.	Total Revenue	A 20% increase in revenue over 2014. Raise at least: \$219,840 from law firms; \$502,998 from foundation and corporate grants; \$260,601 from individuals; and \$112,676 from corporations. End year with surplus, begin to restore cash reserve fund.	Fell short of target. But strong effort, including increased visits and calls, laid groundwork for future success.
Finance		New funders: foundations, corporate, law firm and individual donors.	Add at last 2 new foundation prospects and 20% increase in overall revenue including major giving initiatives.	Five new funders added (three foundations and two law firms); added 58 new individual donors, 15 of these were \$1,000+.
		Board and staff capacity to support fundraising and communication.	At least 2-3 new board members added	Annual target met. Added three new Board members.
	Internal operations efficiently and effectively support staff in carrying out organizational priorities.	Facilities and equipment support effectiveness and efficiencies in achieving organizational objectives.	Current hardware maintained; limited number of CPUs and monitors replaced as needed; new hardware and services enhance shared experiences (webinars and training); staff satisfied with service and support.	Target met. Hardware maintained, replaced and upgraded according to established plan. Drafted long-term tech improvement plan.
Internal Process		Financial planning/budget systems, procedures, reporting and monitoring systems effectively and efficiently guide planning and decision-making, identify improvements needed, anticipate problems, and inform strategies for financial stability and growth.	Budget and financial reports (including forecasts) are accurate and dependable predictors for planning; Audit, 990, and other required reports executed in a timely manner. Annual variance between income and expense budget and actual income and expenses does not exceed +/- 25%; GA and fundraising combined costs are below 20%.	Accomplished.
		Knowledge management systems provide easy access to resources as needed; data base system(s) capture and assess organization's impact and support program needs; internal policies and procedures manual in place that is clear and understood by all.	New program data base in place and operational; Electronic filing clean-up and file name conventions completed; website assessment; new organization-wide internal policies and procedures in place and followed for operations; plan for Dev/Com and Program Policies for 2016 implementation; publications reorganized with increased electronic and web access; paper file storage and archival plan in place for 2016 implementation.	Program data base delayed but progressing. Continue to reorganize internal files.
		Organizational planning and evaluation systems are executed efficiently and effectively.	Annual organizational planning and budget completed on time; full utilization of scorecard with timely reporting of progress and impact; impact measurements in place; internal and external stakeholders find planning and evaluation tools helpful in determining impact; strategic planning process for 2016-19 completed.	Accomplished.
	High functioning staff are retained, developed and recruited to carry out organizational priorities consistent with core values.	High-performing staff retained and developed; new staff effectively and competitively recruited as needed; no regretted attrition.	# of staff employed is in line with plan; regretted attrition at 0%; 2014 staff evaluations completed by January 30, 2015, and include staff development training needs for year.	Deputy Director and Staff Attorney hired to fill vacancies. Director of Operations gave notice; hiring process in place.