

National Law Center on Homelessness & Poverty 2014 Final Scorecard

Area	Objective	Measure	2014 Target	Results
Build Legal and Policy Support for the Human right to housing	Right to housing litigation strategy is developed	Right to housing litigation strategy developed.	Right to housing litigation strategy developed.	Pro bono partners recruited and right to housing litigation strategy development made significant progress.
	Title V provides new resources for homeless service providers	Support 2 applications and continue compliance monitoring.	Support 2 applications and continue compliance monitoring.	Supported submission of application for Federal Reserve building in Seattle; application denied; began investigating options to challenge. Did not engage on a second application in favor of addressing (successfully) new threats to program in Congress.
	Secure legal protection for vulnerable tenants	The Protecting Tenants at Foreclosure Act (PTFA) extended or made permanent, all 3 federal agencies have VAWA notices issued, the Uniform Residential Landlord Tenant Act (URLTA) language contains key tenant protections.	PTFA not extended or made permanent in 2014; focused on reintroduction in 2015 and preparing for state advocacy. Advocated for VAWA regulations to be issued; HUD proposed regs set to be issued 2015. URLTA delayed to 2015.	
	Protect the Civil Rights of Homeless Persons	Legal framework to protect the civil and human rights of homeless people is strengthened	Success in Boise camping case, Boise begging case and WI voter ID case. Successful merits settlement in Dallas case. 1 new case initiated; 3 amicus briefs filed.	Won Boise begging case. Boise camping case progressing. Temporary S. Ct. victory stopped voter ID implementation for November elections; state also favorably revised law as a result of suit. Cert petition filed on merits of case, seeking to reverse bad 7th Circuit decision. Assisted with pre-litigation research and strategy in a federal case challenging a food sharing ban in Ft. Lauderdale. Amicus briefs filed in Alabama (supporting poor children's education rights; case settled) and Florida (supporting rights of public interest groups to recoup attorney fees). Amicus brief filed in Springfield panhandling case, joined petition for review of 7th Cir. decision upholding panhandling ban. Favorably settled Dallas food-sharing case (after court victory in 2013).
	Homeless Bill of Rights laws (HBORs) considered and/or enacted at state and/or local level	3 states consider HBORs; 1 state and/or local HBOR is enacted.	3 states consider HBORs; 1 state and/or local HBOR is enacted.	One local HBOR enacted (Duluth), supported by our report and webinar; one state (DE) HBOR introduced. Network in development with partners. HBOR Report drafted and released; webinar held with over 115 participants.
	Federal opposition to criminalization and support for human rights broadened	No direct support by federal agencies for criminalization; HUD finalizes criminalization question for next NOFA, DOJ considers amicus or other interventions. Forum and report help build support.	No direct support by federal agencies for criminalization; HUD finalizes criminalization question for next NOFA, DOJ considers amicus or other interventions. Forum and report help build support.	Advocacy at CERD review secured strong UN condemnation of criminalization of homelessness, and its disparate impact on racial minorities. Following our advocacy, HUD released message opposing criminalization. We published No Safe Place report and advocacy manual , generating major national and local publicity. Convention Against Torture (CAT) review; report card and Human Rights Advocacy guide released. HUD NOFA directive likely in 2015 following our advocacy.
	Protect the Civil and Human Rights of Homeless Children and Youth	Secure McKinney-Vento compliance reform through litigation, legislative advocacy, or administrative advocacy	Successful or still active litigation or administrative advocacy in 3 states. Project LEARN re-framed to focus on bigger picture advocacy, ends year working smoothly. NLCHP supports NAEHCY federal advocacy with Department of Education and Congress regarding McKinney-Vento reform and compliance improvements.	Revised education priorities to focus more on systemic reform. Evaluated joining education case; began seeking pro bono support. Education manual and survey work to identify priority areas and issues initiated ; supported legislative reform efforts; families assisted in securing children's access to education.
	Provide National Leadership and Support to Local Level Groups	Trainings & materials benefit more homeless persons; network of local level advocates to support program goals in place	Increase # of people benefiting from training from 12,000 to 13,200, 85% of people trained will use training in their work. Drive 2% more people to website per quarter, which will include new materials. Accurate measurement systems developed to capture impact.	More than 18,000 homeless individuals and families benefitted through our direct training of more than 1,800 individuals ; 93% of surveyed training participants reported they will use training in their work. Report downloads increased by 337% and unique website visitors increased by 65% . Measurement systems developed. Process initiated to develop networks.
Mentions of Law Center priorities in the media increased; messaging improved; communications plan initiated	Achieve 40 media mentions; key messages in place and used by Board and staff; communications strategy initiated.	Achieve 40 media mentions; key messages in place and used by Board and staff; communications strategy initiated.	Exceeded target with 129 total media hits, including WSJ, USA Today, CNN and NYT editorial ; key messages and branding strategy developed and used by Board and staff; communications strategy initiated.	
Increase Funding, Total and Multiyear	Total revenue	Increase revenue by at least 15%.	Hired new Director of Development and Communications in July 2014 and increased revenue by 19% for the year.	
	Cash reserve	Build operating reserve by achieving revenue surplus.	Modest revenue surplus at end of 2014	
Expand Board of Directors and staff capacity to support fundraising and communications	Add three new board members who can help with development and/or communications.	Add three new board members who can help with development and/or communications.	Three new board members who can help with fundraising successfully recruited; two added in 2014, one postponed to 2015.	
Facilities and Equipment Improve Efficiency and Support Effectiveness	IT and phone systems are maintained and upgraded, facility meets staff and program needs	Maintain current hardware, replace and add CPUs and monitors as needed; TV monitor and laptop for conference room and projector. Administrative staff trained and all staff satisfied on service and support.	Workstations and phones well maintained , staff satisfied; TV monitor and conference room laptop postponed.	
	Strengthen Financial Management, including Accounting and Reporting	Organization's budget and cash flow forecasts are accurate and dependable predictors for planning.	Accomplished.	
Efficient and Effective Program Planning and Evaluation Systems	Required reports and filings are accurate and executed in timely manner	Financial reports include functional areas; Audit, 990, State Charitable Registration reports executed in timely manner.	Accomplished. Received clean audit.	
	Annual program planning and budget completed promptly by end of 4th quarter annually	Annual program planning and budget completed by end of 4th quarter.	Accomplished.	
Full utilization of scorecard and timely reporting of progress and impact; impact measurement improved	Internal and external stakeholders feedback on scorecard	Internal and external stakeholders find planning and evaluation tools helpful in planning and evaluating impact.	Accomplished.	
	Improved system for capturing, storing and retrieving information in place	Electronic files overhauled with filing and file naming conventions in place. Publications and other resources properly inventoried.	Comprehensive plan developed to move files to new public drive, to develop programmatic database, to reorganize publications, and to revise internal procedures.	
Databases, paper and electronic files updated and optimally used; Operational Procedures Manual updated and in place	eTapestry and Constant Contact cleaned-up, integrated, and optimally utilized with standards and maintenance protocols set. Road map established for other data needs that can be integrated into database. Procedures updated and written and available to all staff. Plan for updating filing conventions; what to save, scan or store.	eTapestry and Constant Contact cleaned-up, integrated, and optimally utilized with standards and maintenance protocols set. Road map established for other data needs that can be integrated into database. Procedures updated and written and available to all staff. Plan for updating filing conventions; what to save, scan or store.	Majority of eTapestry clean-up completed ; migration of Constant Contact data to eTapestry planned for Q1 2015; procedures manual planned for 2015.	
Ensure the Law Center Effectively Recruits, Retains, and Develops Staff Needed to Function Effectively	Number of current staff employed in line with plan	10 staff	One attorney resigned and advocacy director gave notice; hiring process in place.	
	Evaluation system in place and staff development objectives met	New policies in place and implemented; staff evaluations include professional development plans with plans implemented.	Maintained	