

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN



Updated December 6, 2013

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN

UPDATE 2014: PRIORITY HOME

INTRODUCTION

This document is an update to the Miami-Dade County Community Homeless Plan implemented in 1994, as previously updated with the Ten-year Plan Additional Strategies in 2004. The Plan, along with the updates, was developed with the benefit of significant community input and feedback. It provides a framework for our community to end homelessness, focused around new priorities and approaches, such as Housing First and Rapid Re-housing.

BACKGROUND

In the early 90's, an estimated 8,000 people called the streets of Miami-Dade County their home. Large homeless encampments filled overpasses and lined bayfront property. There was no meaningful funding to address the issue. A loose-knit collection of well-meaning social service agencies and faith-based organizations served the homeless, primarily offering overnight emergency shelter and soup kitchen services. The handful of substance abuse treatment programs that existed were overwhelmed and underfunded. Homeless individuals, and anyone trying to help them, faced a challenge to identify potential services.

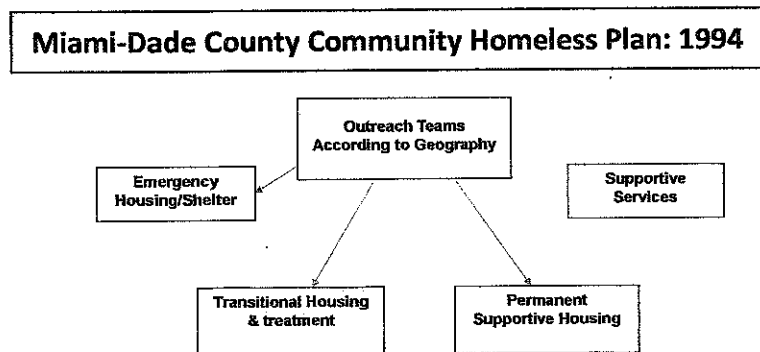
In terms of the services available, little to no coordination among the providers of services existed, with each agency independently pursuing the limited philanthropic funding that existed. There was no defined leadership on the issue, nor a cohesive plan or approach to address the increasing problem, leverage resources and eliminate duplication. There was limited-to-no involvement by the private sector/business community. A federal lawsuit alleging civil rights violations against the homeless wound its way through the courts, creating further confusion on what to do about this issue. By 1992, local community leaders became involved and petitioned the Governor for assistance. The "Governor's Task Force on Homelessness" included the participation of local elected officials, businesspeople, providers, representatives of the faith-based community and government leaders. Following research on practices in place at that time to address homelessness, the Governor's Task Force reached a conclusion that there were three key activities that needed to be pursued to address the community's needs:

- Pursue a dedicated source of funding/private sector funding
- Create a body with diverse representation to implement plan
- Research best practices to address homelessness and develop goals for implementation → Create a Plan

The Governor's Task Force pursued and secured a one-percent Food & Beverage Tax (F&B Tax) on restaurants with sales of more than \$400,000 a year and an alcoholic beverage license. Approved in 1992, the enabling legislation for the Homeless and Domestic Violence F&B Tax, which allocates 15% of the collections for Domestic Violence programs, became the first dedicated source of funding

for homelessness through a tax in the country. As importantly, it would serve as a source of leverage State, Federal and other funding.

The enabling legislation required local legislative action. It also required the development of a plan for the use of the funds prior to approval and collection. A local Homeless Task Force was created, which included many of the members of the Governor's Task Force. The result was the creation of the "Dade County Community Homeless Plan," a continuum of care approach that called for the development of three levels of housing (emergency, transitional and permanent housing), with support services and outreach to engage clients into the system of care.



At its essence, the Miami-Dade County Community Homeless Plan was focused around six categories, as follows:

- Emergency Housing (Temporary Care)
- Transitional Housing (Primary Care)
- Permanent Housing (Advanced Care)
- Coordinated Outreach, Assessment & Placement
- Supportive Services
- Homeless Plan

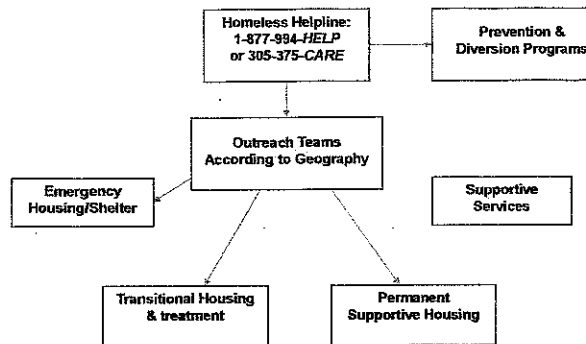
Specific goals/targets were established for emergency and transitional housing at the time of the Plan approval, with a Blue Ribbon Task Force on Permanent Housing establishing goals for permanent housing. The parameters for a coordinated "outreach, assessment and placement" process was also established, providing for one entry point into the continuum of care.

The Trust Board is responsible for the implementation of the Plan, identifying gaps and needs, coordinating the system of care (including serving as the Collaborative Applicant and HMIS Lead Applicant) and allocating local, state and federal funds to assist the homeless. Its diverse board ensures stakeholder participation, which is further ensured through its public, transparent processes.

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN/ADDITIONAL STRATEGIES – 2014:

In 2004, a "Ten-Year Plan to End Homelessness Additional Strategies to the Miami-Dade County Community Homeless Plan" was developed, consistent with USHUD mandates at the time for communities throughout the country, and consistent with USHUD's development of their own Ten-Year Plan. At that time, strategies surrounding Homeless Prevention and Rapid Re-Housing were being implemented, as well as the first of the Housing First models. Enhancements to efforts to assist the Chronic Homeless were also under development.

Miami-Dade County Community Homeless Plan - Additional Strategies: 2004



The 2004 Additional Strategies resulted in nine categories for focus and action, as follows (noted in blue):

- Emergency Housing/Transitional Housing/Permanent Housing/Rapid Re-Housing
- Coordinated Outreach, Assessment & Placement
- Homeless Prevention and Diversion
- Supportive Services
- Effective Use of Data
- Income through Employment/Benefits
- Reduce Length of Homelessness
- System Changes to Prevent Homelessness
- Homeless Plan

Five of the areas for focus were already components of the Miami-Dade County Community Homeless Plan. Additional goals were established for these nine categories.

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN UPDATE - 2014: PRIORITY HOME

Since 2004, new USHUD policies and priorities tie federal funding to the implementation of certain approaches and performance expectations. As importantly, the enactment of the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act in 2009, changed how homeless assistance is funded, further making the process data-driven and performance-focused.

From May to September, 2013, various Trust Committees and the Trust Board considered additional strategies designed to further align local activities with HEARTH-required – and expected – approaches. A total of ten (10) new initiatives were identified to address USHUD’s Performance Objective #1: Ending Chronic Homelessness. These strategies intend to address known USHUD Program Drivers and Policy Drivers, and are designed to assist the continuum of care in meeting USHUD Performance Objectives (Please refer to Attachment 3). Public comment opportunities were provided. The ten new initiatives were approved on September 27, 2013.

As the 2013 NOFA was released, USHUD included “Policy and Program Priorities” that further provide direction in terms of the expectations for how continuums of care should be modeling their strategies, in particular to be eligible to be competitive in receiving federal funding.

In reviewing current expectations and requirements, and the CoC's own changing focus and priorities in response to the continuum's needs, an additional update to better align the Miami-Dade County Community Homeless Plan to new USHUD policies and priorities was needed. This update – called "PRIORITY HOME" – continues the core mission and direction of the Miami-Dade County Community Homeless Plan approved in 1994 and updated in 2004, further refined (and aligned) to meet these new requirements.

The result of analysis is a further streamlining and re-ordering of the categories contained within the overall plan. The updated categories are as follows (noted in blue):

- Emergency/Transitional/Permanent Hsng/Rapid Re-Housing
- Coordinated Outreach, Assessment & Placement
- Homeless Prevention and Diversion
- Supportive Services
- Effective Use of Data
- Governance & Resource Maximization
- Quality Assurance
- Homeless Plan

Attachment 1 to the 2014 Update reflects prior and current goals, strategies and initiatives within these eight (8) categories, including how they meet USHUD Program Drivers, Policy Drivers, Performance Objectives and/or Policy & Program Priorities. The status of implementation, with anticipated timelines when appropriate, is also provided.

This update to the Miami-Dade County Community Homeless Plan was approved at the Joint Board Retreat on December 6, 2013. The Miami-Dade County Community Homeless Plan is available for public comment and feedback until December 31, 2013. A copy is kept on file at the offices of the Miami-Dade County Homeless Trust, 111 NW 1st Street, #310, 27TH Floor, Miami, Florida 33128.

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN

**REVIEW OF 2004 ADDITIONAL STRATEGIES TO THE PLAN
AND
2014 ALIGNMENT OF PLAN WITH NEW PRIORITIES**

2014: PRIORITY  HOME

**Joint Retreat
Miami-Dade County Homeless Trust
Chapman Partnership
December 6, 2013**

Federal/HEARTH Act Drivers for Policy and Programs & Performance Objectives

HUD POLICY DRIVERS

- End chronic homelessness by 2015 (*End CH*)
- End homelessness among veterans by 2015 (*End Veterans Homelessness*)
- End homelessness among family/youth homelessness by 2020 (*End family/youth homelessness*)
- Set the path to ending all homelessness (*Set the path to ending all homelessness*)

HUD PROGRAM DRIVERS

- CoC's success at reducing the number of individuals and families that become homeless (*Homeless Prevention*)
- The overall reduction of homelessness (*Reduce Homelessness*)
- The length of time program participants remain homeless (*Reduce Length of Time of Homelessness*)
- The extent of recidivism (*Reduce Recidivism*)
- Expectations of income/job growth among program participants (*Increase Financial Resources*)
- The extent to which the CoC provides outreach within the geographic boundaries of the CoC (*Outreach Coverage*)

HUD PERFORMANCE OBJECTIVES

- Create new permanent supportive housing beds for chronically homeless beds (*Create new PSH beds for CH*).
- Increase the percentage of participants remaining in CoC-funded permanent housing projects for at least six months to eighty (80%) or more. (*PH retention*)
- Increase the percentage of participants in CoC-funded transitional housing that move into permanent housing to sixty-five (65%) or more. (*At*)
- Increase the percentage of participants in all CoC-funded projects that are employed at program exit to twenty percent (20%) or more. (*Increase participant income through employment*)
- Increase the percentage in all CoC-funded projects that obtained mainstream benefits at program exit to twenty (20%) percent or more. (*Increase participant income through mainstream benefits*)
- Decrease number of homeless individual and families (*Decrease number of new homeless*)
- Intent to re-allocate Supportive Services Only (SSO) and Transitional Housing projects to create new Permanent Housing projects (*Re-Allocation to PH Projects*)

HUD POLICY AND PROGRAM PRIORITIES (as per 2012 NOFA)

- Strategic Resource Allocation
- Ending chronic homelessness (*Increasing Bed, Targeting, Housing First*)
- Ending family homelessness (*Rapid Re-Housing*)
- Removing Barriers to CoC Resources (*Centralized or Coordinated Assessment System, Transitional Housing, Prioritizing Households Most in Need*)
- Maximizing the use of mainstream resources.
- Building partnerships (*Public Housing Agencies (PHA) within their geographic area, Philanthropy*)
- Other Priority Populations (*Veterans, Homeless Youth*)

Miami-Dade County Community Homeless Plan

2014: PRIORITY HOME

1. Housing: Emergency, Transitional, Permanent Housing & Rapid Re-Housing
2. Coordinated Outreach, Assessment and Placement
3. Homeless Prevention and Diversion
4. Support Services
5. Effective Use of Data
6. Governance & Resource Maximization
7. Quality Assurance
8. Homeless Plan

1. Housing: Emergency, Transitional, Permanent Housing & Rapid Re-Housing

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Expand inventory of Emergency housing to 1,000-1,500	<ul style="list-style-type: none"> End CH. End Veteran homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time Homeless Increase Financial Resources 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	Current Inventory = 1692; 114 new beds added in 2014; additional need to be determine annually.
Expand inventory of Transitional housing to 750	<ul style="list-style-type: none"> End CH. End Veteran homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time Homeless Increase Financial Resources 	<ul style="list-style-type: none"> Increase # who transition to PH Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> Removing Barriers to CoC Resources 	Current Inventory = 1880; no new transitional housing to be funded by USHUD; current TH begin considered for reallocation to PSH.
Expand inventory of Permanent Housing to 2,500	<ul style="list-style-type: none"> End CH. End Veteran homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time Homeless 	<ul style="list-style-type: none"> Create new PSH beds for CH 	<ul style="list-style-type: none"> N/A 	Current Inventory = 4366; USHUD funding only available for PSH for CH; PSH for CH top priority in CoC
Create safe havens.	<ul style="list-style-type: none"> End CH. End Veteran homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time Homeless Reduce Recidivism 	<ul style="list-style-type: none"> Decrease number of new homeless Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> End CH Remove barriers to CoC Resources 	Current Inventory = 28. New CH emergency beds funded in 2012 and 2013 to offer alternative low demand temporary housing
Expand Housing First model.	<ul style="list-style-type: none"> End CH End Veteran homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> Create new PSH beds for CH. Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation End CH Remove barriers to CoC Resources Other Priority Populations 	Six (6) Housing First programs currently operational providing 240 units of housing (first program funded in 2002); additional Housing First units to become available from current inventory;
Expand Rapid Re-Housing programs	<ul style="list-style-type: none"> End CH End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending Family Homelessness Other priority populations 	Continue working with local Entitlement Jurisdictions to prioritize funding for RRRH; identify F&B funds as potential match
Implement provider and	<ul style="list-style-type: none"> End CH 	<ul style="list-style-type: none"> Reduce 	<ul style="list-style-type: none"> Create new PSH 	<ul style="list-style-type: none"> Strategic Resource 	Funding allocated through

stakeholder trainings on Housing First models.	<ul style="list-style-type: none"> End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Length of Time of Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> beds for CH. Decrease number of new homeless Re-Allocation to PH Projects. 	Allocation Ending CH; Housing First	successful HUD Planning Grant for additional training; training to be implemented 1 st quarter of 2014
Develop and implement plan for the use of \$15 million in General Obligation Bond dollars for the production of permanent supportive housing	<ul style="list-style-type: none"> End family/youth Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> PH retention Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless 	Strategic Resource Allocation Building Partnerships	Development of Verde Gardens Permanent Supportive Housing Project (145 townhomes with organic farm and market) on former HAFB completed in 2011.
Create Case Rate Program to place Chronically Homeless service resistant persons.	<ul style="list-style-type: none"> End CH End Veterans homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> Decrease number of new homeless 	Strategic Resource Allocation End CH Remove barriers to CoC Resources Maximize use of Mainstream Resources Other priority populations	Program in third year of funding
Implement hotel/motel program to address family homelessness	<ul style="list-style-type: none"> End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness 	<ul style="list-style-type: none"> Decrease number of new homeless 	Strategic Resource Allocation Ending family homelessness	Monitor utilization of program and recommend alternatives to reduce Length of Stay, improve access to case management and expedite referrals to RRH
Assess effectiveness of non-treatment transitional housing programs.	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness by 2020. Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> Create new PSH beds for Chronically Homeless. Decrease of new number homeless Re-Allocation to PH Projects. 	Strategic Resource Allocation Ending chronic homelessness Ending family homelessness	Services Development Committee to review current programs and make recommendations, including potential re-allocations; Assist McKinney funded providers through project amendments in advance of NOFAs or re-allocation process to shift projects into Rapid Re-Housing models
Make development/ expansion of permanent housing units targeting Chronically Homeless	<ul style="list-style-type: none"> End CH. End Veterans homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness 	<ul style="list-style-type: none"> Create new PSH beds for CH. Decrease number of new homeless Re-Allocation to PH 	Allocation	Initiative approved by Homeless Trust on 9/27/13;

(CH) the top priority in the local Continuum of Care.	<ul style="list-style-type: none"> • End CH homeless. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Create new PSH beds for CH Homeless. • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH • Removing barriers to CoC resources • Maximizing use of mainstream resources • Other Priority Populations 	Initiative approved by Homeless Trust on 9/27/13. Implementation underway.
Generate an additional 200 beds set-aside for CH individuals and an additional 50 beds for CH families in existing Trust-funded PSH Programs as a condition of renewal funding within twelve months (December 31, 2014); assess additional need for set-aside.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH • Removing barriers to CoC resources • Maximizing use of mainstream resources • Other Priority Populations 	Initiative approved by Homeless Trust on 9/27/13. To be implemented in 2014.
Establish a system-wide Central Waitlist for placement into all Trust-funded permanent supportive housing programs with referral only through the HMIS.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Create new PSH beds for CH. • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH • Removing barriers to CoC Resources • Maximizing use of mainstream resources • Other Priority Populations 	Initiative approved by Homeless Trust on 9/27/13. Ongoing.
Direct new funding opportunities toward creation of PSH targeting CH persons.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Create new PSH beds for CH • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH • Building Partnerships • Other priority populations 	Initiative approved by Homeless Trust on 9/27/13. Incorporated into 2013 HOME RFA.
Use all HOME set-aside capital funds to support only permanent housing projects for CH persons.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Create new PSH beds for CH • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH • Other priority populations 	Initiative approved by Homeless Trust on 9/27/13. Incorporated into 2013 HOME RFA.
Provide scoring preference in the NOFA competition for PSH renewal projects that	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of 	<ul style="list-style-type: none"> • Create new PSH beds for CH • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Ending CH 	Initiative approved by Homeless Trust on 9/27/13; being incorporated into 2013 NOFA.

propose serve or set aside beds/units for CH persons.	all homelessness.	<ul style="list-style-type: none"> Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> Re-Allocation to PH Projects. 		
Ensure eligibility criteria for PSH allows for the expeditious placement of CH persons.	<ul style="list-style-type: none"> End CH. End Veterans homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> Create new PSH beds for CH Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Removing barriers to CoC Resources 	<ul style="list-style-type: none"> Initiative approved by Homeless Trust on 9/27/2013. Preliminary discussion at Services Development Committee; recommendations to be developed in 2014.
Remove barriers to accessing Permanent Housing Placement due to legal issues.	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> PH retention. Transition to PH Increase participant income through employment Increase participant income through mainstream benefits 	<ul style="list-style-type: none"> Ending CH Ending Family Homelessness Removing barriers to CoC Resources Maximizing use of mainstream resources Build Partnerships 	<ul style="list-style-type: none"> Work with the Miami-Dade County Courts to create a "homeless docket" to facilitate the review of cases involving homeless individuals to more quickly resolve legal issues that delay permanent housing placement and/or employment opportunities/increased financial resources.
Evaluate whether currently-funded housing programs are meeting local and national performance requirements/objectives, and determine whether these projects should be "re-allocated" to fund new PH for CH persons.	<ul style="list-style-type: none"> End CH. End Veterans homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness 	<ul style="list-style-type: none"> Create new PSH beds for CH. PH retention. Transition to PH Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Removing barriers to CoC Resources 	<ul style="list-style-type: none"> Initiative approved by Homeless Trust on 9/27/13; performance analysis to be conducted and discussed by Services Development Committee and CoC Committee prior to 2014 RFA process.
Work with PSH providers to implement best practices to assist those no longer in need of supportive services transition to other appropriate permanent	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness 	<ul style="list-style-type: none"> Create new PSH beds for CH. Increase participant income through employment Increase participant income through mainstream benefits 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Removing barriers to CoC resources Maximizing use of mainstream 	<ul style="list-style-type: none"> Initiative approved by Homeless Trust on 9/27/13; program with County's Public Housing Department under development to create outplacement options; program to partner with Affordable Housing

housing.				<ul style="list-style-type: none"> Decrease number of new homeless 	resources	<p>developers to create options to be developed through Housing Committee; incentive program for agencies and for clients to be discussed at Housing Committee.</p> <p>Initiative approved by Homeless Trust on 9/27/13. Program with County's Public Housing Department under development to create outplacement options and free up PSH beds for CH; Continue implementation of VA Rapid Results Boot Camp program initiated in April 2013 to coordinate services to Veterans.</p> <p>Research and training to be funded with approved Planning Grant in 2014.</p> <p>Continue implementation of homeless youth count to identify needs and gaps; pursue USHUD approval for CoC to serve youth identified as homeless under other federal statutes.</p> <p>Refer to Housing Committee to develop action plan to access affordable housing; look at effectiveness of LINK MOU's and potential legislative changes to maximize access.</p>
Leverage other resources that serve CH persons.	<ul style="list-style-type: none"> End chronically homeless. End homelessness among veterans by 2015. Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> Create new PSH beds for CH PH retention Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation End CH Maximize use of mainstream resources Build Partnerships Other priority populations 		
Work with housing providers to identify and coordinate with mainstream resources and systems to ensure CH client access to support services.	<ul style="list-style-type: none"> End CH End Veterans homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> PH retention Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Removing barriers to CoC resources Maximizing use of mainstream resources Other Priority Populations 		
Develop strategies to serve "Homeless Youth" as a priority.	<ul style="list-style-type: none"> End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Removing barriers to CoC Resources Maximizing use of mainstream resources Other Priority Populations 		
Identify affordable housing or subsidized housing for residents no longer in need of supportive services.	<ul style="list-style-type: none"> End CH End Veterans homelessness End family/youth homelessness by 2020. Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism 	<ul style="list-style-type: none"> Create new PSH beds for CH Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Removing barriers to CoC resources Maximizing use of mainstream resources 		
Implement partnership	<ul style="list-style-type: none"> End CH. 	<ul style="list-style-type: none"> Reduce 	<ul style="list-style-type: none"> Create new PSH 	<ul style="list-style-type: none"> Strategic Resource Allocation 		

<p>with PHCD to rehabilitate and utilize public housing units for priority use for individuals exiting the CoC who no longer need permanent supportive housing.</p>	<ul style="list-style-type: none"> • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<p>Homelessness</p> <ul style="list-style-type: none"> • Reduce Length of Time of Homelessness 	<p>beds for CH.</p> <ul style="list-style-type: none"> • Transition to PH • Decrease number of new homeless 	<p>Allocation</p> <ul style="list-style-type: none"> • Ending CH • Removing barriers to CoC resources • Maximizing use of mainstream resources. 	<p>County's Public Housing Department relating to vacant public housing units; program to be presented to Services Development and Finance & Audit Committees in early 2014 for review; PHCD to initiate Consolidated Action Plan Amendment in 2014 to allow for this program.</p>
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2. Coordinated Outreach, Assessment and Placement

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Establish mobile street outreach, assessment and placement.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • End CH 	Countywide Coordinated Outreach, Assessment and Placement program implemented in 1995; Currently two agencies funded to provide countywide coverage. Outreach operates 24/7
Implement toll-free hotline for centralized access to the CoC	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • End CH 	
Create specialized outreach team.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • End CH 	"Coordinated Outreach" team funded as extension of KIVA that focuses on the Chronic Homeless/mentally ill; improve coordination with VA Outreach on outreach to veterans who may not use the Homeless Helpline.
Conduct geographical tracking and establish baseline of individuals experiencing chronic homelessness.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • End CH • Other Priority Populations 	Use new technology to assist in Geo-encoding homeless census data beginning in 2014; use VISPDAT and HMIS to develop profile information on CH; work with Miami Coalition for the Homeless on an analysis of registry week results and convene task force to look at results;
Develop and implement indoor meal program as a means to engage homeless individuals	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resource Allocation • End CH 	Feeding Sub-Committee convened in summer, 2013. Efforts being combined with Mayor's Engage 305 program. First meeting of Engage305 related to homelessness and the faith-

<p>based community scheduled for December 18, 2013. Staff looking at potential indoor meal sites.</p>					<p>Incorporate a vulnerability index and prioritization tool into the Coordinated Intake and Assessment Program to prioritize the most vulnerable Chronic Homeless for placement into permanent supportive housing (PSH).</p>
<p>Approved by Homeless Trust board on 9/27/13. VISPDAT selected as prioritization tool. Registry week scheduled for Jan. 2013.</p>	<ul style="list-style-type: none"> Strategic Resource Allocation End CH 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Increase Financial Resources Outreach Coverage Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> End CH. End Veterans homelessness Set the path to ending all homelessness. 	<p>chronic homeless persons in Miami-Dade County based on the 100,000 Homes Campaign model.</p>
<p>Participation in 100,000 Homes Program approved by Homeless Trust on 9/27/13. Registry week training completed; registry week scheduled for Jan. 2013</p>	<ul style="list-style-type: none"> Strategic Resource Allocation End CH 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> End CH. End Veterans homelessness Set the path to ending all homelessness. 	<p>Improve effectiveness of outreach</p>
<p>Ensure culturally sensitive outreach by outreach teams, homeless helpline, etc. (e.g. multi-lingual staff and collateral)</p>	<ul style="list-style-type: none"> Strategic Resource Allocation End CH 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	

3. Homeless Prevention and Diversion

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Drivers	HUD Performance Objective	HUD Policy & Program Priority	Status
Expand Homeless Helpline to include homeless prevention	<ul style="list-style-type: none"> Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending Family homelessness Removing barriers to CoC Resources 	Helpline expanded and Homeless Prevention Coordination program established
Implement rent/mortgage utility assistance and other interventions to prevent homelessness	<ul style="list-style-type: none"> Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending Family homelessness Removing barriers to CoC Resources 	F&B funding allocated annually to Homeless Prevention; F&B funds used as match for ESG HP funding since 2011
Establish Inter-Agency Discharge Policy and Protocols through a Memorandum of Agreement (MOA) to prevent homelessness upon institutional discharge.	<ul style="list-style-type: none"> End CH End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> Decrease number of new homeless. 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending CH Building Partnerships 	MOA executed by 13 agencies in 2008; additional agencies to be added; staff present at jail & courthouse; include higher level staff in MOA discussions; look at jail & hospital discharges to better align and link.
Align all Homeless Prevention programs to reduce duplication and improve efficiency	<ul style="list-style-type: none"> End family/youth homelessness Set path to ending homelessness 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending family homelessness Building Partnerships 	Working through EFSP Board to implement countywide use of HMIS for HP programs not funded through CoC
Develop common Homeless Prevention Assessment tool	<ul style="list-style-type: none"> End family/youth homelessness Set path to ending homelessness 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending family homelessness Building Partnerships 	Working group to be established in 2014; research on best practices underway
Seek HUD High Performing Community status, to apply for McKinney funding for HP	<ul style="list-style-type: none"> Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness 	<ul style="list-style-type: none"> Decrease number of new homeless. 	<ul style="list-style-type: none"> Strategic Resource Allocation Ending family homelessness 	Planning Grant funded in 2012 NOFA to be used to help meet criteria

4. Support Services

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Assess effectiveness or efficiency of service-only programs and make recommendations.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources 	<ul style="list-style-type: none"> • PH retention. • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless • Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Maximize the use of Mainstream Resources 	Assess all funded SSO programs to determine the extent to which they help us achieve the Performance Objectives; explore alternative funding sources for SSO programs to allow for re-allocation to produce more PSH for CH. To be completed in 2014 prior to NOFA process.
Pursue alternatives to inpatient/residential treatment programs for the mentally ill	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism 	<ul style="list-style-type: none"> • Decrease number of new homeless. 	<ul style="list-style-type: none"> • Strategic Resource Allocation • Maximize the use of Mainstream Resources 	Look at the Assisted Outpatient treatment approach and assess potential applications, cost and who would be lead agency in pursuing

5. Effective Use of Data

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Conduct bi-annual homeless census	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources • Other Priority Populations 	Homeless street and sheltered counts conducted twice annually since 1998; HUD-required P-I-T count conducted in January
Conduct Point-in-Time Surveys	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources • Other Priority Populations 	P-I-T surveys conducted annually to gauge identified needs, gaps
Develop and plan for an overall evaluation of Continuum of Care effectiveness	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH. • Increase participant income through employment • Increase participant income through mainstream benefits • Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> • Strategic Resources Allocation 	Evaluation by USF completed in 2009 and specific recommendations implemented. Discussion on new evaluation of specific program components to occur in 2014.
Implement a Homeless Management Information System (HMIS)	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH. • Increase participant income through employment • Increase participant income through mainstream benefits • Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> • Strategic Resources Allocation 	HMIS implemented; all HF-funded agencies participate; percentage of CoC agencies participating currently exceeds HUD standards; HMIs policies reviewed bi-annually; user group meetings held monthly.
Implement Youth Count	<ul style="list-style-type: none"> • End family/youth homelessness 	<ul style="list-style-type: none"> • Homelessness • Reduce Length of Time of Homelessness 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources • Other Priority Populations 	Pilot count implemented August, 2013; youth count to be included in January P-I-T count moving forward

Enhance current HMIS data capturing and reporting capacity to: (a) track client movement through CoC; (2) measure CoC-wide and provider performance; and (3) perform sophisticated data analysis to identify CoC and provider-level trends and opportunities.	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources Outreach Coverage 	<ul style="list-style-type: none"> PH retention Transition to PH. Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> Strategic Resources Allocation End CH Remove barriers to CoC Resources Other Priority Populations Maximize the use of mainstream resources 	Funding allocated through two successful grants to ensure that HMIS captures data tied to local performance measures (not just USHUD), and that we can enhance reporting based on HT needs. To be completed in 2014
Evaluate options to predict potential periods of crisis, to prevent homelessness	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources 	<ul style="list-style-type: none"> PH retention. Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless 	<ul style="list-style-type: none"> End CH Remove barriers to CoC Resources Maximize the use of mainstream resources 	Track progress/results of the Joint Otsuka America Pharmaceuticals and South Florida Behavioral Health Network Predictive Analytic project targeting persons with severe and persistent mental illness (computer modeling to predict crisis and adverse outcomes to improve intervention and treatment).
Enhance Outreach field technology for one-time Chronic Homeless Registry, on-going engagement and assessment, annual Point-In-Time Counts and bi-annual homeless counts.	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> PH retention. Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resources Allocation End CH Remove barriers to CoC Resources Other Priority Populations 	Funding allocated through two successful grants to provide tablets and software to facilitate field assessment, referral and placement. To be implemented within 90 days.
Create single assessment and data capturing tool for Centralized Coordinated Assessment and Intake and to assist in prioritization	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Outreach Coverage 	<ul style="list-style-type: none"> PH retention Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resources Allocation End CH Remove barriers to CoC Resources 	VI-SPDAT tool selected as prioritization tool to be used by CoC beginning during registry week; Services Development Committee to evaluate use of SPDAT as overall assessment tool.
Implement HMIS module to manage centralized waitlist and placement	<ul style="list-style-type: none"> End CH homeless. End Veterans End family/youth homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of 	<ul style="list-style-type: none"> PH retention Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resources Allocation End CH Remove barriers to 	Needed to accompany Homeless Trust Board approval on 9/27/13 re: centralized waitlist.

<p>process.</p>	<ul style="list-style-type: none"> Set the path to ending all homelessness 	<ul style="list-style-type: none"> Homelessness Reduce Recidivism Outreach Coverage 		<ul style="list-style-type: none"> CoC Resources Other Priority Populations 	<p>Conference Call with Bowman held and cost estimate and timeline pending</p>
<p>Utilize data to evaluate system efficiency (i.e. vacancy rate, length of stay), drive funding decisions and allocation of resources.</p>	<ul style="list-style-type: none"> End CH homeless. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness. 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources Outreach Coverage 	<ul style="list-style-type: none"> Create new PSH beds for CH PH retention. Transition to PH Increase participant income through employment Increase participant income through mainstream benefits Decrease number of new homeless Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> Strategic Resources Allocation End CH Remove barriers to CoC Resources Maximize the use of mainstream resources Other Priority Populations 	<p>Data currently used annually to evaluate projects for funding and by Services Development/CoC Committees to recommend annual priorities; new data to be developed per direction of Services Dev. Committee</p>
<p>Improve data collection on Veteran homelessness</p>	<ul style="list-style-type: none"> End CH homeless. End Veterans homelessness 	<ul style="list-style-type: none"> Reduce Homelessness Reduce Length of Time of Homelessness Outreach Coverage 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> End CH Remove barriers to CoC Resources Other Priority Populations 	<p>Successfully applied for grant to improve homeless P-I-T count process to ensure we are capturing veterans</p>
<p>Utilize data to publicly educate and build community support to end homelessness.</p>	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Outreach Coverage 	<ul style="list-style-type: none"> Decrease number of new homeless 	<ul style="list-style-type: none"> Strategic Resources Allocation 	<p>Data incorporated into public awareness and education efforts; Utilize data to update the Business Community of Trust accomplishments.</p>
<p>Utilize data to prevent homelessness and identify cross-system gaps/needs</p>	<ul style="list-style-type: none"> End CH. End Veterans homelessness End family/youth homelessness Set the path to ending all homelessness 	<ul style="list-style-type: none"> Homeless Prevention Reduce Homelessness Reduce Length of Time of Homelessness Reduce Recidivism Increase Financial Resources Outreach Coverage 	<ul style="list-style-type: none"> PH retention. Transition to PH Decrease number of new homeless 	<ul style="list-style-type: none"> End CH Strategic Resources Allocation Maximize the use of mainstream resources Other Priority Populations 	<p>Track the progress of the IBM/Otsuka project to determine applicability of results on predictive analytics; work with Miami Coalition on the Homeless on analysis of Registry Week data. Look at data sharing options with other systems to assess gaps in services.</p>

6. Governance & Resource Maximization

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
<p>Ensure Board and Committee composition and governing bylaws comply with federal HEARTH regulations.</p>	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless • Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources • Other Priority Populations • Maximize the use of mainstream resources 	<p>Bylaw amendment approved by Homeless Trust on 9/27/13 to reflect membership composition of CoC Sub-Committee. Other Committee membership to be updated in 2014. Input from diverse membership expected to result in new approaches to meet objectives and policies/priorities</p>
<p>Pursue new funding opportunities to address housing and service gaps and reduce administrative costs</p>	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless • Re-Allocation to PH Projects. 	<ul style="list-style-type: none"> • Strategic Resources Allocation 	<p>Successfully applied for/received new funding for HMIS, Planning and Vet PIT count; pursuing</p>
<p>Enhance coordination with entitlement jurisdictions to ensure alignment with CoC goals/objectives</p>	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources 	<p style="text-align: center;">N/A</p>	<ul style="list-style-type: none"> • Strategic Resources Allocation 	<p>Established quarterly calls with ESG staff at entitlement jurisdictions; provide input annually/as requested to Consolidated Plan and Action Plan for all entitlement jurisdictions</p>
<p>Increase Public Education and Awareness, in particular in impacted communities/areas.</p>	<ul style="list-style-type: none"> • End CH. • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Outreach Coverage 	<ul style="list-style-type: none"> • Decrease number of new homeless 	<ul style="list-style-type: none"> • Building Partnerships • Strategic Resources Allocation 	<p>Educate the Downtown business community on the Trust policies and priorities (e.g. CH); conduct on-going business community with Trust's efforts and accomplishments to end CH.</p>

7. Quality Assurance

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Create Case Review Committee to address long-term cases; track and analyze trends.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness. 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources • Other Priority Populations • Maximize the use of mainstream resources 	Case review committee created and coordinated by MCH. Standards of Care to be reviewed to consider including requirement of use of Case Review Committee prior to discharges related to LOS
Update and Expand Standards of Care for All CoC Programs, including requirement that all providers undergo SOAR training.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Remove barriers to CoC Resources • Other Priority Populations • Maximize the use of mainstream resources 	Assigned to Services Development Committee; update to Outreach completed; will come to full Board once complete. To be done in 2014.
Establish performance objectives for local CoC programs that are not subject to HUD performance objectives.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources 	<ul style="list-style-type: none"> • PH retention • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	Assigned to Services Development Committee; review of PSH completed.
Conduct customer satisfaction surveys of CoC housing and services annually.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH 	Review and improve current Customer satisfaction surveys using new software technology being purchased with Planning Grant.; 2014
Conduct "Secret Shopper" evaluation of CoC delivery of housing	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH 	To be assigned to Services Committee and Finance & Audit Committee

and services annually.	<ul style="list-style-type: none"> • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • Income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Remove barriers to CoC Resources 	
Provide capacity-building training to CoC providers; Conduct trainings and provide technical assistance as required to ensure effective use of the VI/SPDAT.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	<p>Training program initiated in 3rd quarter of 2013; training program for 2014 under development. Planning Grant funding to be used to provide capacity building assistance.</p>
Conduct training and provide technical assistance as required to the Outreach Program teams to ensure effective street engagement and Housing First placement.	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • End family/youth homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Outreach Coverage 	<ul style="list-style-type: none"> • PH retention • Transition to PH • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	<p>Ongoing. To be enhanced 1st quarter of 2014.</p>

8: Homeless Plan

(CH = Chronic Homelessness; PSH = Permanent Supportive Housing; RRH = Rapid Re-Housing)

Implementation Measure	HUD Policy Driver	HUD Program Driver	HUD Performance Objective	HUD Policy & Program Priority	Status
Adopted the Dade County Community Homeless Plan: 1994	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Reduce Homelessness • Increase Financial Resources • Outreach Coverage 	N/A	<ul style="list-style-type: none"> • Strategic Resources Allocation 	Approved by Board of County Commissioners; implementation began in 1994. Initial housing goals met.
Incorporate Additional Strategies into the Dade County Community Homeless Plan to meet 10 Year Plan to Meet Homelessness: 2004	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • Create new PSH beds for CH • PH retention • Increase participant income through employment • Increase participant income through mainstream benefits • Decrease number of new homeless 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	Approved at Joint Retreat in 2004. Focused on "Ten Essentials" developed for 10-year Plans to End Homelessness
Align Dade County Community Homeless Plan with federal HEARTH Regulations: 2014	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Homeless Prevention • Reduce Homelessness • Reduce Length of Time of Homelessness • Reduce Recidivism • Increase Financial Resources • Outreach Coverage 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	To be discussed at December 6, 2013 Board Retreat
Biennial Review of Community Homeless Plan	<ul style="list-style-type: none"> • End CH. • End Veterans homelessness • Set the path to ending all homelessness 	<ul style="list-style-type: none"> • Outreach Coverage 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	<ul style="list-style-type: none"> • Strategic Resources Allocation • End CH • Remove barriers to CoC Resources 	To be scheduled.