

MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN

2017 ALIGNMENT OF PLAN WITH NEW PRIORITIES

2017: PRIORITY  HOME

For Joint Retreat
Miami-Dade County Homeless Trust
Chapman Partnership
February 2017

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

What does ending homelessness mean?

- 1) Quickly identify and engage people at risk of experiencing homelessness
- 2) Intervene to prevent the loss of housing and divert people from entering the homelessness system
- 3) Provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and supports are being secured.
- 4) When homelessness does occur, quickly connect people to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing

HUD POLICY DRIVERS

- End homelessness among veterans by 2015 (*End Veterans Homelessness*)
- End chronic homelessness by 2017 (*End CH*)
- 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 Performance Measures

- Length of Time Persons Remain Homeless (Reduce Length of Time Homeless)
- Extent to which persons who Exit Homelessness to Permanent Housing Return to Homelessness within 6 to 12 months (Reduce Recidivism) / Extent to which persons who Exit Homelessness to Permanent Housing Return to Homelessness within 2 Years (Reduce Recidivism)
- Number of Homeless Persons (Reduce Homelessness)
- Employment and Income Growth for Persons in CoC Program Funded Projects (Increase Financial Resources)
- Number of Persons who Become Homeless for the First Time (Homeless Prevention)
- Successful Placement from Street Outreach (Outreach Coverage) / Successful Placement In or Retention of Permanent Housing (Stably House)

HUD Policy and Program Priorities (as per 2016 NOFA)

- Create a systemic response to homelessness
 - Measure System Performance
 - Create an effective Coordinated Entry process
 - Promote participant choice
 - Plan as a system
 - Make the delivery of homeless assistance more open, inclusive and transparent

- Strategically allocate resources
 - Comprehensively review project quality, performance and cost effectiveness
 - Maximize the use of mainstream and other community-based resources
 - Review transitional housing projects
 - Integration
- End chronic homelessness
 - Target persons with the highest needs and longest histories of homelessness for existing and new permanent supportive housing
 - Increase units
 - Improve outreach
- End family homelessness
- End youth homelessness
- End veteran homelessness
 - Use a Housing First approach
 - Use data to quickly and stably house homeless persons
 - Engage landlords and property owners
 - Remove barriers to entry
 - Adopt client-centered service methods

Miami-Dade County Community Homeless Plan

2017: 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

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Review inventory of Emergency Housing	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End youth homelessness • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Utilize HUD TA – CSH</p> <p>Consider targeted ES expansion to improve crisis response</p> <p>Reduce reliance on hotel/motel for families</p> <p>Look at provider level SyS PM to identify trends, providing training and performance improvements</p> <p>Develop a system that makes homelessness rare, brief and non-recurring, offering shelter to all persons experiencing homelessness, and rapidly rehousing persons experiencing homelessness.</p>
Target long-term stayers in Emergency Shelter, Transitional Housing and Safe Haven for Permanent Housing	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Utilize HUD TA - CSH</p> <p>Review Orders of Priority adopted in June of 2016 to target those homeless the longest and with the greatest vulnerability</p> <p>Shorten LOS opening up additional bed nights</p> <p>Use a Housing First approach</p> <p>Create partnerships/interventions to serve hard-to-serve undocumented clients</p>
Assess Transitional Housing Needs	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Create an effective coordinated 	<p>Utilize HUD TA - CSH</p> <p>Consider creation of Transitional “Bridge:” Housing, Low Barrier Transitional Housing, Transition-In-Place Transitional</p>

	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<p>entry process</p> <ul style="list-style-type: none"> • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Review TH projects • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and stably house ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Housing and Service Intensive Transitional Housing</p> <p>Consider special populations including unaccompanied homeless youth, safety for survivors of domestic violence, and assistance with recovery from addiction</p> <p>Determine if Rapid Rehousing might be a better model</p> <p>Seamlessly ramp down or evolve non-renewed Transitional Housing</p> <p>Update TH Standards of Care</p>
End and sustain homelessness among Veterans	<ul style="list-style-type: none"> ○ Prevent and end Veteran homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • End veteran homelessness 	<p>Continued surges to provide homeless Vets Section 8 vouchers</p> <p>Continue weekly calls with VA and SSVF partners</p> <p>Maintain by-name list</p> <p>Collaborate with other Veteran resources</p> <p>Bring the number of chronically homeless Veterans to zero</p> <p>Reduce total number of homeless Veterans</p> <p>Reach and sustain functional zero</p>
End homelessness among persons experiencing chronic homelessness	<ul style="list-style-type: none"> • End CH 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • End CH 	<p>Continue monthly case staffing meetings with CoC partners</p> <p>Assign clients who are not document ready to housing navigation</p> <p>Maintain by-name list</p> <p>Reach and sustain functional zero</p>

<p>End youth homelessness and family homelessness</p>	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • End family homelessness • End youth homelessness 	<p>Continue monthly case staffing meetings with CoC partners</p> <p>Assign clients who are not document ready to housing navigation</p> <p>Maintain by-name list</p> <p>Reach and sustain functional zero</p>
<p>Reallocate underperforming, unsatisfactory or cost-ineffective Transitional Housing, Safe Havens, Rapid Rehousing and Permanent Supportive Housing to provide new PSH or RRH</p>	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Increase employment and income 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Promote participant choice ○ Plan as a system • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Maximize the use of mainstream and other community-based resources ○ Review TH projects ○ Integration 	<p>Considered reallocation of current TH to PSH.</p> <p>Consider retooling SH</p> <p>Look at provider level SyS PM to identify trends, providing training and performance improvement</p> <p>Explore feasibility of creating new TH for youth</p>
<p>Incorporate Housing First approach into all housing types</p>	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and stably house ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Reduce barriers to entry (clients not rejected due to credit history, rental history, criminal convictions, engagement emphasized over therapeutic goals, use of alcohol/drugs not a reason for eviction, flexibility in paying rent, special arrangements for arrears such as payment plans or financial management.</p> <p>Providing people experiencing homelessness with housing without treatment pre-requisite</p> <p>Focus on housing planning, location and documents</p>
<p>Expand Rapid Rehousing programs</p>	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance • Strategically allocate resources 	<p>Increase collaboration with Emergency Solutions Grant (ESG) partners</p> <p>Increase collaboration with State Housing</p>

	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Maximize the use of mainstream and other community-based resources • End family homelessness • End youth homelessness • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and stably house persons ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Initiatives Partnerships (SHIP) entitlement jurisdictions</p> <p>Increase collaboration with HOME Investments Partnership Programs</p> <p>Advocate for continued SSVF resources</p> <p>Ensure RRH offers appropriate support services promoting self-sufficiency and increased income</p> <p>Fund housing navigation</p>
Expand Permanent Supportive Housing providing Housing First model focused on serving people with highest needs and longest histories of homelessness	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Promote participant choice • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Combine 120 vouchers with F&B support services to serve veterans</p> <p>Redevelop Beckham Hall in partnership with City of Miami to create new PSH</p> <p>Partner with PHCD to renovate public housing units</p> <p>Capitalize on Florida Housing Finance Corporation development/financing opportunities</p>
Expand inventory of Permanent Housing	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Promote participant choice • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End youth homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and stably house ○ Engage landlords and property owners ○ Remove barriers to entry 	<p>Pursue USHUD funding for new projects, PSH with a preference for CH; or RRH</p> <p>Expand partnerships with Public Housing Authorities (PHCD, Hialeah, Homestead, Miami Beach)</p> <p>Expand HUD-Assisted Multifamily Housing Homeless Preference partnerships (POAH, Urban League, Miami Beach CDC, PHCD)</p> <p>Expand referral relationships with existing and new tax credit projects (Pinnacle)</p> <p>Increase collaboration with HOME Investments Partnership Programs (City of Miami HOME RFA Set-Aside, PHCD ESG)</p>

			<ul style="list-style-type: none"> ○ Adopt client-centered service methods 	<p>& HOME RFA)</p> <p>Expand opportunities to stabilize PSH clients who are no longer in need of support services to transition to other appropriate permanent housing (Miami Beach) “Moving On” units.</p> <p>Support communitywide efforts to expand affordable housing (Miami Homes for All, Housing Solutions Task Force, PACT)</p> <p>Target non-chronic households (no disability) – (Multifamily Homeless Preference, FHFC LINK units)</p> <p>Collaborate with CDBG providers to acquire property on which permanent housing can be built</p>
Work with housing providers to identify and coordinate mainstream resources and systems to ensure chronically homeless clients access support services	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce returns to homelessness • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Plan as a system • Strategically allocate resources <ul style="list-style-type: none"> ○ Maximize the use of mainstream and other community-based resources ○ Integration 	<p>Partner with VA and FQHC to provide support services to disabled persons in PSH</p> <p>Use F&B tax to fund gaps in support services to leverage new PSH</p>
Finalize a comprehensive system of care to serve homeless and at-risk youth	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase employment and income • Reduce first time homelessness 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Promote participant choice ○ Plan as a system ○ Promote participant choice • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Integration • End youth homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Adopt client-centered service methods 	<p>Create a coordinated entry system for youth (Miami Homes for All)</p> <p>Improve upon existing youth count and survey methodology</p> <p>Create innovative housing targeted to unaccompanied youth (under age 25) providing positive youth development, trauma informed care and family engagement services</p> <p>Use RRH as a tool to end youth homelessness</p> <p>Create youth-specific benchmarks to measure progress</p>
Create new Permanent Housing Options for Medically	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce number of homeless 	<ul style="list-style-type: none"> • Strategically allocate resources • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest 	<p>Collaborate with Assisted Living Facilities; PACE Centers</p>

Needy and Frail		<ul style="list-style-type: none"> • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Use a Housing First approach <ul style="list-style-type: none"> ○ Remove barriers to entry ○ Adopt client-centered service methods 	
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2. Coordinated Outreach, Assessment and Placement

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Establish comprehensive mobile street outreach, assessment and placement.	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families/youth Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Create an effective coordinated entry process • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and stably house ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>Ensure cultural competency (English, Spanish, Creole, Youth, veterans, peer specialists)</p> <p>Use technology to create efficiencies (mobile tablets for engagement, assessment, record contacts, referrals)</p> <p>Conduct regular training to ensure effective use of vulnerability tool, street engagement and implementation of EBPs such as Housing First. Make diversion the first intervention by identifying alternate housing arrangements.</p> <p>Train staff in mediation.</p> <p>Implement mediation strategies on the helpline.</p> <p>Develop coordinated entry system with accessible after-hours procedures.</p>
Expand specialized outreach to serve persons refusing all services.	<ul style="list-style-type: none"> • End CH 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • Use a Housing First approach <ul style="list-style-type: none"> ○ Use data to quickly and 	<p>Incorporate specialization in behavioral health, primary care, legal services, particularly for those refusing all services</p>

			<ul style="list-style-type: none"> ○ stably house ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	
<p>Improve discharge planning from jails, crisis centers, hospitals</p> <p>Improve discharge planning for institutions serving homeless youth</p>	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness • 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Plan as a system ○ Create an effective coordinated entry process • Strategically allocate resources • Use a Housing First approach 	<p>Review MOA discharge information quarterly</p> <p>Meet with MOA partners quarterly</p> <p>Secure Harvard Government Performance Lab TA</p> <p>Understand costs of high system users</p>
<p>Maintain toll-free helpline for centralized access to the CoC</p>	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce number of homeless • Reduce first time homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Create an effective coordinated entry process • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness 	<p>Measure monthly call volume, hold time, average call length</p>
<p>Further evaluate evidence-based tool for assessing and serving homeless clients with the longest histories of homelessness and the highest needs</p>	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End youth homelessness • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners 	<p>Consider preference points in vulnerability assessment for street homeless</p>

			<ul style="list-style-type: none"> ○ Remove barriers to entry ○ Adopt client-centered service methods 	
Maintain a system-wide central waitlist for placement into CoC funded TH/PH and homeless set-aside permanent housing programs	<ul style="list-style-type: none"> • Prevent and end CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Create an effective coordinated entry process • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End youth homelessness • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners ○ Remove barriers to entry ○ Adopt client-centered service methods 	<p>HT Housing Coordinator hired in 2014 to make centralized referrals.</p> <p>Coordinate TH/treatment referrals of PSH clients who chose treatment ahead of PH.</p> <p>Develop PSH referral process that complies with HEARTH and HUD guidance on Coordinated Entry</p> <p>Focus on length of time homeless and vulnerability for referrals to PH</p> <p>Include unsheltered persons and victims of DV to length of time homeless report.</p>
Expand on indoor meal programs as a means to engage homeless individuals	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Create an effective coordinated entry process • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness ○ Maximize the use of mainstream and other community-based resources 	Consider indoor meal as “access points” for coordinated entry
Improve landlord outreach, engagement and retention	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless 	<ul style="list-style-type: none"> • Create a systemic response to homelessness <ul style="list-style-type: none"> ○ Measure System Performance ○ Create an effective coordinated entry process • End chronic homelessness <ul style="list-style-type: none"> ○ Target persons with the highest needs/longest histories • End family homelessness • End youth homelessness 	<p>Create risk mitigation pool</p> <p>Create landlord helpline</p> <p>Create landlord database to track vacancies. If recruiting agency cannot use landlord, information distributed through collaborative.</p> <p>Develop landlord marketing materials/collaterals</p> <p>Consider creation of Landlord Advisory</p>

			<ul style="list-style-type: none"> • End veteran homelessness • Use a Housing First approach <ul style="list-style-type: none"> ○ Engage landlords and property owners ○ Remove barriers to entry <p>Adopt client-centered service methods</p>	Board
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3. Homeless Prevention and Diversion

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Expand rent/utility assistance and other interventions to prevent homelessness	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth • • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources <ul style="list-style-type: none"> ○ Review project quality, performance and cost effectiveness • End family homelessness • End youth homelessness 	<p>New SHIP dedicated to RRH and Prevention (Hialeah, PHCD, F&B and Miami Gardens)</p> <p>State Challenge and ESG, PHCD ESG Set-Asides, PHCD HOME Set-Asides dedicated to RRH, EFSP prioritized for RA, including special appropriation</p>
Create a successful diversion for homeless individuals and families	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless 	<ul style="list-style-type: none"> • End family homelessness 	<p>Make diversion first intervention. Identify alternate housing arrangements.</p> <p>Consider flexible financial assistance.</p> <p>Train staff in mediation.</p>
Align all Homeless Prevention programs to reduce duplication and improve efficiency	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • End family homelessness 	<p>Work with EFSP Board to implement countywide use of HMIS for HP programs not funded through CoC</p>

4. Support Services

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Status
Improve CoC-wide knowledge and use of Marchman and Baker Acts and Guardianship Program	<ul style="list-style-type: none"> • End CH 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness 	Invite courts and Guardianship Program to present at Providers' Forum
Maximize the use of mainstream and other community-based resources	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Strategically allocate resources 	<p>Head Start, Catholic Charities, Veterans Affairs, Faith-Based Organizations, Medicaid, Legal Services, PACE Centers, Career Source, Parent to Parent, Advocacy Network on Disabilities</p> <p>Provide training and broker MOU's between providers with poor employment and CareerSource.</p>
Pursue alternative to inpatient/residential treatment programs for the mentally ill	<ul style="list-style-type: none"> • End CH • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • End chronic homelessness 	Support the construction and completion of the Mental Health Diversion Facility
Adopt client-centered service methods tailored to meet the unique needs of each individual and family	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • End family homelessness • End youth homelessness • End chronic homelessness • End veteran homelessness 	<p>Provide Evidence Based Practice (EBP) training</p> <p>Fund EBPs</p> <p>Collaborate with other systems to promote wellness (i.e. SAMH Managing Entity, Ryan White, Victim Services)</p>

5. Effective Use of Data

Implementation Measure	Federal Goal	HUD Performance Measures	HUD Policy & Program Priority	Strategies / Status
Conduct bi-annual homeless census	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources • End chronic homelessness • End veteran homelessness 	Homeless street and sheltered counts conducted twice annually since 1998
Conduct Point-in-Time Surveys	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources 	PIT surveys conducted annually to gauge identified needs, gaps
Conduct annual iCount & Surveys	<ul style="list-style-type: none"> • Prevent and end homelessness for families • Prevent and end homelessness for youth 	<ul style="list-style-type: none"> • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • End youth homelessness 	iCount conducted since 2014; 70+ magnet sites identified in 2017
Continue Annual Homeless Assessment Report (AHAR) participation	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Create a systemic response to homelessness 	AHAR first completed in 2015; all tables accepted

	<ul style="list-style-type: none"> for youth Set a path to end all homelessness 			
Utilize Supportive Housing Opportunities Planner (SHOP) tool metrics	<ul style="list-style-type: none"> End CH Set a path to end all homelessness 	<ul style="list-style-type: none"> Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness End chronic homelessness 	HT piloted SHOP tool for USICH beginning in 2015
Enhance HMIS data capturing and reporting capacity	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Create a systemic response to homelessness 	<p>Track client improvement through CoC</p> <p>Measure CoC-wide and provider performance utilizing HUD measures</p> <p>Perform data analysis to identify CoC and provider-level trends and opportunities</p>
Utilize data to evaluate system efficiency (i.e. vacancy rate, system performance & # of placements) to drive funding decisions and allocation of resources	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources <ul style="list-style-type: none"> Comprehensively review project quality, performance and cost effectiveness 	<p>Run quarterly System Performance Measures (SyS PM)</p> <p>Analyze vacancy/utilization rates annually</p>
Utilize data to publically educate and build community support to end homelessness	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families/youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Create a systemic response to homelessness 	<p>Utilize marketing to:</p> <ul style="list-style-type: none"> Engage new landlords Engage new housing and service providers Engage the public
Utilize data to prevent	<ul style="list-style-type: none"> Prevent and end 	<ul style="list-style-type: none"> Reduce returns to 	<ul style="list-style-type: none"> Create a systemic response to 	High-cost, high-utilizers list formed with

homelessness and identify cross system gaps/needs	<ul style="list-style-type: none"> Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> homelessness Reduce number of homeless 	<ul style="list-style-type: none"> homelessness Strategically allocate resources 	<p>JMH, SFBHN, 11th Judicial Circuit, & HMIS</p> <p>Identifying households suitable for Coalition Lift</p> <p>Study to be conducted by USF</p> <p>Harvard Government Performance Lab TA</p>
Evaluate options for Pay for Performance models	<ul style="list-style-type: none"> End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources Use a Housing First approach 	Seek TA to determine feasibility of P4P
Adjust assessment tool to prioritize street homeless individuals for housing/services	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase successful placement and retention 	<ul style="list-style-type: none"> End chronic homelessness 	<p>Utilize HMIS LOT data to prioritize persons who have been homeless the longest for PH</p> <p>Use vulnerability to rank households with like homeless longevity</p>

6. Governance & Resource Maximization

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Ensure Board and Committee composition and governing bylaws	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Create a systemic response to homelessness 	<p>LGTBQ, Victims of Human Trafficking, Unaccompanied Youth, Individuals with Disabilities, etc.</p>

comply with federal HEARTH regulations and are representative of all stakeholders	<ul style="list-style-type: none"> Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 			Further ensure alignment with HUD guidance through committee appointments and participation
Pursue new funding opportunities to address housing and service gaps and reduce administrative costs	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Create a systemic response to homelessness 	Successfully applied for/received new funding for HMIS, Planning and Vet PIT count
Enhance coordination with entitlement jurisdictions to ensure alignment with CoC goals/objectives	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources 	Established quarterly calls with ESG staff at entitlement jurisdictions; provide input annually/as requested to Consolidated Plan and Action Plan for all entitlement jurisdictions
Increase Public Education and Awareness, in particular in impacted communities/areas.	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	Educate the Downtown business community on the Trust policies and priorities (e.g. CH); conduct on-going communication with business community on Trust's efforts and accomplishments to end CH
Engage governmental, leadership, advocacy organizations to note	<ul style="list-style-type: none"> Prevent and end Veteran homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources 	US HUD, DCF Office on Homelessness, Florida Housing Coalition, National Alliance to End Homelessness, Corporation for

emerging trends, innovations and best practices	<ul style="list-style-type: none"> • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • End chronic homelessness • End family homelessness • End veteran homelessness • Use a Housing First approach 	Supportive Housing, Harvard Government Performance Lab, United States Interagency Council on Homelessness, HHS
Engage local, state and federal elected leadership	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • N/A 	Legislative Priorities <ul style="list-style-type: none"> – COB – Jail Gap Diversion – Staffing Grant – Challenge Grant – Affordable Housing Trust Funds – Increase F&B tax – Mental Health Reform – Maintain/increase vouchers

7. Quality Assurance

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Implement CoC-wide grievance procedures	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase successful placement and retention 	<ul style="list-style-type: none"> • Use a Housing First approach <ul style="list-style-type: none"> ○ Adopt client-centered service methods 	Grievance Procedures approved by SDC in December 2016 Restorative Practices training will be conducted in February 2017
Implement electronic customer satisfaction surveys and evaluate annually	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for 	<ul style="list-style-type: none"> • Increase successful placement and retention 	<ul style="list-style-type: none"> • Strategically allocate resources <ul style="list-style-type: none"> ○ Comprehensively review project quality, performance and cost effectiveness 	A revised customer satisfaction survey & policy were approved by SDC in December 2016. Implementation in 2017.

	<ul style="list-style-type: none"> families Prevent and end homelessness for youth Set a path to end all homelessness 			
Update Transitional Housing Standards of Care	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources <ul style="list-style-type: none"> Comprehensively review project quality, data and cost effectiveness Review transitional housing projects 	In progress
Review and adjust, if necessary, local performance measures	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness 	Performance measures updated and approved by HT Board on June 30, 2016. Local measures now align with HUD performance measures. Review and adjust benchmarks annually.
Conduct case staffing for veterans, families and chronic homeless using by-name lists	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Strategically allocate resources <ul style="list-style-type: none"> Comprehensively review project quality, performance and cost effectiveness 	Held weekly (family) or twice monthly (vets and chronic)
Conduct "Secret Shopper" evaluation of CoC delivery of housing and services annually	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end 	<ul style="list-style-type: none"> Increase successful placement and retention 	<ul style="list-style-type: none"> Strategically allocate resources <ul style="list-style-type: none"> Comprehensively review project quality, performance and cost effectiveness 	Utilize local TA to conduct secret shopper activities to test the helpline and recommend improvements

	<ul style="list-style-type: none"> homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 			
Conduct annual desk audits and on-site monitoring of programs	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Strategically allocate resources <ul style="list-style-type: none"> Comprehensively review project quality, performance and cost effectiveness 	<ul style="list-style-type: none"> Monitor contracted providers annually Partner with Housing Authorities to joint monitor ESG and SHIP
Align Dade County Community Homeless Plan annually and incorporate additional strategies to end homelessness	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources End chronic homelessness End family homelessness End veteran homelessness Use a Housing First approach 	<ul style="list-style-type: none"> Review Homeless plan with CoC Subcommittee annually Review Homeless plan at joint-Board retreat annually
Conduct capacity-building training to CoC providers	<ul style="list-style-type: none"> Prevent and end Veteran homelessness End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources End chronic homelessness End family homelessness End veteran homelessness Use a Housing First approach 	<ul style="list-style-type: none"> Utilize Planning Grant and local experts to conduct provider training on HUD guidance and emerging best practices
Conduct trainings and provide technical	<ul style="list-style-type: none"> Prevent and end Veteran homelessness 	<ul style="list-style-type: none"> Reduce length of time homeless Reduce returns to 	<ul style="list-style-type: none"> Create a systemic response to homelessness Strategically allocate resources 	<ul style="list-style-type: none"> Training schedule outlined for 2017, includes: <ul style="list-style-type: none"> System Performance

assistance as required	<ul style="list-style-type: none"> • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • End chronic homelessness • End family homelessness • End veteran homelessness • Use a Housing First approach 	<ul style="list-style-type: none"> – Restorative Practices – Capacity Building – Equal Access Policy – Low Barrier Shelter
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8: Homeless Plan

Implementation Measure	Federal Goal	HUD Performance Measure	HUD Policy & Program Priority	Strategies / Status
Adopted the Dade County Community Homeless Plan: 1994	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources • Create a systemic response to homelessness • Strategically allocate resources • End chronic homelessness • End family homelessness • End veteran homelessness • Use a Housing First approach 	<p>Review Homeless plan with CoC Subcommittee annually</p> <p>Review Homeless plan at joint-Board retreat annually</p>
Align Dade County Community Homeless Plan with federal HEARTH Regulations: 2017	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources • End chronic homelessness • End family homelessness • End veteran homelessness • Use a Housing First approach 	<p>Joint Retreat scheduled for February 24, 2017</p>

<p>Annual Review of Community Homeless Plan</p>	<ul style="list-style-type: none"> • Prevent and end Veteran homelessness • End CH • Prevent and end homelessness for families • Prevent and end homelessness for youth • Set a path to end all homelessness 	<ul style="list-style-type: none"> • Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention 	<ul style="list-style-type: none"> • Create a systemic response to homelessness • Strategically allocate resources • End chronic homelessness • End family homelessness • End veteran homelessness • Use a Housing First approach 	<p>CoC Subcommittee Scheduled for January 30, 2017</p> <p>Joint Retreat scheduled for February 24, 2017</p>
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