MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN

2018 ALIGNMENT OF PLAN WITH NEW PRIORITIES

2018: PRIORITY HOME

For Joint Retreat
Miami-Dade County Homeless Trust
Chapman Partnership
February 2018
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) (as per 2017 NOFA)
- Create a systemic response to homelessness
  - Measure System Performance
  - Create an effective Coordinated Entry process
  - Promote participant choice
  - Coordinate homeless assistance and mainstream housing service providers to ensure quick assistance and results in obtaining and maintaining housing as a system
  - Make the delivery of homeless assistance more open, inclusive and transparent
• Strategically allocate resources
  o Comprehensively review project quality, performance and cost effectiveness
  o Maximize the use of mainstream and other community-based resources
  o Review transitional housing stock to determine effectiveness in serving homeless persons and cost effectiveness
  o Integration
• Use a Housing First approach End chronic homelessness
  o Prioritize rapid placement and stabilization in permanent housing
  o Eliminate service participation requirements or preconditions
  o Move individual and families quickly into permanent housing (collect data on LOT it takes for project to move households into permanent housing)
  o Engage landlords and property owners, removing barriers to entry
  o Adopt client-centered service methods
  o Target persons with the highest needs and longest histories of homelessness for existing and new permanent supportive housing
  o Increase units
  o Improve outreach
• End family homelessness
• End youth homelessness
• End veteran homelessness
  o Use a Housing First approach
  o Use data to quickly and stably house homeless persons
  o Engage landlords and property owners
  o Remove barriers to entry
  o Adopt client-centered service methods
Miami-Dade County Community Homeless Plan

2018: PRIORITY HOME

1. Housing: Emergency, Transitional, Permanent Housing & Rapid Re-Housing
2. Coordinated Outreach Entry, Assessment and Placement Referral
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

<table>
<thead>
<tr>
<th>Implementation Measure</th>
<th>Federal Goal</th>
<th>HUD Performance Measure</th>
<th>HUD Policy &amp; Program Priority</th>
<th>Strategies / Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review inventory of Emergency Housing</td>
<td>• 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</td>
<td>• 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</td>
<td>• Create a systemic response to homelessness ○ Measure System Performance ○ Strategically allocate resources o Review project quality, performance and cost effectiveness ○ End chronic homelessness ○ Target persons with the highest needs/longest histories ○ End family homelessness ○ End youth homelessness ○ End veteran homelessness ○ Use a Housing First approach o Engage landlords and property owners o Remove barriers to entry o Adopt client-centered service methods ○ Create a systemic response to homelessness ○ Strategically allocate resources ○ Use a Housing First approach</td>
<td>Develop a system that makes homelessness rare, brief and non-recurring. Utilize HUD TA – CSH Shelter Needs Tool Develop policies and procedures to prioritize shelter placements. Consider targeted ES expansion to improve crisis response Ensure Housing First orientation/ approach for all ES providers. -Prioritize placement into PH; reduce average LOS from 137 to 120 days -Reduce referral to placement in TBRA to 43 days or less time from __ days to ___ days; dissect workflow and barriers -Reduce service participation requirements and preconditions -Strengthen housing navigation resources Reduce reliance on hotel/motel for families; increase percentage of families who move from hotel/motel directly to PH Look at provider level SyS PM to identify trends, providing training and performance improvements Develop a system that makes homelessness rare, brief and non-recurring, offering shelter to all persons experiencing homelessness, and rapidly rehousing persons experiencing homelessness. Review shelter “rules” and “no access” lists to ensure low demand models</td>
</tr>
</tbody>
</table>
| Target long-term stayers in Emergency Shelter, Transitional Housing and Safe Haven for Permanent Housing | • 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 | • Reduce length of time homeless  
• Reduce number of homeless  
• Increase successful placement and retention | • Create a systemic response to homelessness  
  o Measure System Performance  
  o End chronic homelessness  
    o Target persons with the highest needs/longest histories  
    o End family homelessness  
    o End veteran homelessness  
  o Use a Housing First approach  
    o Engage landlords and property owners  
    o Remove barriers to entry  
    o Adopt client-centered service methods | Utilize HUD TA — CSH  
Review Orders of Priority to incorporate DedicatedPLUS criteria adopted in June of 2016 to target those homeless the longest and with the greatest vulnerability  
Shorten LOS opening up additional bed nights  
Use a Housing First approach  
Create partnerships/interventions to serve hard-to-serve undocumented clients (consulates, Refugee Services, Legal Services) |
|---|---|---|---|
| Assess Transitional Housing Needs | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
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  o Measure System Performance  
  o Create an effective coordinated entry process  
  o Strategically allocate resources  
    o Review project quality, performance and cost effectiveness  
    o Review TH projects  
  o End chronic homelessness  
    o Target persons with the highest needs/longest histories  
    o End veteran homelessness  
  o Use a Housing First approach  
    o Use data to quickly and stably house  
    o Engage landlords and property owners  
    o Remove barriers to entry  
    o Adopt client-centered service methods | Utilize HUD TA — CSH  
Consider creation of Transitional “Bridge:”  
Housing with Rapid Re-Housing, Low Barrier Transitional Housing, Transition-In-Place Transitional Housing and Service Intensive Transitional Housing  
Consider special populations including unaccompanied homeless youth, safety for survivors of domestic violence, and assistance with recovery from addiction  
Use system data to determine need for TH  
Determine if when Rapid Rehousing might be a better model  
Seamlessly ramp down or evolve non-renewed Transitional Housing  
Update TH Standards of Care |
| End and sustain homelessness among Veterans | • Prevent and end Veteran homelessness  
• End veteran homelessness | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention  
• End veteran homelessness |  
Continued surges to provide homeless Vets Section 8 vouchers  
Continue weekly calls bi-weekly conferenceing with VA and SSVF partners  
Continue maintaining by-name list  
Collaborate with other Veteran resources |
| End homelessness among persons experiencing chronic homelessness | • End CH | • End CH | to fill targeted gaps (Mission United) 
Bring the number of chronically homeless Veterans to zero  
Reduce total homeless veterans to fewer than 100  
Reduce total number of homeless Veterans  
Reach and sustain functional zero  
Resubmit claim to USICH, HUD and VA no later than April 2018 |
| --- | --- | --- | --- |
| • 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 |  |  | Continue monthly-case staffing meetings with CoC partners  
Assign clients who are not document ready to housing navigation  
Maintain by-name list  
Reach and sustain functional zero |
| End youth homelessness and family homelessness | • Prevent and end homelessness for families  
• Prevent and end homelessness for youth | • 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 | • End family homelessness  
• End youth homelessness | Continue targeted monthly youth case staffing meetings with CoC partners  
Assign clients who are not document ready to housing navigation  
Maintain by-name list  
Reach and sustain functional zero  
Incorporated youth vulnerability instrument as part of the CE process  
Train staff at newly created access points  
Review and interpret Youth System Map  
Approve and adjust Youth Homelessness Plan as needed  
Apply for US HUD Youth Demonstration Project  
Explore feasibility of creating new ES, TH: RRH, shared housing, host homes or other innovate model(s) to serve youth;
| Reallocate underperforming, unsatisfactory or cost-ineffective Transitional Housing, Safe Havens, Rapid Rehousing and Permanent Supportive Housing to provide new PSH or RRH | Prevent and end Veteran homelessness | Reduce length of time homeless | Create a systemic response to homelessness  
• Measure System Performance  
• Promote participant choice  
• Plan as a system  
• Strategically allocate resources  
• Review project quality, performance and cost effectiveness  
• Maximize the use of mainstream and other community-based resources  
• Review TH projects  
• Integration | Considered reallocation of current TH to PSH.  
Consider retooling or reallocating SH to PH  
Run provider performance through HUD renewal scoring tool  
Look at provider level SyS PM to identify trends, providing training and performance improvement  
Explore feasibility of creating new ES TH r RRH for youth |
|---|---|---|---|
| Incorporate Housing First approach into all housing types | Prevent and end Veteran homelessness | Reduce length of time homeless | Use a Housing First approach  
• Use data to quickly and stably house  
• Engage landlords and property owners  
• Remove barriers to entry  
• Adopt client-centered service methods | 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.  
Providing people experiencing homelessness with housing without treatment pre-requisite  
Focus on housing planning, location and documents  
Map process from homelessness to housing (What parents are unnecessary? What parts can be done in parallel? What parts can be done after housing?) |
| Expand and better coordinate Rapid Rehousing programs | Prevent and end Veteran homelessness | Reduce length of time homeless | Create a systemic response to homelessness  
• Measure System Performance  
• Strategically allocate resources  
• Review project quality, | Seek TA on (1) pooling the Administration of ESG, HOME, SHIP, state and local Homeless Prevention and RRH and (2) coordinating referrals to RRH |
<table>
<thead>
<tr>
<th>Topic Area</th>
<th>Goals</th>
<th>Strategies</th>
<th>Objectives</th>
<th>Collaborations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevent and end homelessness for families</td>
<td>• Increase employment and income</td>
<td>• Use data to quickly and stably house persons</td>
<td>• Maximize the use of mainstream and other community-based resources</td>
<td>Increase collaboration with Emergency Solutions Grant (ESG) partners</td>
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<td>End youth homelessness</td>
<td>• Reduce number of homeless</td>
<td>• Engage landlords and property owners</td>
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<td>Increase collaboration with State Housing Initiatives Partnerships (SHIP) entitlement jurisdictions</td>
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<td>End veteran homelessness</td>
<td>• Increase employment and income</td>
<td>• Remove barriers to entry</td>
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<td>Increase collaboration with HOME Investments Partnership Programs</td>
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<td>Use a Housing First approach</td>
<td>• Increase successful placement and retention</td>
<td>• Adopt client-centered service methods</td>
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<td>Advocate for continued SSVF resources</td>
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<td>Increase employment and income</td>
<td>• Reduce length of time homeless</td>
<td>• Review project quality, performance and cost effectiveness</td>
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<td>Ensure RRH offers appropriate support services promoting self-sufficiency and increased income</td>
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<td>Reduce first time homelessness</td>
<td>• Reduce number of homeless</td>
<td>• Promote participant choice</td>
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<td>Fund housing navigation</td>
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<td>Increase successful placement and retention</td>
<td>• Increase employment and income</td>
<td>• Target persons with the highest needs/longest histories</td>
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<td>Conduct quarterly meetings with RRH providers and Lead Coordinator</td>
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<td>Consider shifting 120 HCV vouchers with F&amp;B funded support services dedicated to serving chronic veterans to other chronic homelessness</td>
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**Expand Permanent Supportive Housing**
- Provide housing First model focused on serving people with highest needs and longest histories of homelessness
- 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

**Expand inventory of Permanent Housing**
- 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

**Increase collaboration with HOME Investments Partnership Programs (City of Miami)***

*Note: Some text is cut off or incomplete in the provided image.*
Remove barriers to entry
Adopt client-centered service methods

Miami HOME RFA Set-Aside, PHCD ESG & HOME RFA
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.
Support community, state, and federal efforts to expand affordable housing (Miami Homes for All, Housing Solutions Task Force, PACT, Sadowski Coalition)
Target non-chronic households (no disability) – (Multifamily Homeless Preference, FHFC LINK units)
Collaborate with CDBG providers to acquire property on which permanent housing can be built

Develop Navigator Certification Program
Expand use of exclusive CoC Landlord Listing Tool
Conduct quarterly engagement meetings with existing/prospective landlords
Utilize SEEFA membership to gain and retain landlord leads
Engage faith-based groups to enhance landlord connections and volunteer opportunities, and dissuade street feedings
Develop Move-On Policy

Work with housing providers to identify and coordinate mainstream resources and systems to ensure chronically homeless clients access support services
• End CH
• Set a path to end all homelessness

Reduce returns to homelessness
• Increase employment and income
• Increase successful placement and retention

Create a systemic response to homelessness
• Plan as a system
• Strategically allocate resources
  o Maximize the use of mainstream and other community-based resources
  o Integration

Partner with VA and FQHC to provide support services to disabled persons in PSH
Use F&B tax to fund gaps in support services to leverage new PSH

Finalize a coordinated
### 2. Coordinated Outreach, Assessment and Placement Referral

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| Establish comprehensive mobile street outreach, assessment and placement. | • Prevent and end Veteran homelessness  
• End CH  
• Prevent and end homelessness for families/youth | • Reduce length of time homeless  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • Create a systemic response to homelessness  
• Measure System Performance  
• Create an effective coordinated entry process  
• Strategically allocate resources | Ensure cultural competency (English, Spanish, Creole, Youth, veterans, peer specialists)  
Use technology to create efficiencies (mobile tablets for engagement, assessment, record contacts, referrals) |

Create new Permanent Housing Options for Medically Needy and Frail

- End CH
- Set a path to end all homelessness

- Reduce length of time homeless
- Reduce number of homeless
- Increase employment and income
- Increase successful placement and retention

- Strategically allocate resources
- End chronic homelessness
  - Target persons with the highest needs/longest histories
- Use a Housing First approach
  - Remove barriers to entry
  - Adopt client-centered service methods

Collaborate with Assisted Living Facilities; PACE Centers

Fund appropriate PH options for long-term stayers of shelter through the F&B tax

Improve upon existing Continue youth service count and survey methodology

Continue youth-specific BNL meetings

Use RRH as a tool to end youth homelessness

Create youth-specific benchmarks to measure progress

Secure funding commitments from youth-focused organizations

Participate in national data sharing of youth data dashboard
<table>
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<tr>
<th>Set a path to end all homelessness</th>
<th>Increase successful placement and retention</th>
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<tbody>
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<td><strong>homelessness</strong></td>
<td><strong>Review project quality, performance and cost effectiveness</strong></td>
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- **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.
- **Train stakeholders staff** in Critical Time Intervention, mediation and HQS inspection standards.

- **Enhance collaboration with DV system** for placement into ES, TH, RRH and PSH.
- **Pilot partnership with Miami-Dade Transit** to effectively respond to and triage homeless at bus stops.
- **Train staff in diversion.** Determine if and what resources would be needed to reduce homeless entries.
- **Implement mediation strategies** on the helpline.
- **Develop coordinated entry system** with accessible after-hours procedures.
- **Ensure newly created access points** have knowledge of mainstream and community based emergency assistance services.
- **Repurpose outreach stall** to also conduct housing navigation.

<table>
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<tr>
<th>Expand specialized outreach to serve persons refusing all services.</th>
<th>End CH</th>
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</table>

- **Incorporate specialization** in behavioral health, primary care, legal services, particularly for those refusing all services.
- **Repurpose SAMHSA Path Funding to assist with Specialized Outreach, Housing Navigation, leverage PH rental assistance resources, and support Access Points**
<table>
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<tr>
<th>Activities</th>
<th>Key Indicators</th>
<th>Measures</th>
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<td>Improve discharge planning from jails, crisis centers, hospitals</td>
<td>• End CH&lt;br&gt;• Set a path to end all homelessness</td>
<td>• Create a systemic response to homelessness&lt;br&gt;</td>
</tr>
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<td>Improve discharge planning for institutions serving homeless youth</td>
<td>• Reduce length of time homeless&lt;br&gt;• Reduce returns to homelessness&lt;br&gt;• Reduce number of homeless&lt;br&gt;• Increase employment and income&lt;br&gt;• Increase successful placement and retention</td>
<td>• Measure System Performance&lt;br&gt;• Plan as a system&lt;br&gt;• Create an effective coordinated entry process&lt;br&gt;• Strategically allocate resources&lt;br&gt;• Use a Housing First approach</td>
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<td>Review MOA discharge information quarterly&lt;br&gt;Meet with MOA partners quarterly&lt;br&gt;Review and evolve discharge planning protocols&lt;br&gt;Secure Harvard Government Performance Lab TA&lt;br&gt;Understand costs of high system users</td>
</tr>
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<td>Maintain toll-free helpline for centralized access to the CoC</td>
<td>• Prevent and end Veteran homelessness&lt;br&gt;• End CH&lt;br&gt;• Prevent and end homelessness for families&lt;br&gt;• Prevent and end homelessness for youth&lt;br&gt;• Set a path to end all homelessness</td>
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<td>Measure monthly call volume, hold time, average call length</td>
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<td>Further evaluate evidence-based tool for assessing and serving homeless clients with the longest histories of homelessness and the highest needs</td>
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<td></td>
<td>• Reduce length of time homeless&lt;br&gt;• Reduce returns to homelessness&lt;br&gt;• Reduce number of homeless&lt;br&gt;• Increase employment and income&lt;br&gt;• Increase successful placement and retention</td>
<td>• Measure System Performance&lt;br&gt;• Strategically allocate resources&lt;br&gt;• Review project quality, performance and cost effectiveness&lt;br&gt;• End chronic homelessness&lt;br&gt;• Target persons with the highest needs/longest histories&lt;br&gt;• End family homelessness&lt;br&gt;• End youth homelessness&lt;br&gt;• End veteran homelessness&lt;br&gt;• Use a Housing First approach&lt;br&gt;• Engage landlords and property owners&lt;br&gt;• Remove barriers to entry&lt;br&gt;• Adopt client-centered service methods</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider preference points in vulnerability assessment for street homeless</td>
</tr>
<tr>
<td>Maintain a system-wide central waitlist for</td>
<td>• Prevent and CH</td>
<td>• Create a systemic response to homelessness&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td>• Reduce length of time homeless</td>
<td>• Measure System Performance&lt;br&gt;• Strategically allocate resources&lt;br&gt;• Review project quality, performance and cost effectiveness&lt;br&gt;• End chronic homelessness&lt;br&gt;• Target persons with the highest needs/longest histories&lt;br&gt;• End family homelessness&lt;br&gt;• End youth homelessness&lt;br&gt;• End veteran homelessness&lt;br&gt;• Use a Housing First approach&lt;br&gt;• Engage landlords and property owners&lt;br&gt;• Remove barriers to entry&lt;br&gt;• Adopt client-centered service methods</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HT Housing Coordinator hired in 2014 to</td>
</tr>
<tr>
<td>Placement into CoC funded TH/PH and homeless set-aside permanent housing programs</td>
<td>Prevent and end homelessness for families</td>
<td>Prevent and end homelessness for youth</td>
</tr>
<tr>
<td>Expand on indoor meal programs as a means to engage homeless individuals</td>
<td>End CH</td>
<td>Set a path to end all homelessness</td>
</tr>
<tr>
<td>Improve landlord outreach, engagement and retention</td>
<td>Prevent and end Veteran homelessness</td>
<td>End CH</td>
</tr>
</tbody>
</table>
### 3. Homeless Prevention and Diversion

<table>
<thead>
<tr>
<th>Implementation Measure</th>
<th>Federal Goal</th>
<th>HUD Performance Measure</th>
<th>HUD Policy &amp; Program Priority</th>
<th>Strategies / Status</th>
</tr>
</thead>
</table>
| Expand rent/utility assistance and other interventions to prevent homelessness | • Prevent and end homelessness for families  
• Prevent and end homelessness for youth  
• Set a path to end all homelessness | • Reduce number of homeless | • Create a systemic response to homelessness  
• Strategically allocate resources  
  ○ Review project quality, performance and cost effectiveness  
• End family homelessness  
• End youth homelessness | New SHIP dedicated to RRH and Prevention (Hialeah, PHCD, F&B and Miami Gardens)  
State Challenge and ESG, PHCD ESG Set-Asides, PHCD HOME Set-Asides dedicated to RRH, EFSP prioritized for RA, including special appropriation |
| Create a successful diversion for homeless individuals and families | • Prevent and end homelessness for families  
• Prevent and end homelessness for youth  
• Set a path to end all homelessness | • Reduce number of homeless | • End family homelessness | Make diversion first intervention. Identify alternate housing arrangements. ([Implement strategies to reduce 1st time homelessness](#)).  
Consider flexible financial assistance.  
Train staff in mediation. |
| Align all Homeless Prevention programs to reduce duplication and improve efficiency | • 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 | • Reduce number of homeless | • Create a systemic response to homelessness  
• End family homelessness | Work with EFSP Board to implement countywide use of HMIS for HP programs not funded through CoC |

### 4. Support Services

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<table>
<thead>
<tr>
<th>Implementation Measure</th>
<th>Federal Goal</th>
<th>HUD Performance Measure</th>
<th>HUD Policy &amp; Program Priority</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve CoC-wide knowledge and use of Marchman and Baker Acts and Guardianship Program</td>
<td>• End CH</td>
<td>• Reduce number of homeless • Increase successful placement and retention</td>
<td>• Create a systemic response to homelessness</td>
<td>Invite courts and Guardianship Program to present at Providers’ Forum</td>
</tr>
<tr>
<td>Maximize the use of mainstream and other community-based resources</td>
<td>• 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</td>
<td>• Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention</td>
<td>• Strategically allocate resources</td>
<td>Head Start, Catholic Charities, Veterans Affairs, Faith-Based Organizations, Medicaid, Legal Services, PACE Centers, Career Source, Parent to Parent, Advocacy Network on Disabilities… Provide training and broker MOU’s between providers with poor employment and CareerSource. Update Homeless and Youth Homeless Resource Guides</td>
</tr>
<tr>
<td>Pursue alternative to inpatient/residential treatment programs for the mentally ill</td>
<td>• End CH • Set a path to end all homelessness</td>
<td>• Reduce length of time homeless • Reduce returns to homelessness • Increase successful placement and retention</td>
<td>• Create a systemic response to homelessness • End chronic homelessness</td>
<td>Support the construction and completion of the Mental Health Diversion Facility Strengthen partnerships with SFBHN the Managing Entity for state SAMH resources</td>
</tr>
<tr>
<td>Adopt client-centered service methods tailored to meet the unique needs of each individual and family</td>
<td>• 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</td>
<td>• Reduce length of time homeless • Reduce returns to homelessness • Reduce number of homeless • Increase employment and income • Increase successful placement and retention</td>
<td>• Create a systemic response to homelessness • End family homelessness • End youth homelessness • End chronic homelessness • End veteran homelessness</td>
<td>Provide Evidence Based Practice (EBP) training Fund EBPs -Critical Time Intervention -Safety Planning Protocols and Training for providers serving victims of domestic violence -Fair Housing training and implementation of strategies to further Fair Housing Collaborate with other systems to promote wellness (i.e. SAMH Managing Entity, Ryan White, Victim Services)</td>
</tr>
</tbody>
</table>

5. Effective Use of Data
<table>
<thead>
<tr>
<th>Implementation Measure</th>
<th>Federal Goal</th>
<th>HUD Performance Measures</th>
<th>HUD Policy &amp; Program Priority</th>
<th>Strategies / Status</th>
</tr>
</thead>
</table>
| Conduct bi-annual homeless census | • 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 | • Reduce number of homeless | • 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 | • 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 | • Reduce number of homeless  
• Increase successful placement and retention | • Create a systemic response to homelessness  
• Strategically allocate resources | PIT surveys conducted annually to gauge identified needs, gaps |
| Conduct annual iCount & Surveys | • Prevent and end homelessness for families  
• Prevent and end homelessness for youth | • Reduce number of homeless  
• Increase successful placement and retention | • End youth homelessness | iCount, a service count has been conducted since 2014 using youth with lived experience and countywide; 70+ magnet sites identified in 2017 |
| Continue Annual Homeless Assessment Report (AHAR) participation | • Prevent and end Veteran homelessness  
• End CH  
• Prevent and end homelessness for families  
• Prevent and end homelessness for youth  
• Set a path to | • N/A | • Create a systemic response to homelessness | AHAR first completed in 2015; continue to submit all possible tables accepted |
| Utilize Supportive Housing Opportunities Planner (SHOP) too | • End CH  
• Set a path to end all homelessness | • Increase successful placement and retention | • 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 | • 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 | • N/A | • Create a systemic response to homelessness | Track client improvement through CoC  
Measure CoC-wide and provider performance utilizing HUD measures  
Perform data analysis to identify CoC and provider-level trends and opportunities  
Import and export data to support collaboration between homeless service providers and mainstream resource providers (Medicaid, criminal justice re-entry programs, healthcare services, etc.).  
Use Trust Housing Coordinator to input OPH data into HMIS |
| Utilize data to evaluate system efficiency (i.e. vacancy rate, system performance & # of placements) to drive funding decisions and allocation of resources | • 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 | • N/A | • Create a systemic response to homelessness  
• Strategically allocate resources  
• Comprehensively review project quality, performance and cost effectiveness | Run weekly quarterly System Performance Measures (SyS PM)  
Publically post program outcomes  
Analyze vacancy/utilization rates annually  
Monitor and reduce evictions and discharges to unknown destinations |
| Utilize data to publically educate and build community support to end homelessness | • Prevent and end Veteran homelessness  
• End CH  
• Prevent and end homelessness for families/youth  
• Set a path to end all homelessness | • N/A | • Create a systemic response to homelessness | Utilize marketing to:  
• Engage new landlords  
• Engage new housing and service providers  
• Engage the public |
| Utilize data to prevent homelessness and | • Prevent and end Veteran | • Reduce returns to homelessness | • Create a systemic response to homelessness | High-cost, high-utilizers list formed with |
| Identify cross system gaps/needs | Homelessness | Reduce number of homeless | Strategically allocate resources | JMH, SFBHN, 11th Judicial Circuit, & HMIS

Identifying households suitable for Review outcomes of Housing First PSH in partnership with Coalition Lift stakeholders and Study to be conducted by USF Harvard Government Performance Lab TA

| Evaluate options for Pay for Performance models | End CH Prevent and end homelessness for families Prevent and end homelessness for youth Set a path to end all homelessness | Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase employment and income Increase successful placement and retention | 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 | 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 | Reduce length of time homeless Reduce returns to homelessness Reduce number of homeless Increase successful placement and retention | End chronic homelessness | Utilize HMIS LOT data to prioritize persons who have been homeless the longest for PH Use vulnerability to rank households with like homeless longevity

### 6. Governance & Resource Maximization

<table>
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<tr>
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<th>Strategies / Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure Board and Committee composition and governing bylaws comply with federal</td>
<td>Prevent and end Veteran homelessness End CH</td>
<td>N/A</td>
<td>Create a systemic response to homelessness</td>
<td>LGTBQ, Victims of Human Trafficking, Unaccompanied Youth, Individuals with Disabilities, etc. Further ensure alignment with HUD</td>
</tr>
</tbody>
</table>
| HEARTH regulations and are representative of all stakeholders | • Prevent and end homelessness for families  
• Prevent and end homelessness for youth  
• Set a path to end all homelessness | guidance through committee appointments and participation |
| --- | --- | --- |
| Pursue new funding opportunities to address housing and service gaps and reduce administrative costs | • 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 | • N/A  
• 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 | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase successful placement and retention | • 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. | • 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 | • N/A  
• 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 | • Prevent and end Veteran homelessness  
• Reduce length of time homeless  
• Reduce returns 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

- End CH
- Prevent and end homelessness for families
- Prevent and end homelessness for youth
- Set a path to end all homelessness
- Homelessness
  - Reduce number of homeless
  - Increase employment and income
  - Increase successful placement and retention
- End chronic homelessness
- End family homelessness
- End veteran homelessness
- Use a Housing First approach

### Engage Local, State and Federal Elected Leadership

- 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
- Reduce length of time homeless
- Reduce returns to homelessness
- Reduce number of homeless
- Increase employment and income
- Increase successful placement and retention
- N/A

### Legislative Priorities

- 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

<table>
<thead>
<tr>
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<th>Strategies / Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement CoC-wide grievance procedures</td>
<td>Prevent and end Veteran homelessness</td>
<td>Reduce length of time homeless</td>
<td>Use a Housing First approach</td>
<td>Grievance Procedures approved by SDC in December 2016</td>
</tr>
<tr>
<td></td>
<td>End CH</td>
<td>Reduce returns to homelessness</td>
<td>Adopt client-centered service methods</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prevent and end homelessness for families</td>
<td>Reduce number of homeless</td>
<td>Restorative Practices training will be conducted in February 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prevent and end homelessness for youth</td>
<td>Increase successful placement and retention</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Set a path to end all homelessness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement electronic customer satisfaction surveys and evaluate annually</td>
<td>Prevent and end Veteran homelessness</td>
<td>Increase successful placement and retention</td>
<td>Strategically allocate resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>End CH</td>
<td>Increase successful placement and retention</td>
<td>Comprehensively review project quality, performance and cost effectiveness</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prevent and end homelessness for</td>
<td></td>
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</tbody>
</table>
|                         | | | | A revised customer satisfaction survey & policy were approved by SDC in December 2016. Implementation in 2017.
| Update Transitional Housing Standards of Care | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • Create a systemic response to homelessness  
• Strategically allocate resources  
  o Comprehensively review project quality, data and cost effectiveness  
  o Review transitional housing projects | In progress |

| Review and adjust, if necessary, local performance measures | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • 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 youth homeless using by-name lists | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • Strategically allocate resources  
  o 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 | • Prevent and end Veteran homelessness  
• End CH  
• Prevent and end | • Increase successful placement and retention | • Strategically allocate resources  
  o Comprehensively review project quality, performance and cost effectiveness | Utilize local TA to conduct secret shopper activities to test the helpline and recommend improvements |
Conduct annual desk audits and on-site monitoring of programs

- 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

- N/A

- Strategically allocate resources
  - Comprehensively review project quality, performance and cost effectiveness

Monitor contracted providers annually
Partner with Housing Authorities to joint monitor ESG and SHIP

Ensure timely grant execution, payments to providers/landlords

- 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

- N/A

- Enhance provider training on grant and reimbursement package requirements
- Work with County Finance Dept. to prioritize vendors
- Ensure timely and accurately submitted reimbursement packages are processed timely for payment
- Ensure client recertification packages are processed timely to ensure landlord payments.

Align Dade County Community Homeless Plan annually and incorporate additional strategies to end homelessness

- 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

- Reduce length of time homeless
- Reduce returns to homelessness
- Reduce number of homeless
- Increase employment and income
- Increase successful placement and retention

- Create a systemic response to homelessness
- Strategically allocate resources
- End chronic homelessness
- End family homelessness
- End veteran homelessness
- Use a Housing First approach

Review Homeless plan with CoC Subcommittee annually
Review Homeless plan at joint Board retreat annually

Conduct capacity-building training to CoC

- Prevent and end Veteran homelessness

- Reduce length of time homeless
- Reduce returns to

- Create a systemic response to homelessness
  - Strategically allocate resources

Utilize Planning Grant and local experts to conduct provider training on HUD guidance
### 8: Homeless Plan

<table>
<thead>
<tr>
<th>Implementation Measure</th>
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<th>HUD Performance Measure</th>
<th>HUD Policy &amp; Program Priority</th>
<th>Strategies / Status</th>
</tr>
</thead>
</table>
| Adopted the Dade County Community Homeless Plan: 1994 | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • 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 | Review Homeless plan with CoC Subcommittee annually  
Review Homeless plan at joint-Board retreat biannually |
| Align Dade County Community Homeless Plan with federal HEARTH Regulations: 2017 | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • Create a systemic response to homelessness  
• Strategically allocate resources  
• End chronic homelessness  
• End family homelessness  
• End veteran homelessness  
• Use a Housing First approach | Joint Retreat scheduled for February 24, 2017 |
| Annual Review of Community Homeless Plan | • 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 | • Reduce length of time homeless  
• Reduce returns to homelessness  
• Reduce number of homeless  
• Increase employment and income  
• Increase successful placement and retention | • Create a systemic response to homelessness  
• Strategically allocate resources  
• End chronic homelessness  
• End family homelessness  
• End veteran homelessness  
• Use a Housing First approach | CoC Subcommittee Scheduled for January 30, 2017  
Joint Retreat scheduled for February 24, 2017 |