

**MIAMI-DADE COUNTY COMMUNITY HOMELESS PLAN**

*2022 ALIGNMENT OF PLAN WITH NEW PRIORITIES*

**2022: PRIORITY  HOME**

## Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act Drivers

### Federal Strategic Plan Objectives to Prevent and End Homelessness<sup>1</sup>

- Ensure homelessness is a rare experience
  - Collaboratively build lasting systems that end homelessness
  - Increase capacity and strengthen practices to prevent housing crises and homelessness
- Ensure homelessness is a brief experience
  - Identify and engage all people experiencing homelessness as quickly as possible
  - Provide immediate access to low-barrier emergency shelter or other temporary accommodations to all who need it
  - Implement coordinated entry to standardize assessment and prioritization processes and streamline connections to housing and services
  - Assist people to move swiftly to permanent housing with appropriate and person-centered services
- Ensure homelessness is a one-time experience
  - Prevent returns to homelessness through connections to adequate services and opportunities
- Sustain an end to homelessness
  - Sustain practices and systems at a scale necessary to respond to future needs

### HUD System 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)

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<sup>1</sup> The United States Interagency Council on Homelessness (USICH) is in the process of creating a new Federal Strategic Plan (first unveiled in 2010) to prevent and end homelessness. It will be 1) guided by racial equity 2) built upon the foundation of evidenced based practices, particularly Housing First 3) leverage the American Rescue Plan to not only meet the immediate needs of the pandemic but also invest in long-term solutions to homelessness. <https://www.usich.gov/news/usich-is-creating-a-new-federal-strategic-plan-and-were-listening-to-you.-heres-how/>

- Successful Placement from Street Outreach (Outreach Coverage) / Successful Placement In or Retention of Permanent Housing (Stably House)

#### **HUD Policy Priorities**

- Ending homelessness for all persons
- Use a Housing First approach
- Reducing unsheltered homelessness
- Improving system performance
- Partnering with housing, health and service agencies
- Racial equity
- Persons with lived experience

#### **THRIVE 305**

The Miami-Dade County Community Homeless Plan is also aligned with Miami-Dade County's Thrive 305 Action Plan, an effort led by the Mayor's Division of Innovation and Performance in partnership with the Miami Foundation, which prioritizes housing that people can afford.<sup>2</sup>

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<sup>2</sup> <https://www.miamidade.gov/initiative/thrive305/home.page>

## Miami-Dade County Community Homeless Plan

### 2022: PRIORITY HOME

1. Housing: Emergency, Transitional and Permanent
2. Coordinated Entry, 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 and Permanent Housing**

Implementation Measure	Strategies
<p>Review inventory and quality of Emergency Housing and allocate beds based on need</p>	<p>Ensure housing first orientation; low barriers to entry; streamlined and welcoming intake process</p> <p>Train providers to utilize pre-Critical Time Intervention practices</p> <p>Tailor spaces and services for unaccompanied youth 18-24</p> <p>Work to identify crisis housing options for couples</p> <p>Reduce reliance on hotel/motel for families with minor children and increase percentage of families who move from hotel/motel directly to Permanent Housing (PH)</p> <p>Ensure adherence to Coordinated Entry policy</p> <p>Strengthen housing navigation, case management and mediation resources to shorten length of time homeless and promote successful exists</p> <p>Review protocols for the operation of emergency events, including pandemics, cold weather and hurricanes</p>
<p>Target seniors; persons identified by the CDC at high risk of death during a pandemic; long-term stayers in Emergency Shelter, Transitional Housing and Safe Haven; unsheltered persons; persons with high systems utilization; persons fleeing DV, human and sex trafficking; youth; families; and veterans for Permanent Housing</p>	<p>Prioritize seniors (65 or older) and persons identified by the CDC at high risk of death during a pandemic for permanent housing</p> <p>Target persons with high systems utilization; persons fleeing DV, human and sex trafficking; youth; families; and veterans for Permanent Housing</p> <p>Reduce system-wide average Length of Time (LOT) to less than 126 days</p> <p>Increase successful placement exits to permanent destinations for adult only households to 50% of single adults</p> <p>Prioritize unsheltered persons who meet chronic homeless definition for Permanent Supportive Housing (PSH)</p> <p>Create partnerships/interventions to serve hard-to-serve undocumented clients</p> <p>Map process from homelessness to housing to reduce redundancies and referral to placement in Tenant Based Rental Assistance (TBRA)</p> <p>Utilize rental assistance funding to target persons experiencing homelessness or those most likely to enter the homeless system.</p> <p>Encourage and perfect shared housing solutions</p> <p>Implement performance improvement plans for low performers</p>

- Commented [MV(1)]: Is this still accurate?
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- Commented [MV(3)]: Should we quantify based on CE?

<p>Reduce unsheltered homelessness for single adults</p>	<p>Create bridge housing to provide quick permanent housing placement for clients not likely to thrive in a congregate living facility</p> <p>Further partnerships with the Managing Entity for substance abuse and mental health to better engage unsheltered adults and provide more timely access to detox and/or treatment resources as needed/requested</p> <p>Develop additional strategies to house sex offenders/predators</p> <p>Further coordinate discharge planning efforts (hospitals, jails, prisons, crisis units); review and update discharge planning protocols and coordination</p> <p>Enhance peer support, including using persons with lived experience</p> <p>Continue coordination PATH Program, Healthcare for the Homeless grantees and Miami-Dade Public Library System and others to ensure clients can access Coordinate Entry System</p> <p>Diversify street outreach teams to meet the unique needs of unsheltered individuals, including those with substance abuse and severe mental illness; engage with non-CoC affiliated groups who regularly engage persons experiencing homelessness; promote and facilitate coordination and collaboration amongst outreach teams</p> <p>Reinforce importance of using Homeless Management Information System (HMIS) workflow to log encounters and engagements</p> <p>Enhance diversion/mediation for single adults</p> <p>Perfect mobile rapid rehousing and direct placement from the streets to housing</p>
<p>Assess Transitional Housing needs</p>	<p>Use system data to determine need for Transitional Housing (TH)</p> <p>Consider special populations including unaccompanied homeless youth, safety for survivors of domestic violence, and assistance with recovery from addiction</p> <p>Expedite successful exits from TH programs not funded through the CoC by promoting RRH</p> <p>Consider creation of Transitional Housing with Rapid Rehousing (TH:RRH)</p> <p>Support Mental Health Diversion Facility development and completion</p>
<p>Sustain an Effective End to Veteran Homelessness</p>	<p>Use CoC resources, including housing choice vouchers, when VASH resources are insufficient to sustain effective end on veteran homelessness</p> <p>Continue conferencing with VA, SSVF partners and other stakeholders</p> <p>Continue maintaining veteran by-name list</p> <p>Collaborate with other stakeholders to fill targeted system gaps (i.e. United Way Mission United)</p> <p>Monitor GPD length of stay and adjust as necessary</p> <p>Promote diversion strategies for vets using Rapid Resolution techniques</p>

<p>End homelessness among persons experiencing chronic homelessness</p>	<p>Maintain by-name lists for chronically homeless households and continue to staff cases as needed</p> <p>Develop HMIS assessment to record who is document ready</p> <p>Assign clients who are not document ready to case management</p> <p>Use a low-barrier, Housing First approach for permanent housing programs; train CoC to utilize Critical Time Intervention model</p> <p>Expand and enhance unsheltered data collection</p>
<p>End youth homelessness and family homelessness</p>	<p>Continue targeted youth and family case staffing meetings with CoC partners</p> <p>Allow CoC Youth Voice Action Council (Youth Action Board) Sub-committee to further develop youth system of care; explore funding to provide stipends for youth w/lived experience</p> <p>Support and coordinate with Housing Our Miami-Dade Youth (HOMY) collective</p> <p>Continue using TAY-VI-SPDAT youth vulnerability instrument and F-VI-SPDAT family vulnerability tool as part of the CE process</p> <p>Continue to pursue goals outlined as part of 100-Day Challenge, including rapid placement of all youth experiencing homelessness, emphasis on connections to employment/education/behavioral health connections as needed; promote permanent connections for youth</p> <p>Review Youth Homelessness Plan as needed</p> <p>Apply for USHUD Youth Homelessness Demonstration Project, Family Unification Program (FUP) vouchers and other youth-focused solicitations as opportunities arise</p> <p>Explore feasibility of creating new Coordinated Entry (CE), Emergency Shelter (ES), TH:RRH, PH, shared housing, host homes or other innovative model(s) to serve youth</p> <p>Continue to coordinate with Public Child Welfare Agency (PCWA) to coordinate FUP and FYI referrals</p> <p>Collaborate with Miami Homes for All to continue youth focused Point-in-Time Count (iCount)</p> <p>Enhance diversion for youth and families with minor children</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>	<p>Rate renewal providers using modified HUD Rating and Ranking tool; develop improved formula to determine cost effectiveness</p> <p>Look at provider level System Performance Measures (SyS PM) together with Performance Evaluation Committee and HUT Technical Assistance to identify trends and recommend action steps/strategies for performance improvement, particularly length of time homeless, exits and returns.</p>

<p>Incorporate Housing First approach into all housing types</p>	<p>Discuss possibility of service participation requirements in targeted programming, including volunteerism</p> <p>Reduce barriers to entry (such as poor credit history, poor rental history, criminal convictions, engagement in therapeutic goals, use of alcohol/drugs; sobriety requirements)</p> <p>Focus on housing planning, navigation and document requirements; ensure providers do not require documentation beyond regulatory requirements</p> <p>Map process from homelessness to housed, look for ways to reduce length of time homeless</p> <p>Create system to track and notify CoC of pending evictions and opportunities to troubleshoot to reduce returns</p>
<p>Review inventory of Rapid Rehousing programs and allocate funds based on need</p>	<p>Continue coordinating referral process to RRH using CoC Housing Coordinator</p> <p>Ensure all RRH programs offer appropriate level of support services and housing navigation</p> <p>Explore RRH models that provide longer lengths of stay</p> <p>Ensure RRH is available to unsheltered persons</p> <p>Review and lower barriers to RRH entry</p> <p>Continue collaboration with Emergency Solutions Grant (ESG) partners; build capacity to encourage new RRH providers</p> <p>Continue collaboration with State Housing Initiatives Partnerships (SHIP) entitlement jurisdictions</p> <p>Continue collaboration with HOME Investments Partnership Programs Entitlement Jurisdictions</p> <p>Continue collaboration with SSVF providers</p> <p>Continue to advocate for rental assistance as a priority for EFSP funding</p> <p>Continue to advocate use of Thriving Mind transitional funding for rental assistance</p> <p>Continue using local, state and HUD funding to maintain/increase RRH inventory</p> <p>Maintain RRH for survivors of domestic violence, human and sex trafficking</p> <p>Ensure DV RRH providers collect UDEs in homeless module of their MIS</p> <p>Use RRH to bridge households waiting for PSH</p> <p>Perfect mobile rapid rehousing</p>
<p>Review inventory of Permanent Supportive Housing programs and allocate resources based on need, serving people with greatest need and longest histories of homelessness; expand Other Permanent Housing (OPH)</p>	<p>Promote the importance of homeless set-asides as an integral part of affordable housing development</p> <p>Continue collaborating with PHAs to establish homeless set-asides</p> <p>Partner with PHA's on USHUD voucher opportunities</p> <p>Promote and expand continuum-wide, coordinated Move-Up strategies</p> <p>Acquire and operationalize county-owned facility in West Miami-Dade for use as permanent housing for single adults with special needs</p>



	<p>Further maximize the use of federal surplus property to serve households experiencing homelessness. Pursue hotel to housing acquisition and renovation</p> <p>Partner with developers on Florida Housing Finance Corporation development/financing and referral opportunities; work with developers/property managers to reduce barriers to entry (credit, income, background, etc.); better target clients for ELI referrals using HMIS</p> <p>Support community, statewide and federal efforts to expand affordable housing</p> <p>Look at need among sub-populations, with a particular focus on seniors and unsheltered singles adults with mental illness, substance abuse and other special needs. Pursue and finalize acquisitions.</p> <p>Expand HUD-Assisted Multifamily Housing Homeless and Move-Up Preference partnerships</p> <p>Acquire and renovate properties to serve as new permanent housing for persons experiencing homelessness</p> <p>Enhance partnerships with Assisted Living Facility/Independent Living Facility operators for clients who need enhanced housing and service supports</p>
Work with housing providers to identify and coordinate mainstream resources and systems to ensure homeless clients access support services	<p>Partner with VA, Federally Qualified Health Centers (FQHC) and Managed Care providers to provide support services to disabled persons in PSH</p> <p>Use Food and Beverage (F&amp;B) tax to fund gaps in support services to leverage new PSH</p> <p>Support Medicaid pilots providing comprehensive support services to disabled persons</p> <p>Operationalize MOU with CareerSource South Florida, <del>the</del> and the Beacon Council's Community Ventures Program, Head Start, Early Head Start and Project Up-Start programs.</p> <p>Enhance continuum-wide legal services</p> <p>Enhance continuum-wide SOAR participation and track</p> <p>Work to establish regular, on-site Homeless Courts to address legal issues that may prevent people experiencing homelessness from obtaining housing assistance</p>
Create new Permanent Housing Options for Medically Needy and Frail	<p>Collaborate with Assisted Living Facilities; PACE Centers; Long-Term Care providers</p> <p>Use Federal funding sources to leverage set-asides</p> <p>Acquire/purchase, rehabilitate or build new units of Permanent Housing</p>

**2. Coordinated Entry, Assessment and Referral**

Implementation Measure	Strategies / Status
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<p>Establish comprehensive coordinated entry system.</p>	<p>Ensure comprehensive outreach strategy in place to identify and continuously engage all unsheltered individuals and families; create and maintain shelter wait list</p> <p>Coordinate RRH, PSH and OPH referrals through Housing Coordinator</p> <p>Ensure cultural competency of SO</p> <p>Review racial and other system disparities; implement action steps to address</p> <p>Use technology to create efficiencies (mobile tablets document engagement, assessments, contacts &amp; referrals)</p> <p>Conduct regular training to ensure effective use of vulnerability tool, street engagement and implementation of Evidenced based Practices (EBPs) such as Housing First and Motivational Enhancement Therapy (MET). Make diversion the first intervention by identifying alternate housing arrangements.</p> <p>Ensure path to permanent housing is initiative even when client refuse shelter or shelter is not available.</p> <p>Enhance collaboration with DV system for placement into ES, TH, RRH and PSH</p> <p>Develop coordinated entry system with accessible after-hours procedures</p> <p>Provide comprehensive services to unsheltered persons who refused all services (MET, street medicine, involuntary examination, housing navigation)</p> <p>Evaluate housing-focused investments at Day Center</p> <p>Engage faith-based groups, housing advocates and others to enhance landlord connections and volunteer opportunities, and dissuade street feedings</p>
<p>Utilize specialized outreach to serve persons refusing all services.</p>	<p>Continue specialized behavioral health, primary care, legal services outreach, particularly for unsheltered persons refusing all services' enhance street outreach with team specializing in substance use disorders and mental health</p> <p>Continue collaboration with Thriving Mind's PATH program</p> <p>Continue collaboration with Healthcare for the Homeless grantee, <a href="#">CamilusCamillus</a> Health Concern</p> <p>Continue collaboration with VA outreach</p> <p>Continue collaboration with law enforcement focused on homelessness (City of <a href="#">MiamiMiami</a> HEAT Team, Miami Beach HOT team)</p> <p>Support specialized Access Points for persons fleeing DV, human/sex trafficking and youth, unsheltered</p> <p>Evolve partnerships with community-based organizations to ensure engagement that works toward the goal of ending homelessness</p>
<p>Improve discharge planning from jails, crisis centers, hospitals &amp; institutions serving homeless youth</p>	<p>Review and evolve discharge planning protocols and update memorandum of agreement in partnership with discharging institutions (jails, crisis units, hospitals) (staff at the court, jail, Mosher case staffing meetings, public hospital...)</p> <p>Include key funders and stakeholders in By Name List (BNL) case staffing meetings</p> <p>Develop data collaborative to understand trends and costs of high system users</p>

Maintain toll-free helpline for centralized access to the CoC	Utilize technical assistance to improve Homeless Helpline; ensure metrics are regularly collected (# of calls, calls answered, average speed of answer, abandoned calls, average handle time; average hold time) Seek to expand Homeless Helpline to provide dedicated phone access point for youth; ensure appropriate staffing
Maintain a system-wide central waitlist for placement into CoC funded PH and homeless set-aside permanent housing programs	Coordinated RRH, PSH and OPH referrals through Housing Coordinator. Maintain Order of Priority referral process that complies with HEARTH and HUD guidance on Coordinated Entry
Expand on indoor meal programs as a means to engage homeless individuals	Coordinate indoor feedings with community stakeholders and access points
Improve landlord outreach, engagement and retention	Maintain risk mitigation fund Develop Navigator Certification Program Conduct quarterly engagement meetings with existing/prospective landlords Utilize SEEFA membership to gain and retain landlord leads Promote RentConnect (social media, landlord phone bank, PHA landlord engagement) Develop marketing materials to reach landlords

**3. Homeless Prevention and Diversion**

	<b>Strategies / Status</b>
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Implementation Measure	
Expand rent/utility assistance and other interventions to prevent homelessness	<p>Use SHIP, State Challenge grant, ESG, TANF, F&amp;B, and EFSP to prevent homelessness</p> <p>Work to make Miami-Dade Community Action and Human Services Centers CoC homeless prevention assistance walk-in sites</p> <p>Look at HP eligibility barriers and explore making policy changes to serve extremely low income, vulnerable households beyond those with a third-party notice to vacate</p> <p>Utilize homeless prevention common assessment</p> <p>Coordinate with other entities to administer prevent pandemic-related evictions and inflow into the homeless system</p>
Create a successful diversion for homeless individuals and families	<p>Make diversion first intervention. Identify alternate housing arrangements. (Implement strategies to reduce 1<sup>st</sup> time homelessness)</p> <p>Consider flexible financial assistance</p> <p>Train access point staff in mediation</p>

#### 4. Support Services

Implementation Measure	Strategies / Status
Improve CoC-wide knowledge and use of Marchman and Baker Acts, and Guardianship Program	<p>Invite Thriving Mind to present at Providers' Forum</p> <p>Provide enhanced training, including Pre-Critical Time Intervention, to street outreach teams and access points</p> <p>Develop encampment plan to include specialized Street Outreach with focus on Alcohol and Substance Abuse intervention</p>
Maximize the use of mainstream and other community-based resources	<p>Continue collaboration with Head Start, Catholic Legal Services, Veterans Affairs, Faith-Based Organizations, Managed Care, Greater Miami Legal Services, OIC of South Florida, PACE Centers, Career Source, Parent to Parent, Advocacy Network on Disabilities</p> <p>Provide training to providers, including CareerSource and The Beacon Council's Miami Community Ventures Program, to improve employment outcomes.</p> <p>Prioritize training, employment and volunteer opportunities for people experiencing homelessness.</p> <p>Maintain Homeless and Youth Homeless Resource Guides</p>

	<p>Support the State Opportunity Work Tax Credit in state legislature</p> <p>Establish a work group to study the barriers to success and develop expedited trauma informed, pathways for vulnerable persons living on the streets or in shelters suffering from severe and persistent mental illness to residential placement, such as MH assisted living facilities, long term residential treatment, beyond the homeless continuum</p> <p>Encourage and promote workforce development initiatives for persons experiencing homelessness, including creating sustainable solutions at Verde Gardens, particularly the farm and farmer's market, to facilitate employment and income growth for homeless/formerly homeless households;</p>
<p>Pursue alternative to inpatient/residential treatment programs for the mentally ill and substance users</p>	<p>Support the construction and completion of the Mental Health Diversion Facility</p> <p>Share data with Thriving Mind to assess the effectiveness of the Orders of Priority for Referral to PH for formerly homeless persons exiting treatment</p> <p>Use Outpatient Assisted Treatment when possible</p>
<p>Adopt client-centered service methods tailored to meet the unique needs of each individual and family</p>	<p>Consider adding stand-alone support services to legacy S+C program</p> <p>Provide Evidence Based Practice (EBP) training, including Critical Time Intervention and Pre-CTI</p> <p>Safety Planning Protocols and Training for CoC providers</p> <p>Fair Housing training and implementation of strategies to further Fair Housing</p> <p>Collaborate with other systems to promote wellness (i.e. SAMH Managing Entity, Ryan White, Victim Services)</p> <p>Establish youth protection protocols continuum-wide utilizing train the trainer model to ensure safety of minor children</p> <p>Develop a Guardianship pathway for CoC providers in collaboration with DCF</p>
<p>Improve system identification and treatment of the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another. It includes physical violence, sexual violence, threats, and emotional abuse (aka. sexual assault, domestic violence, or intimate partner violence)</p>	<p>Continue to provide system training on Domestic Violence</p> <p>Continue including specialized Domestic Violence Access Points</p> <p>Ensure specialized shelter, transitional housing and rental assistance for persons fleeing Domestic Violence</p> <p>Increase collaboration between the Domestic Violence and Homelessness Systems and better use data to understand the intersect and meet the unique needs of survivors</p>

### 5. Effective Use of Data

Implementation Measure	Strategies / Status
Conduct bi-annual homeless census	Continue unsheltered and sheltered counts conducted twice annually
Conduct Point-in-Time Surveys	Complete PIT surveys annually, during the last 10 days in January to <del>identify</del> <u>identify</u> gaps and needs
Conduct annual iCount & Surveys	<p>Continue youth service count (iCount), during the last 10 days in January using youth with lived experience and countywide magnet sites</p> <p>Participate in national data sharing of youth data dashboard</p> <p>Create youth-specific benchmarks to measure progress</p>
Submit Longitudinal System Analysis	<p>Complete Longitudinal System Analysis (LSA) fka. AHAR</p> <p>Use LSA to review system performance</p> <p><del>Publicly</del><u>Publicly</u> post program outcomes and Point in Time Count</p>
Enhance HMIS data capturing and reporting capacity	<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> <p>Look at data warehouses that can share homeless service and mainstream resource data</p> <p>Housing Coordinator to input Other Permanent Housing (OPH) data in HMIS</p> <p>Perform data quality assessment</p> <p>Develop training curricula for the unique needs of beginner, intermediate and advanced HMIS users</p> <p>Work towards ensuring 100% of homeless service providers (CoC and Non-CoC) contribute to HMIS; encourage use of HMIS with other training partners</p> <p>Use the reallocation process to create new projects that improve their overall performance and better respond to client needs; review all projects eligible for renewal to determine their effectiveness in serving people experiencing homelessness, including cost effectiveness; prioritize projects that employ strong use of data and evidence</p> <p>Work with United Way to use HMIS as clearinghouse for EFSP rental assistance; use as opportunity to build capacity and ready new entities to administer CoC/ESG rental assistance resources as available</p>
Enhance technology to realize system performance improvements	<p>Monthly data dashboards tracking System Performance</p> <p>Fully utilize SkanPoint Module to streamline client data entry</p>

	<p>Implement income verification system (The Work Number)</p> <p>System Mapping Software (ESRI)</p> <p>Explore data warehousing with HUD TA (Cloudburst); use all data sources (including data from non-homeless system of care) to prevent and end homelessness</p> <p>Shared housing matching application</p> <p>Maintain Homeless Trust website to ensure it is user friendly for public, clients, providers</p> <p>Explore technology solutions to enhance coordinated entry/exit and diversion</p>
Enhance technology to protect vulnerable populations	<p>In coordination with the DOH, continue aggressive COVID-19 testing, contact tracing and vaccination activities.</p> <p>In coordination with the DOH, develop COVID-19 vaccination priorities and protocols.</p>
Use data to access equity of interventions	<p>Establish a work group or task force to strengthen and advance racial, gender and disablism sensitivity, equity, diversity and inclusion and social justice within the homeless continuum of care. Engage experts to do a system analysis and Board, committee and stakeholder training.</p> <p>Further develop CoC plan and action steps to address racial equity, identify resources to support plan, continue annual CoC racial disparity assessment</p>
System Performance	<p>Review System Performance Measures (SyS PM), isolate key areas of concern, convene stakeholders to develop a plan to improve measures. Key measures include Length of Time homeless, Exits to Permanent Destinations and Returns to Homelessness.</p>

### 6. Governance & Resource Maximization

Implementation Measure	Strategies / Status
Ensure Board and Committee composition and governing bylaws comply with federal HEARTH regulations and are representative of all stakeholders	<p>Include input from LGBTQ+, Victims of Human Trafficking, Unaccompanied and Parenting Youth, Individuals with Disabilities, etc.</p> <p>Look at strategies for engaging and increasing participation by persons with lived, homeless experience (i.e. paying youth)</p> <p>Further ensure alignment with HUD guidance through committee appointments and participation</p> <p>Scale up new Performance Evaluation Committee; continuing analyzation of data to improve system performance</p>
Enhance coordination with entitlement jurisdictions to ensure alignment with CoC goals/objectives	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.	<p>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</p> <p>Post system governance, standards, P&amp;P and forms on Homeless Trust website</p>
Engage governmental, leadership, advocacy organizations to note emerging trends, innovations and best practices	<p>Continue collaboration with USHUD, DCF Office on Homelessness, Florida Housing Coalition, National Alliance to End Homelessness, CSH, Florida Coalition to End Homelessness, Dade-Miami Criminal Justice Council, United States Interagency Council on Homelessness, HHS</p> <p>Support and track outcomes in "House America" Initiative</p>
Engage local, state and federal elected leadership	<p>Legislative Priorities</p> <ul style="list-style-type: none"> <li>- RRH for Homeless Persons with Special Needs, including Bridge Housing</li> <li>- Staffing Grant</li> <li>- Challenge Grant</li> <li>- Sadowski Affordable Housing Trust Fund</li> <li>- <b>Expand F&amp;B tax to beach municipalities (Miami Beach, Surfside, Bal Harbour)</b></li> </ul>



	<ul style="list-style-type: none"> <li>- Mental Health Act Reform</li> <li>- Maintain/Increase vouchers</li> <li>- Maintain/Increase CoC and ESG Funding</li> <li>- Good Samaritan status for homeless shelters and/or extension of sovereign immunity to shelter providers</li> </ul>
Further leverage federal, state, local and private sector funding	<p>Continued fundraising in partnership with The Miami Foundation to secure and operate dedicated permanent housing facilities which include supportive housing</p> <p>Pursue new CoC projects through the NOFO</p> <p>Pursue special appropriations from the State of Florida to create additional housing interventions for persons experiencing homelessness</p>

### 7. Quality Assurance

Implementation Measure	Strategies / Status
Implement CoC-wide grievance procedures	Grievance Procedures approved by SDC in December 2016 Restorative Practices training conducted in February 2017
Implement electronic customer satisfaction surveys and evaluate annually	Continue annual, electronic customer satisfaction survey
Review and adjust, if necessary, local performance measures	Continue to align local performance measures with HUD system performance measures. Review and adjust benchmarks annually.
Conduct "Secret Shopper" evaluation of CoC delivery of housing and services annually	Conduct secret shopper activities to test the helpline and recommend improvements
Conduct annual desk audits and on-site monitoring of programs	Perform risk assessment of contracted providers annually Ensure Risk Assessment aligns with system standards and contracts

	<p>Partner with Housing Authorities to jointly monitor ESG</p> <p>Monitor and reduce evictions and discharges to unknown destinations</p> <p>Further develop monitoring procedures</p> <p>Use HUD monitoring tools, modified as necessary</p> <p>Implement new agency monitoring tools</p> <p>Implement strengths based self-assessment</p> <p>Further develop client satisfaction survey procedures</p>
Ensure timely grant execution, payments to providers/landlords	<p>Further develop and revise grant management policies and procedures</p> <p>Implement provider payment recommendations:</p> <ol style="list-style-type: none"> <li>1) Implement “buddy system” policy to ensure consistent contract coverage</li> <li>2) <ol style="list-style-type: none"> <li>a. Require and provide provider training on do’s and don’ts of reimbursement requests</li> <li>b. Provide “office hours” for package corrections</li> <li>c. Provide “one on one” training at the beginning of the contract period and by request when there is personnel turnover at the provider level</li> </ol> </li> <li>3) Create policy regarding deadlines to submit policy adjustments</li> <li>4) <ol style="list-style-type: none"> <li>a. Create shared file for “deficiency report” to review with and have available for management</li> <li>b. Create a checklist of main deficiency categories</li> </ol> </li> <li>5) Notify contract manager, CEO, board members when package is returned</li> <li>6) Engage HUD on impact of delays</li> <li>7) <ol style="list-style-type: none"> <li>a. Conduct review of Zengine and develop procedure for tracking key payment process milestones</li> <li>b. Provide regular report to HT management on late provider submittals</li> </ol> </li> <li>8) Further engage with OMB and Ryan White sections</li> </ol> <p>Review and implement Rental Assistance Program policies and procedures</p> <p>Reduce reliance on F&amp;B funding for Rental Assistance portfolio</p> <p>Review and update finance policies and procedures</p> <p>Pursue paperless grant option</p>
Conduct capacity-building training to CoC providers	<p>Conduct provider training on HUD guidance and emerging best practices inclusive of Housing First; Motivational Interviewing; Mental Health First Aid; Behavioral Health Tech Training; Restorative Justice; Race, Equity, Diversity and Inclusion (REDI); LGBTQIA+/gender sensitivity, equity, diversity and inclusion training.</p> <p>Develop formal CoC training program</p>
Review and improve disaster response and recovery plans	<p>Review and update COOPs</p>

	<p>Improve client tracking procedures following overflow activation events</p> <p>Review emergency response plans for cold weather, hurricanes and infectious disease</p>
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**8: Homeless Plan**

<b>Implementation Measure</b>	<b>Strategies / Status</b>
<p>Adopted the Dade County Community Homeless Plan: 1994</p>	<p>Review Homeless plan with CoC Subcommittee annually</p> <p>Further develop Community Plan to End Homelessness: Priority Home; seek wide public input</p> <p>Review Homeless plan at joint-Board retreat</p>