2017-2018 Continuum of Care Strategic Work Plan – CoCSWP Progress Report



February 12, 2018

The Continuum of Care approved the Strategic Work Plan in July 2017. This is a progress report on efforts to date in completing the 60 Action Items in support of the seven goals. *UPDATES Since November* 2017 are in Red.

GOAL I. Increase Access to Affordable Housing		
Action Items	Progress Report	
 Develop Landlord Incentive Marketing and Recruitment Program Contract additional housing search and placement services Update Documentation of Priority Status Policies and Procedures and business rules for CoC and ESG subrecipients 	 Brochure complete. Distributed to multiple landlords. Coordinated Assessment System Team repackaging landlord and housing resources to "Housing Planning Resources" to be posted on MDHA Website Feb 2018. MDHA Flex Fund purchased controlled thermostats to maintain reasonable utility costs by clients for All Utilities Paid units as part of CAS landlord engagements strategies RFP for contracted services did not result in a viable contractor. MDHA hired a part-time staff 	
 Develop frequent utilizer metric scales for jail, emergency departments and APOWW/EMS transports and integrate in HMIS Incorporate super utilizer prioritizations into HMIS and the Housing Priority List Continually raise funding for flexible assistance fund Implement "Moving On" assessment, readiness and move out program for successful PSH clients (<i>Jericho House, New</i> 	"Housing Search and Placement Coordinator" with successful skills in both primary and secondary residential rental markets. The position was made full time on November 7, 2017. 20 Landlords representing approximately 50 units agree to accept HCV, master leasing or other subsidy supported tenants. Coordinator has expanded housing unit search tools for agency case managers. MDHA staff conducted Housing Resource Clinics for staff members at six emergency shelter locations. Planning begun to expand Housing Planning Clinics for clients in 2Q 2018 in support of the April-June Emergency Shelter Housing Challenge.	
 York) 8. Advocate for City of Dallas bond election for affordable housing for persons 0-30% AMI 9. Track HCV Homeless Preference voucher issuance and expiration in HMIS and on dashboard 10. Develop inventory of secondary market rental housing 11. Provide legal services to remove criminal history housing barriers 12. Expand "Ready to Rent" training 	 In progress. DOPS Matrix was affirmed as is. Changes will include more strict requirements for CoC Projects to take from the top of the Housing Priority List. Policies will be approved at the January 2018 CoC Board of Directors meeting. CoC Board passed updated Coordinated Assessment System, DOPS Matrix and Fair Housing Antidiscrimination policies on January 12, 2018 in effect February 1, 2018. Discussions begun. DCCJ workflow of frequent book-ins complete. DCCJ contracted care coordinator is trained in HMIS and form created. Book-ins should begin being recorded by end of 	
12. Expand Reday to helic training	November 2017. Transicare staff trained in HMIS and special intake forms ready for data entry by	

- 13. Conduct a 90-Day Emergency Shelter Housing Challenge (*Georgia*)
- 14. Create staffed housing navigation center(s) / hub(s)

DCCJ contractor.

- 5. DCCJ jail book-ins frequent utilizers will be integrated into DOPS process for inclusion on the Housing Priority List by December 2017.
- 6. \$30,000 raised in 3rd and 4th quarter 2017 including \$15,000 dedicated for veterans.
- 7. Draft "Independent Housing Readiness Assessment" completed. Jericho House materials being reviewed by the CoC Assembly Permanent Housing Committee and MDHA seeking hiring training for 1st quarter 2018. DRAFT IHRA presented to the CoC Assembly by the Permanent Supportive Housing Committee on January 23, 2018. Once finalized, the CoC will develop the related policies and procedures and prepare for final adoption by CoC Board May 2018.
- 8. MDHA encouraged voting, conducted Alliance Homeless Forum meeting educating on the bond election. MDHA wrote pro-proposition J Dallas Morning News editorial. Measure passed receiving third most approval rating of the ten propositions.
- 9. Concept program created in the HMIS. Not yet implemented.
- 10. Housing Unit List is posted on Basecamp and accessible by CAS Housing coordinators among Contributing HMIS Organizations. CAS Team maintains available private sector units posted on Basecamp "Housing Unit List" updated weekly. CAS Team sends out Housing Opportunity Alerts to case managers when new affordable properties are identified and provide feedback and expedite access to properties as negotiated through MDHA CAS.
- 11. No action. MDHA hosted a CoC Roundtables that included legal provider training on fair housing law and another training focused on criminal history expungement processes and other legal resources.
- 12. Three agencies have been to provide "Ready to Rent" training. Promise House currently has eight residents taking the coursework. CAS Team will be repackaging client-level training as "Housing Planning Resources" and structure tenant training to be completed more quickly including an 'express' class. MDHA and the newly formed COC Coordinated Assessment System Committee has begun development of a new client "My Housing Plan" guide and clinic to increase positive client-directed participation, input, and motivation in developing their own self-directed rehousing plan from shelter. Target will be the non-chronic households facing economic and background barriers to housing. CAS team conducting a feedback session at the Alliance Homeless Forum at the Dallas Library on February 9 to assist with the design of consumer focus groups to improve housing training.

 13. CoC Assembly Adult Shelter Services Committee has begun planning for the housing challenge to be held April June 2018. MDHA CAS Team and CoC the Adult Shelter Services Committee are preparing for Emergency Shelter housing challenge. Housing Goals to be set after 4Q Homeless Response System Community Dashboard completed. MDHA receiving technical assistance from the National Alliance to End Homelessness on the state of Georgia challenge in February 2018. Formal

roll out of challenge to be announced at State of the Homeless Address March 21, 2018.
14. MDHA, shelter and City of Dallas staff toured navigation center systems in Seattle, and San
Francisco in October 2017.

GOAL II. End Chronic, Veteran and Elderly Homelessness

Action Items

- 1. Develop monthly by-name list for chronically homeless incorporated into the Housing Priority List
- 2. Integrate veteran access to the overall CoC Coordinated Assessment System and Housing Priority List
- Incentivize successful housing placement of highest barrier chronic and veterans
- 4. Provide mainstream benefit application process for all zero-income chronic, veterans and seniors
- Develop housing inventory for seniors and target housing placement
- 6. Develop Tenant Housing Guide for newly housed
- Contract for additional SOAR/SSN benefits application assistance
- Improve mobility of HMIS/DOPS and IRIS ID card applications for street outreach workers
- Advocate for new Catholic Charities/St. Jude 108-unit senior PSH

Progress Report

- 1. Chronic homeless are identified on the Housing Priority List priorities 1-4. First targeted by-name list of top 25 chronic homeless with longest length of stays will begin December 2017 by a staffing committee of MDHA, Street Outreach and Emergency Shelter Services Committee members. First Top 25 process completed in January 2018. The process began with analysis of the top 50 clients on the Housing Priority List as the first step in this bi-monthly process. 34 clients were exited to housing, family reunification, long term programs or permanently housed. 8 were no longer within the system of care (inactivated). 5 had an active housing plan. 3 will undergo further case conferencing due to exceptional housing barriers. The process will be repeated approximately every other month to assure housing priority list business rules are being followed and adopted a best practice of interagency case conferencing for complex cases.
- 2. NTXVA staff members active in the CoC Assembly Street Outreach Taskforce. VASH case managers trained and utilizing HMIS. MDHA will provide VA DOPS and Flex Fund training in November 2017. CoC Veteran Committee is modifying by-name list process to support the Veteran Housing Challenge. Veteran Housing Challenge scheduled for February and March 2018 to focus on the 67-unsheltered homeless identified in the homeless count on January 25, 2018 and continued streamlining of veteran by name list and the HMIS generated housing priority list. MDHA will train key shelters that have non-VA connected and non-DOPSed veterans in utilization of the VA "square" program for Veteran look-up verification and accelerating and prioritizing Veterans for the DOPS to improve and produce the veteran by name list as a filter of the system wide CAS Housing priority list.
- 3. CoC Policies and Procedures recommended by the CoC CAS Taskforce will enhance business rules requiring CoC PSH to fill open units from the top (highest priority) of the Housing Priority List. CoC Program Grant FY2017 included increased points for CoC renewal projects that housed highest priority (P1-P4) in the last year (July 1, 2016 June 30, 2017). CoC Board passed new CAS and prioritization policies in effect February 1, 2018.
- 4. Zero Income clients are clearly identified on the Housing Priority List. No targeting SOAR action yet taken.

5. No action. MDHA CAS Team submitted the CoC SWP to the AARP Age Friendly Community Dallas planning team.
6. First edition of the MDHA New Tenant Resource Guide published November 2017. Publication will be on the MDHA website and limited paper copies by December 1, 2017. Project complete and posted on MDHA Basecamp to CoC Members. Guide is also being modified and made more accessible

for persons with disabilities. The guide also includes a custom developed refrigerator "Welcome Home" white boards for new tenants to create detailed reminders such as rent due dates, trash days,

- 7. MDHA was unsuccessful after two RFPs to secure contracted SOAR specialist. MDHA will continue to train and support SOAR trained case managers. City Square is in the process of contracted with private entity to provide assistance with disability claims. The prior contractor from 2016 continues to work several cases from the original work done with unsheltered in 2016 which demonstrates that disability documentation, application, and hearings can take well over a year to secure a disability income.
- 8. MDHA purchased two tough notebooks with Wi-Fi for portable use but have only been used for unsheltered blitzes. IRIS ID card issuance has not begun.
- 9. MDHA provided multiple reports and letters in support of the project. CoC Program Grant project included 50 units of supportive services toward the project in Tier1 of allocations. The project is slated to open in first quarter or early second quarter 2018. HUD funded the CoC Projects Catholic Charities St. Jude and City Square St. Jude project providing supportive services to 50 of the project units for PSH Chronic.

G	Goal III: Improve Access and Coordination of Services and Housing		
A	ction Items	Progress Report	
1.	Expand HMIS participation to community and faith based	1. Initial discussion of creating on project for the larger faith-based supportive services providers to	
	homeless supportive services agencies	enter core supportive services and day-shelter into the HMIS. <i>The Salvation Army began using IRIS</i>	
2.	Integrate emergency shelter bed access and assignment	HMIS for 100% of all their homeless programs. The Samaritan Inn will begin discussions to join HMIS	
	into the Coordinated Assessment System	in February 2018. The City of Dallas anticipates an HMIS RFP of \$24,000 to support new faith based	
3.	Advocate for creation of a Project Access fixed route bus to	homeless services programs in the HMIS in 2018.	
	homeless service providers	2. No action.	

case manager contact information, etc

- 4. Develop and implement a strategy for homeless victims of sexual and intimate partner assault
- Asset map faith-based resources providing homeless support services
- 6. Develop congregational 'foster' project for newly housed homeless
- Seek HUD Technical Assistance and complete CoC Policy and Procedures and protocols for the Coordinated Assessment System
- Implement Coordinated Assessment System tools and outreach in Collin County and other non-City of Dallas communities within the CoC
- Develop strategy to address the increased central city unsheltered homeless to: reduce volume on targeted streets, disrupt drug marketplace, increase safety, public health and sanitation

- 3. MDHA support letter sent to the City of Dallas Community Development Council as a project concept consideration for CDBG public services in November 2017.
- 4. MDHA staff part of the SART meetings. Austin Street Center created "Sisterhood" program 34 dedicated women beds and day program for women. COC Board passed policies related to victims of domestic violence access to Coordinated Assessment System processes on January 12, 2018. Rules clarified vulnerability and prioritization levels for clients at DV-Shelters.
- 5. In progress. Faith Based Collaborations committee formally created within the CoC Assembly. Faith Based committee meets regularly. Committee reviewed the inclement weather shelter that was made available at two churches in the area. The committee will revisit the possibility of the "Room In The Inn" program as a structured provision of overnight shelter.
- 6. No action. Discussion only.
- 7. In progress. MDHA has assigned TA provider and completing the CAS Self Assessment. Project to be complete by January 23, 2018. *CoC Policies and Procedures passed by CoC Board on January* 12, 2018.
- 8. MDHA hired a dedicated CAS staff person to co-locate at the Assistance Center of Collin County three days per week. MDHA has been at the Assistance Center of Collin County since August 2018. The MDHA CAS Team member has been instrumental in multiple housing navigation and placement. MDHA will conduct its first quarterly Collin County CoC Roundtable to provide continuous learning from case managers within the homeless response system.
- 9. In-progress. MDHA providing support to City of Dallas expanded street outreach efforts including Flexible Assistance Fund, training, Street Outreach Taskforce and CAS services. MDHA is planning expert street outreach training from best practice providers for Spring 2018. CoC Assembly included need for contracted street outreach as a priority item in the FY2018 Emergency Solutions Grant consultation on January 23, 2018. The CoC will continue to set street outreach as a priority item for the TDHCA ESG Program in FY2018. The Committee is emphasizing efforts to complete the CAS DOPS process as a standard practice of street outreach to assure clients are on the Housing Priority List.

Goal IV: Rapidly House Family Households with Children Action Items Progress Report

- Conduct diversion training targeting families at risk of homelessness
- Create Coordinated Assessment System family crisis call line for Dallas County to improve access, assessment, diversion, rapid exit from shelter and coordination with domestic violence programs
- 3. Increase housing resources (RRH and DHA DCV Homeless Preference)
- 4. Coordinate with faith based agencies to supplement family shelter space with temporary hotel stay and other housing

- 1. No action. Family Gateway has implemented best practice diversion in the launch of its Diversion and Assessment call-takers.
- 2. CoC Taskforce has secured a 1-888 number and assigned special population call takers. Helpline is being programmed and scheduled to soft launch by December 1, 2017. Information and Referral hubs include: Youth 24 and under: Promise House; Domestic Violence Victims: Family Place; Families with Children: Family Gateway; Single Adults: The Bridge; Collin County residents: Assistance Center of Collin County. General assistance: MDHA. Family Gateway is under contract with HUD CAS funds to serve as the central Coordinated Assessment intake point for families with children and has staffed Assessment and Diversion Specialists. *The Homeless Helpline Primary Access Point recipients soft-launched the 1-888-411-6802 number in December 2017. The CAS Taskforce has been converted to a permanent committee. MDHA will ask the COC Board to amend the bylaws to make the CAS Committee a standing CoC Committee and provide oversight to the Coordinated Assessment System as a key responsibility of the CoC. The CAS Committee is finalizing its recommendation for the CAS Primary Access Point Memorandum of Agreement to be presented to the COC Board in March for adoption. The CAS Committee is developing the community marketing plan for CAS for roll out in the 2Q 2018.*
- 3. Approximately 24 new RRH units created through HUD Emergency Solutions Grant funding. MDHA CAS Housing Search and Placement working with existing RRH providers to identify and recruit more landlords. MDHA CAS Team continues to meet and be available to share developed properties of willing landlords. Challenges include the quality of housing for families with children at the rate of rent subsidy available.
- 4. No action. The MDHA Flex Fund covered multiple family hotel stays during the last quarter allowing for assessment and placement to identify placement and housing.

Goal V: Rapidly Housing Youth		
Action Items	Progress Report	
Develop Youth housing and services resource guide/web	1. Completed September 2017. Copies printed and distributed to key areas. Guide is also available	
based/smart device application	for download on MDHA website. Youth guides are available on request from MDHA.	
2. Implement strategies from the Youth Homelessness	2. Expanded youth needs within the CoC Strategic Work Plan. The Youth Committee of the COC	
Leadership Team strategic plan	Assembly meets monthly focused on the Action Items in the plan.	
3. Apply for the second round of Youth Homeless	3. MDHA received comprehensive de-brief on unsuccessful 2016 application. Youth taskforce has	
Demonstration Project Grant	reviewed areas of weakness on past application and has received technical support from CSH on	

- 4. Systemically gather and report ISD homeless youth data
- Expand Youth Drop-In Center access points, hours of operation
- Develop direct links to the Coordinated Assessment System (HMIS) for Youth drop – in centers
- 7. Develop more accurate methods to conduct census of homeless youth
- 8. Review program practices, assessment and enrollment and prohibit "screening out" of youth from assistance

how to improve our system of care which will also increase our likelihood of scoring higher in future applications. Also, contacted neighboring city of Austin and discussed their project that was awarded to determine any replicable programming. The YDHP Grant NOFA was published and the grant is due April 2018. The CoC Youth Committee has met to discuss the project and review debriefing information from the last application. The CoC Youth Committee will have a two-hour facilitated meeting to prioritize projects and targeted youth populations to be the subject of the grant application on February 6.

- 4. No action.
- 5. After8toEducate collaboration between DISD, City Square, Promise House and Social Ventures Partnership is making plans to turn an unused elementary school into a shelter and drop-in center for homeless DISD students to expand on their current drop in center locations. Promise House, Our Friends Place and other youth service providers have agreed to volunteer at various drop in centers to provide outreach and expansion of services available at the centers during hours of operation. Progress is being made in identifying resources for the rehabilitation and operations of the drop-in shelter. MDHA provided a briefing in December to After8toEducate on the upcoming City of Dallas ESG RFP related to rehab/construction of emergency shelter grant funds to be made available if further funding to support the facilities are needed.
- 6. No action. MDHA is working with the developing DISD Youth Drop-In Center/Shelter on data collection needs and interface with the homeless crisis help line, youth homeless shelters and HMIS.
- 7. New strategies in place for January 2018 PIT to include: 1) Collaboration with Promise House and TNOYS reviewed best practice on how to count youth and developed a strategy where volunteer teams will deploy with a survey to identify and count youth in weeks leading up to homeless PIT count. 2) Youth services event to survey and get known locations to plot on PIT count maps; and 3) Will trial a Survey Monkey web-based based homeless youth survey pushed out on social media to include both Department of Education and HUD homeless definition based on the TNOYs Youth Survey. The See Us Now youth survey was conducted between January 18 28. The MDHA CoC PIT count included delivering unsheltered youth contacts to youth street outreach the morning of January 26. They Youth Committee will be presenting the first State of Youth Homelessness event on April 19 at the See Us Now event.
- 8. Agreed on shared value statement that all youth deserve assistance and reviewed program practices and assessment processes of all youth housing providers to detail out current barriers to entry and compare program design against newly adopted value statement.

A. Had a value discussion and agreed upon a value / mission statement to adopt that states that all youth deserve housing and assistance from our system of care regardless of background and demographic. B. Collected information and created a google doc that is shareable to have open communication about barriers. C. Future meeting will be to review numbers turned away within past 60-day period and determine causes for youth being turned away to see if there is a pattern or certain demographic with high need being underserved due to existing barriers within the system. D. Had CSH lead a meeting where best practices in low barrier systems was discussed. One program decided to reduce barriers officially and has opened up previously TH beds as now ES beds with limited barriers. One of the youth transitional housing program has reprogrammed into lower barrier emergency housing beds for youth. The housing priority list produced through the CAS DOPS process identifies age for quick identification of transition age youth (18-24). Promise House has agreed to serve as the primary CAS access point for persons aged 21 and younger and collaborating with your providers to improve access to services and shelter.

Goal VI: Drive Decision-making with HMIS Data		
Action Items	Progress Report	
Leverage HMIS participation against local funding sources	City of Dallas included HMIS in all homeless services related contracts. MDHA secured	
2. Produce quarterly Homeless Response System Community	increased participation for GPD and HCHV providers beyond VA coverage requirements with	
Dashboards	Dallas Life Center and The Salvation Army. MDHA and the HMIS Governance Committee continue	
3. Incentivize all homeless housing and service providers to use	efforts to monitor coverage and participation including a review of non-HMIS beds and housing	
PIECES Iris HMIS system	inventory inclusion.	
4. Develop quarterly CoC Program Grant Performance Reporting	2. 3 rd Quarter Report published November 14. Second Quarter was not published due to change	
5. Conduct annual CoC and ESG program monitoring from the	over to new HMIS system. The Third Quarter report will be issued on February 15, 2018.	
CoC-level	3. Incentives demonstrated through benefit of shared client data, access to Flex Fund, access to	
6. Produce annual CoC project performance scorecards for local	Housing Priority List, and Housing Unit List. MDHA received formal coverage usability from HUD	
CoC competition	for the data year Oct 1, 2016 – September 30, 2017 for 10 of 12 data categories. The Salvation	
7. Produce annual ESG projects performance scorecards for local	Army is using the HMIS system for 100% of its homeless programs. MDHA reduced HMIS User	
ESG competitions	Fees through restructuring that will reduce most programs.	

- 8. Sponsor key faith-based providers HMIS fees to expand coverage
- 9. Develop a post point-in-time count representative qualitative survey and report (*Seattle*)
- 10. NEW: Support the Opportunity Dallas Comprehensive Housing Policy Recommendations
- 4. and 5. In progress. MDHA has drafted recommendations of CoC Policies and Procedures to expand CoC and ESG projects monitoring and evaluation methods. Policies to be reviewed by the CoC Policies and Procedures Committee, CoC Assembly and final adoption by the CoC Board of Directors likely in second quarter 2018. Midyear CoC Program Grant monitoring will occur in February 2018. CoC and ESG Grant programs are regularly monitored for occupancy. Expenditure rate reports from CoC Program Grants will be reviewed in February.
- 6. Completed and updated for the FY2017 competition. *April 15, 2018 will be the next quarterly data quality reports issued to projects. The annual competition is anticipated in summer 2018.*
- 7. Completed and updated for the state TDHCA ESG competition. *April 15, 2018 will be the next quarterly data quality reports for TDHCA ESG.*
- 8. Proposed by the City of Dallas ESG RFP utilizing the HUD second ESG one-time allocation (October 1, 2017 September 30, 2019. MDHA has restructured HMIS User fees reducing out of pocket costs to all Contributing HMIS Organizations to be approved by the CoC Board November 17, 2017. City of Dallas has not yet issued RFPS for all FY2017 HUD ESG funds. Intention is for HMIS related RFP to be issues in 1Q 2018.
- 9. In progress. MDHA has drafted the RFP for issuance by December 3, 2017. *MDHA made a budget decision prioritizing the CoC Leadership and Strategic Planning Retreat over a qualitative survey. MDHA may decide to conduct this survey with the FY2017 CoC Planning Grant that goes into effect October 1, 2018.*
- 10. The Opportunity Dallas released its taskforce Comprehensive Housing Policy Recommendations report and video which includes a overarching domain of Racial Impact Statement. See it here: https://youtu.be/-sh7Hz7c-UU?t=40m11s

Goal VII: Address Racial Disparities in Homelessness and Service Delivery

Action Items

- Complete local research contributions to the SPARC Center for Social Innovation ten city study on Racism and Homelessness
- Track and report race and ethnicity data within all CoC reporting tools and as an addendum to the CoC Quarterly Homeless Response System Community Dashboard
- Conduct second round of case manager/agency racism and homelessness training
- 4. Conduct a survey of all federally funded homeless response system agencies on diversity of senior management and board officers with a goal to Increase diversity within staff and leadership including board of agencies to reflect homeless base
- Increase diversity of the CoC Project Review and Allocations Committee
- Include racial disparity issues within MDHA public and social media communications
- 7. Conduct data analysis on eviction and race

Progress Report

- 1. Research complete. Draft report due to MDHA in December 2017. MDHA and representatives will participate in the five-city SPARC summit in Seattle Feb 6-9, 2018. Review of the draft report will be conducted in Seattle Feb 6-9 at the Summit on Racism and Homelessness hosted by Center for Social Innovation and sponsored by the Gates Foundation.
- 2. In progress for the third quarter dashboard addendum. Projected publication December 15, 2017. The dashboard included a race demographic addendum. MDHA will conduct AHAR and PIT race analysis as part of the March 21, 2018 State of the Homeless Address.
- 3. Not scheduled. Awaiting strategy discussion with Center for Social Innovation Seattle SPARC Summit. *New strategies to be discussed at the Summit Feb 6-9, 2018.*
- 4. Survey will go out no later than February 12. Results will be reported at the March 21, 2018 State of the Homeless Address.
- 5. PRAC Committee membership includes 11 members with one African American and ten white. The CoC Board is in the process of nominating new 2018 PRAC members for adoption at the March 16, 2018 board meeting.
- 6. MDHA has tracked and noted multiple articles, studies and programs that examine disparities across multiple economic and social structures, as well as published blog posts focused on these issues, as they related to homelessness. MDHA continues to include disparity and racial equity issues within its social media. MDHA CEO wrote a special blog post for the United States Interagency Council on Homelessness on the SPARC initiative in January 2018.
- 7. Aggregate data was received by Dallas County. MDHA has requested the county consider a more thorough study of eviction data at the intersection of first time and episodic homelessness. MDHA would approach the Center for Social Intervention to supervise such a study.