**2017-2018 Continuum of Care**

**Strategic Work Plan - CoCSWP**

**Strategic Work Plan Term: July 2017—June 2018**

**Mission**

The Metro Dallas Homeless Alliance leads the development of an effective homeless response system that will make the experience of homelessness in Dallas and Collin Counties rare, brief, and non-recurring.

**Goals**

I. Increase Access to Affordable Housing

II. End Chronic, Veteran and Elderly Homelessness

III. Improve Access and Coordination of Services and Emergency Housing

IV. Rapidly House Family Households with Children

V. Rapidly House Youth

VI. Drive Decision-making with HMIS Data

VII. Address Racial Disparities in Homelessness and Service Delivery

**Objectives**

I. Reduce the number of persons experiencing homelessness by 5%

II. Reduce the length of stay in homelessness by 10%

III. Reduce the number of chronic, veteran and elderly homeless by 50%

IV. Increase the number of unsheltered persons prioritized for housing to 500

V. Increase incomes for 20% of zero-income households on housing priority list

VI. Increase occupancy rates for all available shelter and housing beds to no less than 98.6%

VII. Increase housing stability in homeless housing programs to 96%

VIII. Increase HMIS participation rates to no less than 86% of all beds and housing types

**Reporting**

I. Homeless Response System Community Dashboard – *Quarterly*

II. System Performance Measurement Report – *Quarterly and* *Annually*

III. Housing Priority List – *Weekly*

IV. Housing Priority List Tracker – *Monthly*

V. Housing Inventory Chart – *Biannually*

VI. Point in Time Count – *Annually*

VII. Continuum of Care Annual Performance Report – *Biannually*

VIII. Annual Homeless Assessment Report – *Annually*

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| **GOAL I. Increase Access to Affordable Housing** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Develop Landlord Incentive Marketing and Recruitment Program 2. Contract additional housing search and placement services 3. Update Documentation of Priority Status Policies and Procedures and business rules for CoC and ESG subrecipients 4. Develop frequent utilizer metric scales for jail, emergency departments and APOWW/EMS transports and integrate in HMIS 5. Incorporate super utilizer prioritizations into HMIS and the Housing Priority List 6. Continually raise funding for flexible assistance fund 7. Implement “Moving On” assessment, readiness and move out program for successful PSH clients (*Jericho House, New York*) 8. Track HCV Homeless Preference voucher issuance and expiration in HMIS and on dashboard 9. Develop inventory of secondary market rental housing 10. Provide legal services to remove criminal history housing barriers 11. Expand “Ready to Rent” training 12. Conduct a 90-Day Emergency Shelter Housing Challenge (*Georgia*) 13. Create staffed housing navigation center(s) / hub(s) 14. Develop a local advocacy strategy and take action to support the development of quality, safe, and affordable housing for households at 0-30% AMI. | * MDHA * CoC Landlord Engagement Taskforce * CoC Assembly Permanent Housing Committee * Smart Justice Initiative * Unlocking Doors * Adult Services and Emergency Shelter Committee * Dallas City and County Partnership to End Homelessness * City of Dallas Citizens Committee on Homelessness | * MDHA HUD Coordinated Assessment System Grant * Dallas Housing Finance Corporation Grant * MDHA Flexible Assistance Fund * ALN Data System * DART Discount Program * CSH Moving-On Tool Kit * Emergency Solutions Grant |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * Housing Priority List Tracker - *Weekly* * Housing Priority List – *Weekly* * HMIS Annual Performance Report * CoC Project Annual Performance Reports | | |
| **Objectives** | | |
| * Reduce the length of stay in homelessness by 10% * Increase occupancy rates for all available shelter and housing beds to no less than 98.6% * Increase housing stability in homeless housing programs to 96% | | |

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| **GOAL II. End Chronic, Veteran and Elderly Homelessness** | | |
| **Action Items** | **Leadership** | **Resources** |
| 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 3. Incentivize successful housing placement of highest barrier chronic and veterans 4. Provide mainstream benefit application process for all zero-income chronic, veterans and seniors 5. Develop housing inventory for seniors and target housing placement 6. Develop Tenant Housing Guide for newly housed 7. Contract for additional SOAR/SSN benefits application assistance 8. Improve mobility of HMIS/DOPS and IRIS ID card applications for street outreach workers 9. Advocate for new Catholic Charities/St. Jude 108-unit senior PSH 10. Develop congregational ‘foster’ project for newly housed homeless | * North Texas VA * MDHA * CoC Assembly Veterans Committee / By Name List Workgroup * Collin County Veterans Coalition * CoC Assembly Adult Services and Emergency Shelter Committee * CoC Assembly Street Outreach Committee * CoC Board of Directors Coordinated Assessment System Taskforce | * MDHA HUD Coordinated Assessment System Grant * MDHA HUD CoC Planning Grant * VA VASH, GPD, HCHV and SSVF Program * CoC PSH and Rapid Rehousing Programs * Healthy Community Collaborative Programs * Dallas Housing Authority PBV Programs * MDHA Flexible Assistance Fund * Senior Source |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * Housing Priority List Tracker - *Weekly* * Housing Priority List – *Weekly* * Annual Performance Reports – *Annual and as needed* | | |
| **Objectives** | | |
| * Reduce the length of stay in homelessness by 10% * Reduce the number of chronic, veteran and elderly homeless by 50% * Increase the number of unsheltered persons prioritized for housing to 500 * Increase incomes for 20% of zero-income households on housing priority list | | |

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| **Goal III:  Improve Access and Coordination of Services and**  Emergency **Housing** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Expand HMIS participation to community and faith based homeless supportive services agencies 2. Integrate emergency shelter bed access and assignment into the Coordinated Assessment System 3. Advocate for creation of a Project Access fixed route bus to homeless service providers (*Houston*) 4. Develop and implement a strategy for homeless victims of sexual and intimate partner assault 5. Asset map faith-based resources providing homeless support services 6. Seek HUD Technical Assistance and complete CoC Policy and Procedures and protocols for the Coordinated Assessment System 7. Implement Coordinated Assessment System tools and outreach in Collin County and other non-City of Dallas communities within the CoC 8. 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 (*Austin ECHO*) 9. Increase opportunities for persons experiencing homelessness to address issues with service provider, CoC Assembly and CoC Board leadership | * MDHA * All CoC Assembly Committees * PIECES Tech * SART Taskforce * Dallas Rape Crisis Center * Parkland HOMES * City of Dallas Homeless Services * The Bridge * Dallas Library * The Stewpot * Street Outreach Taskforce | * HUD CoC Planning Grant * HUD CoC Coordinated Assessment System Grant * HUD Emergency Solutions Grants * Healthy Community Collaborative Grant * HUD Coordinated Access Guidebook; CPD Notice 16-14 and 17-01 |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * Housing Priority List Tracker - *Weekly* * Housing Priority List – *Weekly* * Annual Performance Reports – *Annual and as needed* * System Performance Measurement Report *- Annual* | | |
| **Objectives** | | |
| * Reduce the length of stay in homelessness by 10% * Reduce the number of chronic, veteran and elderly homeless by 50% * Increase the number of unsheltered persons prioritized for housing to 500 * Increase incomes for 20% of zero-income households on housing priority list | | |

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| **Goal IV:  Rapidly House Family Households with Children** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Conduct diversion training targeting families at risk of homelessness 2. 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 5. Align rules and definitions related to domestic violence shelter 6. Continue training and effective implementation of trauma-informed care | * CoC Assembly Family and Domestic Violence Committee * MDHA * Dallas Housing Authority Board of Trustees | * HUD CoC Coordinated Assessment System Grant * Dallas and other area Public Housing Authority * Area ISD Homeless Liaisons * HUD Emergency Solutions Grant * CoC Program Grant * Family Promise * HHS Administration for Children and Families (ACF) |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * Housing Priority List Tracker - *Weekly* * Housing Priority List – *Weekly* * Annual Performance Reports – *Annual and as needed* | | |
| **Objectives** | | |
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| **Goal V: Rapidly Housing Youth** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Develop Youth housing and services resource guide/web based/smart device application 2. Implement strategies from the Youth Homelessness Leadership Team strategic plan 3. Apply for the second round of Youth Homeless Demonstration Project Grant 4. Systemically gather and report ISD homeless youth data 5. Expand Youth Drop-In Center access points, hours of operation 6. 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 | * CoC Assembly Youth Committee * MDHA * ISD Homeless Liaisons | * HUD CoC Program Grant * HUD Emergency Solutions Grant * Runaway Homeless Youth Grants * Area Independent School Districts * HHS Administration for Children and Families (ACF) |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * HMIS Agency Data Quality Reports - *Quarterly* * AHAR - *Annual* * HDX PIT and HIC – *Annual* * System Performance Measurement Report - *Annual* | | |
| **Objectives** | | |
| * Increase HMIS participation rates to no less than 86% of all beds and housing types * Reduce the number of persons experiencing homelessness by 5% * Reduce the length of stay in homelessness by 10% | | |

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| **Goal VI: Drive Decision-making with HMIS Data** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Leverage HMIS participation against local funding sources 2. Produce quarterly Homeless Response System Community Dashboards 3. Incentivize all homeless housing and service providers to use PIECES Iris HMIS system 4. Develop quarterly CoC Program Grant Performance Reporting 5. Conduct annual CoC and ESG program monitoring from the CoC-level 6. Produce annual CoC project performance scorecards for local CoC competition 7. Produce annual ESG projects performance scorecards for local ESG competitions 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*) | * MDHA * Collin County Homeless Coalition * Dallas Area Partnership to Prevent and End Homelessness * HMIS Governance Committee * PIECES Iris and PIECES Iris Super Users * City of Dallas, Irving, Garland and Dallas County ESG Program Managers | * HUD CoC HMIS Grant * HUD CoC Planning Grant * HMIS User Fees * HUD Supplemental Emergency Solutions Grant City of Dallas |
| **Reporting, Documentation and Performance Measurements** | | |
| * Homeless Response System Community Dashboard - *Quarterly* * HMIS Agency Data Quality Reports - *Quarterly* * AHAR - *Annual* * HDX PIT and HIC – *Annual* * System Performance Measurement Report - *Annual* | | |
| **Objectives** | | |
| * Increase HMIS participation rates to no less than 86% of all beds and housing types * Reduce the number of persons experiencing homelessness by 5% * Reduce the length of stay in homelessness by 10% | | |

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| **Goal VII: Address Racial Disparities in Homelessness and Service Delivery** | | |
| **Action Items** | **Leadership** | **Resources** |
| 1. Complete local research contributions to the SPARC Center for Social Innovation ten city study on Racism and Homelessness 2. 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 3. 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 5. Increase diversity of the CoC Project Review and Allocations Committee 6. Include racial disparity issues within MDHA public and social media communications 7. Conduct data analysis on eviction and race | * MDHA/CoC Board of Directors * SPARC Planning Committee * Center for Social Innovation * MDHA | * HUD CoC Planning Grant * United Way * Dallas County JP Court Data |
| **Reporting, Documentation and Performance Measurements** | | |
| * Housing Priority List Tracker - *Weekly* * Housing Priority List – *Weekly* * Point in Time Count – *Annual* * Annual Homeless Assessment Report AHAR - *Annual* | | |