**Continuum of Care *DRAFTV3***

**2017-2018 Strategic Work Plan**

**Strategic Work Plan Term: July 1, 2017—June 30, 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 Housing

IV. Rapidly House 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 Report – *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. Finalize Documentation of Priority Status Policies and Procedures
4. Develop frequent utilizer prioritizations for jail, emergency departments and APOWW/EMS transports
5. Incorporate super utilizer prioritizations into HMIS and the housing priority list process
6. Continually raise funding for flexible assistance fund
7. Implement Independent Housing Readiness Assessment for CoC funded permanent supportive housing clients
8. Advocate for City of Dallas bond election for affordable housing for persons 0-30% AMI
9. Track HCV Homeless Preference voucher issuance in HMIS
10. Expand “Ready to Rent” training
 | * MDHA CoC Housing Director
* MDHA CoC Performance Analyst
* MDHA CoC Resource Manager
* CoC Landlord Engagement Taskforce
* CoC Assembly Permanent Housing Committee
* Smart Justice Initiative
* Unlocking Doors
 | * MDHA HUD Coordinated Assessment System Grant
* Dallas Housing Finance Corporation Grant
* MDHA Flexible Assistance Fund
* ALN Data System
* DART Discount Program
 |
| **Reporting, Documentation and Performance Measurements** |
| * Homeless Response System Community Dashboard - *Quarterly*
* Housing Priority List Tracker - *Weekly*
* Housing Priority List – *Weekly*
* HMIS Annual Performance Report
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| **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. I. 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. Improve tracking of veteran by-name list incorporated into the 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 specialists
8. Improve mobility of HMIS/DOPS and IRIS ID card applications for street outreach workers
9. Advocate for new Catholic Charities/St. Jude 100 unit senior PSH
 | * MDHA Vice President
* MDHA Documentation of Priority Status Coordinator
* CoC Assembly Veterans Committee / By Name List Workgroup
* CoC Assembly Adult Services and Emergency Shelter Committee
* CoC Assembly Street Outreach Committee
* CoC Board of Directors Coordinated Assessment System Taskforce
* MDHA AmeriCorps VISTA Member
 | * 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 Housing** |
| **Action Items** | **Leadership**  | **Resources** |
| 1. Expand HMIS participation to community and faith based homeless supportive services agencies
2. Advocate for creation of a Project Access fixed route bus to homeless service providers
3. Develop and implement a strategy for homeless victims of sexual and intimate partner assault
4. Develop inventory of secondary market rental housing
5. Asset map faith-based resources providing homeless support services
6. Develop congregational ‘foster’ project for newly housed homeless
7. Complete CoC Policy and Procedures and protocols for Coordinated Assessment System per CPD Notice 17-01
 | * MDHA Vice President
* MDHA HMIS Director
* MDHA CoC Housing Resources Director
* MDHA Documentation of Priority Status Coordinator
* All CoC Assembly Committees
* PIECES Tech
* SART Taskforce
* Dallas Rape Crisis Center
* Parkland HOMES
 | * MDHA CoC Planning Grant
* MDHA Coordinated Assessment System Grant
* City of Dallas CoC Planning grant
 |
| **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 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. Develop all Dallas/Collin County ISD standard reporting system
2. Conduct diversion training targeting families at risk of homelessness
3. Create Coordinated Assessment System family crisis call line for Dallas County to improve access, diversion and coordination with domestic violence programs.
4. Increase housing resources (RRH and DHA DCV Homeless Preference)
5. Coordinate with faith based agencies to supplement family shelter space with temporary hotel stay and other housing
 | * CoC Assembly Family and Domestic Violence Committee
* Youth Homeless Leadership Team
* MDHA CoC Housing Resources Director
* MDHA AmeriCorps VISTA
* Dallas Housing Authority Board of Trustees
 | * MDHA CoC Coordinated Assessment System Grant
* Dallas Housing Authority
* Area ISD Homeless Liaisons
* Emergency Solutions Grant
* CoC Program
* Family Promise
 |
| **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%
* Increase incomes for 20% of zero-income households on housing priority list
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| **Goal V: Rapidly Housing Youth** |
| **Action Items** | **Leadership**  | **Resources** |
| 1. Develop Youth housing and services resource guide/app
2. Implement strategies from the Youth Homelessness Leadership Team strategic plan
 | * CoC Assembly Youth Committee
* MDHA
 | * CoC
* ESG
* RHY
 |
| **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 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: I. 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
4. Develop bi-annual CoC Program Grant Performance Reporting
5. Conduct annual CoC and ESG program monitoring from the CoC-level
6. Produce annual CoC project scorecards for local CoC competition
7. Produce annual ESG projects scorecards for local ESG competitions
 | * MDHA/CoC Board of Directors
* CoC Performance Review and Allocations Committee (PRAC)
* MDHA CEO
* MDHA CoC Performance Analyst
* MDHA HMIS Team
* Collin County Homeless Coalition
* Dallas Area Partnership to Prevent and End Homelessness
* MDHA HMIS Governance Committee
* PIECES Iris and PIECES Iris Super Users
* City of Dallas, Irving, Garland and Dallas County ESG Program Managers
 | * CoC HMIS Grant
* HMIS User Fees
 |
| **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 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
 | * MDHA/CoC Board of Directors
* SPARC Planning Committee
* Center for Social Innovation
* MDHA CEO
* MDHA Documentation of Priority Status Coordinator
* MDHA CoC Performance Analyst
 | * MDHA CoC Planning Grant
* United Way
 |
| **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*
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**CoC SWP Public Comments on overall goals:**

* Add health care services to address the uninsured.
* Maintenance of housing action items to include Prevention / Housing Retention. How to help agencies get up to goal of % retaining housing in PH.
* Include language to be inclusive of surrounding areas including resources available in surrounding areas. Not a lot about Collin County, Irving specific, etc.

**Goal #4**

**From Assembly Meeting**

* Resources are light when compared to the other goals. DHA, DISD, ACF should be part of leadership and resource group.
* Action item to increase collaboration to expedite housing

**Goal #1**

**From Assembly Meeting:**

* Mixed messages with action items. Is ready to rent training in line with housing first practices (clear up language to not conflict). Has ready to rent been evaluated and are we planning on doing that. We should detail out between expand. IHRA clarification. What is it? Message clearer on how it does not conflict with housing first goals and action items.
* Need standard for housing navigators. Increase collaboration and information sharing between navigators.
* Change city law and ordinances. “Replace city council members” Meeting rural areas and in Collin County to discuss low income housing for more housing options.
* Landlord cultivation (relationship maintenance). Remove barriers to documenting homelessness.
* Re-entry programs. Post eviction assistance.
* Leadership has gaps: criminal justice issues / groups (court), high utilizers at hospitals, EMS component

**Goal #2**

**From Assembly Meeting:**

* Veteran homelessness: Identify veterans in the shelter to add to by name list and staffing. Increase HMIS participation with general shelter similar to GPD HMIS participation rate.
* Add “VA” to list of leadership agencies

**Goal #3**

**From Assembly Meeting**

* Health services provided to encampment areas. Testing and general care. Identify priority population to target at encampment.
* Increase emergency shelter from 80% to 90%
* Sexual violence to include human trafficking and how does that work with HMIS and confidentiality? Improve access and coordination for human trafficked.
* Love the fixed bus route idea.
* Removal of criminal history. Legal assistance toward housing.
* Mental health services. High utilizers. HMIS assessment showing those that need services close to zip code. Way to help folks access services close to them to maintain housing.
* Housing navigators. Identify who is doing the work and coordinate everyone together. (Round table on housing navigation)
* Coordinated Assessment in Collin County. Increase street outreach in Collin County.

**From Prism Health Staff member (e-mail)**

* Expand HMIS participation to community and faith based homeless supportive services agencies
* Create a mobile team (MDHA perhaps or volunteers from other agencies) to go to agencies that can’t or won’t participate in HMIS for various reasons at regular intervals and do the interview and input the information to capture their data.

**Goal #6**

**From Assembly Meeting:**

* Increasing diversity within staff and leadership including board of agencies to reflect homeless base. Realign boards by X date.
* Increase diversity of PRAC

**Goal #4**

 **From Family and DV Provider Meeting:**

* Under leadership it should be Family and DV Committee not “Family and Youth Committees” since the youth committee is separate and getting their own goal now.
* Also, add DHA and other local PHAs as part of leadership and resources column.
* Under resources column you can add ISD homeless liaisons.
* Action Items # 1 and #3 should be removed and relocated to the youth goal.  Doesn’t make sense here.
* Suggested Action Items to ADD:
	1. Increase funding or resources for housing (this was suggested actually as an addition overall throughout document)
	2. Coordinate with faith based entities to more readily access existing benevolent funds to supplement shelter space with temporary hotel stay paid for by faith based partners.  This can assist with single dads, families with other unique family structure or families lacking in documentation and therefore currently ineligible for some of our non-federally funded shelter partners.
	3. Improve coordination between family shelters and between DV shelters to ensure all shelter is accessible to families in most need.
* Add objective #1 to the list of objectives so that action item “c” above makes sense to add in

**New Goal #7 for Youth**

**Suggested Objectives from Youth Committee and / or Carla**

* Create the Homeless youth APP for better outreach coordination of services
* Partner with local groups to expand drop in center work of DISD to include afterhours centers that are community based
* Locate funds to develop an ‘After hours drop in Center’ this will be the point of coordination where youth can be entered into HMIS, DOPS, accessed, etc.
* obtain technical assistance from USICH to expand system map of service providers to include detailed analysis of entrance criteria barriers for existing housing programs
* Reducing any unnecessary barriers to admission for youth transitional living programs including RHY and privately funded programs across the continuum

**Something you said in passing:**

* Looking at better quantifying DISD homeless youth data