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

September 24, 2018

The Continuum of Care approved the Strategic Work Plan in July 2017. This is a final progress report on efforts to date in completing the 60 Action Items in support of the seven goals, since that time. While we tried to be comprehensive, it is not necessarily exhaustive, due to the volume of our work. Click through on the hyperlinks for more information about specific points.

GOAL I. Increase Access to Affordable Housing	
Action Items	**Progress Report**
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. 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	1. Housing Resources Team repackaged landlord and housing resources as "Housing Planning Resources", posted on the new MDHA website, when it launched in May 2018. Successful landlord appreciation luncheon held in March 2018, established as an annual event. The team continues to engage in ongoing outreach. 2. And 7. Housing Resources Team now includes a full time Housing Resources Liaison, to better address the needs of both landlords and service providers. The Housing Resources and Coordinated Access and Assessment Teams were key in the preparation for and execution of the Emergency Housing Shelter Challenge, during which 219 individuals were housed. They helped clients create individual housing plans, conducted housing resource clinics and speed "dating" style roommate matching networking, tours of multiple housing units and more. They have also conducted multiple focus groups with homeless individuals to learn how we can better serve them, as a homeless response system. 3. Complete. DOPS Matrix updated. Policies & Procedures revised and approved by the board. Clients on the Housing Priorities List are now assigned to specific housing providers to eliminate redundancy and streamline placement. 4. And 5. In progress. Challenges primarily related to IRIS. MDHA has made significant progress in integrating the jail into HMIS and the DOPS process. The jail now routinely enters client data into HMIS and DOPSes clients. 5 clients have already been placed in housing through this process.

13. Conduct a 90-Day Emergency Shelter Housing Challenge (*Georgia*) 14. Create staffed housing navigation center(s) / hub(s)	6. Fundraising continued in 2018. Flex Fund now has reserves necessary to take on additional pilots and projects. 8. MDHA encouraged voting, conducted Alliance Homeless Forum meeting educating the homeless and allies on the bond election. MDHA wrote pro-Proposition J Dallas Morning News opinion column. Measure passed receiving third most approval rating of the ten propositions. 9. Concept program created in the HMIS. Not yet implemented. 10. Housing Resources Team offers a variety of services exclusive to CoC members: available housing list on Basecamp updated weekly, alerts re new affordable properties and late notice units, expedited access to properties as negotiated through MDHA, and onsite training on ALN. 11. MDHA hosted Case Manager Roundtables on fair housing law, criminal history expungement processes, and other legal issues. 12. Ready to Rent and similar training is now offered in multiple formats and forums. One of the most significant developments born out of this was the "My Housing Plan" guide and clinic to increase positive client-directed participation, input, and motivation in developing their own self-directed rehousing plans from shelter. 13. MDHA, Austin Street Center, The Bridge and the Salvation Army conducted the well-publicized 90 in 90 Emergency Shelter Housing Challenge, and housed 219 guests, winning much praise in the community, including in an unsigned Dallas Morning News editorial. 14. MDHA, shelter and City of Dallas staff toured navigation center systems in Seattle, and San Francisco in October 2017. The City of Dallas' recent four track plan, which we have publicly supported adopts some of the ideas, learned during the tour.

GOAL II. End Chronic, Veteran and Elderly Homelessness	
Action Items	**Progress Report**
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	1. Chronically homeless are identified on the Housing Priority List priorities 1-4. In early 2018, MDHA conducted a successful Top 50 housing challenge focusing on those P1-4, which were deemed hardest to place, placing most of them in permanent settings. The idea is to conduct such challenges periodically. In September 2018, the CAS Team is conducting a major clean-up of the HPL, to ensure that those on it are in active status, and case managers are actively trying to house them. Once conducted, the team will conduct a minor clean-up weekly. 2. NTXVA staff members are active in the CoC Assembly Street Outreach Taskforce. VASH case managers were trained in and utilizing HMIS, DOPS, ALN and the Flex Fund.

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	CoC Veteran Committee is modifying by-name list process to support a Veteran Housing Challenge. A new CoC Veterans Committee chair was appointed and a new Veteran's By Name List Coordinator was hired. Periodic secure emails of veterans on the Housing Priority List, and units available to them, are sent to these individuals by MDHA staff for more efficient case management, as well as case conferencing at regularly scheduled Veterans Committee meetings. Efforts are ongoing in improving the connections between shelters and the VA, to further facilitate housing. 3. Policies & Procedures revised and approved by the board. Clients on the Housing Priority List are now assigned to housing providers to eliminate redundancy and streamline placement. 4. Zero Income clients are clearly identified on the Housing Priority List. No targeting SOAR action yet taken. 5. MDHA CAS Team submitted the CoCSWP to the AARP Age Friendly Community Dallas planning team, and is participating in their strategic planning process. Housing Unit List on BaseCamp made available to Dallas County Aging and Disability Resource Center for senior housing, and staff in regular contact. MDHA staff in regular contact with senior housing providers. Staff also working closely with the Licensed Boarding Home community, as an alternative housing option for those who cannot afford other options or choose to not live alone. 6. MDHA New Tenant Resource Guide was published in November 2017. It is posted on Basecamp, where CoC members can print it off for clients. 7. MDHA was unsuccessful in securing a contractor to do this, despite our best efforts. MDHA has continued to offer some support and training in this area to case managers. 8. MDHA purchased two tough notebooks with Wi-Fi for portable use, but these 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 request included funding for a portion of the project, and HUD agreed to fund the request. Currently, MDHA and the City of Dallas are working with Catholic Charities to fund six months of rent for another portion of the project, until residents receive DHA vouchers, come Spring 2019.

Goal III: Improve Access and Coordination of Services and Housing

Action Items	Progress Report
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 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. Develop congregational 'foster' project for newly housed homeless 7. Seek HUD Technical Assistance and complete CoC Policy and Procedures and protocols for the Coordinated Assessment System 8. Implement Coordinated Assessment System tools and outreach in Collin County and other non-City of Dallas communities within the CoC 9. 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	1. The Salvation Army, since December 2017, has entered all of its data into HMIS. Philosophical considerations have prevented certain providers from moving forward. Upon Assembly recommendation, Board has moved to reclassify the latter on HIC. Discussions are ongoing to add small faith-based organizations. 2. No action. Ongoing technical issues with IRIS have made such a step, as of yet, unfeasible. 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. MDHA and Faith Forward Dallas formed a joint homelessness initiative, to guide the actions of this powerful moral religious voice in Dallas, in the area of homelessness. MDHA, shelters, Office of Homeless Solutions staff and faith-based entities developed proposal for cold weather shelter in the City of Dallas. Collin County Homeless Coalition faith committee developed similar policy for that county. 6. One congregation has stepped forward, adopted, housed, and will be providing extensive services to a guest from The Bridge. MDHA and Faith Forward Dallas will seek to help other congregations learn from this one and do the same. 7. Completed. 8. MDHA hired a dedicated CAS staff person to co-locate at the Assistance Center of Collin County three days per week. Said staff person saw great outcomes. However, she has now left, and will need to be replaced. A program description of the Assistance Center's contribution to the Collin County Homeless Response System where the CAS staff member would share an important role is being prepared by the Executive Director. 9. MDHA provides support to City of Dallas expanded street outreach efforts including Flex Fund, training, CAS and Housing Resource Team services. MDHA also actively and publicly has lent its support to the city's plans for added shelter, housing and services.

Goal IV: Rapidly House Family Households with Children	
Action Items	**Progress Report**
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	1. Austin Street Center and Family Gateway have fully implemented extensive assessment and diversion practices, integrating their principals into the culture and fabric of their organizations. 2. Homeless Helpline is up and running. Press release was sent out, upon public roll out. The number is prominently displayed on the MDHA website, and is gradually being added to MDHA written collateral. Genesis Women's Shelter and Family Gateway created pilot project to help get families on the Housing Priority List, while still in shelter at Genesis. The Stewpot, the Salvation Army and Family Gateway created pilot project to offer critical documents services at the latter two facilities. 3. Approximately 24 new RRH units were created through HUD Emergency Solutions Grant funding in 2017. MDHA CAS Housing Search and Placement continues to work with existing RRH providers to identify and recruit more landlords. City of Plano just released RFP for RRH. MDHA stands at the ready to assist the City of Dallas, Catholic Charities, and DHA in getting seniors, experiencing homelessness into St. Jude, until new vouchers can be allocated come Spring 2019. 45 new DHA project-based vouchers for families with children awarded to Pinnacle Properties, in April 2018, with Family Gateway providing services. 4. The MDHA Flex Fund has and continues to pay for housing and shelter, where appropriate. Faith Forward Dallas formed a joint homelessness initiative, to guide the actions of this powerful moral religious voice in Dallas, in the area of homelessness.

Goal V: Rapidly Housing Youth	
Action Items	**Progress Report**
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	1. Completed September 2017. Copies printed and distributed to key areas, and added to MDHA website as PDF. With launch of new MDHA website, added in HTML too. 2. Expanded youth needs within the CoC Strategic Work Plan. The CoC Youth Committee meets regularly, and is focused on the action items from both plans. 3. The Youth Committee devoted significant time to learning from the 2016 grant application, and implemented said lessons in submitting the 2018 application. 4. MDHA has requested from all Independent School District Homeless Liaisons listed on the Texas Homeless Education Office (THEO) website, that they send homeless youth data for the YHDP application and general purposes. 5. After8toEducate, a collaboration between DISD, City Square, Promise House and Social Ventures Partnership turned 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 volunteer at various drop in centers to provide outreach and expansion of services available at the centers during hours of operation. 6. The Homeless Helpline includes a youth node, coordinated by Promise House. 7. The See Us Now youth survey was conducted between January 18 – 28. The PIT count included delivering unsheltered youth contacts to youth street outreach the morning of January 26, to immediately offer them help. The Youth Committee presented the first State of Youth Homelessness report, at the renamed See Us Now event, in April, which was well attended and well covered in the media. Youth themselves were involved every step of the way, through the facilitation of Outlast Youth. 8. Providers have made significant progress in implementing a vision of serving all youth, with as few barriers as possible. CSH led a meeting on low barrier systems, and the Youth Committee analyzed data looking for patterns of barriers that inhibit service. One program moved from TH to low barrier ES. DOPS process includes methods for quick identification of youth. Youth included in Homeless Helpline, with Promise House coordinating with other organizations. Dallas Hope Charities recently opened two beds targeting LGBT Youth. Outlast Youth, partnering with the True Colors Fund, is spearheading the Dallas Community Initiative, which aims to improve services to LGBT homeless youth.

Goal VI: Drive Decision-making with HMIS Data	
Action Items	**Progress Report**
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*)	1. City of Dallas now includes HMIS in all homeless services related contracts, including four track plan related programs. With Salvation Army reporting 100% of services into HMIS since December 2017, shelter participation rate now stands at 66%. Philosophical considerations have prevented certain providers from moving forward. Upon Assembly recommendation, Board has moved to reclassify these on HIC, which will lead to rate being at or near 100%. 2. MDHA simplified the dashboard format, issued dashboards for 2018, and redid previous dashboards to allow for easy apples to apples comparisons. 3. MDHA provided incentivizes through shared client data, access to Flex Fund, access to Housing Priority List, and more. MDHA received formal coverage usability from HUD for the data year Oct 1, 2016 – September 30, 2017 for 10 of 12 data categories. 4. and 5. HUD CoC site monitoring rounds were conducted in May 2018. Informative discussions were held in-person between CoC Performance Analyst (accompanied by various MDHA staff) and staff from 10 CoC funded agencies. The St. Jude project was not monitored due to its startup date. Monitoring summary letters were limited to results of client file quality and grant fund expenditure at time of monitoring visits. Other areas of monitoring such as occupancy, stability, and data quality were not formally assessed due to data/APR challenges. The Policies and Procedures Committee has been given suggestions, and the discussion continues on how to tie site-monitoring more closely to the NOFA competition process. 6. Completed and updated for the FY2017 competition. 7. Completed and updated for the state TDHCA ESG competition. 8. Philosophical considerations have prevented certain providers from moving forward. Upon Assembly recommendation, Board has moved to reclassify these on HIC. 9. MDHA made a budget decision prioritizing the Homeless Response System Leadership and Strategic Planning Retreat over a qualitative survey.

Goal VII: Address Racial Disparities in Homelessness and Service Delivery	
Action Items	**Progress Report**
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	1. Research complete. MDHA representatives participated in the five city SPARC summit. Subsequently, the Center for Social innovation (C4) released a Phase I national and Dallas specific report. Phase II set to begin this fall. 2. Race and ethnicity data were prominently featured in SOHA in March 2018. Race addendum and HPL tracker by race, included with most Community Dashboards. 3. and 4. Will conduct, as part of Phase II. 5. PRAC Committee membership includes 9 members, with one African American, who serves as chair. 6. MDHA includes disparity and racial equity issues within its blog posts and social media. Publicized the above reports by C4. Added racial equity page to the MDHA website. Included equity section, with concrete recommendations in OrgCode produced Dallas Strategic Plan, which was adopted by board. Said plan is based on the Homeless Response System Leadership and Strategic Planning. 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.

Postscript: In June 2018, The **MDHA CoC Board** unanimously accepted the **strategic plan** developed by 65-70 community leaders from the Dallas community, through a process facilitated by MDHA and **OrgCode Consulting**. The draft strategic plan of the Dallas Area Partnership to End and Prevent Homelessness was also written with our new plan in mind. We will now set about to seek out specific partners, who can help each of make this new plan's goals a reality, and together **turn strategy into action**.