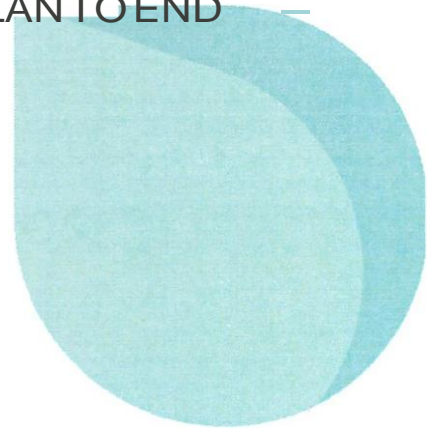


A WAY HOME

BROWARD COUNTY, FLORIDA'S ANNUAL PLAN TO END
HOMELESSNESS (UPDATED AUGUST 2013)



Introduction

This document is an update to Broward County's ten year plan to end homelessness. The original Broward County plan, *A Way Home: Broward County, Florida's Ten Year Plan to End Homelessness* was released in 2005. The plan, which was developed with a great deal of community input and some guidance from national experts, provides a framework for ending homelessness using a Housing First approach.

Strategies listed in the plan fall under the following topics:

- Data;
- Emergency Prevention;
- Systems Change: Mainstream Resources/Discharge Planning;
- Street Outreach;
- Shortening the Time People Remain Homeless;
- Rapid Re-housing;
- Treatment and Services;
- Permanent Affordable Housing; and
- Income to Pay for Affordable Housing.

Subcommittees were developed around each of these topic areas to help develop the content for the plan. A Ten Year Plan Steering Committee guided the development process and approved the final product.

Since the release of the plan, much has changed. The enactment of the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act in 2009 changed how the success of homeless assistance is measured as well as how it is funded. Focus shifted from an approach of developing "housing readiness" in people experiencing homelessness toward developing a system that could quickly return people experiencing homelessness to permanent housing with linkages to service supports. While *A Way Home* showed foresight in capturing some of the principles of the HEARTH Act, there are areas that need to be updated based on the changes to the federal policy environment and new information about best practices for preventing and ending homelessness.

Consultant Report

In 2011, Broward County contracted with the National Alliance to End Homelessness (the Alliance) to develop recommendations to implement the HEARTH Act and improve the performance of its homeless assistance system. The Alliance worked extensively with the County for over a year to identify gaps in services, introduce best practices, and build stronger partnerships between the homeless assistance system and other community partners. To acquire a complete sense of the strengths and weaknesses of

Broward County's homeless assistance system, the Alliance analyzed Department of Housing and Urban Development (HUD) reports, local data, County contracts, and grant materials. Alliance staff also conducted several rounds of in-person and virtual informational interviews with providers and other stakeholders in Broward County's homeless assistance system. This feedback was gathered through seven in-person visits and numerous phone calls and emails between November 2011 and January 2013. In total, the Alliance connected with representatives from approximately 50 organizations, agencies, and cities.

The final report, which included detailed final recommendations, was released in January 2013. The recommendations included the following:

- Develop a more streamlined coordinated assessment process;
- Improve the current emergency shelter system;
- Implement a robust rapid re-housing program;
- Expand the supply of permanent supportive housing and target resources more effectively;
- Engage and improve coordination with other systems people experiencing homelessness;
- Consolidate and improve data collection;
- Implement an updated performance measurement and improvement process;
- Reform governance structure and decision-making processes; and
- Update the Ten Year Plan.

Discussions held during the information gathering process and the resulting ten year plan recommendation in the report spurred the County to conduct a Ten Year Plan Update Charrette.

Ten Year Plan Update Charrette

The Alliance and CSH facilitated a CSH Charrette the week of April 15, 2013. The CSH Charrette is an intensive weeklong planning process that gathers recommendations for changes to make to a ten year plan from a wide range of stakeholders. Over 280 sign-ins were logged for Broward County's Charrette, which included 6 sessions on topics approved by the Homeless Initiative Partnership (HIP) Advisory Board: rapid re-housing, emergency shelters, affordable housing, permanent supportive housing, street outreach, and governance, data, and performance measurement.

Each session began with a "fishbowl" setting with a group of five to seven experts sitting before community stakeholders. For the first hour, the local and national experts in the fishbowl engaged in a dialogue that encouraged thinking of new systemic and programmatic responses to the issues presented. While the expert dialogue occurred, the rest of the Charrette participants observed the discussion.

When the conversation among fishbowl experts ended, CSH and Alliance staff facilitated audience observations and feedback. During this time, the fishbowl experts were not allowed to respond, and community members were given opportunities to agree with or challenge the experts and to offer other solutions for each issue area. The purpose of this part of each session was to engage the community members in the discussion and benefit from their expertise and experiences. After each fishbowl, the facilitators debriefed the fishbowl experts, capturing any additional information and recommendations.

Following the intensive public process, the Alliance and CSH distilled the information into draft recommendations for each of the six issue areas. This was presented at an open community meeting on April 19. At this session, the Alliance and CSH staff heard input on how well the recommendations did or did not reflect what was learned from the Charrette process. The feedback session also tested the recommendations to gauge their likelihood for implementation. The recommendations from the fishbowl and feedback provided on the final day provided the recommendations for this Ten Year Plan update.



Figure 1: Ten Year Plan Charrette- Street Homelessness Panel

Ten Year Plan Update

The original ten year plan included nine topic areas; this ten year plan update consolidates those and the other recommendations into six topic areas. These topics

were inspired by *A Way Home* but were updated based on HEARTH Act priorities and the recommendations from the Ten Year Plan Charrette.

The six topics in this update are as follows

- Governance, Data, and Outcomes;
- Crisis Response System;
- Affordable Housing;
- Permanent Supportive Housing;
- Rapid Re-housing; and
- Accessing Mainstream Services.

A chart explaining where to find the content from each issue area from the Charrette in this update is available below. Charrette topics are written across the top of the chart, while corresponding topics from this update run down the side.

	Governance, Data, and Performance	Rapid Re-housing	Affordable Housing	Street Homelessness	Shelters	Permanent Supportive Housing
Governance, Data, and Outcomes	X					
Crisis Response System				X	X	
Affordable Housing			X			
Permanent Supportive Housing						X
Rapid Re-Housing		X				
Accessing Mainstream Services				X		

Figure 2: Charrette vs. Ten Year Plan Update Recommendations

The purpose of this update is to discuss progress that has been made on *A Way Home's* goals, summarize changes that have happened at the policy level and in the field since *A*

Way Home was published, and suggest updated goals and action items for the County to work on so that the ten year plan continues to be relevant and guide its work.

Ten Year Plan Update Format

This update is organized by topic area, each of which includes:

- A brief summary of the content related to that topic area presented in *A Way Home* and an explanation of important developments since *A Way Home* was published;
- A table that details the strategies in *A Way Home* that fall under that topic area, an update on the progress the County has made on that topic, and recommendations for new goals for that section of the ten year plan; and
- Action items for the next year and, in some cases, items to be completed over a longer period of time to meet the new suggested goals.

The progress reported in this update is only a summary of progress made since the original ten year plan was published.

Vision for the Update to the Ten Year Plan

Broward County envisions a comprehensive housing crisis response system through which homelessness is prevented, and when this is impossible, episodes of homelessness are quickly ended.

The County shares the goals of the Federal Strategic Plan to Prevent and End Homelessness: to end chronic and veterans' homelessness within five years; to end family, unaccompanied youth and child homelessness within ten years; and to create a path toward ending all other types of homelessness. To make this vision a reality, Broward as a County must commit to:

- Preventing homelessness whenever possible through prevention and homelessness diversion assistance;
- Ensuring easy access to communitywide, culturally competent, safe and effective housing and homeless services;
- Ensuring people exit homelessness as quickly as possible;
- Connecting people to their communities and the mainstream resources needed for them to stabilize and thrive in housing;
- Update the *A Way Home Plan* annually to ensure that the plan remains relevant; and
- Building and sustaining the political will and community support to end homelessness.

This update utilizes best practices from communities nationwide to identify local strategies that will prevent more households from becoming homeless. For those who

do become homeless, these strategies will reduce the length of time that they experience homelessness.



Figure 3: Ten Year Plan Charrette- Street Homelessness Panel



Figure 4: Broward

Governance, Data, and Outcomes

Governance has become a major focus as a result of the HEARTH Act and its focus on performance measurement and system-wide coordination. Many of the recommendations made in the consultant report and through the Charrette process were focused on addressing the need to adapt the current governance structure- which involves the County, the HIP Advisory Board, and the Homeless Providers and Stakeholders Council- to this new framework for providing and funding homeless assistance. The County must develop a Continuum of Care (CoC) Board in line with the HUD regulations that is representative of the system and mainstream partner interests. It must also make sure that the consumer voice is heard, both through having a consumer or consumers on the HIP Advisory Board and consistently providing opportunities for consumers to offer feedback.

A Way Home Goals

Fully implement the CSMS-HMIS for all CoC programs

Interface with other databases such as United Way of Broward County, hospitals, corrections, WorkForce One, churches, FEMA and Department of Veterans' Affairs (VA)

Utilize CSMS-HMIS to identify trends and opportunities for preventive intervention, to track outcomes and to identify recidivists

Utilize data analyses for a public education campaign on homelessness

Progress

CSMS has been replaced by ServicePoint, which is easier to use and can better address the County's data needs. It is not being used by every provider yet, but has expanded since being piloted

VA is now required to enter data into HMIS

ServicePoint data is used to submit information to HUD on current performance. Its role will be expanded over the coming months

Suggested Plan Goals

- Fully implement ServicePoint for all County programs, including CoC programs
- Develop community wide outcome measures for each program type and the system as a whole
- Produce quarterly reports from ServicePoint that provide updates on progress on meeting outcomes
- Make performance the basis of funding and strategic planning decisions
- Reconfigure HIP Advisory Board to more closely align with HEARTH Act regulations (refer to Recommendation 8 NAEH *Recommendations to Implement the HEARTH Act Report*)

Action Items for the Next Year

Changes to the HIP Advisory Board

- Create designated seats for key mainstream agencies and stakeholders to ensure broad participation from various sectors in the community.
- Allow for at-large seats for committed individuals.
- Encourage diversity by limiting board terms to encourage new membership.
- Ensure that every new term at least one person who has never been on the Board joins and only one person from any particular nonprofit organization, agency or business serves on the board at a time.
- Ensure that the Board always has an odd number of seats.
- Create a Membership Committee to recruit new members to forward to the Commissioners for approval.
- Create a nomination process for new members with confirmation coming from the County Board of Commissioners.
- Create and track an outcome measure for reducing involuntary exits from programs.
- Create common definitions and standards for program models, including permanent supportive housing, rapid re-housing, Housing First, and transition in place.
- Have the consumers on the HIP Advisory Board be responsible for reporting back to fellow consumers about the activities of the Board and other developments within the homeless assistance system.
- Create a new vision and mission for the board and the County HIP staff based on collective impact. A sample vision: *To lead a system change that will end homelessness by creating common goals and a shared measurement system, promoting mutually reinforcing activities, and continuously communicating progress and challenges to the community.* The HIP Advisory Board should also commit to serving as a backbone organization for the collective efforts of the Community.

Changes to Broward County Government

- Increase HMIS staffing to perform data analysis and outcome reports.
- Reach out to other funders in the community to encourage them to adopt the same outcomes as the County.
- Hold consumer focus groups around the updated ten year plan and major changes the County envisions making moving forward.
- Create a consumer feedback process that allows consumers to communicate directly with the County using surveys and focus groups.
- Hire additional county staff to coordinate the efforts of the CoC, Homeless Assistance Centers (HACs), mainstream systems, law enforcement, and the Homeless Providers and Stakeholders Council (HPSC).
- Publish an organizational chart of governance and feedback entities and processes.

Longer Term Action Items

Changes to Broward County Government

- Begin working on applying to become a Unified Funding Agency (UFA).
- Take updated plan to other jurisdictions and cities to sign and support.
- Require HIP (the County) to oversee Emergency Solutions Grant (ESG) policy and distribution of ESG resources across the county.



Figure 5: Ten Year Plan Charrette -Governance, Data, and Performance Panel

Crisis Response System

The crisis response system incorporates all of the interventions meant to address a consumer's immediate housing and safety needs. This includes street outreach services, coordinated assessment, prevention assistance, and emergency shelter. In *A Way Home*, street outreach was a standalone topic while the other crisis response issues were sprinkled throughout.

Coordinated assessment matches consumers with the most appropriate forms of assistance by using standardized assessment forms and processes. New regulations from the U.S. Department of Housing and Urban Development (HUD) make coordinated assessment mandatory.

Prevention funding, which is primarily dispensed through the County's Family Success Division, has aided many households. To improve the impact of prevention assistance, the County should ensure that households most likely to become homeless receive assistance.

Emergency shelters are often the first place that households are referred to. Currently, many of these shelters are analyzing the services they provide and looking for ways to better fit into the new housing emphasis of the County's homeless assistance system.

Due to community demand Street Outreach took on both screening and engagement services. Currently, Street Outreach is being analyzed in the Coordinated Assessment Committee (CAC) to reevaluate screening and engagement services.

A Way Home Goals	Progress	Suggested Plan Goals
Expand central model homeless outreach team to North and South County	The outreach team now has a presence throughout Broward County	<ul style="list-style-type: none"> • Develop a coordinated assessment process for all populations that includes standardized assessment, referral, and intake procedures
Provide 24/7 hotline	Three Homeless Assistance Centers are active within Broward County and serve a crucial role in the homeless assistance system	<ul style="list-style-type: none"> • Close all "side doors" allowing entry into the system that exist outside of the coordinated assessment process
Design, develop and implement a Homeless Assessment Center(s)	The Homeless Helpline screens families for prevention needs when they call 2-1-1 using a standardized assessment tool	<ul style="list-style-type: none"> • Re-examine and eliminate individual program entrance requirements that "screen out" the most vulnerable, particularly those requirements relating to income
Develop screening mechanism for triage of services to persons facing eviction and maintain information on at-risk households in CSMS-HMIS	Referrals to other services are made by the Homeless Helpline	<ul style="list-style-type: none"> • Make case management and other services more flexible tailor services and level of service to the need of the household Increase connection between the outreach team and permanent supportive housing
Improve accessibility to services through strategies such as reducing wait times for prevention assistance and review need versus adequacy of available assistance	The Family Success Centers provide case management along with prevention services	<ul style="list-style-type: none"> • Work to engage non-HUD or County funded shelter providers with HMIS
Establish a resource/referral network among providers	The Family Success Centers provide case management along with prevention services	<ul style="list-style-type: none"> • Ensure prevention funds are being targeted to those households who data shows are most likely to become homeless
Provide in-house prevention-centered Casework		
Develop financial management/literacy Program		
Improve accessibility of services to: ex-offenders, youth aging out of foster care, persons being discharged from hospitals, and mental health facilities		
Reduce barriers to shelter admission and retention		

Action Items for the Next Year

Emergency Shelter

- Provide training for emergency shelter frontline staff on rapid re-housing and other housing placement strategies, possibly using the EveryOne Housed Academy from Alameda County, CA as a model.

Outreach

- Provide mechanism for outreach workers to directly refer consumers to housing placement and have priority to place clients into housing.
- Provide more comprehensive training for first responders on how to deal with people experiencing homelessness. Invite formerly homeless people to help conduct the training. Participating consumer mentors should be funded and supervised.
- Provide office space for outreach workers at courts (*e.g.*, the Mental Health and Drug Courts) that see a lot of people who are arrested for quality of life crimes.
- Continue to bring the issue and solutions for street homelessness to the Public Safety Coordinating Council to help develop policies that reduce the need for police and judicial interventions for people who are homeless and on the street.
- Hold regular meetings of people who interact with people experiencing homelessness on the street (*e.g.*, Task Force For Ending Homelessness, police, health outreach workers, Veterans Affairs outreach workers, and others) to facilitate coordinating their responses with housing providers.
- Expand homeless outreach services to include intensive case management models that include peer support.

Coordinated Assessment

Retool assessments done at shelters to focus on housing barriers.

- Prioritize access to detoxification and others services for people who are experiencing homelessness. Create and provide alcohol and drug free permanent housing for people who are early on their path to recovery instead of using current inpatient beds.

Prevention

- Change prevention eligibility requirements and assessments to better target the people most likely to become homeless according to national and local data .

Other/Overarching

- Sign on to 100,000 Homes Campaign countywide and coordinate with Fort Lauderdale's 100,000 Homes Campaign.

Longer Term Action Items**Emergency Shelters**

- Create learning collaboratives (with outside support) for executive directors and chief operating officers on managing the cultural and programmatic shift from current practices to new models that include Housing First and rapid re-housing.

Coordinated Assessment

- Develop benefits staff positions or dedicated staff time for helping connect consumers with benefits at the coordinated assessment centers.

Affordable Housing

The development of more permanent housing, with or without subsidies, is a key factor in ending homelessness, and affordable housing is a major focus of *A Way Home*. While all people would ideally have access to affordable housing and permanent housing vouchers, in terms of furthering the cause of ending homelessness,

it is especially important to target affordable housing resources to households experiencing homelessness, particularly the most vulnerable ones. In addition to the importance of long-term housing subsidies and development of affordable housing, a great deal has been learned about the effectiveness of short to medium term subsidies paired with private housing units. This intervention, rapid re-housing, is discussed later in this update.

The Broward Housing Council was created in 2008 to "facilitate coordination between the County, municipalities, businesses and not-for-profit groups to address such issues as affordable and workforce housing and homelessness, and to make annual recommendations regarding streamlining governmental regulations and enhancing housing stability" (from Broward Housing Council Charter, CRC Resolution No. 2008-005).

A Way Home Goals

Foster partnership among County and Cities

Utilize publicly owned land for development by not-for-profits

Create mandatory inclusionary zoning

Reduce development cost of housing/streamline development process

Create new funding streams such as commercial document surtax, bond issue, donation fund for affordable housing

Create preservation ordinance and increase affordability period for publicly funded affordable housing

Expand and replicate proven affordable programs such as Homeless to Homeowner (H2H) sponsored by the Housing Federation of America, Inc. in partnership with a consortium of Banks

Progress

Created Broward Housing Council

Completed affordable housing needs assessment

Designed affordable housing website

Suggested Plan Goals

- Work with Housing Authorities to set aside vouchers for people experiencing chronic homelessness or who have been unsuccessful in rapid re-housing
- Create mandatory inclusionary zoning
- Reduce development cost of housing and streamline development process
- Create new funding streams such as commercial document surtax, bond issue, or donation fund for affordable housing
- Create preservation ordinance and increase affordability period for publicly funded affordable housing
- Expand and replicate proven affordable programs such as H2H sponsored by Housing Federation of America, Inc.
- Contribute to existing advocacy effort to support the state housing trust fund
- Increase developer capacity to fully utilize tax credits

Action Items for the Next Year

- Negotiate with housing authorities to prioritize resources for those currently experiencing homelessness.

- Work collaboratively with the Broward Housing Council to develop a strategy for sharing information about affordable units and landlords that manage them with homeless assistance providers.
- Reach out to South Florida Regional Planning Council (Seven 50) and similar groups to introduce the issue of homelessness within the existing conversation about regional planning. Identify champions within the community who can effectively educate such groups about the importance of including deeply affordable housing targeted to literally homeless households when developing housing and other community plans.
- Have the Broward Housing Council adopt a policy agenda and advocacy strategy to advance the issue of creating a local source of revenue for affordable housing. Include realtor outreach to find potential allies who could articulate the economic benefits of affordable housing. Reach out to Miami-Dade stakeholders for lessons learned related to structuring these types of fees and securing community support.
- Identify developers who build affordable housing and conduct targeted outreach to increase partnerships with the goal of creating set-asides for people experiencing homelessness.
- Have the Broward Housing Council actively engage with Broward County and municipal governments to increase the supply of affordable housing to include specific set asides for the rapid re-housing of individuals and families and permanent supportive housing for chronically homeless individuals. Strategies should include, and are not limited to, the identification of designated funding resources, the adoption of inclusionary zoning practices, and the strengthening of affordable housing development incentives.



Figure 6: Ten Year Plan Charrette - Affordable Housing Panel

Permanent Supportive Housing

A Way Home established a goal of developing 1,200 permanent supportive housing units over the next ten years, with two-thirds of these units targeted to people experiencing chronic homelessness.

Though it is not discussed at great length in the plan, the County has been implementing permanent supportive housing using subsidies from housing authorities.

However, the current service match is not adequate, and as a result, vouchers and units that could be made available are not being used. Eligibility for permanent supportive housing programs is provider-determined, and few of the providers are targeting people experiencing chronic homelessness. These problems can be rectified through increased collaboration, a standardized assessment process linked to the larger community coordinated assessment process, and a focus on chronic homelessness, where resources are needed the most. A permanent supportive housing program that addresses these obstacles will do a great deal in reducing street and chronic homelessness in Broward County.

A Way Home Goals

Develop 1,200 units of permanent supportive housing, targeting approximately two-thirds to the chronically homeless, based upon a 2005 assessment of need

Progress

DECEMBER 2005 INVENTORY:

Chronic Units – 253

Permanent Supportive – 1,646
Housing Units

PROGRESS TO DATE:

Inventory as of August 2013:

Chronic Units – 621
+ 368 since 2005

Permanent Supportive – *1,365
Housing Units <281>

*Loss of Housing Choice Vouchers and homeless set aside has contributed to the decreased in total available units

Suggested Plan Goals

- Develop and implement a vulnerability index or assessment tool to identify and prioritize people who most need supportive housing
- Identify new County funds or reallocate Homeless Funds from existing low performing programs to expand Assertive Community Treatment (ACT) Team services targeted to Chronic Homeless in subsidized housing
- Develop service provider capacity to provide housing stability services (tenancy supports in addition to clinical services)
- Create a pool of funds for rental deposits, utilities or move in costs to be used only as-needed; this fund should also utilize non-traditional funding sources, such as the faith-based community

Action Items for the Next Year

Service Provision

- Identify a service match to lease unutilized Shelter Plus Care vouchers as soon as possible. Prioritize the use of these resources for people who need supportive housing most.
- Determine whether Medicaid is used to its fullest potential to fund supportive housing services (for example, by creating a Medicaid Crosswalk). If not, task the HIP Advisory Board with finding ways to increase its utilization.
- Have programs commit to using tenant-engagement and home-based case management strategies with clients rather than requiring mandatory service participation.

Targeting

- Create common standards for admission to permanent supportive housing through the community coordinated assessment process in compliance with the HEARTH Act.
- Review criteria for accessing existing permanent supportive housing units and reduce barriers to entry.

Other/Overarching

- Use "landlord liaisons" to negotiate leases, reduce barriers, and to be a first point of contact for landlords. Employ people with backgrounds in rental housing or real estate to do this work.
- Create sustained engagement strategies for use with landlords.
- Provide training for directors and staff in permanent supportive housing programs on best practices such as motivational interviewing and Housing First principles.
- Analyze potential to convert transitional housing to permanent supportive housing and convert some of this housing.
- Apply the original Housing and Health Options Provide Empowerment (HHOPE) program methodology as a standard for all permanent supportive housing implementation.

Rapid Re-housing

Rapid re-housing is one of the single most important interventions in the fight to end homelessness. Data has accumulated over the past few years showing it to be more cost-effective than other programs, and, despite the fact that subsidies and services are time-limited, only a small percentage of households (usually less than ten percent) return to homelessness within a year. With the advent of the American Recovery and Reinvestment Act of 2009 and the resulting Homelessness Prevention and Rapid Re-housing Program (HPRP), Broward County developed a rapid re-housing program. That program, which was run by the Broward Health Regional Planning Council, experienced success that the County can build on. Now that HPRP funds are no longer available, and more time has provided information on how to target, implement, and evaluate rapid re-housing, the County is ready to embark on a more aggressive and widespread rapid re-housing program.

A Way Home Goals

Create a Housing Specialist position for each HAC

Identify and refer eligible candidates at first point of contact through centralized assessment

Create and maintain inventory of available affordable housing

Identify and assist in elimination/reduction of barriers to housing such as credit, discrimination, criminal history

Provide follow-up services

Progress

The Central HAC is working on hiring an after care case manager

The current intake process identifies and refers candidates to different interventions, including rapid re-housing

The Central HAC recently got a grant to provide follow-up services

Suggested Plan Goals

- Create a Housing Specialist position for each HAC
- Create and maintain inventory of available affordable housing through Broward Housing Council
- Target households at 30 percent of Area Median Income (AMI) or below for receipt of rapid re-housing assistance
- Create a funding plan for rapid re-housing that includes mainstream resources (e.g. TANF)
- Have the County fund a rapid re-housing program using Homeless Fund dollars reallocated from transitional housing for unaccompanied adults

Action Items for the Next Year

- Analyze transitional housing stock to determine which units are most suitable for a conversion to rapid re-housing.
- Explore how Temporary Assistance for Needy Families (TANF), ESG, and CoC resources can fund rapid re-housing.
- Reach out to other systems (e.g. child welfare, probation) to fund rental subsidies and housing location experts. Make the case that stable housing prevents corrections recidivism and promotes successful family reunification from foster care.
- Create a formal landlord engagement project to open up units for homeless individuals and families in a rapid re-housing model. Engage the landlord community to make it easier for them to understand the kind of support the households will get. This can also be done with permanent supportive housing programs and tenants.
- Implement a program that creates a landlord guarantee fund that service providers can qualify to use to mitigate real and perceived landlord concerns in renting to risky tenants. Look at "Fresh Start" from Portland, OR as a model. This can also be used with permanent supportive housing programs and tenants.
- Provide adequate training on best practices on rapid re-housing for front line staff as well as managers. Trainings should emphasize how to support housing sustainability and strategies for increasing income and employment in housing.
- Create a faith-based task group to work with churches to help get financial resources to move people into permanent housing (examine models used in Memphis, TN and Portland, OR).



Figure 7: Ten Year Plan Charrette- Street Homelessness Panel



Figure 8: Broward County Consumer

Accessing Mainstream Services

The homeless assistance system does not have the resources or manpower to end homelessness on its own and therefore needs good relationships with health care providers, the corrections system, foster care, and other institutions that interact with low income and homeless individuals and families to do the job. *A Way Home* addresses the importance of accessing mainstream areas in numerous areas, including under the Income to Pay for Housing and Treatment and Services strategies.

The new HEARTH Act regulations and current budget environment make collaboration more important than ever. Additionally, the Affordable Care Act, an engaged Sheriff's Office, and the money being invested in ending veterans' homelessness support the case for establishing these relationships. Effective collaboration requires selling other agencies on why they should work closely with the homeless assistance system; inviting stakeholders in other systems to engage with homeless assistance providers through joint planning and CoC meetings; and using data to identify people that access multiple systems to be targeted for assistance.

A Way Home Goals

Remove barriers to obtaining government entitlements-mainstream resources

Expedite benefits enrollment by SSA, VA and any other mainstream benefits provider such as Food Stamps, TANF, and Child Care

Expand discharge protocol with BSO, DOC, local, County and State mental health facilities, health care facilities, and foster care agencies

Promote greater collaboration among providers through contracts and memoranda

Address the difficulty in obtaining identification

Address the issue of corrections and hospitals having weak links and often discharging people without medications

Address the need for more transportation

Expand the Living Wage Ordinance passed by Broward County October 2002

Improve education, job readiness, and job training

Encourage homeless services providers to work more closely with job training providers

Engage the business community

Encourage employers to pay a living wage

Address transportation issues

Provide more resources for job training and placement

Progress

Broward County has had training on SSI/SSDI Outreach, Access, and Recovery (SOAR), which is a program meant to expedite access to SSI and SSDI benefits

Some services are available to assist people with obtaining identification

Representatives from mainstream agencies and providers are participating in planning for homeless assistance (e.g. Charrette, consultant report, HIP advisory board)

Suggested Plan Goals

- Develop a committee to re-examine discharge planning efforts and develop a discharge plan between the homeless assistance system and all the various Broward County institutions
- Remove barriers to obtaining government entitlements and other resources
- Expedite benefits enrollment into SSA, VA, SNAP, TANF, and Child Care among others
- Promote greater collaboration among providers through contracts and memoranda
- Pull data from other systems to identify consumers that are high utilizers of hospitals and jails, and any other appropriate agencies, and target them for services
- Implement 100,000 Homes Vulnerability Index and Frequent User System Enhancement (FUSE) among 2 to 3 systems that are seeing people experiencing chronic homelessness the most (e.g. Judge Hurley's Court, Task Force For Ending Homelessness, and health care's top 100 users)

Action Items for the Next Year

- Create Memoranda of Agreement between Broward County and other systems, including hospitals; jails and the judicial system; behavioral health (including substance abuse); and child welfare systems regarding discharge planning and other types of collaboration.
- Expand SSI/SSDI Outreach, Access, and Recovery (SOAR) training efforts to additional providers.
- Hold first discharge planning meeting, which should include stakeholders from corrections, law enforcement, foster care, and hospitals.
- Have Health Care for the Homeless providers and community health providers meet to discuss how to make the transition for consumers between these two groups as seamless as possible.
- Inventory services available through Veterans Affairs (VA) and make a plan for connecting eligible consumers to them through coordinated assessment.
- Survey consumers on needed day-to-day services that are usually provided by day centers that cannot currently be accessed (e.g. showers). Determine if these services exist in the community or could be provided by other stakeholders, such as faith-based organizations.
- Hold a special meeting with consumers on transportation issues that exist in getting to coordinated assessment, housing programs, or other related services. Develop a plan to address these issues.
- Develop an employment event specifically for people experiencing homelessness.
- Train library staffs on how to best assist people experiencing homelessness that appear to need or ask for help.
- Task a HIP Advisory Board subcommittee with conducting an inventory of available employment resources and potential partners in the community and studying best practices in collaboration between the homeless assistance and employment worlds. Build on Salvation Army efforts in this arena.
- Develop resources to help consumers get identification cards.

- Expand 100,000 Homes Vulnerability Index and FUSE assessments to include frequent users of other systems such as detox and psychiatric beds.
- Provide existing Shelter Plus Care Vouchers to people identified through the 100,000 Homes Vulnerability Index and FUSE data match, and identify an appropriate primary service provider to provide services to ensure housing stability.