

Agenda Item #:

8A

2:00 PM

**PALM BEACH COUNTY
BOARD OF COUNTY COMMISSIONERS**

WORKSHOP SUMMARY

Meeting Date: April 15, 2008

Department: Community Services

I. EXECUTIVE BRIEF

Title: Homeless Strategic Plan

Summary: This workshop is intended to update the Board of County Commissioners on the preparation of a 10-year plan to end homelessness in Palm Beach County. The workshop will focus on a series of goals and action steps identified by the Homeless Advisory Board in conjunction with County Human Services staff and Langton and Associates, consultants. Commission feedback on the goals and action steps will be requested and will be reflected in the initial draft of the strategic plan expected to be released in June/July 2008. Countywide (TKF)

Background and Policy Issues: This strategic planning process is being implemented in accordance with a 2002 Federal mandate. Similar processes are occurring across the country. The Homeless Advisory Board is a 36-member County advisory board created in May 2007. The Board includes elected officials, agency heads, business, community and religious leaders as well as formerly homeless individuals. Recommended goals and action steps were identified in a committee setting by service providers and funders before presentation to the Homeless Advisory Board. The Homeless Advisory Board has met several times to workshop the goals and action steps and is now seeking Commission feedback before proceeding with plan preparation. Approval of the finished plan will be requested from the Board of County Commissioners, municipal governments and participating organizations at a later date.

Attachments:

1. Goals and Action Steps
2. Working Outline of Strategic Plan
3. PowerPoint Presentation

Recommended by:

4-8-2008

Department Director

Date

Approved By:

4-14-08

Assistant County Administrator

Date

Goals and Action Steps to Ending Homelessness in Palm Beach County

Adopted by the Palm Beach County Homeless Advisory Board, March 19, 2008

*A Chapter of the Working Document:
Ten Year Plan to End Homelessness in Palm Beach County*

The objective of the *Ten Year Plan to End Homelessness in Palm Beach County* is to create a local homeless response system that will reduce individual and family homelessness by seventy-five percent in five years, and completely eliminate homelessness in ten years. Homelessness places a severe emotional and social strain on the individuals and families who are experiencing it. It is equally important to recognize that homelessness places a huge burden on our society. Offering prevention efforts and long-term affordable housing options is more cost effective and efficient. Currently, the homeless response system is fragmented and built on a system of managing homelessness rather than ending homelessness. This plan will create a local response system that encourages and supports collaboration, offers long-term solutions and is fiscally responsible. This plan details the overall goals of the *Ten Year Plan to End Homelessness in Palm Beach County*, along with the recommended actions necessary to meet these goals.

Funding Key:

\$	1 - 500,000
\$\$	500,000 - 1 million
\$\$\$	1 million - 3 million
\$\$\$\$	3 million - 5 million
\$\$\$\$\$	5 million +

GOAL 1: Develop a Universal System for Intake/Assessment and Enhance Client Information Management System

A centralized, standard procedure (with 24-hour access) would improve upon the current system of accessing, tracking, and serving our county's homeless population.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Develop and implement universal intake procedures that are accessible by all authorized service providers and serve all individuals entering the system.	Yrs 1-2	211 Palm Beach/Treasure Coast – Client Management Information Services (211/CMIS), Children's Services Council, Faith Based Community, Health Care Providers, Homeless Advocates, Homeless Service Providers, PBC Human Services, Private Foundations and Donors, United Way, U.S. Department of Housing and Urban Development (HUD)	\$	Available
B	Develop regionally located Homeless Resource Centers (HRC) throughout the county, which will be equipped with interim beds for homeless individuals. The facilities with beds will be accessible 24-hours a day. <i>*Contracted facilities will be used to provide homeless with interim housing.</i>	Yrs 1-10	Faith Based Community, Funding Agencies, Homeless Coalition, Homeless Service Providers, Municipalities, PBC Health Department, Private Foundations and Donors, Substance Abuse Service Providers	\$\$\$\$\$	Cannot be achieved without new funding

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
C	Develop and implement programs that provide access to medical and psychiatric assessments in order to identify conditions that may prevent homeless clients from being appropriately placed in interim housing programs.	Yrs 1-10	Children's Services Council, Family Empowerment Coalition (FEC), Florida Department of Children and Families - Substance Abuse and Mental Health Program Offices (DCF/SAMH), Health Care District, Medicaid, Other Mental Health Service Providers, PBC Health Department, Private Foundations and Donors, Private Providers, United Way	\$\$	Available, but increased revenue is needed to increase assistance
D	Combine the Client Management Information System (CMIS) and a navigator system to create a universal process for client intake.	Yrs 1-3	211/CMIS, Funding Agencies, Homeless Service Providers	\$	Available, but increased revenue is needed
E	Evaluate Best Practice Models related to engagement and assessment, including the current pilot Engagement Center at The Lord's Place to determine the feasibility of its duplication at each Homeless Resource Center.	Year 1	Faith Based Community, Funding Agencies, Homeless Coalition, Homeless Service Providers, United Way	\$	Available, but, if expanded, cannot be achieved without new funding

Proposed Outcome:

By 2018, Palm Beach County's homeless response system will have created a county-wide process for the intake, assessment and management of homeless clients. Additionally, regional resource centers will have been created throughout the county, providing support services that include: a universal intake process, interim beds when needed, 24 hour access, engagement centers, as well as medical and psychiatric assessments.

**GOAL 2: Provide Interim Housing Services for Homeless Individuals/
Families**

When immediate permanent housing is not available, there is a need for interim housing options. An increase in the number of interim housing beds is needed for individuals/families and could include the utilization of hotels and/or motels particularly for homeless families. Additionally, interim housing should include comprehensive case management and supportive services.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Provide immediate interim housing and/or interim contract facility placement to individuals and families.	Yr 1	Contracted and Non-Contracted Motel Providers, Emergency Food and Shelter Program (EFSP), Funding Agencies, Homeless Service Providers, PBC Housing and Community Development, United Way	\$\$\$	Available, but increased revenue is needed to increase assistance
B	Create medical/psychiatric respite beds for homeless individuals/ families who are discharged homeless from hospitals or psychiatric facilities.	Yrs 1-10	Business Community, DCF, Funding Agencies, Health Care District, Health Care Providers, Private Foundations and Donors, United Way	\$\$\$	Cannot be achieved without new funding
C	Fund centralized comprehensive case management for individuals/families who are in interim housing shelters.	Yrs 1-10	DCF, Faith Based Community, Homeless Service Providers, Private Foundations and Donors, United Way	\$\$\$	Cannot be achieved without new funding
D	Provide transportation and/or transportation vouchers for eligible homeless individuals/families.	Yrs 1-10	Faith Based Community, Funding Agencies, Homeless Service Providers, Palm Tran	\$\$	Partially funded, but need additional funding dedicated for homeless
E	Develop interim housing for currently not-served targeted populations.	Yrs 1-10	Area Agency on Aging, DCF, Funding Agencies, Private Foundations and Donors, School District, United Way	\$\$\$	Cannot be achieved without new funding

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
F	Identify Best Practice Models used to reach and serve underserved or currently not-served targeted populations.	Year 1	Area Agency on Aging, DCF, Homeless Coalition, School District, United Way	\$	Available

Proposed Outcome:

By 2018 Palm Beach County's homeless response system will have enhanced and increased the current number of interim housing options for homeless individuals/families. This system will include services for underserved homeless populations such as: young adults aging out of foster care, unaccompanied minors, and seniors. The system will use hotel/motel vouchers to temporarily house homeless families. In addition, interim housing options will provide clients with individual case management and supportive services. Additionally, respite beds for individuals discharged from medical or psychiatric facilities will have been created.

GOAL 3: Coordinate Partnerships and Resources for Homeless Services

An effective Continuum of Care relies on the seamless coordination of community partnerships and resources. A collaboration and coordination of homeless services is needed in order to effectively address the issues of individual/family homelessness. The plan must utilize and streamline existing resources when appropriate, and seek additional resources when necessary. Additionally, the plan must ensure cost effectiveness and efficiency of the homeless response system.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Collaborate with service delivery systems to better serve homeless individuals/families.	Yrs 1-10	Funding Agencies, Homeless Advisory Board, Homeless Service Providers, PBC Housing and Community Development	\$	Available
B	<p>Map the chief service systems:</p> <ul style="list-style-type: none"> • Identify where and how funds flow • Review current eligibility and entry points • Discover what works and does not work for homeless individuals/families in each system • Assess the disproportionate representation of minority individuals/families in these systems • Assessment of the services provided to SAMH and those who are situationally homeless • Analysis of service needs based on gender 	Yrs 1-10	Child Protective Services (CPS), Criminal Justice Services, Florida Department of Juvenile Justice (DJJ), Food Stamp Program, HOME Investment Partnerships Program, Housing Subsidy Programs (such as Section 8 Housing Choice Voucher Program), Medicaid, Mental Health and Substance Abuse Service Providers, McKinney-Vento Homeless Assistance Program, PBC Health Department, Public Housing Authority Programs, School District, Supplemental Security Income (SSI), Temporary Assistance for Needy Families (TANF), Veterans Health Administration, Workforce Investment Act (WIA) Programs	\$	Available, but may need additional funding based on the extent of the mapping

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
C	Advocate and ensure the implementation of new local revenues (both public and private) dedicated to ending homelessness (i.e. Revolving Bond Fund, incentives for individual philanthropy).	Yrs 2-10	Homeless Advisory Board, Homeless Coalition, Municipalities	\$\$\$\$\$ Revenue	Cannot be achieved without new funding
D	The Homeless Advisory Board will: <ul style="list-style-type: none"> • Provide leadership • Promote and advocate for ending individual/family homelessness • Advocate for the establishment of new local revenues (both public and private) to be used to end homelessness • Coordinate the pooling of resources necessary to implement the plan 	Yrs 1-10	Homeless Advisory Board, Homeless & Housing Alliance, Homeless Coalition	\$	Available
E	Update the local Continuum Standards of Care for homeless services, and establish the method to hold organizations accountable to the standards.	Year 1	Children's Services Council, DCF, Homeless Service Providers, Non-Profit Resource Center, Private Foundations and Donors, United Way	\$	Available
F	Conduct an evaluation of existing service delivery systems in order to identify gaps and the need for additional services.	Yrs 1-2	Homeless Advisory Board, Homeless Service Providers	\$	Available
G	Develop an executive committee of the Homeless and Housing Alliance which reports to the Homeless Advisory Board pertaining to prioritization of local funding recommendations.	Yrs 1-10	Homeless Advisory Board, Homeless & Housing Alliance	\$	Available
H	Coordinate policy development and funding recommendations regarding issues for housing and supportive services.	Yrs 2-10	Business Community, Funding Agencies, Homeless Coalition, Homeless Service Providers, Private Citizens (Homeless and Formerly Homeless)	\$	Available

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
I	Evaluate the allocation of present funding for currently homeless childcare.	Yrs 1-5	Homeless Advisory Board, Homeless Service Providers, Funding Agencies	\$	Available
J	Evaluate the need to establish an independent, publicly funded entity with ultimate local authority over issues related to homelessness.	Yrs 1-5	Homeless Advisory Board, Homeless Service Providers, Funding Agencies	\$	Available

Proposed Outcome:

By 2018, Palm Beach County's homeless response system will have effectively established a strong, collaborative approach to ending individual/family homelessness. This approach will coordinate the planning, funding, and delivery of housing and homeless services in Palm Beach County. These services will specifically target individuals and families who are either currently homeless or at-risk-of becoming homeless. Additionally, these efforts will have increased both the success and cost-effectiveness of the homeless response system; assuring long-term housing stability for the clients.

GOAL 4: Improve Access to Homeless Services with Outreach and Education

The current homeless outreach efforts in our county can be enhanced by coordinating additional support from other jurisdictions and resources. With increased support, these efforts can be expanded to include evenings and weekend hours. Additionally, increasing public awareness on homeless issues can educate the community and improve access to the homeless response system for homeless individuals/families.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Develop standard operating procedure for law enforcement that would be accepted County-wide on the handling of homeless individuals or families.	Yrs 1-10	Homeless Service Providers, Municipal Law Enforcement Staff, PBC Sheriff's Office (PBSO)	\$	Cannot be achieved without new funding
B	Maximize existing resources by coordinating outreach efforts.	Yrs 1-2	Criminal Justice Services, Faith Based Community, Health Care Providers, Homeless Service Providers, Hospital Emergency Personnel, Municipal Law Enforcement Staff, Municipalities, PBSO, School District	\$\$	Available
C	Develop and implement plan to increase public awareness about the prevalence and issues of individual and family homelessness.	Yrs 1-10	Business Community, DCF, Faith Based Community, Homeless Advisory Board, Homeless Coalition, Homeless Service Providers, Municipalities, Private Foundations and Donors, School District, United Way	\$	Available , but may need new funding in order to expand public awareness
D	Evaluate existing and implement new after hours/weekend outreach models.	Yrs 1-2	Criminal Justice Services, Homeless Service Providers, Municipal Law Enforcement Staff, PBSO, United Way	\$	Available

Proposed Outcome:

By 2018 Palm Beach County's current homeless outreach system will have been enhanced by the support of additional resources, including the coordination of local jurisdictions, faith based organizations and other interested parties. Additionally, marketing and educational efforts will have been implemented to increase awareness of the issues surrounding homelessness and accessing homeless services.

GOAL 5: Prevent Individuals and Families from Becoming Homeless

Strategic investment in prevention initiatives can effectively prevent homelessness for groups of people at risk of losing their housing. Preventative measures should offer permanent solutions, with a special emphasis on increasing clients' income, creating more affordable/accessible housing options and improving clients' access to mainstream resources.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Develop additional housing programs, when needed, for youth aging out of foster care and implement a transitional process.	Yrs 2-10	Children's Service Providers, Commission on Affordable Housing, DCF, Faith Based Community, Housing Authorities, Private Foundations and Donors, United Way, Funding Agencies	\$	Partially available, but cannot be achieved without new funding
B	Develop and implement, when needed a housing program for homeless persons with disabilities.	Yrs 2-10	Commission on Affordable Housing, Faith Based Community, Homeless Service Providers, Housing Authorities, Private Foundations and Donors, United Way,	\$\$	Partially available, but cannot be achieved without new funding
C	Develop and implement, when needed, housing programs, for homeless seniors facing a loss of housing.	Yrs 2-10	Commission on Affordable Housing, Faith Based Community, Funding Agencies, Homeless Service Providers, Housing Authorities, United Way	\$\$\$\$	Partially available, but cannot be achieved without new funding
D	Increase funding and access to high-quality childcare and dependent care subsidies.	Yrs 2-10	Adult Education Programs (GED/ESOL), Business Community, Children's Services Council, College and Trade Programs, Early Learning Coalition, Faith Based Community, Family Central, FEC, Homeless Service Providers, Private Foundations and Donors, School District, United Way, Workforce Alliance	\$\$\$\$\$	Partially funded, but need additional funding dedicated for homeless and those at risk of homelessness.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
E	Advocate for the enforcement of child support payment enforcement laws.	Yrs 1-10	Criminal Justice Services, Florida Department of Revenue, Funding Agencies, Homeless Advisory Board, Homeless Service Providers	\$	Available
F	Develop new and innovative employment and employment training programs (able to serve all skill levels) in order to increase income levels of homeless individuals/families.	Yrs 2-10	Business Community, Financial Institutions, Gulfstream Goodwill Industries, Private Foundations and Donors, Vocational Rehabilitation Programs, United Way, Workforce Alliance,	\$\$	Partially available, but cannot be achieved without new funding
G	Provide access to training and educational opportunities to increase individual/family incomes. Example: Traditional Training, ESOL, Technical Trainings, Palm Beach Community College, etc.	Yrs 2-10	Adult Education Programs (GED/ESOL), College and Trade Programs, Faith Based Community, FEC, Federal Emergency Management Administration (FEMA), Homeless Service Providers, HUD, Palm Beach Community College, Private Foundations and Donors, United Way, Vocational Rehabilitation Programs, Workforce Alliance	\$\$	Partially funded, but need additional funding dedicated for homeless
H	Provide access for individuals/families to education and services needed to support housing stability. Example: Budgeting, Life Skills Training, Conflict Resolution Training, Personal Care Attendance, Parenting, etc...	Yrs 1-10	Faith Based Community, FEC, Homeless Service Providers, Landlords and Apartment Managers, Literacy Coalition, Private Foundations and Donors, School District, United Way	\$	Partially funded, but need additional funding to expand

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
I	Identify and evaluate Best Practice Models (used locally and nationally) to prevent homelessness for underserved or currently not-served targeted populations.	Year 1	Area Agency on Aging, Criminal Justice Services, DCF, Faith Based Community, Homeless Coalition, Private Foundations and Donors, School District, United Way	\$	Available
J	Evaluate the effectiveness of existing programs as a means to expedite the delivery of SSI/SSDI benefits to persons with disabilities, thus reducing eviction rates for this population, with possible implementation based on findings.	Year 1	Florida Office on Homelessness, Funding Agencies, Homeless Service Providers, Legal Aid Society, Private Foundations and Donors, Social Security Administration, United Way	\$	Cannot be achieved without new funding
K	Develop, advocate for, and implement housing programs for homeless prisoners ready for reintegration, when needed, and implement a transitional process.	Yrs 2-10	Criminal Justice Services, DCF, Faith Based Community, Private Foundations and Donors, United Way	\$\$	Partially available, but cannot be achieved without new funding
L	Develop incentives for employer-assisted childcare and dependent care.	Yrs 1-5	Business Community, Financial Institutions, Municipalities, Private Foundations and Donors, State Government	\$\$	Create tax incentives
M	Define and fully describe the characteristics and/or the circumstances that make an individual or a family homeless.	Year 1	CMIS, Homeless Service Providers, HUD, Landlords and Apartment Managers	Cost included in Goal 7E	Cannot be achieved without funding
N	Identify alternate employment opportunities (such as cottage industries, apprenticeship programs, etc...) targeted to homeless individuals.	Yrs 1-2	Business Community, Homeless Service Providers, Private Foundations and Donors, United Way, Workforce Alliance	\$	Available

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
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O	Identify national and local prevention programs that are evidence-based and proven to be effective.	Year 1	Area Agency on Aging, Children's Services Council, DCF, Faith Based Community, Homeless Coalition, Homeless Service Providers, Other Human Services Providers, United Way	\$	Available
P	Partner with nonprofit and for profit housing developers and property managers to implement support services needed to help tenants avoid eviction.	Yrs 2-10	EFSP, Faith Based Community, FEC, Homeless Service Providers, Landlords and Apartment Managers, Private Foundations and Donors, PBC Housing and Community Development, United Way	\$\$	Available, but increased revenue is needed to increase assistance
Q	Develop and implement a strategy that better helps people with criminal backgrounds to qualify for housing and/or to remain in housing.	Year 3	Faith Based Community, Homeless Service Providers, Landlords and Apartment Managers, Criminal Justice Services, United Way,	\$	Available
R	Consult with nonprofit and for-profit housing developers and property managers to better understand and quantify the level of interventions and support services needed to help tenants avoid eviction.	Yrs 1-2	EFSP, Faith Based Community, FEC, Homeless Coalition, Homeless Service Providers, Landlords and Apartment Managers, PBC Housing and Community Development, Private Foundations and Donors, United Way	\$	Available
S	Measure the effectiveness of homeless prevention activities.	Yrs 5-10	CMIS, PBC Housing and Community Development, United Way	Cost Included in Goal 7B	Cannot be achieved without new funding

Proposed Outcome:

By 2018, Palm Beach County's homeless response system will have created, nurtured, and fully implemented an intervention system focused on preventing individual/ family homelessness. This improved system will have created new education, training and employment opportunities along with family support services needed to maintain employment.

GOAL 6: Secure a Stable Stock of Affordable/Accessible Housing

Homeless individuals and families often present with an array of challenges and needs. Various housing strategies are necessary to accommodate these needs. Opening the back door by offering permanent housing options, along with supportive services, is the ideal model for ending homelessness. It is imperative to identify, secure and/or develop a dependable stock of affordable, accessible and safe housing options that can serve our homeless population. These various strategies should include transitional, permanent supportive, rental and homeownership options.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Identify and secure a minimum of 400 attainable and geographically distributed rental units per year for use as permanent housing options with comprehensive supportive services, or linked support services.	Yrs 1-10	Business Community, Faith Based Community, Financial Institutions, Homeless Services Providers, Housing Authorities, Private Foundations and Donors, Realtors, United Way	\$\$\$\$\$	Partially funded, but need additional funding dedicated for homeless and those at risk of homelessness
B	Map current services available for those who are homeless and those who are at-risk-of homelessness. Also identify any future service needs and costs. Example: Case Management, Personal Care Assistance, Life Skills Training, Childcare, Dependent Care, etc.	Year 1	DCF, Children's Services Council, Faith Based Community, Municipalities, United Way	\$	Available
C	Advocate at the local, state, and federal levels for the preservation of, and increased funding for existing housing subsidies and subsidized housing units.	Yrs 1-10	Business Community, Faith Based Community, Homeless Advisory Board, Homeless Coalition, Homeless Service Providers, Municipalities, United Way	\$	Available
D	Develop a detailed inventory assessment of housing in Palm Beach County (by type – excluding those not appropriate for homeless prevention activities).	Year 1	Florida International University, Housing Leadership Council, Community Foundation for Palm Beach and Martin Counties	\$	Available
E	Identify and replicate Best Practice Models to increase capacity to move individuals and families off the streets or out of interim housing.	Yrs 1-10	Funding Agencies, Homeless Advisory Board, Homeless Service Providers	Unknown	Unknown until models chosen to replicate

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
F	Create Housing Placement Counselor position(s). These counselors will work to increase the opportunities for homeless clients to access safe, affordable/accessible housing (Rapid Rehousing).	Yrs 1-10	Business Community, Housing Leadership Council, Municipalities, Private Foundations and Donors, United Way	\$	Cannot be achieved without new funding
G	Advocate for more affordable/accessible permanent housing.	Yrs 1-10	Funding Agencies, Habitat for Humanity, Homeless Coalition, Housing Leadership Council, Prosperity Centers, United Way	\$	Available
H	Replicate current Safe Haven model to serve severely mentally ill/dually diagnosed individuals in the south, central and western regions of the county.	Yrs 1-10	Criminal Justice Services, DCF, Mental Health Service Providers	\$\$ per project	Available, but increased revenue is needed to increase assistance
I	Advocate at the local, state, and federal levels for legislative support for the funding to eliminate individual/family homelessness: <ul style="list-style-type: none"> • Establish a national housing trust fund • Increase funding and access to programs that expand and sustain housing opportunities for households living at the lowest income levels • Provide full funding for state and federal initiatives that offer housing stability to households who experience or who are at-risk-of experiencing homelessness • Coordinate local/County funded homeless related dollars and redirect to meet housing needs • Align plans of all housing-related boards • Creation of a living wage • Affordable and accessible health care 	Yrs 1-10	Business Community, Faith Based Community, Health Care District, Homeless Advisory Board, Homeless Coalition, Homeless Service Providers, Municipalities, United Way	\$	Available
J	Advocate for community land trusts (CLTs).	Yrs 1-10	Homeless Coalition, Homeless Service Providers, Municipalities, Private Land Owners	\$	Available

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
K	Advocate at the local, state, and federal levels for policies that foster the creation and sustainability of attainable housing.	Yrs 1-10	Funding Agencies, Homeless Advisory Board, Homeless Coalition, Homeless Service Providers	\$	Available

Proposed Outcome:

By 2018, our communities will have developed 4000 units of affordable/accessible housing located throughout the county. The plan will have assured that these units remain affordable and accessible on a long-term basis, and that they continue to support individuals and families who have been homeless. These units will not have been lost to market conversion or owners opting-out. In addition, our communities will have implemented effective policies, procedures, incentives, and dedicated resources to keep subsidized units available to extremely-low income homeless, and formerly-homeless, households. Finally, by opening the back door through the development of new permanent housing stock, the homeless response system will have achieved maximum use of its interim and transitional housing units.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
F	Provide periodic reports to all providers and funding agencies regarding utilization of services and outcomes: Example: <ul style="list-style-type: none"> • Number of new homeless individuals/families that have been assessed • Demographic profile • Length of stay in interim housing • Number of placements into permanent housing • Other meaningful data • Require funded entities to report data 	Yrs 1-10	10 Year Plan Staff, Homeless Advisory Board, Homeless Service Providers	\$ Cost included in Goal 7B	Available
G	Advocate and ensure at the local, state, and federal levels coordination of data reporting requirements.	Yrs 1-10	Homeless Advisory Board, Homeless Coalition, Homeless Service Providers	\$	Available
H	Evaluate housing and service programs currently being used in Palm Beach County.	Yrs 2-10	10 Year Plan Staff, Homeless Advisory Board, Homeless Service Providers, Housing Leadership Council	\$	Available

Proposed Outcome:

By 2018, A system will have been created that provided regular oversight and ongoing evaluation of the plan. Reliable research and data will have been collected to measure the progress and success of the plan. Reports will have been generated and distributed analyzing the effectiveness of the plan. Additionally, leadership duties will have been established for implementation and oversight of the plan.

GOAL 7: Provide System Oversight and Evaluation of the Ten Year Plan

The integrity and success of this plan is dependent upon the consistent oversight and evaluation of each component of the plan. These components should include: plan implementation, oversight of operations, management of funds, and evaluation of all partners. The effort will include conducting research and collecting data that will routinely drive policy development. Best practice strategies will be researched, and, where appropriate for Palm Beach County, replicated to improve existing models. Evaluation systems will be developed to accurately measure success. Providers must be accountable to meet certain standards and achieve success with their clients. Also, a key component of oversight and evaluation is the engagement of clients –those who are homeless and/or formerly homeless. Finally, service providers must receive appropriate training and resources to succeed.

	Actions	Time Frame	Proposed Partners	Annual Cost	Funding Status
A	Create a leadership position to ensure implementation and oversight of the 10 Year Plan.	Yrs 1-10	Funding Agencies, Homeless Advisory Board	\$	Cannot be achieved without new funding
B	Provide a comprehensive annual report on the progress being made on the ten year plan.	Yrs 1-10	10 Year Plan Staff, Homeless Advisory Board, Homeless Service Providers	\$	Available
C	Conduct a cost benefit analysis to determine the economics of homelessness in Palm Beach County as it relates to the health care system, law enforcement, the education system and community at large.	Yrs 1-2	Colleges/Universities, Municipalities, School District, United Way	\$	Cannot be achieved without new funding
D	Expand and enhance the Homeless Management Information System (HMIS) and mandate providers to participate in data gathering activities. <i>*Important to always ensure that the privacy and concerns of homeless individuals, families and organizations are respected.</i>	Yrs 1-10	211/CMIS, Funding Agencies, Homeless Service Providers	\$	Cannot be achieved without new funding
E	Develop baseline demographic and service data as reference points for future, ongoing progress measurement and reporting.	Year 1	10 Year Plan Staff, 211/CMIS, Homeless Advisory Board	Cost Included in Goal 7B	Cannot be achieved without new funding

**Palm Beach County Homeless Advisory Board
Ten Year Plan to End Homelessness in Palm Beach County – Working Outline**

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Acknowledgements

How to Help – Contact Information to Volunteer or Provide Financial Assistance

For Information About the Plan Contact – Staff Member(s)

Palm Beach County Homeless Strategic Plan

Presentation to the
 Palm Beach County Board of County Commissioners
 by the Palm Beach County Homeless Advisory Board
 April 15, 2008

BACKGROUND

The Continuum of Care

- Annual grant awarded by U.S. Department of Housing and Urban Development (HUD)
- Driving force in assisting the homeless
- 17 PBC Homeless Service Providers
- Receive \$4 million+ annually

The Continuum of Care

- Application prepared annually by a network of local agencies
- Identified need for strategic community approach
- PBC Department of Community Services assumed role of Lead Agency for Continuum in January 2006

Strategic Planning Workshops

- Hosted by County in March/April 2006
- Variety of stakeholders participated
 - Homeless Service Providers
 - Funding Agencies
 - Community Advocates

Strategic Planning Workshops

- Conclusions:
 - Lack of community-wide support
 - Increasing demands for services
 - Need for Long Range Strategic Plan
 - Limited public dollars
 - Need for participants with ability to raise private funding
- Simultaneous mandate by HUD: ALL Continuum of Care applicants must develop Ten-year Strategic Plans

Homeless Advisory Board

- Established by BCC by Resolution in May 2007
- Authorities/Responsibilities:
 - Gather community input
 - Assist in preparation of Ten-year Plan
 - Make funding/legislative recommendations to BCC
 - Oversee implementation of Ten-year Plan

Homeless Advisory Board

- 36-member body
 - Elected Officials
 - Business Representatives
 - Private Foundation Representatives
 - Faith-Based Community Representatives
 - Formerly Homeless Individuals
 - Key Entity Directors
- DIVERSE GROUP OF INDIVIDUALS WITH **THE ABILITY TO MAKE A DIFFERENCE**

NEED

Who is Homeless?

- Chronically Homeless
- Severely Mentally Ill
- Chronic Substance Abusers
- Veterans
- Persons with HIV or AIDS
- Victims of Domestic Violence
- Unaccompanied Youth

Who is Homeless?

- Families
 - Impact of Homelessness on Children
 - Physical Health
 - Emotional Affects
 - Mental Health
 - Violence
 - School Performance

Homelessness in PBC

- Point-in-Time Count of January 24, 2007
 - 1,302 Homeless Individuals
 - 150 Homeless Families with Children
 - 464 Total Individuals in Families
 - TOTAL - 1,766 HOMELESS IN PBC
- Actual number may be as much as 2 or 3 times greater
- Rate of Homelessness increased 26% between 2005 and 2007 PIT Counts

Homelessness in PBC

- Difficulties with Point-in-Time
 - Many homeless avoid being counted
 - Families fear children will be taken away
 - Families seldom live in camps
 - Many families 'double up'
 - Illegal aliens fear being reported

Causes of Homelessness

- Primary Causes
 - Housing
 - Poverty
- Other Causes
 - Lack of Affordable Health Care
 - Domestic Violence
 - Mental Illness
 - Addiction Disorders

Known Barriers to Solving the Homeless Problem in PBC

- Inadequate number of permanent beds
- Limited funding
- Need for additional collaboration
 - providers, faith-based groups and funding agencies
- NIMBY
- Lack of childcare for the working poor
- Lack of specialized services
 - Medical respite, damp shelters
- Limited availability of Section 8/Housing Choice Vouchers/Subsidized Housing
- No subsidized housing that targets homeless

DEVELOPMENT OF THE TEN-YEAR STRATEGIC PLAN

Focus Groups

- Regular Focus Group Meetings began as result of 2006 Homeless Strategic Planning Workshops
- Participants included:
 - Homeless Service Providers
 - Funding Agencies
 - County Staff
 - Consultants

Focus Groups

- Developed recommendations to address gaps in services
- Presented recommendations as a set of **'Goals and Action Steps'** to Homeless Advisory Board in November 2007

Goals and Action Steps

- Revised by the Homeless Advisory Board over a series of workshop sessions
- Formally adopted by Homeless Advisory Board on March 19, 2008
- Presented to County Commission on April 15, 2008 for affirmation
- Will serve as key component of the *Ten-year Plan to End Homelessness in Palm Beach County*

Goals and Action Steps

- 7 Goals
- 63 Action Steps
- Presented in Priority Order
- Many Would be Implemented Simultaneously
- Includes Estimated Time Frames, Proposed Partners and Annual Costs

Goals and Action Steps

- Housing First Philosophy
 - Focuses on permanent housing placement and incorporating services to help individuals and families begin to regain self-confidence and control over their lives.

Goals and Action Steps

- Goal 1: Develop a Universal System for Intake/Assessment and Enhance Client Information Management Systems
 - Universal Intake Procedures
 - Regional Homeless Resource Centers
 - Access to Medical/Psychiatric Assessments
 - Evaluation of Engagement/Assessment Best Practice Models

Goals and Action Steps

- Goal 2: Provide Interim Housing Services for Homeless Individuals/Families
 - Interim Housing for Underserved Populations
 - Centralized Comprehensive Case Management
 - Respite Beds

Goals and Action Steps

- Goal 3: Coordinate Partnerships and Resources for Homeless Services
 - Existing Service Delivery Systems Evaluation
 - Organizational Accountability to Local Continuum Standards of Care
 - Increased Collaboration Among Service Systems
 - Advocacy for New Local Revenues – Public and Private

Goals and Action Steps

■ Goal 4: Improve Access to Homeless Services with Outreach and Education

- Standard Operating Procedures for Local Law Enforcement
- Coordination of Outreach Efforts
- Availability of After Hours/Weekend Outreach
- Public Awareness Campaigns

Goals and Action Steps

■ Goal 5: Prevent Individuals and Families from Becoming Homeless

- Additional Housing Programs for Target Populations
- Employment Training Programs
- Access to High-Quality Child Care
- Partnerships to Reduce Eviction Rates

Goals and Action Steps

■ Goal 6: Secure a Stable Stock of Affordable/Accessible Housing

- Geographically Distributed Attainable Rental Units
- Advocacy for Housing Subsidies
- Inventory Existing PBC Housing
- Housing Placement Counselors

Goals and Action Steps

■ Goal 7: Provide System Oversight and Evaluation of the Ten-year Plan

- Leadership Position(s)
- Baseline Demographic Development
- Expand Data Gathering Systems
- Comprehensive Annual Progress Reports

**WHERE DO WE GO
FROM HERE?**

What Results Can We Expect?

- Significant savings from reduced use of services:
 - hospital emergency rooms
 - ambulances
 - EMT services
 - homeless shelters
 - acute psychiatric services
 - corrections
- Enhancement of quality of life for both those who are housed and homeless
- Supported housing retention rates of 80% or greater
- Inspiration and energy from working together to help your neediest neighbors

What is Needed from the Board of County Commissioners?

- Affirmation of Goals and Action Steps
- Approval of ***Ten-year Plan to End Homelessness in Palm Beach County*** (when submitted)
 - Release of Draft Plan Anticipated June/July 2008
- **Buy in and Commitment** for Aggressive Implementation
- Funding in Coordination with Municipal Governments, the Business Community, Foundations, Non-profits and Faith-based Entities

Thank You

Questions?

Claudia Tuck, Division of Human Services, (561) 355-4772
Krysten Bennett, Langton Associates, (904) 598-1368