

Correlation of Prior Reports

This task consisted of an analysis and correlation of four prior reports on homelessness in Tampa and Hillsborough County:

- *Framework to Inform the Hillsborough Plan to Prevent and End Homelessness* (Corporation for Supportive Housing, July, 2012).
- *Dedicating Opportunities to End Homelessness Initiative – City of Tampa and Hillsborough County Summary of Recommendations* (U.S. Department of Housing and Urban Development and U.S. Interagency Council on Homelessness, December, 2013).
- *Community Strategy to End Homelessness - Year One [Draft]* (Tampa Hillsborough Homeless Initiative, February, 2014).
- *Opening Doors to End Homeless: Housing First [Draft]* (THHI, August, 2014)

As shown on the following page, the first three reports had comparable organizational structures, although the placement of items within categories was not consistent among the reports. For that reason and to facilitate comparisons, this compilation is organized into the following sections:

- Goals, Performance Measures, and Reporting
- Systems Integration and Community Engagement
- HMIS and Data
- Outreach, Engagement, and Crisis Response
- Housing
- Discharge Planning
- Employment and Income
- Health

The table on the following pages displays summaries of the major recommendations from the four reports. Several entries are not recommendations; they cite actions taken. These are italicized and bracketed. At least eight common theme emerged from this analysis. In no particular order, they are as follows:

- Set community goals and report on them regularly.
- Establish a strong coordinated system of outreach, intake, assessment, referral, and housing placement.
- Increase use of the UNITY Homeless Management Information System and maintain real-time data on homelessness, housing availability, and employment.
- Adopt a system-wide Housing First approach with regular training.
- Transform most emergency shelters to “Bridge Model” with goal of prompt placement in permanent housing.
- Increase the availability of affordable housing for those exiting homelessness.
- Stem the flow of discharges from institutional settings into homelessness.
- Replicate best practices for transitioning persons from homelessness to employment.

Side-by Side Comparison

	CSH "Framework" (July 30, 2012)	HUD "Dedicating Opportunities" (December 30, 2013)	THHI "Community Strategy – Year One" (February 28, 2014)	THHI "Opening Doors" (August, 2014)
<i>How Organized</i>	<p><u>6 Issue Areas:</u></p> <ul style="list-style-type: none"> • Systems Integration • Discharge Planning • Performance Measures • Health • Employment & Income • Housing 	<p><u>6 Issue Areas:</u></p> <ul style="list-style-type: none"> • Systems Integration • Discharge Planning • Performance Measures • Health • Employment/ Income • Housing <p><u>7 Recommendation Areas:</u></p> <ul style="list-style-type: none"> • Advocacy • Data Collection/Analysis • Housing Development • Housing Resources • Leveraging • Prevention • Supportive Services 	<p><u>7 Strategic Priorities:</u></p> <ul style="list-style-type: none"> • Community Engagement • Crisis Response • Revolving Door • Self Sufficiency • Proven Models • Data • Housing 	Not organized into issue areas or strategic priorities

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Goals, Performance Measures, and Reporting				
<i>Goals and Measures</i>	Hold all agencies to same goals		Hold all agencies to same goal	
	Streamline outcomes across systems			
	Community-wide measures	Adopt HEARTH measurements	Increase exits to PH: 60% for Shelters; 65% for TH; 80% for RRH	<p><i>[Established system-wide performance measures:</i></p> <ul style="list-style-type: none"> • <i>End CH by end of 2016</i> • <i>Reduce unsheltered by 33% by January 2016</i> • <i>Increase all exist to PH to 65%</i> • <i>Reduce by 50% those entering homeless system from institutions by 2016</i> • <i>Reduce length of homelessness</i> • <i>Increase participation in HMIS and Coordinated Assessment</i> • <i>Increase inventory of non-profit-owned housing by 100 units per year]</i>
<i>Tools and Methods</i>	Design performance evaluation tool to measure outcomes and incentive performance		Develop common tools; use 2014 PIT as baseline; establish measures.	<i>[Program measures put in place for PSH and RRH, being developed for Bridge]</i>
	Transparency		Transparency	
	Technical assistance for struggling providers			
<i>Reporting</i>	Regular reporting to larger community, media outreach		Monthly reports to providers; quarterly reports to system; annual reports to community	<i>[Quarterly system-wide reporting is being put in place]</i>

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Systems Integration and Community Engagement				
<i>Coordinated Assessment System</i>	Develop universal eligibility form, connect to HMIS and county social services; identify barriers and gaps to consumer navigation	Look at best practices then implement a coordinated intake, assessment and placement system; single application form; reduce time to placement	Support development of coordinated assessment model <i>[Launched coordinated intake & assessment system in March, 2014]</i>	<i>[Coordinated assessment and housing placement in place]</i>
	Network for front line staff; road maps for case managers			<i>[Assessment tool selected; training has been provided on assessment tool]</i>
<i>Internal Communications</i>				Internal and external communication plan
			New mechanism for networking and communicating with CEOs	
<i>External Communications</i>	Funders forum			Funders forum
	Engage business community			
		Forums and conference for faith-based organizations; develop network of faith-based organizations to "speak truth to power" Clearinghouse for faith-based with partners, volunteer opportunities, etc.	Ambassadors speak to community groups; volunteers, faith-based, community groups support efforts	
<i>Miscellaneous</i>		Obtain non-HUD funds for supportive services		
		Holistic case management		
			Explore prevention models	

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HMIS and Related Data				
<i>HMIS</i>	Promote participation in HMIS with grants and incentives	Increase HMIS participation	Encourage funders to require that grantees participate in HMIS; demonstrate advantages of HMIS	
	Expand access to HMIS	Expand HMIS functionality for reports & Resources Point function	Transparency of use of data	
<i>Data</i>	Consolidate homeless databases		Monitor progress of housing each subpopulation	
	Assess housing inventory at each level to ensure appropriate interventions; assess housing supply/demand		Assess supply and demand	
	Housing Locator Task Force; consolidated landlord list	Centralized housing database of willing landlords	Centralized database of willing landlords	Registry of rental units
	Monthly or quarterly listing of housing and services		Establish data system to monitor institutional discharges into homelessness	
			Measure progress in job related services	

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Outreach, Engagement, and Crisis Response				
<i>Outreach & Engagement</i>	Create positions that work for the system, not agencies		Coordinated countywide outreach system; team outreach with law enforcement officers	Need outreach workers and navigators
	Define role for 211 and connect it to HMIS			
	Response capabilities during non-office hours		Expand response beyond 9-to-5	
	Explore CTI (Critical Time Intervention)		Explore CTI	
	Training in trauma-informed care			
			Formulate plans for weather crises	
			Need to document people <i>[Registry created for CH with prioritization system]</i>	
<i>Veterans</i>		Outreach to homeless vets		
	Vet Boot Camps	Vet Boot Camps	Vet Boot Camps	
<i>Immediate Housing</i>		Short-term emergency placements for families	Immediate shelter for families and "vulnerables" <i>[Bridge housing underway]</i>	Emergency shelters will adopt Bridge model <i>[Bridge housing underway]</i>
			Engage sheltered homeless during emergencies	
<i>Funding</i>			Consolidate City & County ESG	
			Pool all emergency assistance funds	

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Housing				
<i>Housing Production</i>	Set goal for PSH production for CH	Prioritize CH; develop 150 PSH units	150 units for single adults, 150 units for families; all with CH priority using share of \$2M CoC reallocation	
	Enforce set-asides, or create fund for supportive housing	Use State HTF for housing with at least 40% of funds for households ≤30% AMI	Use State HTF for housing with at least 40% of funds for households ≤30% AMI	
	Increase state set-side for special needs housing		Expand rental subsidies in Tampa HFA projects	Need small 1BR units: convert motels and develop new; utilize Florida HFC funds
	Flexible short-term rental assistance fund		\$1M rental assistance pool for RRH + share of \$2M CoC reallocation	<i>[Training provided on RRH]</i>
			1,000 units/slots of affordable housing for ≤30% AMI by 2017; use TANF and MOE for rental assistance	
		Develop 1,340 rental units or rental subsidies for families	Successfully apply to State for new housing	
		Create new TBRA program using tax credits and HOME funds	Create TBRA with tapering subsidies using tax credits, HOME, and ESG funds	
		Target tax credits for subsidized rental units in mixed-income developments	Target tax credits for subsidized rental units in mixed-income developments	
			Use tax credits in underserved localities	

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		Encourage persons to move from PSH to PH when intensive services no longer needed	Encourage persons to move from PSH to PH when intensive services no longer needed (Moving On)	Set goal of 10% turnover from PSH to PH (from 5%)
		Land and volunteers to construct homes		
<i>Public Housing</i>	Work with THA to prioritize those most in need	Publicize THA homeless priority	Publicize THA homeless priority	
		THA provide 5 new vouchers per month for CH		<i>[THA is providing 5 HCVs per month for CH]</i>
		Add 1,000 HCVs for THA	Add 1,000 HCVs for THA	
		House all CH vets using VASH		
<i>Private Market Housing</i>	Increase prevention assistance; public awareness of prevention resources	Increase foreclosure assistance; deposits and utility payments		
	Create effective system for donations for persons moving into PH	Provide furniture & household items for households moving into homes; identify funds for deposits and utility turn-on; coordinate with faith-based organizations	Identify funds for deposits and utility turn-on	Provide move-in costs
			Incentives for landlords (risk pools, high rents)	
		Private developers prioritize homeless in Tenant Selection Plans	Private developers prioritize homeless in Tenant Selection Plans	
		Private developers be more flexible about criminal and credit backgrounds	Private developers be more flexible about criminal and credit backgrounds	

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<i>Housing Models</i>	Train on Housing First	Reallocate CoC funds to implement Housing First	Train on Housing First [Reallocated \$2M for PSH and RRH]	TH to adopt RRH model – except DV, youth, and pregnant women [Housing First training provided]
	Enhance "host family" program for homeless youth			Interim housing options for youth
		House sharing	House sharing	
	Utilize foreclosures to house homeless			
			Identify best housing for each subpopulation group; define additional models; identify leading agencies in each field	
<i>Housing Supports</i>	Home based case management	Intensive case management	Explore service models for prevention	
		Provide social networks for newly housed		
		Individual development accounts (IDAs)		
	Enforce anti-discrimination (LGBT)			
	Homeless Bill of Rights			

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Discharge Planning				
<i>General</i>	Revise/expand protocols		Review/revise all MOUs with discharging agencies	
	Quarterly meetings with discharging agencies			
<i>Specific Systems</i>	Strengthen programs for youth exiting foster care			
	HC Health Plan develop sub-acute recovery settings prior to discharge; recuperative care centers (funding and licensure)			
			Establish interventions for criminal justice and hospitals systems	

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Employment and Income				
<i>Job Development</i>			Convene high-level leadership group to identify resources and strategies	
			Document successful employment programs	
			Grow existing programs	
			Determine how to measure progress	
	Collaborate with schools and training institutions		Inventory and collaborate with education and training systems; convene task force to coordinate with Workforce Florida; enroll homeless children in School Readiness Education Program	
	Social entrepreneurship			
	Forum for disability services and providers working on employment issues		Supported employment and part-time work for persons with disabilities	
Child care		Child care		
<i>Employers</i>	Engage employers; lobby for incentives for employers		Lobby for incentives and "lawsuit protection fund"; identify second chance jobs; recruit local employers	Inventory "second chance" jobs
	Encourage nonprofits to hire homeless			

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<i>Job Readiness and Supports</i>	Integrate employment assistance with social services and case management			
	Internships, externships, OJT, job clubs, coaching		Increase job training; use internships, job shadowing, OJT, job clubs, job coaches	
	Transportation to interviews and jobs		Transportation	
	Examine job search requirements			
	Pre-release job and benefit counseling for inmates			
	Peer support groups		Create Peer-to-Peer support groups	
	Plan for transition to work with tapering off of benefits rather than abrupt end		Plan for transition to work with tapering off of benefits rather than abrupt end	
<i>Benefits</i>	More SOAR training; "SOAR to the Streets"			

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Health				
<i>Health</i>	Protect and improve access to HC Health Plan; change 2-strike rule			
	ACT teams for CH and youth			
	Integrate behavioral and primary care tied to housing and services			
	Care coordinators, navigators, peer mentors			
	Identify and target frequent users, connect to medical home			
	Network for FQHC, connect with hospitals and housing			
	Engage hospice care for homeless			
	Hygiene and nutrition assistance			
	Alternative care (e.g., meditation, acupuncture, etc.)			