



*Palm Beach County's Plan
to End the Cycle of
Homelessness*



LEADING THE WAY HOME: SIX KEY FOCUS AREAS

Engage Healthcare/Primary Care/Behavioral Health entities in Homelessness Efforts

Housing is a significant social determinant of health. Research has shown that when hospitals and other healthcare providers invest in affordable housing, health outcomes improve and the cost savings are tremendous. Improving coordination with healthcare entities will be a key lever in breaking the cycle of homelessness in Palm Beach County (PBC).



Expand Support Services

Connecting individuals and families who are experiencing homelessness to critical support services can help them achieve financial stability. Strategically assisting them in building human and social capital is another key lever to breaking the cycle of homelessness.



Increase Access to Permanent Supportive and Other Permanent Housing

There is a significant need for permanent and permanent supportive housing to address chronic homelessness throughout PBC. Coordinating with other county departments, municipalities, nonprofits, Faith-based coalitions, housing authorities and other entities must be a strategic focus in order to achieve this goal.



Expand Engagement and Advocacy

Housing is a human right. It is important for all sectors of the community to be engaged in breaking the negative stigma that is associated with being homeless. Shifting the narrative also plays an important role in shaping public policy.



Align Funding and Investments

Funders coming together to strategically align investments will prevent duplication of services and improve outcomes for all entities involved. This strategy will also assist agencies within the Continuum of Care to maximize impact by leveraging all resources involved.



Enhance Homeless System of Care

The complex needs of individuals who are experiencing homelessness requires the System of Care to be agile. Focusing on this enhancement will enable the continuum of care to address racial inequities, quickly adopt new best practices and adapt to internal and external political and regulatory shifts.



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LETTER FROM CHAIRMAN, HOMELESS ADVISORY BOARD

TO THE CITIZENS OF PALM BEACH COUNTY:

I am proud to share with you Leading the Way Home, a Plan to End Homelessness in Palm Beach County. This plan was designed through the use of the Collective Impact model and represents input from many sectors including nonprofits, faith-based, government, philanthropy, law enforcement, the homeless, health care, behavioral health and addictions, seniors and community advocates.

I serve as the Chair of the Homeless Advisory Board, a Board appointed by the Palm Beach County Board of County Commissioners to oversee the Homeless Plan for Palm Beach County. Leading the Way Home required the approval of the Homeless and Housing Alliance (Palm Beach County's Continuum of Care), the Homeless Advisory Board (HAB) and the Board of County Commissioners (BCC). Once approved, the plan serves as the framework for the policies and programs that address homelessness in our community. Leading the Way Home will build upon the successes of The Ten-Year Plan to End Homeless and will propel Palm Beach County into the 2020's armed with effective and proven models of success.

The price tag to end homelessness, to create affordable housing for those who earn less than 30% of Area Median Income (AMI) and provide all encompassing wrap around services will not be inexpensive but together, through the use of Collective Impact, we can make a difference in the lives of Palm Beach County residents.

Please join with me in playing a role in ending homelessness for all. Help in small or large ways. Give your time or your talent or your resources to help those who currently call the street their home. This is a monumental endeavor but together, united and as a collective, we can end homelessness in Palm Beach County.

Sincerely,



MACK BERNARD

Palm Beach County Board of County Commissioners (District 7)
Chairman, Palm Beach County Homeless Advisory Board

FROM THE CHAIRMAN, HOMELESS AND HOUSING ALLIANCE

DEAR STAKEHOLDERS:

More than a decade ago an outstanding group of representatives from government, private sector, faith and community based organizations working with service providers and community advocates developed a 10-year blueprint to end homelessness. It focused on the development of a robust coordinated homeless delivery system ensuring that every homeless person had a place to call home. In 2008 the Homeless Advisory Board (HAB), the Homeless Housing Alliance (HHA) and the Palm Beach County Board of County Commissioners adopted this blueprint as our county's Ten-Year Plan to end homelessness. 2018 marked the closing year of this ambitious Ten-Year Plan.

Most of the plan's originally set goals and proposed action steps have been achieved. Some must be considered work in progress. Additionally there were circumstances beyond our control. For example, insufficient availability of affordable housing remains the biggest obstacle.

At the beginning of 2018 the HHA and the HAB concluded that in order to end homelessness in Palm Beach County a successive plan to build upon the results of The Ten-Year Plan was needed. We invited representatives from government, private sector, faith and community based organizations along with service providers and community advocates to join us for brainstorming sessions at numerous forums and roundtable discussions. The result of these conventions was a giant treasure chest full of thoughts, criticism, new ideas and suggestions.

Our vision of "A community, where all Palm Beach County residents are housed and have the opportunity to realize their fullest potential" will only come to fruition through the commitment to Collective Impact. Collective Impact brings players together in

a structured way to achieve social change. It encourages continuous communication to build trust and relationships among all participants. Applying this model and its framework, will provide a comprehensive understanding of the systemic issues around homelessness and allow for the implementation of solutions to end homelessness in Palm Beach County.

Being equipped with these three fundamental components, historical data, the collective impact framework and current community input, positioned us to develop a new plan.

As a result, I proudly introduce to you today "Leading the Way Home", the next phase of ending homelessness in Palm Beach County. A new plan created by our community. A community that, which I am convinced, collectively can move the needle on homelessness. I sincerely thank everybody involved making this plan come together.

It is now more important than ever that we embrace the most effective strategies to end homelessness. "Leading the Way Home" does just that. Let us make no mistake: As we live in an ever-changing world, we again will be facing many unforeseen challenges within the years upon us. However, there will be nothing this great community cannot handle. I am looking forward to working with each one of you within our entire community to "Leading the Way Home" to end homelessness in Palm Beach County.



UWE K. NAUJAK

President, Homeless and Housing Alliance
(Palm Beach County Homeless Continuum of Care)



CHAPTER 1:

BACKGROUND INFORMATION

THE TEN-YEAR PLAN TO END HOMELESSNESS IN PALM BEACH COUNTY: A HISTORY

In 2008, a community based, multi-stakeholder leadership group launched an ambitious strategy to end homelessness in Palm Beach County within ten years. The Ten-Year Plan, provided a blueprint for ending homelessness through 7 goals and 63 action steps that focused on the development of a robust coordinated service delivery system to ensure that every homeless person has a place to call home.

The Palm Beach County Homeless Continuum of Care, known as the Homeless and Housing Alliance (HHA) was charged with the implementation of The Ten-Year Plan. The Palm Beach County Board of County Commissioners formed the Homeless Advisory Board (HAB) in 2008 to oversee and fund the goals of the plan. The Palm Beach County Division of Human and Veterans Services (DHS), acting as the backbone organization, was charged with oversight of the homeless system of care. DHS worked closely with service providers, the private sector, government and faith-based entities to meet the established goals of the plan.

ACHIEVEMENTS AND ENHANCEMENTS

The Seven Goals and Activities achieved within The Ten-Year Plan are listed below.

Seven Goals	Activities Achieved:
GOAL 1. Develop a Universal System for Intake/ Assessment and Enhance Homeless Information Management System	<ul style="list-style-type: none"> • Palm Beach County now administers the Homeless Management Information System (Also Known As HMIS or Client Management Information System (CMIS)) • Palm Beach County has established a Coordinated Entry System and Navigation Center • The Continuum of Care has improved efficiency decreasing the average length of stay in emergency shelter to less than 60days
GOAL 2. Provide Interim Housing Services (0 to 90 days) for Homeless Individuals/Families	<ul style="list-style-type: none"> • Palm Beach County opened the Phillip D. Lewis Center (Homeless Resource Center) in 2012 • Palm Beach County acquired a building with 19 apartments (Program REACH) as an emergency resource center for families • The Homeless and Housing Alliance (HHA) has developed partnerships with hotels and motels for interim housing • Palm Beach County has developed plans to build a second homeless resource center in the Lake Worth Beach area
GOAL 3. Coordinate Partnerships and Resources for Homeless Services	<ul style="list-style-type: none"> • There has been an increase in the number of agencies participating in the Homeless and Housing Alliance • The HHA has consistently recruited approximately 200 community stakeholders to participate in the annual Point In Time Count • The HHA participated in the 100 Day Challenge making systemic changes to decrease youth homelessness • Palm Beach County departments, the Homeless Coalition and other organizations established a Parks to Work program • Palm Beach County established a partnership with the Homeless Coalition maximize engagement from the business community • Palm Beach County facilitated the development of a Faith In Action committee to fully engage the faith-based community
GOAL 4. Improve Access to Homeless Services with Outreach and Education	<ul style="list-style-type: none"> • The HHA has established more Coordinated Community Homeless Outreach Teams • The HHA hosted a Leadership Conference and Increased HHA Training opportunities • The Homeless Coalition has facilitated ongoing Project Connect events to coordinate services for the homeless

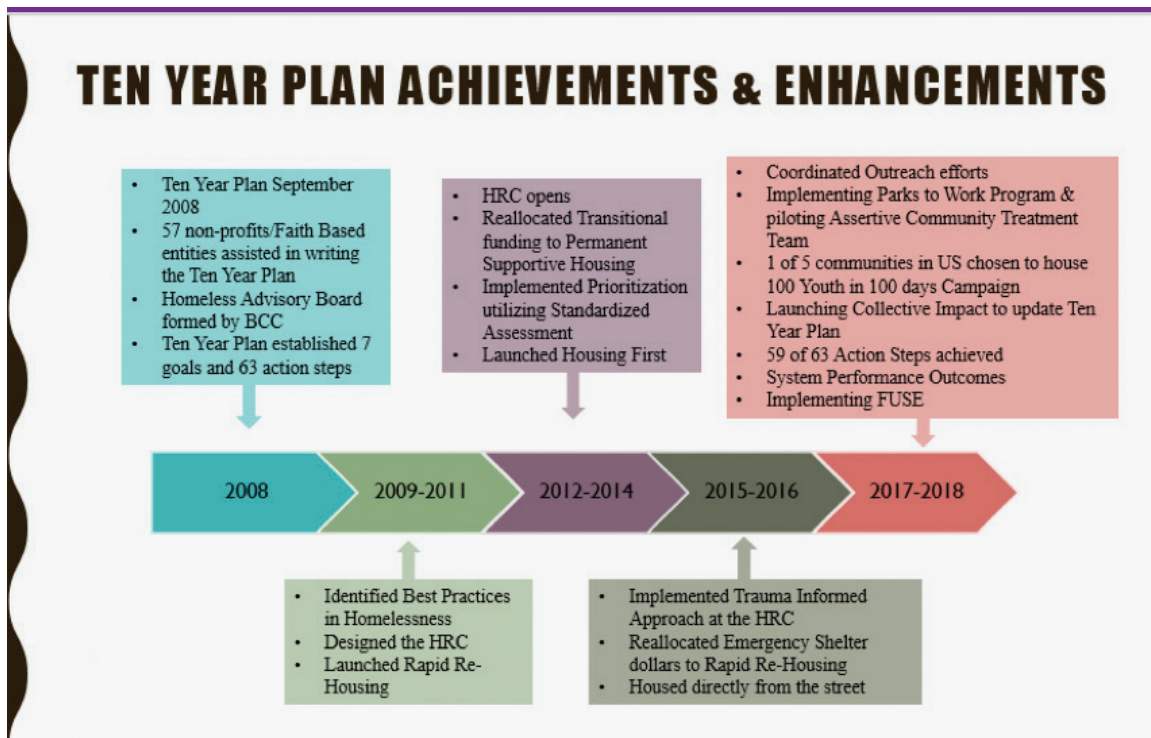
The Seven Goals and Activities achieved within The Ten-Year Plan are listed below.

Seven Goals	Activities Achieved:
GOAL 5. Prevent Individuals and Families from Becoming Homeless	<ul style="list-style-type: none"> • Palm Beach County has restructured the Human Services division to expand prevention services • The HHA has enhanced its diversion program to reunify individuals and families with more stable housing • The HHA has improved coordination with the PBC School District McKinney Vento homeless students who are in unstable housing
GOAL 6. Secure a Stable Stock of Affordable/ Accessible Housing	<ul style="list-style-type: none"> • The HHA has implemented a SMART Landlord Campaign to increase collaboration with property owners • Palm Beach County works closely with various Housing Authorities to coordinate housing services • Palm Beach County has enhanced the process to identify and collaborate with housing developers who are receiving tax credits • Palm Beach County passed an Infrastructure Sales Tax referendum that will increase revenue available to build more affordable housing
GOAL 7. Provide System Oversight and Evaluation of the Ten-Year Plan	<ul style="list-style-type: none"> • The Palm Beach County Board of County Commissioners established a Homeless Advisory Board to oversee the implementation of the homeless plan • The HAB board has established subcommittees on affordable housing, faith-based engagement, business engagement and homeless plan implementation • Palm Beach County has provided periodic updates to report progress on The Ten-Year Plan

Some system enhancements that occurred as a result of the Ten Year plan include:

- **Progression from working in silos to collaboratively working as a system**
- **Establishment of an enhanced coordinated entry system through the Homeless Resource Center**
- **A shift from “first come, first served” to prioritization based on vulnerability**
- **Implementation of Housing First and Rapid Re-Housing programs**
- **Development of a robust Homeless Management Information System (HMIS)**
- **Implementation of enhanced program standards**
- **Creation of a low barrier, trauma-informed Homeless Resource Center (HRC)**





LESSONS LEARNED

There were many lessons learned during the implementation of The Ten-Year Plan (TYP). The following lessons were captured and integrated into the ongoing work of the Homeless and Housing Alliance (HHA):

1. **The Value of Accurate and Comprehensive Data** – During the early phases of the TYP, it became evident that a HMIS system would be essential to weaving together the homeless continuum of care and providing real-time data to allow effective coordination of services. HHA also recognized the need for a consistent way to evaluate and manage the performance of a

diverse group of service providers to ensure the highest standards of quality service were being delivered in an efficient and effective way.

As a result, DHS began to administer HMIS which aligned data collection, reporting, coordinated intake, assessment, referrals and service coordination. DHS garnered significant trust between service providers and worked to develop common definitions and data elements with members of HHA.

Subsequently the local system of care has increased its ability to access real time data through HMIS and report system-wide performance dashboards. These dashboards, which were established by the U.S. Department of

Housing and Urban Development (HUD), are used to inform funding decisions and to advocate for policy change at a local, state and federal level. Training remains essential as new agencies and system users gain access to the HMIS system.

Developing a process that will enable the Palm Beach County School District to access the HMIS system in order to ensure efficient communication and coordination and data on school age children remains a high priority.



2. **The Severity of the Affordable Housing Crisis among Extremely Low Incomes** - Significant

numbers of low-income families cycled in and out of homelessness causing long-term housing instability and trauma. The continued need for affordable housing for extremely low and low-income renters in Palm Beach County is a key driver of homelessness in the county. In addition, it is critical to develop and expand programs that will specifically focus on affordable housing for homeless youth and for youth aging out of the foster care system.

3. **Need for cross-system collaboration** - Many of the families and individuals experiencing homelessness often interact with other institutions including the child welfare and the criminal justice systems. These systems must work together in an integrated way in order to maximize resources and break the cycle of homelessness in Palm Beach County.

4. **Need for expanded partnerships with local Housing Authorities** - Housing Authorities have the latitude to use their allocated vouchers in innovative ways to address homelessness in their communities. There is a need to enhance coordination for homeless applicants and improve collaboration to create housing options such as shared housing.

5. **Intragovernmental partnerships are necessary** - Partnerships within municipal, county and state government agencies allow different internal departments to leverage resources to meet a common goal.

Collaborating with municipalities and other governmental entities is a necessary component to breaking the cycle of homelessness.

6. **Accessible and quality healthcare goes hand in glove with housing** - The ability to access quality healthcare is essential to housing stability. When individuals' health needs are being met, they are less likely to need emergency room treatment and more likely to have long-term housing stability.

7. **Need for an equity lens, particularly a Racial Equity Lens** - As in many other communities, the racial disparities among the homelessness are significant. If left unaddressed, racial disparities will increase. HHA members must continue to normalize, organize, operationalize and institutionalize racial equity within their respective organizations and throughout the community.

8. **Need for more public awareness and Buy-In to end homelessness** - With Palm Beach County's severe lack of affordable housing, it is essential for the public to understand that continuing to block extremely low-income affordable housing only increases homelessness. NIMBYism (Not in My Back Yard) limits housing options and stigmatizes those who are homeless. HHA must increase its efforts to shift the narrative about individuals who are experiencing homelessness.

9. **Need for a varied portfolio of housing** - There must be an array of housing options for

different populations, including services and housing designed to meet the specific population needs (i.e. step down housing for those leaving transitional facilities, large families, LGBTQ, young adults, chronically homeless, individuals with multiple disabilities, etc.).

10. **Robust and comprehensive coordinated entry system (CES)** - Individuals who are experiencing a housing crisis must be granted fair and equal access to intervention services. People in need should be quickly identified, assessed, navigated and connected to services based on their strengths and needs.
11. **Housing stability** - The TYP identified the need to coordinate services and organize community partners to address the challenges faced by individuals and families at-risk of homelessness. The Coordinated Entry system uses an acuity scale that prioritizes individuals and families facing homelessness. This system enables the HHA to assign a higher priority to the most vulnerable populations (i.e. families with school-aged children and seniors).
12. **Service coordination** - Services offered through local government, faith-based entities, the business community and community partners must be coordinated to address the challenges of homelessness. Increased engagement with the business community to financially support homeless youth and organizing faith-based entities to provide additional supports to families based on regions is key to comprehensively addressing this issue.









CHAPTER 2: AN OVERVIEW OF PALM BEACH COUNTY

To better understand the needs of populations experiencing homelessness, we must first understand the environment in which they live.

GEOGRAPHY AND DEMOGRAPHICS

Located on the eastern coast of South Florida, Palm Beach County is the largest county in the state covering 2,578 square miles, including 45 miles of Atlantic shoreline. At the time of the County's inception in 1909 – when it was carved out of Dade County to become the 47th county in Florida – the total resident population was a modest 5,300.

The County now boasts a population of approximately 1.44 million, an overall growth of 11% over the last eight years (Bureau of Economic and Business Research; University of Florida). The largest municipality, both in population and land area, is urban West Palm Beach, covering 55.29 square miles with a resident population of 113,398. In contrast, the County's smallest municipality of Briny Breezes covers only four-tenths of one square mile and is home to a modest 610 residents. Residents of unincorporated Palm Beach County make up approximately 40 percent of the population



While eastern Palm Beach County is a thriving urban area, its central and western areas are more suburban and rural.

Palm Beach County's diversity extends from geographic to demographics. African-American and Hispanic/Latino populations are significant – 19.7% and 22.9%, respectively (U.S. Census Bureau 2018). The County's foreign-born population is estimated at 24.6%, much higher than the national average of 12.5%, but comparable to Florida's 18.9% (U.S. Census Bureau 2018). Naturally, the permanent elder population is consistent with

other South Florida communities. 23.9% of the County's residents are over the age of 65, nearly twice the 12.6% national average (U.S. Census Bureau 2018). The county's median age is also higher –44.4 years compared to the State of Florida average age of 41.6 (Florida Legislature Office of Economic and Geographic Research 2017). Palm Beach County is particularly impacted by the "sunbird" and "snowbird" phenomenon. According to the Palm Beach Post (4-19-2017), Florida's elderly population fluctuates by nearly 900,000 between November and April, with 145,000 landing in Palm Beach County.

WORKFORCE

Tourism, construction and agriculture are the three largest contributors to the County's economy, all multi-billion dollar industries. High-tech industries such as bioscience follow close behind, exemplified by the current construction of the Scripps Research Institute in the northern County. Fourteen percent (14%) of the County's workforce earns a living from healthcare and social assistance industries and another thirteen percent are employed in the retail trade. The third largest industry is food service, which employs 9% of the workforce (Data USA 2017).

In 2018, 7.89 million visitors spent a record high 4.7 billion dollars in Palm Beach County, according to Discover the Palm Beaches. The western portion of the County is home to agricultural lands, which encompass 36% of the county's land mass. Over 456,000 acres are dedicated to agriculture

and Palm Beach County Cooperative Extension Services estimates that Palm Beach County's estimated \$1.38 billion in total agricultural sales leads the State of Florida and all counties east of the Mississippi river, and is one of the ten largest county agricultural industries in the United States.

The median earnings per worker in Palm Beach County in 2017 was \$31,753 or \$15.27 per hour. Half of the working population made less than the median amount. Employers throughout the county identified a lack of work skills as their greatest challenge in employee recruitment (Palm Beach County Business Development Board).

In addition to low wages, the unemployment rate despite being lower than it has been in a number of years, continues to show disparities by race and ethnicity.

TOP 5 JOBS FOR FLORIDA'S DISTRESSED RENTERS



106,531
office and
admin workers



91,967
food service
employees



54,793
transportation
workers



83,057
maintenance
employees



55,779
construction
workers

Top Five Jobs for Florida's Distressed Renters. (Source: Data USA 2017)

POVERTY

A second major driver of homelessness is poverty. Homelessness and poverty are inextricably linked. The survey by the U.S. Conference of Mayors cited previously reported poverty as the main cause of homelessness by five city respondents. As housing, fuel and food costs have continued to rise, the incomes of those most impacted have remained relatively stable. Livable wage jobs have become more difficult to secure as working families struggle to achieve and maintain housing stability.

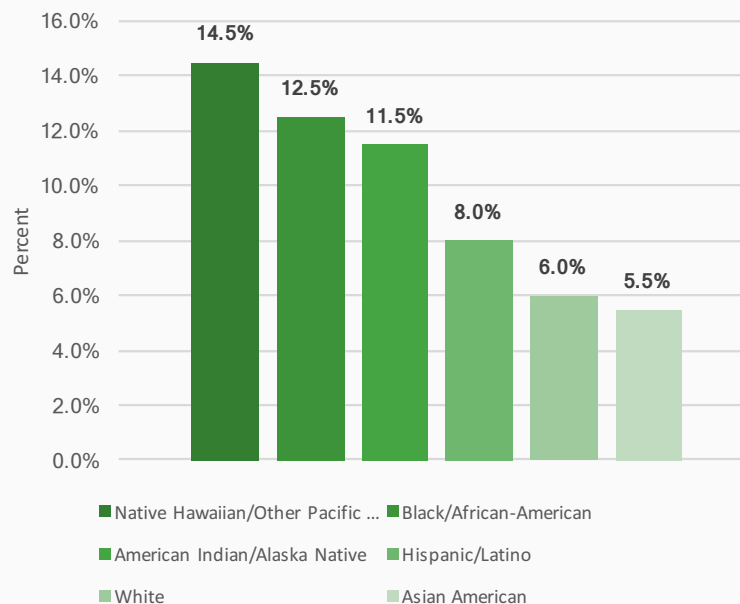
Contributing significantly to the issue of poverty in Florida is the fact that its economy is driven by tourism, an industry that has both the highest concentration of low-paying jobs and the lowest concentration of high-paying jobs. More than

40,000 individuals work in tourism-related businesses – hotels, restaurants, stores and transportation services – in Palm Beach County.

Nationally more than 10 million households with extremely low incomes are either homeless or pay unaffordable rental costs that force them to make impossible choices between paying the rent or paying for food, medicine or utilities (Opportunity Starts at Home Policy Agenda 2019).

In Palm Beach County, a household survival budget reflects the minimum that a household needs to exist in our community. Please note that a survival budget does not include savings for emergencies or future goals. It is also important to note that the Federal Poverty Level for a single adult is \$11,880 and \$24,300 for a family of four. According to the

Percent Unemployment by Race/Ethnicity



Percent Unemployment by Race/Ethnicity. (Source: 2019 PBC Department of Community Services Economic Mobility Study)

ALICE report (2018) family costs increased by 15% in the State of Florida, as compared to 9% nationally.

As household costs increase, it would be logical to expect wages to have risen as well. Although unemployment rates are falling, ALICE workers are still struggling. Low-wage jobs dominate the employment landscape, with 67 percent of all jobs paying less than \$20 per hour. At the same time, an increase in contract jobs and on-demand jobs is leading to less financial stability. Gaps in wages

are growing wider and vary depending on the size and location of employers as well as on the gender, education, race, and ethnicity of workers. The cost of basic household expenses increased steadily in Florida to \$55,164 for a family of four (two adults with one infant and one preschooler) and \$20,712 for a single adult. These bare-minimum budgets are significantly higher than the 2016 FPL of \$24,300 for a family and \$11,880 for a single adult. The cost of the family budget increased by 20 percent from 2010 to 2016 (2018 ALICE Report- United Way of Florida).

PALM BEACH COUNTY SURVIVAL BUDGET		
	SINGLE ADULT	2 ADULTS, 1 INFANT
Monthly Costs		
Housing	\$765	\$1,240
Child Care	\$-	\$1,160
Food	\$164	\$542
Transportation	\$419	\$837
Health Care	\$164	\$598
Technology	\$55	\$75
Miscellaneous	\$184	\$495
Taxes	\$273	\$497
Monthly Total	\$2,024	\$5,444
Monthly Total	\$24,288	\$65,328
Hourly Wage	\$12.14	\$32.66

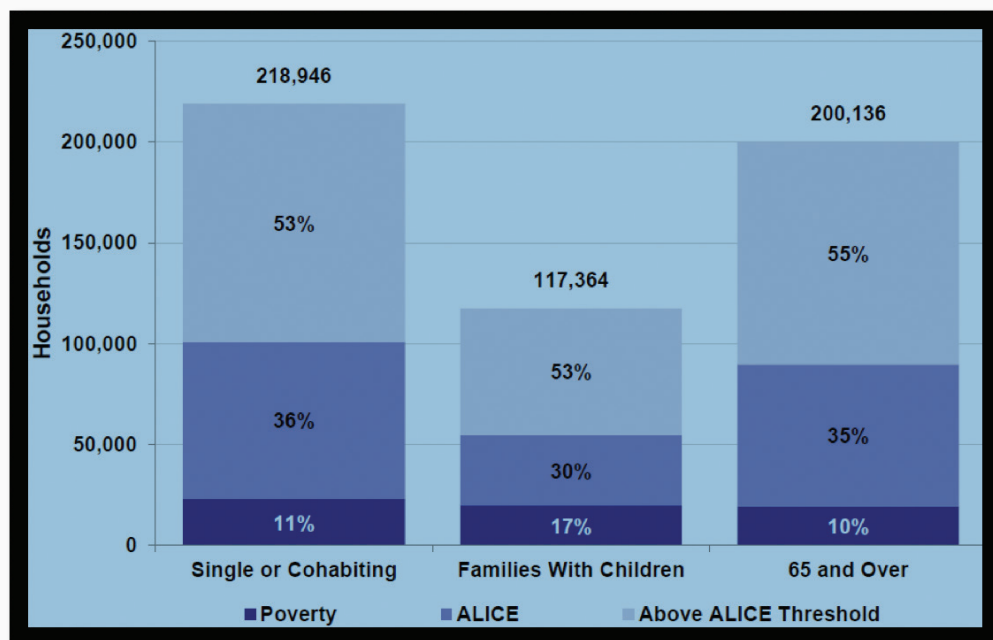
*Source: 2018 ALICE Report – United Way of Florida

The below chart indicated Palm Beach County Household Types by Income in 2016. The chart is broken into three income categories:

1. Poverty - (earning less than the Federal Poverty Level).

2. ALICE Threshold - (earning more than Federal Poverty Level but less than the basic cost of living).

3. Above ALICE Threshold - (Persons earning more than the basic cost of living in Palm Beach County)



Household Types by Income 2016 - Palm Beach County (Source: 2018 ALICE Report - United Way of Florida)

Other factors that contribute to poverty in Palm Beach County and across the county are:

1. Lack of Safety Net - the restrictions that have been placed on federal benefits has increased the number of families that have no source of income and taken away any sense of a safety net for families.

2. Increase in drug addiction and alcoholism -

As the epidemic of addiction has taken hold, more families and individuals find themselves homeless as a result of addiction. Addiction also adds costs to the household budget as well as community organizations and governmental entities.

3. Increase in single female head of

households – According to the U.S. Census Bureau, American Community Survey, 60% of single-parent families with children in the State of Florida are in poverty. Nearly 50% of

female led, single-parent households are at or below the federal poverty level. The 2018 United Way ALICE report states that the following municipalities in PBC are either asset limited,

continued on page 24...

POPULATION FOR WHOM POVERTY IS DETERMINED (18,946,215)

Adult population: 14,989,964
Adults in Poverty: 2,205,911 (14.7%)

Poverty Rates for Adults

Age Group	Percent of Age Group in Poverty
18-24	25.1%
25-34	17.4%
35-44	14.9%
45-54	13.3%
55-64	12.9%
65-74	9.7%
75+	10.9%

Child population: 3,956,251
Children in Poverty: 953,348 (24.1%)

Poverty Rates for Children

Age Group	Percent of Age Group in Poverty
0-5	26.8%
6-11	24.3%
12-17	21.3%

Families in Poverty in Florida by Head of Household

	Number	Percentage
Total Number of Families	4,650,162	—
Below Poverty Level	566,521	12.2%
<i>Married couple families</i>	224,531	39.6%
<i>Male householder, no wife present</i>	62,544	11.0%
<i>Female householder, no husband present</i>	279,446	49.3%

income constrained or employed with income that is above the poverty level but below the basic cost of living threshold or are living in poverty.

HOUSING AND INCOME

Palm Beach County is one of the most expensive areas in the State for housing, and is on par with Dade and Broward counties. The wage required to afford market rent for a 2-bedroom apartment (\$1,434) is \$27.58 per hour (\$57,366 annual)

State of Florida High Cost

Most Expensive Areas	Housing Wage
Monroe County	\$31.54
Miami-Miami Beach-Kendall, FL HUD Metro FMR Area	\$27.96
Fort Lauderdale, FL HUD Metro FMR Area	\$27.77
West Palm Beach-Boca Raton, FL HUD Metro FMR Area	\$27.58
Naples-Immokalee-Marco Island, FL MSA	\$25.52

MSA = Metropolitan Statistical Area; HMFA = HUD Metro FMR Area.

*Ranked from Highest to Lowest 2 Bedroom Housing Wage. Includes District of Columbia and Puerto Rico.

OUT OF REACH 2019 | NATIONAL LOW INCOME HOUSING COALITION

Homeless Households and Percent ALICE & Poverty in Palm Beach County, 2016

Town	Total HH	% ALICE & Poverty
Atlantis	947	29%
Belle Glade	6,180	78%
Belle Glade-Pahokee CCD	9,995	79%
Boca Raton	43,103	38%
Boca Raton CCD	58,674	38%
Boynton Beach	28,885	51%
Boynton Beach-Delray Beach CCD	136,533	49%
Briny Breezes	537	56%
Cabana Colony CDP	922	47%
Canal Point CDP	181	62%
Delray Beach	26,502	48%
Glades CCD	201	100%
Golf	109	23%
Greenacres	13,443	62%
Gulf Stream	291	22%
Gun Club Estates CDP	389	48%
Haverhill	602	50%
Highland Beach	2,054	26%
Hypoluxo	1,401	40%
Juno Beach	1,889	32%
Juno Ridge CDP	391	75%
Jupiter	24,915	34%
Jupiter CCD	37,548	36%
Jupiter Farms CDP	4,144	28%
Jupiter Inlet Colony	190	14%
Kenwood Estates CDP	427	71%
Lake Belvedere Estates CDP	996	40%
Lake Clarke Shores	1,491	37%
Lake Park	2,806	60%
Lake Worth	12,730	67%
Lake Worth CCD	74,928	63%
Lantana	4,069	58%
Limestone Creek CDP	327	60%
Loxahatchee Groves	971	33%
Manalapan	146	12%
Mangonia Park	657	79%
North Palm Beach	6,133	42%
Ocean Ridge	861	34%
Pahokee	1,826	76%
Palm Beach	4,772	23%
Palm Beach Gardens	23,168	35%
Palm Beach Shores	649	43%
Palm Springs	8,136	72%
Pine Air CDP	611	68%
Plantation Mobile Home Park CDP	342	75%
Riviera Beach	11,475	59%
Riviera Beach CCD	42,598	48%
Royal Palm Beach	11,609	40%
Royal Palm Beach- West Jupiter CCD	37,718	36%
Royal Palm Estates CDP	836	76%
San Castle CDP	1,098	58%
Schall Circle CDP	375	92%
Seminole Manor CDP	947	70%
South Bay	604	75%
South Palm Beach	794	43%
Stacey Street CDP	134	92%
Sunshine Parkway CCD	72,052	34%
Tequesta	2,751	51%
The Acreage CDP	11,247	28%
Watergate CDP	966	59%
Wellington	20,301	32%
West Palm Beach	41,679	52%
West Palm Beach CCD	59,275	62%

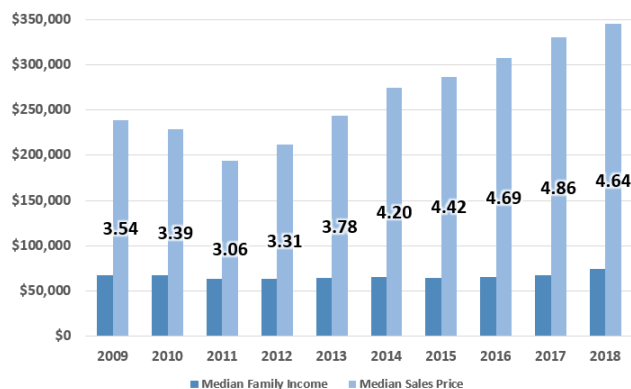


In 2009, a median priced home cost 3½ times the median income. Because housing prices have increased faster than income, by 2018 a median

priced home costs over 4½ times the median income. For single-headed households with children, a median priced home is 9 times their income.

Price as a Multiple of Income

In 2009, a median priced home cost 3 ½ times the median income; in 2018, a median priced home cost over 4 ½ times the median income.



In 2017, a median priced home cost over nine times the median income of a single-headed household with children.

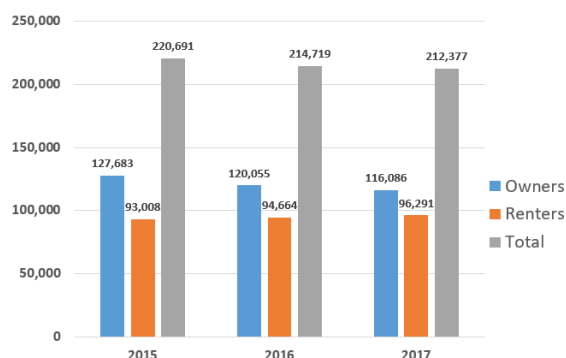
Cost burden is a commonly accepted way to gauge need for affordable housing. A household is cost burdened if it expends more than 30% of its gross income on housing. The most recent available U.S. Census data shows that out of all 540K households

countywide, 39% were cost burdened in 2017. There is also a significant difference between owners and renters, with 31% of all owners cost-burdened, as compared to 56% of renters.

Households with Cost Burden >30%

In 2017, nearly 40% of all households in the County spent more than 30% of their gross income on housing costs. The problem is most acute among renters.

Type	Number	%
Owners	116,086	31.1%
Renters	96,291	56.3%
Total	212,377	39.1%



Source: American Community Survey, U.S. Census Bureau (2018)

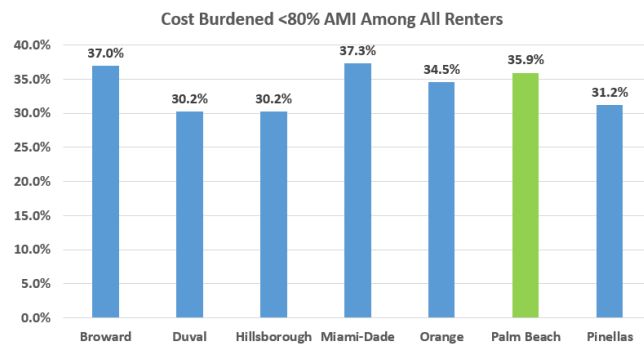
Metric – decrease cost burden

The prevalence of cost-burdened, lower income renters in Palm Beach County is similar to other

South Florida counties, but is somewhat higher than the Tampa-St. Petersburg and Jacksonville areas.

Cost Burden Comparison

The County's prevalence of cost burdened lower income renters is typical of south Florida counties, but higher than other large Florida counties.



Source: Shimbera Center for Housing Studies, University of Florida (2019).

Metric #1 – decrease cost burden

Currently, there are over 27,000 affordable housing units in Palm Beach County that bear restrictions requiring affordability to income groups within zero – 140% of area median income. This includes 14,965 units in subsidized rental developments;

1,577 owner-occupied homes with DHES mortgages; 2,398 public housing units; 7,861 public housing vouchers; and 461 Workforce Housing Program units.

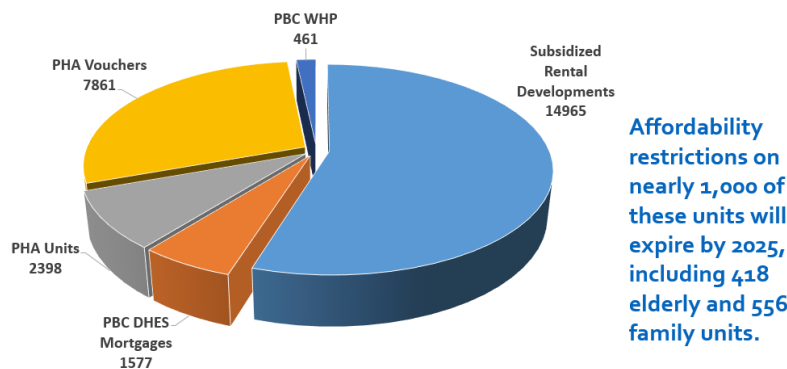


Affordability restrictions are generally imposed for a certain time period, and the restrictions on nearly 1,000 of these units will expire between now and 2025, including 418 elderly units and 556 family units (Lake Worth -288; West Palm -255; Riviera -216; Boca Raton -152; and Belle Glade -64). Once

expired, property owners are free to charge market prices. Depending on the property location, market prices may not be much different than the current affordable prices. In other cases, prices may increase to the extent that occupants must relocate.

Affordable Housing Inventory

Currently, there are over 27,000 affordable housing units countywide for 0 – 140% AMI.



Source: [Shimberg Center for Housing Studies, University of Florida \(2018\)](#); PBC Dept. Housing & Economic Sustainability (2019).

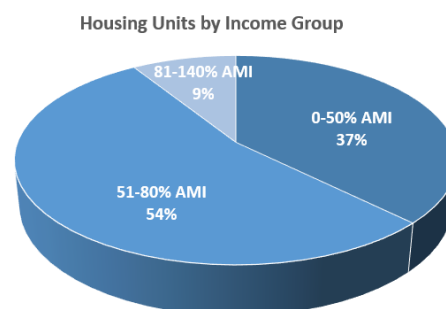
The number of affordable housing units completed and placed in service through DHES programs in the past 3 years through new construction, rehabilitation, and acquisition including home-buyer assistance is over 1,200. In total, 1,226 units

were produced for households with incomes up to 140% AMI. The overwhelming majority (1,116) were for households with incomes less than 80% AMI. Within those, a subset of 458 units (37%) were produced for very low-income 0-50% AMI households.

Affordable Housing Completed Last 3 Years

From 2016 to 2018, DHES and its partners placed into service over 1,200 affordable units through new construction, acquisition, and rehabilitation.

Income Group	Housing Units
0 – 50% AMI	458
51-80% AMI	658
80-140% AMI	110
Total	1,226



Source: PBC Department of Housing and Economic Sustainability

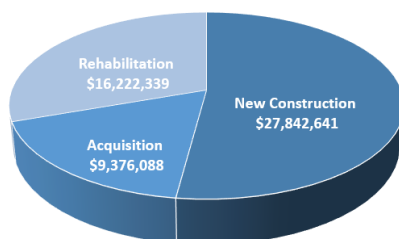
Metric – County affordable housing production
Metric – housing production for <50% AMI

Palm Beach County expended \$53.7M on those 1200 housing units that were completed 2016 through 2018. That is an average investment of \$43,500 per housing unit. There was a total of \$61.2M of

Federal, State, and Local Non Ad Valorem funds allocated to housing programs during the same time period, or an average of \$20.4M per year.

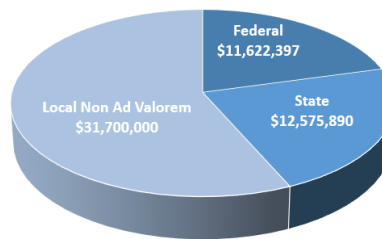
Affordable Housing Funding 2016 - 2018

\$53.7M Expended on Housing Completed



Average investment of \$43,500 per unit.

\$61.2M Allocated to Programs



Average allocation of \$20.4M per year.

Source: PBC Department of Housing and Economic Sustainability

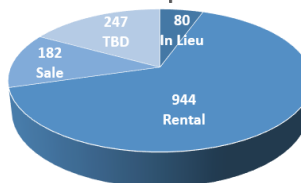
The County's Workforce Housing Program (WHP) sets requirements for Workforce Housing serving 60-140% AMI in all new residential developments of 10 or more units located in the unincorporated area. As of May 2019, 1,453 WHP units have been approved. Of the 944 rental units approved, 405 are built, and of the 182 for-sale units approved, 41 are built.

There are also 247 WHP units approved with the option to be either rental or for-sale. Across the country the gap between housing costs and stagnant incomes continue to widen and the end result is that more individuals, families and youth are becoming homeless. According to the National Alliance to End Homelessness (2019), 8 million extremely low-income households pay at least half of their income on housing. This puts Americans at greater risk of housing instability and homelessness.

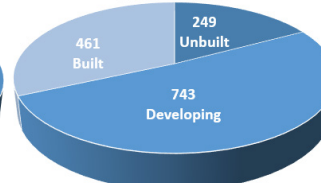
Workforce Housing Program (WHP)

WHP Units	Unbuilt	Developing	Built	Total
In Lieu	2	63	15	80
Rental	0	539	405	944
Sale	0	141	41	182
TBD	247	0	0	247
Total	249	743	461	1,453

WHP Disposition



WHP Status



Metric - workforce housing production

Source: PBC PZB Planning Division 2019

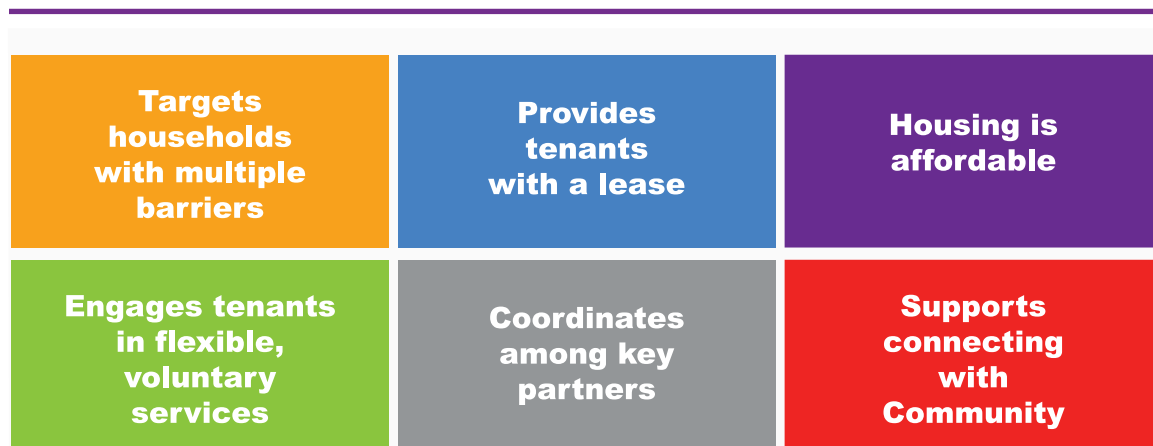
NEED FOR SUPPORTIVE HOUSING

In 2017 Palm Beach County Division of Human and Veteran Services (DHS) enlisted the assistance of CSH (Corporation for Supportive Housing) to evaluate Palm Beach County's Continuum of Care and the current housing types for the homeless. CSH was also charged with defining the number of supportive housing units, defined as affordable housing that is combined with support services that assist the homeless who face the most complex challenges live stably, with autonomy and dignity. CSH collected data sets and trends from the Continuum of Care, Criminal Justice, Southeast Florida Behavioral Health Network, the Veteran's Administration, Senior Services and Disability Services. After analyzing the current housing stock, the CoC current housing inventory and the unmet needs of the chronically homeless, persons cycling through multiple systems, homeless youth, families and individuals and persons exiting institutions, it was determined that an additional 2,163 units of supportive housing are needed.

As a part of Leading the Way Home, it is important that the key components of supportive housing are understood. The graphic below is a visual description of the supportive housing model.

The extra benefits of supportive housing, as evidenced by CSH, include service reductions in the following areas: emergency room services, emergency detox services and incarceration. Supportive housing has also been linked to increased earned income and employment rates amongst the homeless. Also noteworthy is nationally 80% of tenants in supportive housing remain housed well after a year of being placed.

The Corporation for Supportive Housing (CSH) conducted an assessment to determine the need for supportive housing respective to various homeless populations. After consulting with stakeholders across various sectors, CSH estimated a need for



Key Components of Supportive Housing

approximately 2,163 supportive housing units over the next six years.

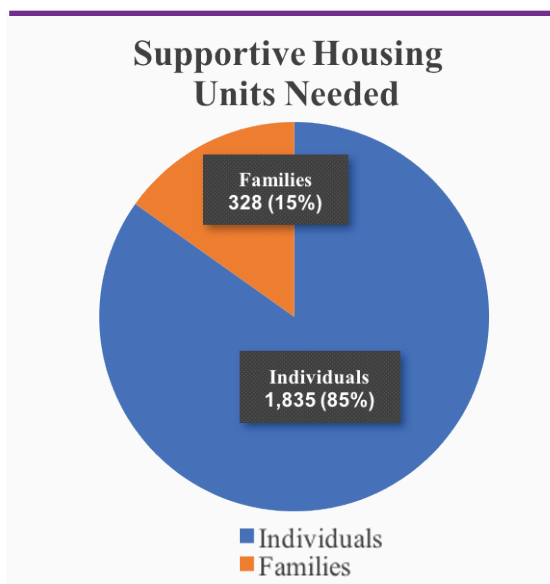
Supportive Housing: Population & Need (6 years)

Population	Supportive Housing Need
Population Homeless Individuals and Families	491
Child Welfare Engaged Families and Young Adults in Transition	396
Criminal Justice Involved	860
Institutional Settings/Combined	466
TOTAL	2163

As stated, CSH recommended 2,163 units of supportive housing are needed to meet the unmet needs of our community. The breakdown between family units and individual units is demonstrated below:

In July 2018, the Florida Supportive Housing Coalition (FSHC) facilitated a community dialogue with permanent supportive housing (PSH) stakeholders to further explore the need, identify the population to be served, identify community leaders and begin the planning process to build more supportive housing.

Material covered by FSHC facilitators included a study currently underway, "The Solution That Saves" (<https://abilityhousing.org/the-solution-that-saves/>), which is part of a statewide pilot to provide FL specific data concerning the effectiveness of PSH for people who utilize crisis services at a high rate.



Supportive Housing Units Needed Per Corporation for Supportive Housing (CSH)

The group reviewed and discussed how PSH fits into an overall community housing strategy. Participants then developed a list of challenges, impediments and opportunities for PSH:

Challenges

- Redirecting funding from criminal justice and other systems
- Limited PSH funding has been received in Palm Beach County
- Funding of support services
- Availability of at-risk capital
- Development takes a long time
- NIMBY
- Zoning

Impediments

- Communication among stakeholders and community
- Funding land purchases
- Multiple Public Housing Authorities
- Many local governments (39)
- NIMBY even with proper zoning
- Gap funding
- Expensive land

Opportunities

- 70% set aside for homeless can work with high Fair Market Rents (FMRs)
- Infrastructure states tax
- Engaging businesses
- Engaging health care systems
- PBC has not previously had a homeless set aside project, which may make it more likely to be awarded one
- PBC leadership, West Palm Beach leadership, PB League of Cities
- Re-development of urban core areas
- Funding opportunities with local foundations, private individuals

Recommendations developed from the workshop included, but were not limited to:

1. Establishing a steering committee that would serve as an advisory group to the Homeless Advisory Board to ensure integration of PSH into the broader housing strategy
2. Establishing a timeline for development
3. Seeking nonprofit ownership opportunities and develop a pre-development funding pool
4. Pursuing project development opportunities
5. Developing advocacy and marketing strategies with key community stakeholders to mitigate challenges of building permanent supportive housing

ENGAGING FAITH-BASED, LAW ENFORCEMENT AND THE BUSINESS COMMUNITY

Faith-Based Engagement

Leveraging partnerships from local jurisdictions and faith-based organizations is necessary to maximize the effectiveness of the county's homeless prevention efforts. In 2018, there were more than 1,000 registered faith-based entities throughout Palm Beach County. Some of these



entities are providing homeless services but are not coordinating with the local continuum of care. In June 2017, DHS representatives met with leaders from local faith-based coalitions to increase their awareness about the homeless service system. Representatives from PEACE, Churches United, Palm Beach Ministerial Alliance, Delray Beach Ministerial Alliance, Catholic Charities, and others attended the meeting. As a result of that initial meeting, the Faith In Action Palm Beach County coalition was formed. More than 100 faith-based entities have participated in the Faith In Action PBC meetings since its inception.

Faith In Action PBC has two primary strategies:

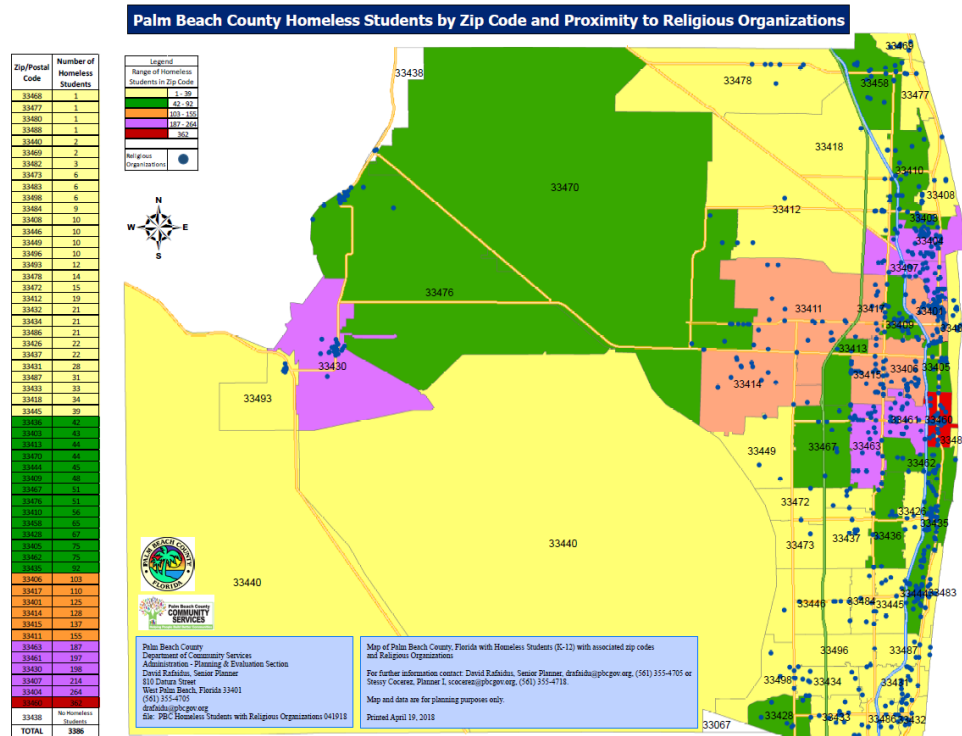
1. Coordinate regionally to ensure that support services for individuals who are at risk of experiencing homelessness are readily accessible.

2. Mobilize congregations to be advocates for individuals who are at risk of experiencing homelessness.

The heat map below reflects the number of students who are homeless or at risk of homelessness by regions. This information is overlaid by the location of local faith-based entities. Faith In Action PBC will continue to encourage faith-based entities to work together to address the homeless issues with students throughout Palm Beach County. Additional efforts are also underway to address homelessness with students who are attending local universities.

LAW ENFORCEMENT ENGAGEMENT

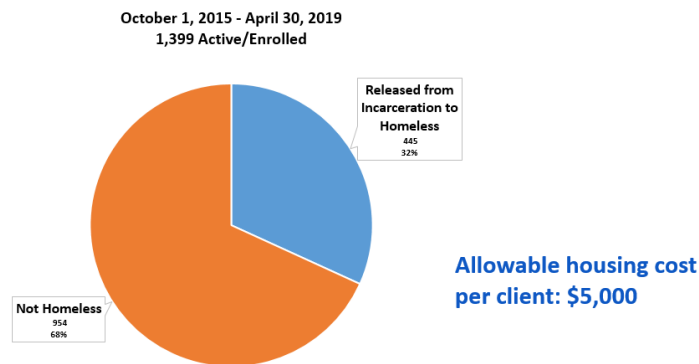
Palm Beach County's Public Safety Department coordinates services for individuals who are released from the criminal justice system. From



October 1, 2015 through April 30, 2019, 1,399 individuals were enrolled in the Post Release Reentry Program. Prior to the participants enrolling in the County's Post Release Reentry Program, 445 were released from incarceration

to homelessness. The County's program provided those homeless participants housing support services upon their release. The allowable housing cost per client is \$5,000. Many of the participants released are in need of supportive housing.

Public Safety Department Reentry Program - Post Release Participants



BUSINESS ENGAGEMENT

The Homeless Coalition is a 501(c)3 not for profit corporation that serves as a catalyst for collaboration with businesses to prevent and end homelessness throughout Palm Beach County. The Coalition continues to bring awareness, advocate regarding homeless issues, and build resources to sustain the homeless plan including the operation of current and future Homeless Resource Centers.

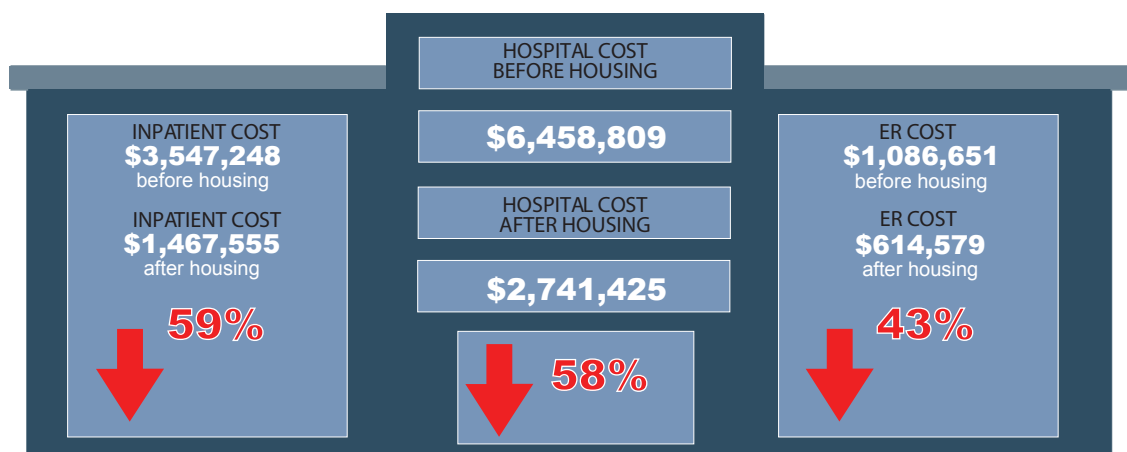
homelessness also impacts public systems that people must access when they are not stably housed. Homelessness affects local economies including the increasing cost to local governments, the State and taxpayers in terms of emergency response teams, emergency room visits, inpatient services and law enforcement involvement. Additionally, the visibility of homeless in downtown areas has the tendency to adversely affect the amount of foot traffic and tourism in downtown areas, and ultimately impacts business owners and potential buyers in the area.

ECONOMIC IMPACT OF HOMELESSNESS AND THE AFFORDABLE HOUSING CRISIS

Homelessness and its accompanying trauma has a substantial impact upon households but

National studies on the cost of homelessness vary depending on the size of the household, the chronicity of homelessness and disabling conditions. In December 2018, Health Tech Consultants released findings for The Solution that Saves, one of three state of Florida pilot projects that provided data on the effectiveness of Permanent Supportive Housing, affordable housing linked with supportive services, on high utilizers of services such as emergency rooms, jails and shelters.

PERMANENT SUPPORTIVE HOUSING COST SAVINGS



Source: (https://www.housingfinance.com/news/supportive-housing-study-finds-cost-savings-health-improvements_o)

The consultants found a 30% cost savings across all systems. The study focused on 68 homeless persons who were enrolled in the study for a

minimum of two years. The data regarding inpatient costs, emergency room costs, and overall hospital costs is demonstrated above.



In addition, to the savings for medical care, the cost associated with arrests and jail bookings decreased 65% and jail costs decreased 72%. Unexpected results at the end of two years include 31% decrease in suicidality, a 20% decrease in agoraphobia, and a 20% decrease in drug abuse or dependency. In addition, there was a 56% increase in the number of persons with health insurance and 66% increase in average monthly income for participants.



Savings in Criminal Justice (demonstrated):



down
65%

Arrests and bookings two-years prior to housing totaled **\$74,256** (84 arrests). After housing, the cost fell to **\$25,636** (29 arrests), a reduction of **65%**.



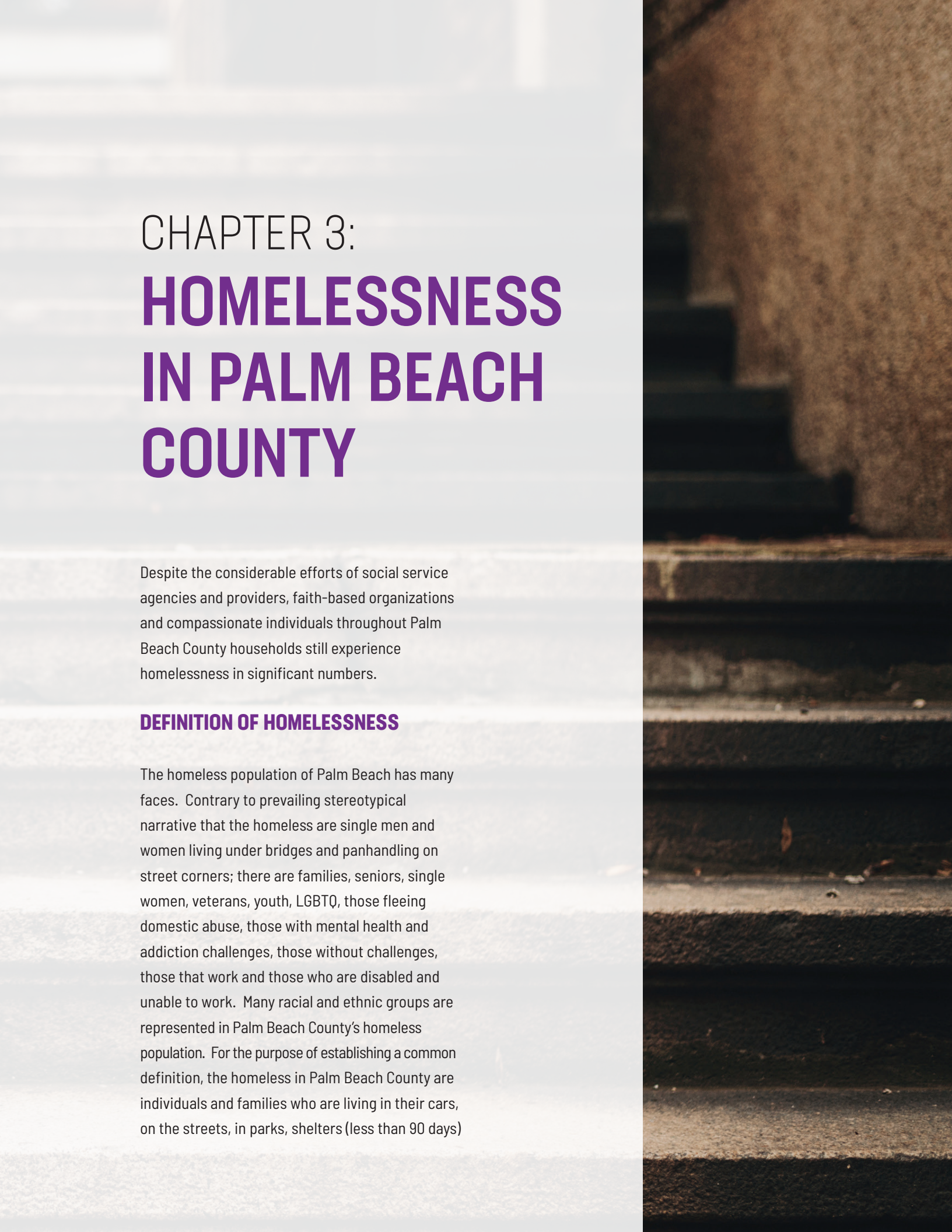
down
72%

Days spent in jail two- years prior to housing totaled **\$123,447** (2,053 days). After housing the cost of fell to **\$34,274** (570 days), a reduction of **72%**.

Total savings for
arrests, bookings and jail time

\$137,792





CHAPTER 3: **HOMELESSNESS IN PALM BEACH COUNTY**

Despite the considerable efforts of social service agencies and providers, faith-based organizations and compassionate individuals throughout Palm Beach County households still experience homelessness in significant numbers.

DEFINITION OF HOMELESSNESS

The homeless population of Palm Beach has many faces. Contrary to prevailing stereotypical narrative that the homeless are single men and women living under bridges and panhandling on street corners; there are families, seniors, single women, veterans, youth, LGBTQ, those fleeing domestic abuse, those with mental health and addiction challenges, those without challenges, those that work and those who are disabled and unable to work. Many racial and ethnic groups are represented in Palm Beach County's homeless population. For the purpose of establishing a common definition, the homeless in Palm Beach County are individuals and families who are living in their cars, on the streets, in parks, shelters (less than 90 days)

or other places that are deemed uninhabitable. The Homeless and Housing Alliance have classified these individuals into the following categories:

- 1. Chronic Homelessness** – The chronically homeless are extremely vulnerable as they are often the unsheltered and have one or more disabilities including mental illness, substance abuse disorders or severe medical conditions. The chronically homeless have lived in a place that is considered uninhabitable for more than one year or have experienced multiple repeated episodes of homelessness. Individuals or families who fall into this category are often in need of permanent supportive housing with comprehensive wrap around services.
- 2. Families with Minor Children** – Families who are homeless often struggle with incomes that pay less than a living wage; have recently lost

employment; have been asked to leave a home by a relative; are victims of domestic violence; or have had an unexpected expense or health issue. Traditionally homeless families are headed by single female head of household and typically have young children. Families that fall into homelessness are often in need of rapid re-housing services that quickly reconnect families to housing. A rapid housing and support services response to family homelessness is essential if we hope to lessen the impact that homelessness has on a child's health, sense of safety, education and overall development.

- 3. Individuals** – Despite the common stereotypes, most homeless single adults do not suffer from mental illness, substance disorder or disabling conditions. Homelessness is often the result of a catastrophic event such as loss of employment, lack of affordable and accessible



housing, loss of a spouse, loss of a relationship, or a health emergency. Most homeless individuals that fall into this classification are in need of connections to employment, increased income, affordable housing, health care and support services.

4. Youth – Homeless youth, defined as 13 to 24, single or parenting, is a population that continues to grow in Palm Beach County as it does across the nation. The primary cause of youth homelessness is family conflict or involvement in the child welfare or juvenile justice systems. Youth who identify as LGBTQ (Lesbian, Gay, Bisexual, Transgendered, Queer/Questioning), pregnant and parenting youth, youth with disabilities and youth of color are more likely to become homeless than other populations. Homeless youth require an effective systemic response system that focuses on family reunification, immediate crisis response, and a variety of long and short-term housing types including rapid re-housing, permanent supportive housing, roommate matching, host homes, and group homes.

5. Elderly, Frail or Sick – As baby boomers age, so does the population of South Florida. The loss of a spouse along with an increase in housing costs has led to an increase in homelessness for seniors ages 60 and older. Renters in larger municipalities face gentrification and as such, are unable to afford rentals that are accessible and affordable on fixed limited incomes. Persons classified as chronically homeless and

seniors have often been on the street since the Vietnam era, the 1980's recession or the 1990's crack epidemic. Senior housing (subsidized) with access to behavioral health care, primary health care, and supportive services is desperately needed for the aging homeless population, as is access to affordable rental housing with optional supportive services.

6. Veterans – Veteran homelessness spans the age groups, from the Korean War and Vietnam era to Afghanistan and Iraq. Veterans returning from deployment face the same challenges as the general population. Veterans struggle to find housing and employment, suffer from mental illness and the lingering effects of Post-Traumatic Stress Disorder (PTSD) and struggle with the transition back into civilian life. The U.S. Department of Housing and Urban Development, in conjunction with the U.S. Department of Veterans Affairs has made significant progress housing veterans through the Rapid Rehousing and Supportive Housing programs. However, the need remains for affordable housing as well as support services such as employment assistance and behavioral health services for the veteran population.

MCKINNEY-VENTO EDUCATION FOR HOMELESS CHILDREN AND YOUTH PROGRAM

The Palm Beach County School District (PBCSD) has established the McKinney-Vento Education

for Homeless Children and Youth Program, that is designed to address the problems that homeless children and teens face when enrolling, attending and succeeding at school. The McKinney-Vento program aims to ensure that homeless children and teens have equal access to the same public education, including preschool education as other families do. The school district has a team of professionals that oversee school based team meetings, ensure each child receives breakfast and lunch, provide school supplies, visit the children in shelter, and link students to services that are appropriate for the family situation. The school district remains an important and active partner with the HHA and the Homeless Continuum of Care.

The graph below demonstrates the number and housing status of children who self-identified upon enrollment into the district school (FY 2015 through

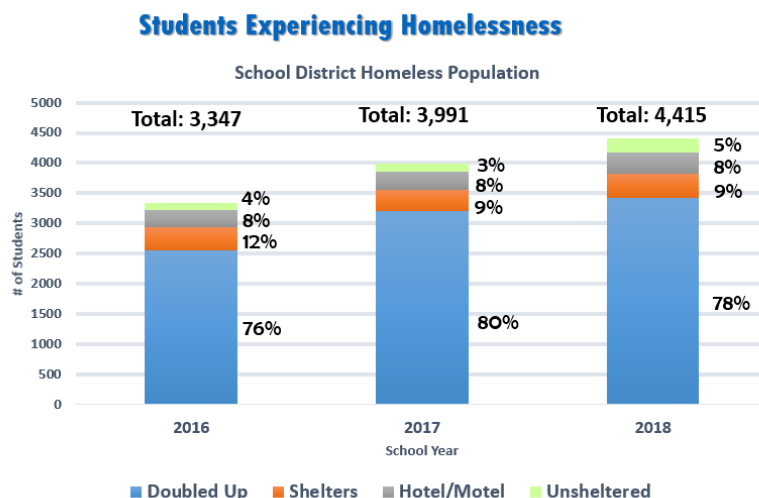
FY 2018). Included in the totals are students that are doubled-up, residing in shelters, staying in hotels/motels, and unsheltered.

The Homeless and Housing Alliance serves many of the “doubled-up” families through its homeless prevention programs. The HHA is currently working with the PBCSD to establish a data sharing agreement and to prioritize services for homeless households with children. The HHA is also working with district representatives to discover more innovative strategies to find stable housing for homeless students.

ANNUAL POINT IN TIME COUNT (PIT)

There are two methods for determining the number of homeless individuals and families in Palm Beach County. The first is through the Homeless

School District of Palm Beach County McKinney-Vento Program



Management Information System (HMIS), which tracks the utilization of homeless services offered by the HHA. HMIS has the capacity to produce an unduplicated count of homeless individuals and families over a period of time. The second method is through the annual PIT count.

Each year, teams of service providers, law enforcement officers and volunteers conduct a PIT count, which provides a snapshot of the number of homeless individuals and families in Palm Beach County within a 24- hour period. The PIT count helps the HHA understand the number and characteristics of the homeless population. This count gathers data about two populations: the number of individuals and families utilizing shelters, and the number of unsheltered living on the streets, in abandoned buildings or other places not meant for human habitation. The use of the point-in-time survey method is mandated by HUD, the provider of more than \$5 million annually in

homeless assistance funding to the County's service providers in addition to the yearly allocation of the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG) and HOME Funding. The survey is conducted every year over a 24-hour period in late January.

The 2019 PIT count identified 1,397 homeless individuals in Palm Beach County, a 6% increase from the previous year. Although chronic and youth homelessness increased by 31% and 23%, respectively, the count reflected a 24% decrease in family homelessness and the 9% decrease in veteran's homelessness.

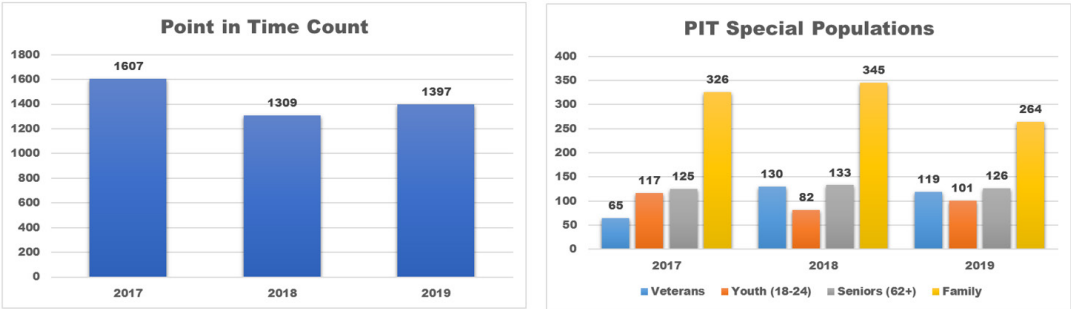
The infographic below captures the 2019 Point in Time results for Palm Beach County.

There are a number of efforts currently underway to prevent homelessness in Palm Beach County. HVS has restructured internally to enhance the

Community Services Department

Human and Veteran Services

Point in Time Count



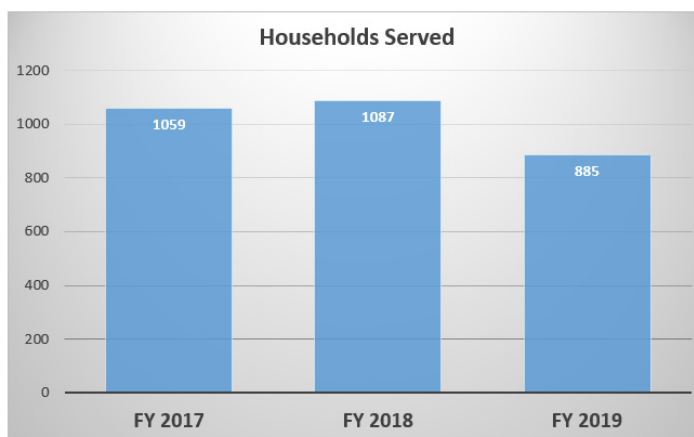
division's ability to prevent eviction and other members of the Homeless and Housing Alliance provide eviction prevention services.

Through the coordinated entry process, the Homeless and Housing Alliance is creating an assessment tool that prioritizes individuals who are in need. For example, an individual who has been doubled-up and moves from location to location daily would be a higher priority than those who have been doubled-up for several years. In addition, an individual or family who has received a three-day notice of eviction may be considered a higher priority than those who are seeking relocation assistance.

Each year, DHS provides eviction prevention services to more than 1000 households. The average household served has received between \$1400 and \$1700 over the past three years. DHS also provides support services to help individuals and families stabilize financially. Other members of the Homeless and Housing Alliance also provide eviction prevention services and there is an intentional effort to leverage support services across the continuum of care to move families towards greater housing stability.

Community Services Department Human and Veteran Services

Housing Stability (prevention) Services Provided



*FY 2019 – data reported Q1 – Q3

Average expenditure per Household:

- FY 2017: \$1,413
- FY 2018: \$1,150
- FY 2019: \$1,627







CHAPTER 4: **PALM BEACH COUNTY'S SYSTEMIC RESPONSE TO HOMELESSNESS**


ALIGNMENT WITH THE HEALTH AND HUMAN SERVICES ELEMENT:

In 1990, Palm Beach County established a Citizens Advisory Committee to assist in the development and implementation of the Health and Human Services (HHS) Element, which is a part of the County's Comprehensive Plan. The HHS Element identifies the County's role in funding, providing and/or supporting the delivery of health and human services; moreover, it defines the County's relationship with other funders and providers of services for the purpose of maximizing the resources and benefits available to Palm Beach County residents.

Homelessness is one of the Objectives measured in the HHS Element. A Report of Health & Human Services in Palm Beach County – Based on Key Community Indicators outlines other HHS goals and the plan to collaborate across sectors to ensure there is a safety net for the most vulnerable county residents. The HHS element is directly related to the county's homeless plan.

Indicator Summary

The Indicator Summary page is intended to provide the reader with a “quick” reference concerning the status of 16 Service Category topics based on an Overall Goal & Key Indicator contained within this document. Please use the Legend and Notes Section listed below for further analysis.

 Click on the indicator signal to navigate to the desired page. Clicking on the footer on any page will return you to the Table of Contents.

LEGEND & NOTES

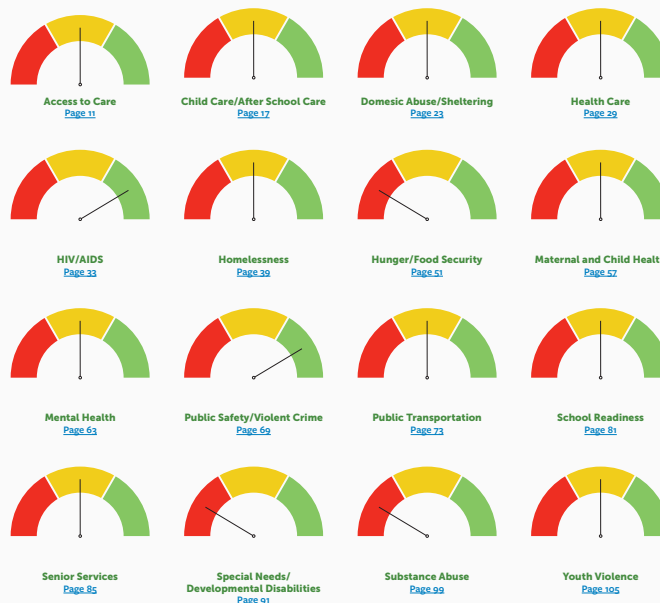
Green is good. The Goal is being met and the Trend is upward.

Yellow is caution. It is used either if the Goal is being met but the Trend is downward or if the Goal is not being met but the Trend is upward.

Red is alarming. Red is used if the Goal is not being met and the Trend is downward.

Trend is defined as six (6) to eight (8) data points.

	(+) Trend	(-) Trend
> Goal	Green	Yellow
< Goal	Yellow	Red



Summary page graphically representing the status of the 16 topics reviewed in A Report of Health & Human Services in Palm Beach County – Based on Key Community Indicators 2017. Source: http://discover.pbcgov.org/communityservices/humanservices/PDF/CSD_Indicator_Report_2017.pdf

COLLECTIVE IMPACT MODEL

The collective impact approach requires entities like the Citizen's Advisory Committee on Health and Human Services, Palm Beach County Homeless and Housing Alliance and the Homeless Advisory Board to work together to solve complex social issues such as homelessness. Traditionally, Palm Beach County has used an isolated approach towards achieving on outcomes, which would lead to:

- Funders select individual grantees
- Organizations seeking to implement change work separately and often compete against each other for funding

- Evaluation is structured to isolate a particular organization's impact to show progress
- Large-scale change is assumed to depend upon scaling individual organizations or interventions
- Corporate, faith-based entities and public sectors are not heavily involved in the process.

The vision of PBC's collective impact approach engages multiple players to work together across sectors and domains in an integrated way. This collective approach would ensure that stakeholders embrace the following principles:

- Funders and organizations understand that the solution to homelessness comes from the interaction of many organizations within a larger system
- Organizations actively coordinate their actions and share lessons learned
- Progress depends on working toward the same goal and measuring the same things
- Large-scale change depends on increasing cross-sector alignment and learning among many organizations
- Corporate, Faith-based and public sectors are essential partners

The vision of the HHA is to create a community where all Palm Beach County residents are housed and have the opportunity to realize their fullest potential. This vision will only materialize through a shared commitment to collectively follow the steps identified in Leading the Way Home.

Collective Impact is one of the most innovative and structured approaches to addressing larger social issues and bringing about system change. See Appendix C

The framework for Collective Impact requires the following Five Conditions:

- 1. Common Agenda** – The development of a common agenda to end homelessness in Palm Beach County was an essential step. This moved the community from addressing and managing homelessness to all sectors of the community committing to ending homelessness.

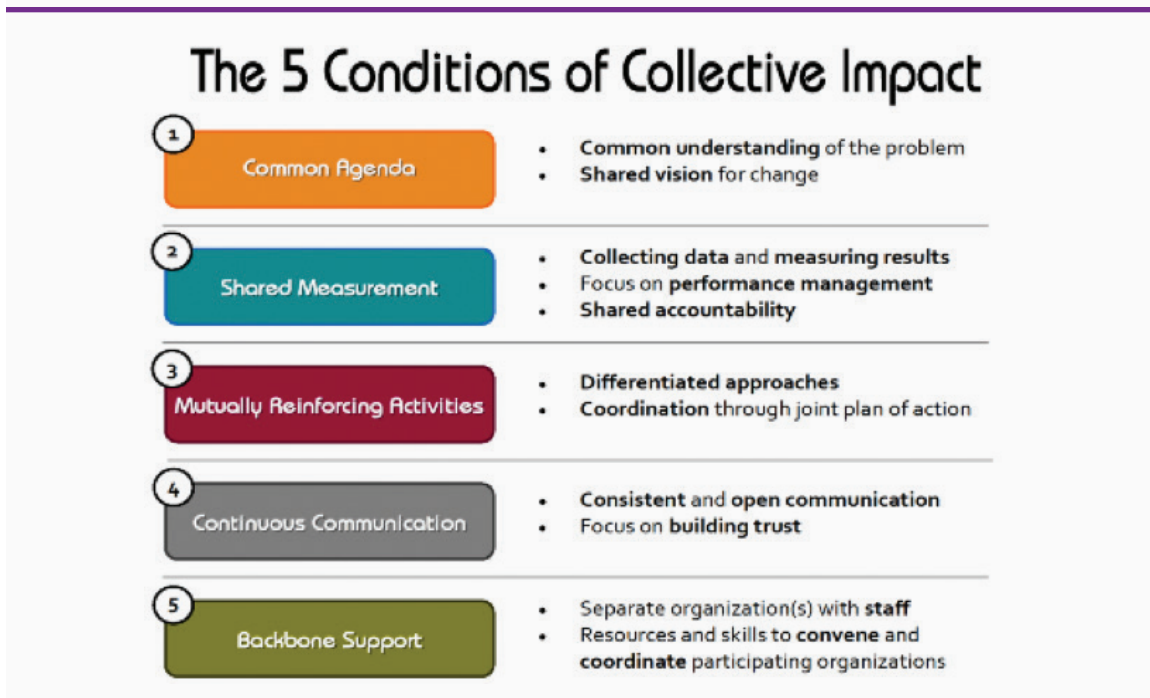
2. Mutual agreements between stakeholders around shared measures and outcomes

– In addition to homeless providers, stakeholders sharing measures and outcomes agreements included the healthcare sector, criminal justice system, philanthropic community, faith-based organizations and local schools and colleges. The data and research were used to explore and identify root causes for homelessness in Palm Beach County and to set goals to end it.

- 3. Mutually Reinforcing Activities** – the above mentioned sector's representatives begin to coordinate their organizational activities to better align with others offering services, reinforcing a systemic approach to ending homelessness.

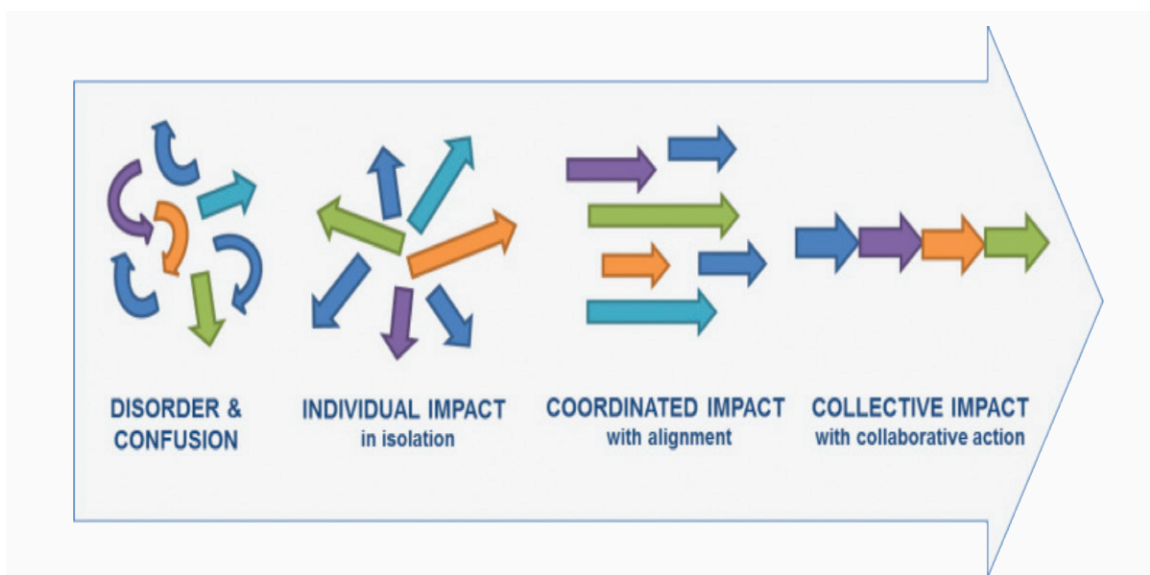
- 4. Continuous Communication** – throughout the process of updating the Ten-Year Plan, representatives for each sector participated in multiple work sessions, when sharing the best practices as well as challenges. The HHA provided monthly updates at standing meetings to ensure that everyone knew the status of the new plan and could offer input and feedback.

- 5. Backbone organization** – The Palm Beach County Human and Veteran Services, HHA Lead Entity and staff to the HAB, was identified as the Backbone Organization and was responsible for the fidelity of the collective impact model and Leading the Way Home.



The HHA, the HAB and the Stakeholders agree that utilizing collective impact and its framework, will provide a comprehensive understanding of the

systemic issues surrounding homelessness and allow for the implementation of identified solutions to end homelessness in Palm Beach County.



Collective Impact – From Disorder and Confusion to Collaborative Action.
(Source: http://www.thehomelessplan.org/pdf/2017Collective_Impact_Program_Booklet_Final.pdf)

GOVERNANCE STRUCTURE

There are three entities primarily responsible for governance of the systemic response to homelessness in Palm Beach County:

- Homeless and Housing Alliance (Continuum of Care mandated by HUD)
- Homeless Advisory Board
- Palm Beach County Board of County Commissioners (BCC)

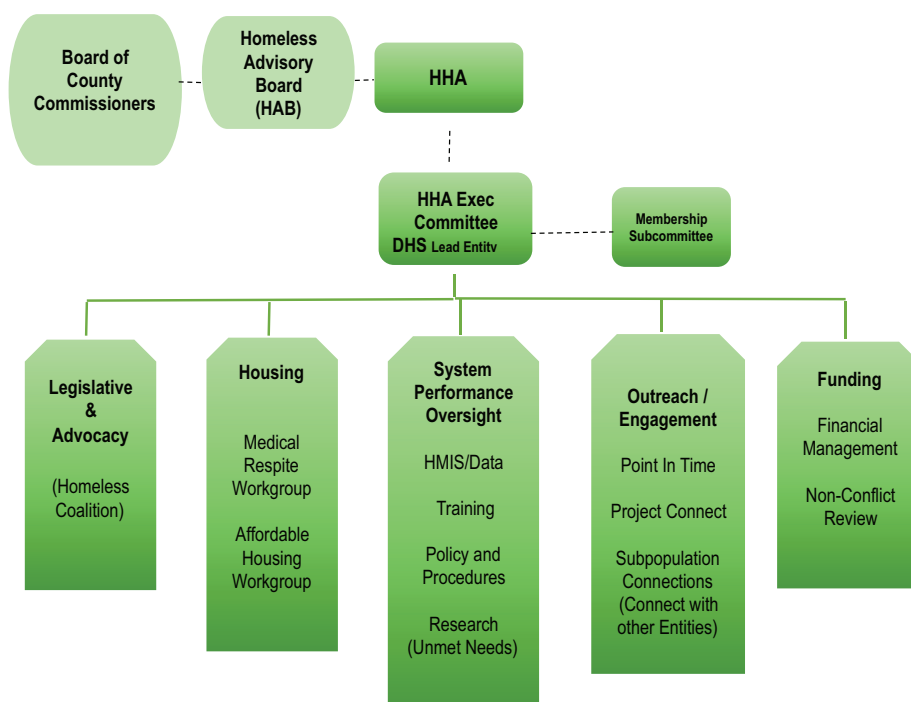
The mission of the Housing and Homeless Alliance (HHA) is to collaborate with community partners to design, execute, and evaluate programs, policies and practices to prevent and end homelessness in Palm Beach County. Palm Beach County's community-driven goals and strategies to combat homelessness are captured in the new plan,

Leading the Way Home: Breaking the Cycle of Homelessness in Palm Beach County.

The mission of the HHA is purposefully coordinated with the mission of the Homeless Advisory Board (HAB) board, which is to assist the Board of County Commissioners with oversight of the homeless plan. The HAB is also tasked with assisting the HHA in reaching the goals outlined in the homeless plan. The Homeless Advisory Board (HAB) and the HHA are committed to ending homelessness in Palm Beach County ensuring a systematic response to prevent homelessness whenever possible, or to limit homeless that cannot be prevented, to a rare, brief, and non-recurring experience.

The partnership between the HHA, HAB and Palm Beach County Government is demonstrated below:

Leading the Way Home Governance Structure:



HOMELESS AND HOUSING ALLIANCE, THE CONTINUUM OF CARE FOR PALM BEACH COUNTY (HHA)

The Palm Beach County Continuum of Care is a collaborative, inclusive, community-based process and approach to planning for, managing homeless assistance resources and programs effectively, and efficiently to end homelessness in the jurisdiction.

MEMBERSHIP & RESPONSIBILITIES

HHA membership is nonsectarian and nonpartisan. All interested citizens, homeless/formerly homeless, non-profit organizations, law enforcement, businesses, faith-based, governmental entities, educational agencies, or civic groups operating in Palm Beach County are eligible for membership. All meetings for the HHA are open to the public. Meetings are announced through an email blast and by posting a calendar of meetings on HHA website managed by the lead for the Continuum of Care (CoC). The Executive Committee approves the agenda for each meeting. The agendas contain standing agenda items as well as opportunities for additional information to be presented.

HHA EXECUTIVE COMMITTEE

The HHA Executive Committee is the decision-making body responsible for planning, evaluation and coordination of Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act resources and other relevant homeless funding. The HHA Executive Board is the entity responsible for managing community planning, coordination and evaluation to ensure

that the system of homeless services and housing rapidly ends people's homelessness permanently.

SPECIFIC RESPONSIBILITIES INCLUDE:

- Overall direction and leadership of the CoC system including Collaborative Applicant designation and HMIS Administration designation
- Voting on formal decisions of the CoC
- Strategic planning and goal-setting
- Aligning and coordinating HHA and other homeless assistance and mainstream resources
- Establishing priorities for strategic decisions about allocation of HHA resources to include but not be limited to: HHA Homeless Assistance Program, Emergency Solutions Grants, State of Florida DCF Office on Homelessness grants, local and private funding related to addressing homelessness or at risk of homelessness
- Approve grant review process for RFP's administered by Collaborative Applicant
- Approved Standards of Care for the HHA
- Official communications from the HHA

HOMELESS ADVISORY BOARD

The formulation of the Homeless Advisory Board occurred in May 2007 and was established by the Board of County Commissioners (BCC). The BCC fashioned the HAB in such a way as to ensure that members possessed the authority to implement effective change. The Palm Beach County Homeless Advisory Board (HAB) advises members of the BCC on matters related to the issue of homelessness. HAB was chartered with the authority to gather community input on homelessness; review

and comment to the BCC on homeless legislation; assist in the preparation and oversee implementation of the Ten-Year Plan; make funding recommendations to the BCC, and recruit private and public sector representatives to the membership of particular HAB committees.

The responsibilities of the Homeless Advisory Board is to assist with the implementation of Leading the Way Home. This includes, but is not limited to:

1. Review progress made in the County towards achieving the objectives identified in the Leading the Way Home and make recommendations to the Board of County Commissioners. The primary recommendations may include systematic changes, policy changes, and funding recommendations.
2. Foster and promote cooperation between governmental agencies, community-based non-governmental non-profit organizations and business interests in order to ensure the efficient and timely implementation of *Leading the Way Home*.
3. Provide information regarding the needs and other factors affecting the implementation of the Leading the Way Home within Palm Beach County.
4. Determine roadblocks affecting program implementation and recommend corrective measures to the Board of County Commissioners.

The Homeless Advisory Board is comprised of 14 members representing the Palm Beach County School District, PBC Board of County Commissioners, Economic Council of Palm Beach County (2 seats), Law Enforcement, Department of Children and Families, South East Florida Behavioral Health Network, Faith-based entities, PBC League of Cities, PBC Housing Authority, Veteran Administration Medical Center, Homeless and Housing Alliance, Homeless Coalition and one formally homeless individual.

BOARD OF COUNTY COMMISSIONERS

In January 2006, at the request of the community, the Board of County Commissioners Community Services Department Human and Veteran Services Division (DHS) assumed the role of Lead Agency and began focusing on Strategic Planning and Homeless Service coordination. DHS has served in the role of the Collaborative Applicant by participating in HUD training for Lead Agencies as well as annually monitoring all HUD-funded projects to ensure grant compliance related to program requirements, performance outcomes, and fiscal accountability. DHS has provided one-on-one technical assistance to agencies experiencing difficulties with grant compliance, arranged for training related to financial accountability and program compliance and secured technical assistance related to building the capacity of HHA members.

The HHA Executive Committee maintains an MOU agreement with the Division that is reviewed and updated annually.

For complete descriptions of all governance entities, memberships and responsibilities, see Appendix D.

SERVICE PROVIDERS AND PROGRAMS

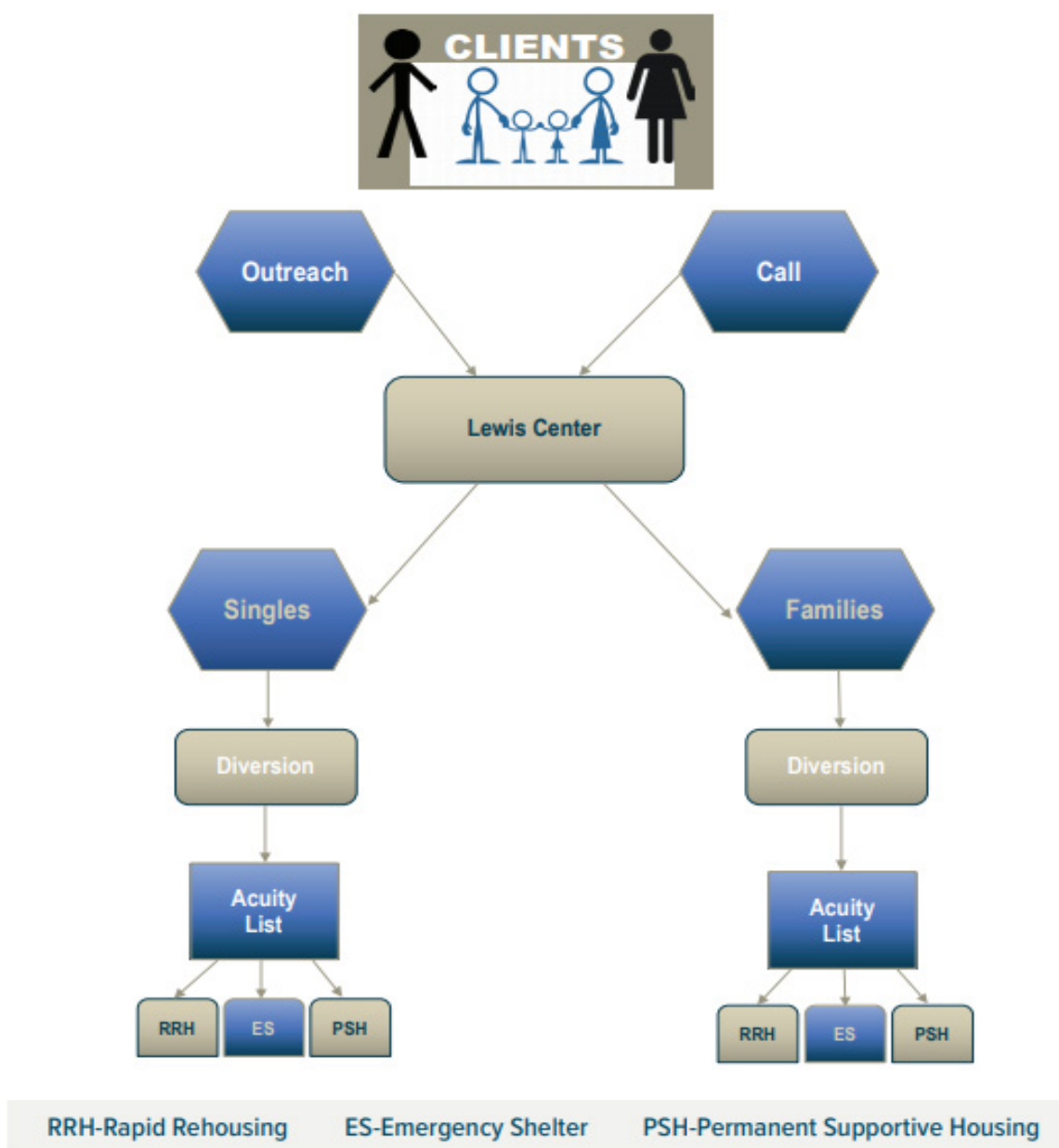
The Homeless and Housing Alliance (HHA) is intended to deliver a comprehensive and coordinated continuum of services for homeless individuals and families. The system's fundamental components include homeless prevention, outreach and assessment, emergency shelter, transitional housing, supportive services, permanent housing, and permanent supportive housing. The HHA includes community-based membership with representatives from government, business, formerly homeless

individuals, law enforcement, banking, housing service providers, faith groups, education, veterans, health care, and concerned individuals.

The Homeless and Housing Alliance focuses on providing services that are client centered, accessible, coordinated and creative. On the opposite page is a chart to demonstrate client flow through the Homeless System:

The breadth of services currently being provided in our community was captured through the use of a survey that was sent out to all service and housing providers asking them to indicate what service/housing they provided and the name of the specific project.

Alone we can
do so little;
together we can
do so much.



Service Providers and Programs – Client flow through the Homeless System.

Service Providers and Programs

Service Provider	Program Name
Case Management	
Catholic Charities	Hunger, Homeless & Outreach Program
Housing & Community Dev	Vickers House Resource Center
PBC Human and Veteran Services	RRH
PBC Human and Veteran Services	Housing Stability (Prevention)
Safe Schools / MVP	McKinney-Vento Program
School District of PBC	McKinney-Vento Program
YWCA	Harmony House
YWCA	YWCA DV SAFE house Rapid Re-Housing
Mental Health Services	
Community Partners	Therapy Services (individual and family therapy)
Community Partners	Targeted Case Management
Community Partners	Triple P
SEFBHN	Adult MH Services
SEFBHN	Children MH Services
SEFBHN	FACT
SEFBHN	CAT
Health Care District	CL Brumback Primary Care Clinics
Outreach Services	
AVDA	Outreach Services
The Lord's Place	PATH Outreach Services
The Lord's Place	WPB Outreach Services
Parks and Rec	Homeless Outreach Team Partner
PBC Human and Veteran Services	Outreach
Safe Schools / MVP	McKinney-Vento Program
School District of PBC	McKinney-Vento Program
YWCA	Harmony House

Service Providers and Programs

Service Provider	Program Name
Employment	
FAA	Gulfstream Goodwill Supported Employment
FAA	PB Habilitation - Supported Employment
YWCA	Harmony House
The Lord's Place	Homeless Resource Center
SUD (Substance Use Disorder) Services	
SEFBHN	Acute - Drug Abuse Foundation
SEFBHN	Acute - Belle Glade Detox
SEFBHN	Acute - Hospital ER - Peer Support
SEFBHN	Inpatient - Co-occurring
SEFBHN	Residential - Drug Abuse Foundation - Level 1
SEFBHN	Residential - Drug Abuse Foundation- Poly Substance MAT
SEFBHN	Residential - Drug Abuse Foundation - Level 2
SEFBHN	Residential - Drug Abuse Foundation - Moms w Babies
SEFBHN	Residential - Drug Abuse Foundation - Level 4
SEFBHN	Residential - PANDA
SEFBHN	Residential - Housing Partnership
SEFBHN	Residential - Sunset House
SEFBHN	Residential - Wayside House
SEFBHN	CBT w Housing Supports - Recovery Residences - Weekly Transitional Vouchers
SEFBHN	CBT w Housing Supports - ROI - Peer Navigators
SEFBHN	Care Coordination
Transportation Services	
FAA	Gulfstream Goodwill - Traveler's Aid
FAA	Adopt-A-Family - Traveler's Aid
WPB Housing & Community Dev	Homeward Bound
YWCA	Harmony House
YWCA	YWCA DV SAFE House Rapid Re-Housing

Service Providers and Programs

Service Provider	Program Name
Emergency Shelter	
Adopt-A-Family	Program REACH
Adopt-A-Family	The Homeless Resource Center - Families (Hotel/Motel)
Aid to Victims of Domestic Violence	Emergency Shelter
Catholic Charities	Hunger, Homeless & Outreach Program - Hotel
Gulfstream Goodwill and Adopt-A-Family and the Lord's Place	Senator Phillip D. Lewis Center -Homeless Resource Center
Adopt-A-Family	Program REACH - Family emergency shelter
Salvation Army	Health Care For Homeless Veterans
Salvation Army	Emergency Shelter for Families
Stand Down (Faith Hope Love Charity)	Health Care for Homeless Veterans
Family Promise Central/North Palm Beach County	
Family Promise South Palm Beach County	Emergency Shelter for Families
YWCA	Domestic Violence Shelter
Housing Locators	
PBC Human and Veteran Services	Housing Specialist
YWCA	YWCA DV SAFE House Rapid Re-Housing
Gulfstream Goodwill Industries	Housing Specialist and Certified HUD inspector
Adopt A Family	Housing Specialist - Homeless Resource Center and Certified HUD inspector
Prevention and Diversion Services	
Adopt-A-Family	Housing Stabilization Program
Catholic Charities	Hunger, Homeless & Outreach Program - Prevention
PBC Division of Housing and Economic Services (HES)	State Housing Initiative Partnership (SHIP) - Housing Re-Entry Assistance Program
PBC Human and Veteran Services	State Housing Initiative Partnership (SHIP) - Housing Re-Entry Assistance Program
PBC Human and Veteran Services	Rent/Utility Assistance (Ad Valorem)
PBC Human and Veteran Services	Emergency Food & Shelter Grant

Service Providers and Programs

Service Provider	Program Name
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Prevention and Diversion Services, continued

PBC Human and Veteran Services	Care to Share
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Community Action Program	LIEAP
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PBC Senior Services	EEAP
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Transitional Housing

AVDA	Casa Vegso Transitional Housing
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PBC Housing /Economic Sustainability (HES)	Aid To Victims Of Domestic Abuse -Transitional House
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HES	Children's Place at HomeSafe - provision of therapeutic care
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HES	Place Of Hope - Case Management
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HES	Vita Nova - Case Management
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Salvation Army	VA Grant & Per Diem Program
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Standown (Faith Hope Love Charity)	GPD
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The Lord's Place	Recovery Center
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The Lord's Place	Buckle Place
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The Lord's Place	Halle's Place
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Rapid Rehousing

Adopt-A-Family	The Homeless Resource Center - Families
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Adopt-A-Family	Homeless Coalition
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Adopt-A-Family	Emergency Solutions Grant
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Adopt-A-Family	Connecting Youth to Opportunities
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Adopt-A-Family	CoC
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PBC Human and Veteran Services	Home Investment Partnership (HOME) Tenant Based Rental Housing Program
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PBC Human and Veteran Services	RRH (Ad Valorem)
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Standown (Faith Hope Love Charity)	SSVF
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Permanent Supportive Housing

Adopt-A-Family	Bridges To Success
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Adopt-A-Family	Project S.A.F.E
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Service Providers and Programs	
Service Provider	Program Name
Permanent Supportive Housing, continued	
The Lord's Place	Home First
Goodwill	Project Succeed
Goodwill	New Avenues
Goodwill	Beacon Place
Goodwill	Beacon Place 2
Goodwill	Home at J Street
The Lord's Place	Operation Home Ready
The Lord's Place	Operation Home Ready II
The Lord's Place	Project Family Care
The Lord's Place	Joshua House
The Lord's Place	City of West Palm Beach OHR
The Lord's Place	Operation Home Ready III



SERVICE PROVIDERS AND PROGRAMS

Historically many communities have addressed homelessness through the investment of emergency shelters, feeding programs and pantries, clothing closets and access to transportation. These programs do address immediate needs but they do not move people off the street and into housing in a rapid or cost effective manner. Palm Beach County's Continuum of Care has embraced Housing First.

Housing First quickly and successfully connects individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing First emerged as an alternative to the approach in which people experiencing homelessness were required to participate in and graduate from short-term residential and/or treatment programs before being introduced to permanent housing. In other words, housing was only offered after a homeless person or family could demonstrate they were "ready" for housing. However and by contrast, Housing First was developed using the following principles:

- Homelessness is a housing crisis and can be addressed through safe and affordable housing.
- All people experiencing homelessness, regardless of their housing history and duration of homelessness, can achieve housing stability in permanent housing. Some may need very little support for a brief period, while others may need more intensive and long-term supports.
- Sobriety, compliance in treatment, or even criminal histories are not necessary to succeed



in housing. Rather, homelessness programs and housing providers must be “consumer ready.”

- Many homeless experience improvements in quality of life, in the areas of health, mental health, substance use, and employment, as a result of achieving housing.
- People experiencing homelessness have the right to self-determination and should be treated with dignity and respect.
- The exact recipe of housing and services depends upon the needs and preferences of the population.

Rapid Re-Housing (RRH), a type of Housing First, has been well documented as the best approach for most households to move quickly into units and stabilize. A study done by the National Alliance to End Homelessness entitled Rapid Re-Housing: A History and Core Components 2014, states that Rapid Re-Housing saves approximately 20% of the cost of emergency shelter and 18% of the cost of transitional housing programs. Hundreds of individuals and families participate in the Continuum of Care’s Rapid Re-Housing program annually.

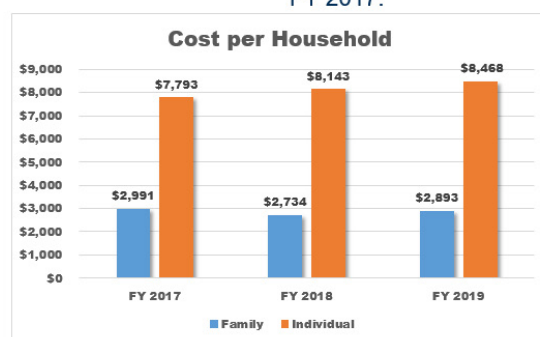
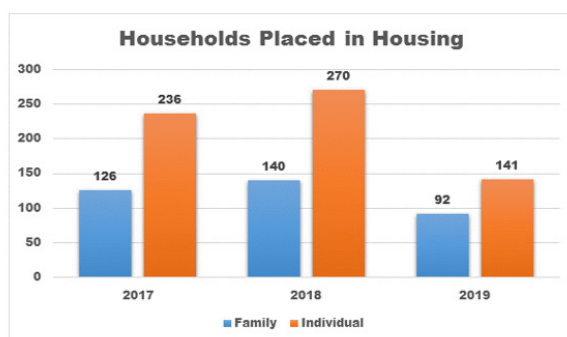
Several hundred individuals are placed through the Rapid Rehousing program annually. The average cost to assist individuals through the RRH program

Community Services Department Human and Veteran Services & CoC

Metric #4:
Households
enter RRH

Rapid Rehousing Program

Cost per Family
household:
FY 2017:



*FY 2019 – data reported Oct 1, 2018 – Apr 30, 2019

is over \$8,000 per individual. Approximately 70% of participants in the RRH program remain housed after 12 months. According to the National Alliance to End Homelessness, a chronically homeless

person cost the taxpayer an average of \$35,578 per year. This cost is reduced significantly when individuals are placed in housing.

Beyond traditional economics, the impact of homelessness on the homeless themselves is devastating. People who are homeless are more likely to experience violence, suffer with depression, post-traumatic stress disorder or other mental illness, over-utilize medical providers, hospitals, emergency personnel and ambulatory services and are more likely to be repeatedly arrested for pan-handling, sleeping in public places and loitering.

FUNDING FOR HOUSING AND HOMELESS PROGRAMS

FEDERAL FUNDING

In addition to HUD funding, other national funding entities that fund homelessness include:

Department of Health and Human Services:

1. Healthcare for the Homeless
2. Runaway and Homeless Youth grants
3. Project for Assistance in Transition from Homelessness (PATH)
4. SAMHSA (Substance Abuse Mental Health Services Administration) Homeless programs.

Veterans Administrations:

1. Veterans Homeless Programs
2. Supportive Services for Veteran Families (SSVF)
3. Grant and Per Diem Program

Other Programs:

1. Education for Homeless Children and Youth (Department of Education)

2. Homeless Veterans Reintegration Program (Department of Labor)

STATE FUNDING

The State of Florida is very fortunate to have a dedicated funding stream for the development of affordable housing through the Sadowski Affordable Housing Trust Fund. The Sadowski Act, as passed in 1992 increased the doc stamp tax paid on all real estate transactions and placed these additional dollars into a dedicated housing trust fund. However, in the past several years, Florida State legislators have diverted the housing trust fund in an effort to balance the State budget and fund other causes such as school safety.

The intended purpose of the Sadowski funds is for 70% of the funds to go to the Local Government Housing Trust Funds for the State Housing Initiatives Partnership (SHIP) program, which funds housing programs in all 67 counties and larger cities. Thirty percent of monies go to the State Housing Trust Fund for Florida Housing Finance Corporations programs such as the State Apartment Incentive Loan (SAIL) program.

SHIP funds are used in local communities for the repair of existing housing stock; provide opportunities for first time homeownership with down payment and closing cost assistance, allow the preservation of existing housing stock, and to provide housing assistance for very low income and homeless persons. SAIL funds are used in communities to rehabilitate existing apartments,

build new units of housing for vulnerable populations and the community's workforce population.

The Sadowski Coalition (2019) suggests that for every dollar spent, up to \$6 is leveraged in private sector loans and equity. The Coalition is currently estimating that the 2019-2020 Sadowski Trust Funds dollars would have leveraged an additional \$4 billion dollars and bring nearly 30,000 jobs to Florida.

Unfortunately, the 2019 legislative body swept the funds and only portions of the dollars were disseminated locally. State funding from the Sadowski Trust Fund must be used for its intended purpose in order to effectively address homelessness at a local level. This funding source along with other local, state and federal dollars must

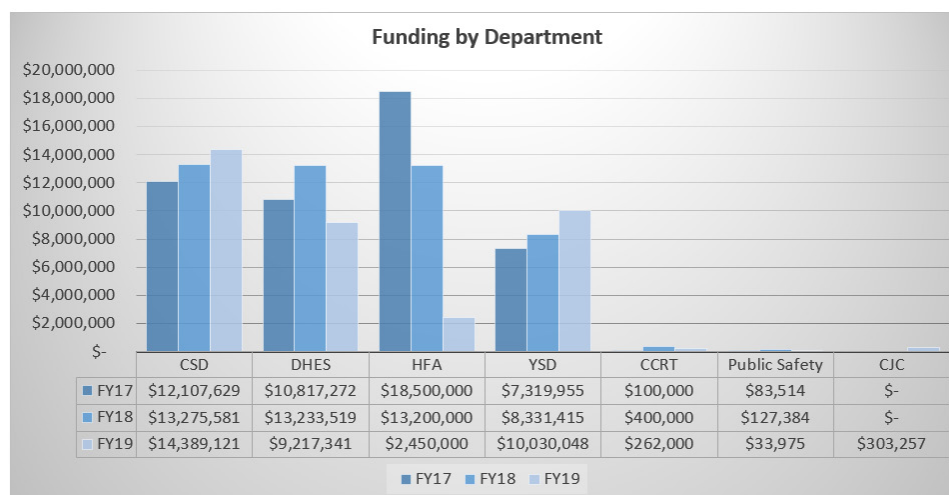
all be used to mitigate the impact of the ongoing affordable housing crisis in Palm Beach County.

LOCAL AD VALOREM FUNDING

Palm Beach County departments continue to provide housing and homeless-related services to residents in need. This includes departments and offices like Community Services, Housing and Economic Sustainability, the Housing Finance Authority, Youth Services, Public Safety, and the Criminal Justice Commission.

The slide below outlines the financial resources allocated to households at 140% and below the federal poverty level:

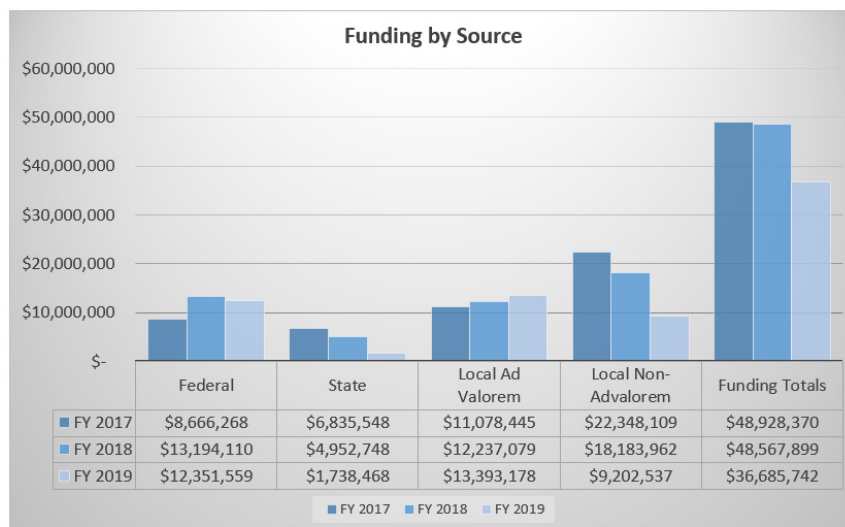
PBC Financial Resources Allocated to Households at 140% and Below



Over the 3-year period, there has been a total of over \$134 Million allocated towards building affordable housing, workforce housing, homeless and homeless prevention services.

The largest source of funding is local non-ad valorem (\$49,734,608), followed by local ad valorem (\$36,708,702), then federal (\$34,211,937), and finally state (\$13,526,764).

PBC Financial Resources Allocated to Households at 140% and Below





CHAPTER 5:

DEVELOPING LEADING THE WAY HOME

THE PROCESS

In 2017, the Homeless and Housing Alliance, in conjunction with the Palm Beach County Human and Veterans Services Division and the Homeless Coalition, engaged Focus Strategies; a national firm focused on supporting communities to successfully implement and achieve the goals of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. Focus Strategies performed homeless system and program level assessments and evaluations in an effort to assist Palm Beach County programs and the system operate efficiently and effectively. In conjunction with Focus Strategies, the Homeless Coalition commissioned a Housing Study/Plan for persons that are homeless or classified as extremely low income or low income. The Corporation for Supportive Housing used some of the data compiled by Focus Strategies to form many of the recommendations throughout Leading the Way Home.

As many communities across the country have done, Palm Beach County has reassessed and adopted a common definition of ending homelessness: PBC will have a systematic response in place that ensures homelessness is prevented

whenever possible, or if it cannot be prevented, it is a rare, brief, and a non-recurring experience.

Specifically, every Palm Beach County organization serving homeless individuals and families will enhance their capacity to:

- Quickly identify and engage people at risk of and experiencing homelessness.
- Persons experiencing homelessness or at risk of homelessness shall be screened through Coordinated Entry to ensure all persons are treated equally, divert as many persons as possible from entering the homeless system and ensure that persons most in need, receive services as a priority.
- Intervene to prevent the loss of housing and divert people from entering the homelessness services system.
- When homelessness does occur, provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured, and quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing.
- The prioritization of persons homeless or at risk of homelessness is essential in the efforts being put forth to end or prevent homelessness in Palm Beach County.

GUIDING PRINCIPLES

Housing First, Coordinated Entry, Affordable Housing and Person-Centered Care emerged as the overarching principles for the framework of Leading the Way Home. The community focus groups quickly identified additional principles that are listed below, and created the overarching guiding principles.

1. Community Engagement

- Develop partnerships with municipalities
- Increase the impact and involvement of faith based communities through Faith in Action
- Engage and educate Elected Officials on 1) Homelessness 2) Affordable, obtainable and decent housing 3) Employment and poverty 4) Behavioral Health needs 5) Transportation access

2. Collaboration

- Avoid unnecessary duplication of services and support through increased understanding of programs as well as increased coordination.
- Provide the existing Coordinated Entry System the support it needs to be the clearing house for services and housing for homeless individual and families.

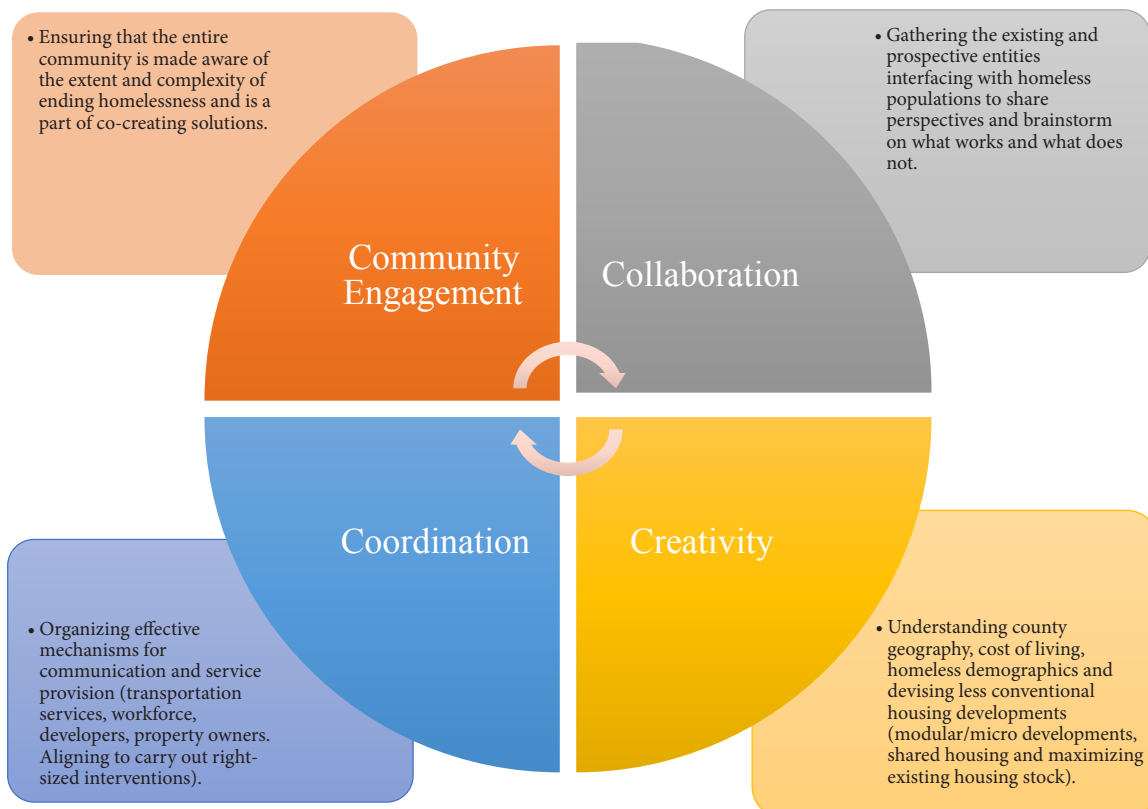
3. Creativity

- Educate the Community through various social media campaigns.
- Develop innovative approaches to provide comprehensive services to the homeless.
- Understand the diversity of the county and communities.
- Community and Consumer involvement into solutions.

4. Coordination

- Cross-system coordination is necessary to impact homelessness.
- Coordination amongst providers, funders and community partners thus creating a unified front.
- Coordination of data systems to ensure data collection fidelity and security.

The graph below captures the Guiding Principles used to develop Leading the Way Home:



In addition to the four guiding principles as described above, Palm Beach County's Homeless Continuum of Care has committed to a Housing First and Client-Centered approach. These two models build on relationships established and guarantee that clients are making their own decisions, are able to identify the needs they have, and receive the needed information, services and support needed to end their homelessness. The Housing First philosophy quickly connects persons that are homeless to permanent housing without the preconditions and barriers to program entry such as sobriety, service participation agreements/requirements, treatment, etc. The goal of Housing First is to stabilize the homeless person(s) in permanent housing and then offer support services in an effort to ensure stability and permanency in housing.

IDENTIFYING GAPS IN SERVICES AND HOUSING

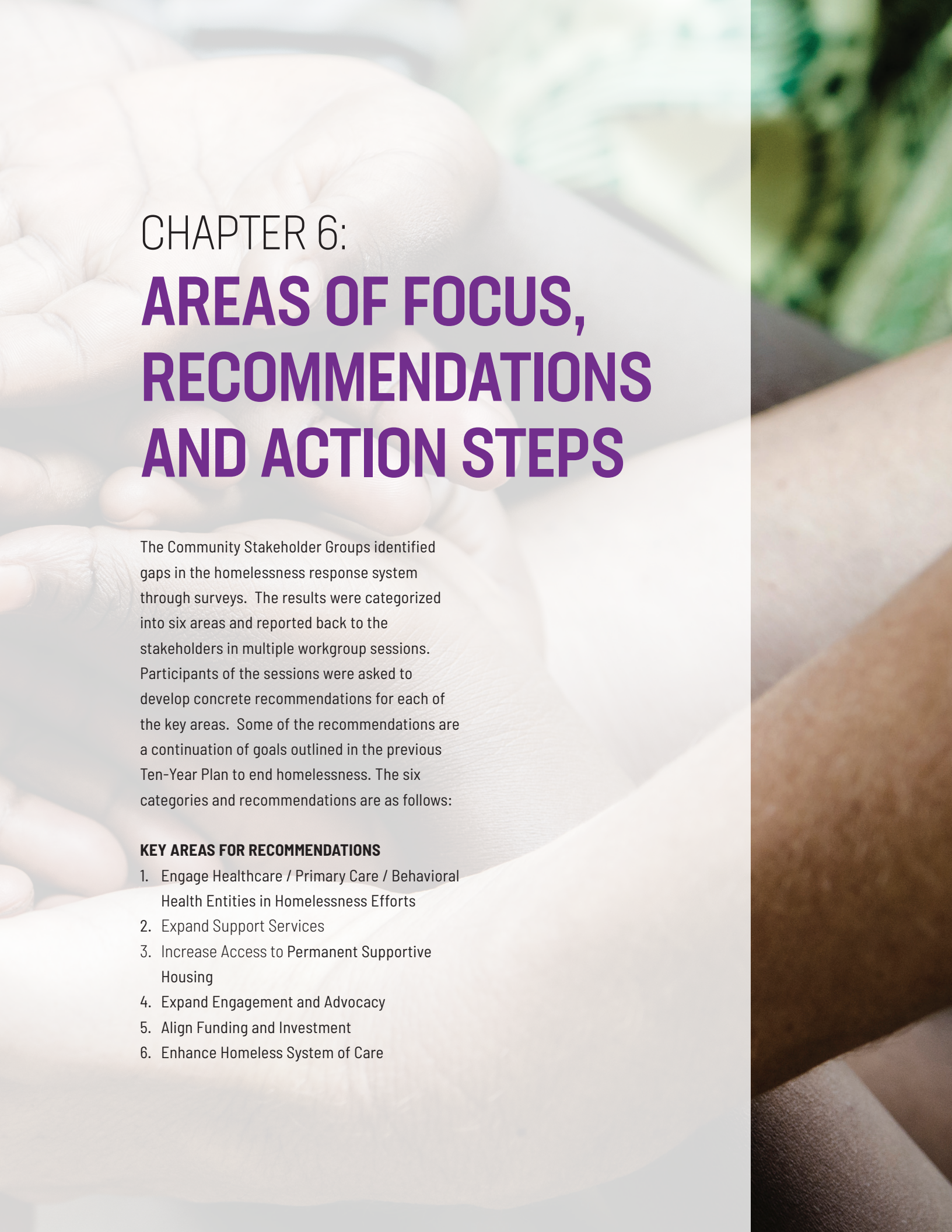
During the process of developing the new plan, focus groups came together to look at the current system and identify gaps. The gaps fell within six categories:

1. Permanent Housing Supply including supportive housing, affordable housing for persons who are categorized as extremely low income, very low income and low income
2. Support Services including behavioral health services, employment and eviction prevention
3. Access to and Provision of Primary Care and Behavioral Healthcare including access to substance abuse beds and mental health services
4. Community Engagement
5. Funding Alignment ensuring that funding is consistent and cohesive
6. Systems Level Coordination including cross sector collaboration, homeless prevention and coordinated entry
7. Advocacy for legislation impacting homeless and very low income families and individuals such as Sadowski funding, VASH funding, Florida Homeless Coalition priorities, Palm Beach County Delegation priorities, National Priorities as communicated by the National Alliance to End Homelessness, The Enterprise Foundation, the National Low Income Housing Coalition, CSH, and other national organizations targeting homelessness

See Complete List of Gaps in Appendix D







CHAPTER 6:

AREAS OF FOCUS, RECOMMENDATIONS AND ACTION STEPS

The Community Stakeholder Groups identified gaps in the homelessness response system through surveys. The results were categorized into six areas and reported back to the stakeholders in multiple workgroup sessions. Participants of the sessions were asked to develop concrete recommendations for each of the key areas. Some of the recommendations are a continuation of goals outlined in the previous Ten-Year Plan to end homelessness. The six categories and recommendations are as follows:

KEY AREAS FOR RECOMMENDATIONS

1. Engage Healthcare / Primary Care / Behavioral Health Entities in Homelessness Efforts
2. Expand Support Services
3. Increase Access to Permanent Supportive Housing
4. Expand Engagement and Advocacy
5. Align Funding and Investment
6. Enhance Homeless System of Care

ENGAGE HEALTHCARE / PRIMARY CARE / BEHAVIORAL HEALTH ENTITIES IN HOMELESS EFFORTS

1. Establish a committee of health entities and institutions in Palm Beach County to address homelessness, which reports to the larger Continuum of Care Board. This can overlap with existing Health Neighborhoods efforts, and this body should include private and public health systems.
2. Create healthcare strategies with a focus on housing as a foundation for recovery.
3. Continue to prioritize and invest in supportive housing for those who are medically vulnerable and for those who are frequent users of multiple public systems (i.e. FUSE Initiatives).
4. Continue to engage in formal partnerships to deliver services and/or provide training to homeless service and supportive housing case management staff. Consider onsite, off-site and mobile case management and housing services.
5. Develop strategies and resources to increase access to psychiatric services for assessment and for treatment.
6. Create strategies for obtaining benefits and regaining benefits when leaving institutions – part of standard discharge planning.
7. Develop strategy for restorative dental care for individuals experiencing homelessness.
8. Create cross-system service and funding strategies for services in supportive housing (Hospital Systems, Managing Entities, Managing Care Organizations, and local and federal funding).
9. Track health and economic outcomes across systems.
10. Enhance hospital engagement in the Coordinated Entry System by encouraging them to use the system for referrals and/or discharge planning. Consider incorporating care coordination, case management and recuperative care with hospital services.

EXPAND SUPPORT SERVICES

1. Increase the number of case managers to support high needs clients. This may include adding additional HOT and ACT teams through strategic partnerships.
2. Expand number of peer support specialists as part of care coordination teams.
3. Operationalize racial equity and trauma-informed care across all populations through expanded training for service and housing providers.
4. Improve preventive healthcare for seniors through more coordinated monitoring of needs and connections to Health Homes.

5. Expand the number of case managers in the Rapid Re-housing programs to increase capacity.
6. Develop a coordinated approach through Coordinated Entry to prioritize prevention funding based upon a standardized prioritization tool.
5. Work with the Department of Housing and Economic Sustainability to assess the impact of the new Qualified Opportunity Zones.
6. Collaborate with Faith-Based Organizations that may have surplus land that can be used to develop mixed income housing.

INCREASE ACCESS TO PERMANENT SUPPORTIVE AND OTHER PERMANENT HOUSING

1. Continue to monitor the countywide housing strategy to ensure the full spectrum of housing subsidies and service needs address homelessness. The strategy should continue to consider low income, extremely low income and homeless individuals and families.
2. Continue to work with the local municipalities throughout the housing pipeline development process building upon the PBC League of Cities collaborations.
3. In conjunction with Palm Beach County, continue to coordinate housing programs that will be developed through the use of Infrastructure Sales Tax dollars and include
 - a) cottage homes
 - b) municipal partnerships
 - c) public/private partnerships.
4. Develop and/or establish more units for Permanent Supportive Housing (PSH) to meet the projected needs for single adults and families.
7. Monitor "big -box "stores that close that can be rezoned for innovative affordable housing.
8. Continue to work with Palm Beach County Planning Division to identify what zoning has to be changed to develop more affordable housing and supportive housing.
9. Continue to work with Public Housing Authorities ability to have preferences and to develop properties to increase the number of affordable housing options for those experiencing homelessness.
10. Continued to work with Department of Housing Sustainability on the development of supportive housing including assistance with the development of for-profit/non-profit partnerships for resource development, partnerships with the Public Housing Authorities to develop housing for persons who are extremely low income and elderly and develop cross system collaboration for development and operation of housing.
11. Ensure community input and trauma-informed design are used in the development of the new Homeless Resource Center.

12. Create property owner engagement strategies to house people in the private market as well as mainstream affordable housing.
13. Target Rapid Re-Housing funds to those households who would most benefit from a short-term rent subsidy that comes with lighter service package. Connect these households to employment opportunities.
14. Continue to work with the Department of Housing and Economic Sustainability on developing criteria that would encourage developers to set aside existing and/or create new units in affordable developments for homeless individuals and families who are being served through the Homeless and Housing Alliance.
15. Create housing placement teams that connect crisis / bridge / short-term housing to permanent housing options.
16. Monitor properties where tax credits are expiring and advocate for those set aside units to remain affordable to the current target population.
- providers (including faith-based organizations), a description of future strategies that the communities will put into place, as well as specific calls to action.
2. Develop additional Homeless Outreach Teams and Assertive Community Treatment Teams to engage the homeless on the streets, parks and camps.
3. Create Advocacy teams that focus on legislative priorities and work closely with Palm Beach County's Legislative Affairs and the Human Services Coalition/Health and Human Services Chamber Greenbook Committee to influence Homeless Policy and advocate for additional resources to end homelessness (i.e. Sadowski Trust Fund).
4. Create communication strategy with faith communities that have a ministry connected to homelessness, ex-offenders, and other vulnerable populations.
5. Develop a comprehensive approach and message to the business community to connect to the homeless system as potential employers and funders.

EXPAND ENGAGEMENT AND ADVOCACY

1. Create an education campaign about homelessness and methods that the community is undertaking to reduce it. This campaign should include success stories of people with lived experience, updated digital and/or printed directory of local services and
6. Coordinate with faith-based organizations around inventory and capacity of beds and target populations (singles, families, youth, animal-friendly, food served, etc.) through Faith in Action. This goal calls for four regional care networks organized by Faith in Action that will provide advocacy and support

services for homeless individuals throughout Palm Beach County.

and action plan for the Homeless and Housing Alliance.

ALIGN FUNDING AND INVESTMENTS

1. Bring funders together and join the national organization, *Funders Together to End Homelessness*, which helps build capacity in aligning and funding projects that will have long-term impact in ending homelessness.
2. Present one project to the Funders Together team that they can collaboratively fund – each contributing in areas of their interest.
3. Develop a strong partnership with FUSE to end homelessness for re-entry clients and families.
4. Re-alignment of Financially Assisted Agencies (FAA) funding to align with Leading the Way Home.
5. Encourage public and private funders in the healthcare, criminal justice and labor/employment systems to invest in affordable housing and to use housing as a leverage point to improve outcomes across systems.
2. Ensure the coordination of unique services are offered to diverse populations who are experiencing homelessness including transition aged youth, seniors, veterans, single adults, families, communities of color, LGBTQ communities, survivors of domestic violence, people with mental health and/or substance use disorders, people with chronic health conditions and others.
3. Develop trainings that will increase the understanding and coordination of programs to avoid unnecessary duplication of services and support.
4. Enhance the Coordinated Entry System to ensure that it is a clearinghouse for services and housing for homeless individuals and families.
5. Collaborate with for-profit employers and local coalitions such as the county's economic mobility initiative (Securing Our Future). Employment plays a significant role in moving people out of homelessness and poverty. Employers should include the nonprofit and faith-based community as well.

ENHANCE HOMELESS SYSTEM OF CARE

1. Provide ongoing racial equity training and develop a racial equity definition, statement
6. Work with the School District of Palm Beach County to prioritize homeless families, offer support services and update their status in the Homeless Management Information System.

THE FOLLOWING ACTION STEPS ARE NOT INTENDED TO ADDRESS ALL OF THE GOALS OUTLINED WITHIN THE SIX (6) AREAS OF FOCUS. STAKEHOLDERS HAVE PRIORITIZED THESE ACTION STEPS, WHICH WILL BE REVIEWED BY THE HOMELESS ADVISORY BOARD ON AN ANNUAL BASIS. ADDITIONAL ACTION STEPS WILL BE ADDED PERIODICALLY.

ACTION STEPS

AREA OF FOCUS: ENGAGE HEALTHCARE / PRIMARY CARE / BEHAVIORAL HEALTH ENTITIES IN HOMELESS EFFORTS

It is well documented that having access to and provision of appropriate healthcare is essential to having a quality life. Unfortunately, those experiencing homelessness often go without needed medical and behavioral health services. The goal over the next five years is for every

person experiencing homelessness to have the healthcare services they need both before and after housing placement. Behavioral and physical healthcare services should be integrated into a seamless healthcare plan for each individual and family.

Health Care and the Homeless

Goal: Establish a committee of health entities and institutions to address homelessness which report to the Homeless Advisory Board. This committee will include private and public health systems.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Formal Partnerships to ensure continuity of services as individuals move through the homeless response system.	Southeast Florida Behavioral Health Network (SEFBHN), program services committee of HHA and Health Care District and Health Department.	Establish a committee with the following entities: SEFBHN; Healthcare District; Local Hospitals; Mobile Health Clinics, FQHC's, and providers of SEFBHN.	Establish formal partnerships and create a cross-system service funding plan including the establishment of a system to track health outcomes to ensure accountability in the healthcare system and provide a baseline for continuous improvement in delivery of services.	June 2020
Establish Standardized discharge protocol.	Hospital and Treatment Facilities social work departments and CoC staff.	Establishment of a Healthcare sub-committee that will focus solely on this strategy.	Establish standardized discharge protocol from PBC hospitals and behavioral health facilities including appropriate linkage and referrals through the CoC Coordinated Entry system.	December 2020

Health Care and the Homeless

Goal: Establish a committee of health entities and institutions to address homelessness which report to the Homeless Advisory Board. This committee will include private and public health systems.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Creation of a referral guide for services.	Southeast Florida Behavioral Health Network (SEFBHN), program services committee of COC, Health Care District and Health Department.	Staff of the CoC, SEFBHN, 211, Health Care District, FQHC's, Homeless Coalition, Health Department.	Produce a referral or reference guide available community health services by populations served, qualifications for services and location.	December 2019
Provide comprehensive medical and behavioral health services to the homeless in PBC.	SEFBHN, Health Care District, Health Department, State Universities, COC and HAB.	Formal partnerships with expanded resources for health and behavioral healthcare. Staff of CoC, and lead entities. State Medicaid Office.	Provide for increased behavioral and medical health care for the homeless. Services to include dental, psychiatric and medical care. Increase the number of Mobile Crisis Triage Units and medical outreach teams.	Ongoing
Expand SOAR certified specialist in PBC.	SEFBHN and COC.	Funding to provide for additional SOAR specialists.	Increase the number of SOAR certified specialist present in the hospitals, on outreach teams and in social service and medical offices.	July 2021

AREA OF FOCUS: INCREASE ACCESS TO PERMANENT SUPPORTIVE AND OTHER PERMANENT HOUSING

Like counties across the country, Palm Beach County is challenged with an affordable housing crisis. This has led to increasing numbers of those experiencing homelessness. The County has recently passed a penny sales tax to generate much needed revenue for affordable housing. Part of that funding will be used to expand housing

options for the unhoused. In addition to the County's new revenue stream, other actions need to be taken to establish a county-wide housing strategy across the full spectrum of housing needs. Crisis beds should be short-term bridges to permanent housing. Currently, over 2000 units of supportive housing are needed to meet the need.

Increase Access to Permanent Supportive and Other Permanent Housing

Goal: Increase supportive housing units for homeless, extremely low and low-income PBC residents.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Establishment of a Housing Pipeline Committee focused on homelessness and very low/low income residents and a dedicated funding source for capital and operating expenses.	Palm Beach County Department of Housing and Economic Sustainability and the HAB/COC boards.	Committee members from the HAB, COC, Hospitals, PB County, businesses, developers.	Establish a viable Pipeline of affordable housing for persons who are homeless, very low and low income with concentration on special populations such as youth, elderly and veterans. Housing to include exploration of big box stores, tiny homes, cottages, multifamily units.	March 2020
Qualified Opportunity Zone Team.	Palm Beach County Department of Housing and Economic Sustainability and the HAB/COC boards.	Businesses, investors, philanthropists, developers, financial institutions.	Develop relationships with investors including banks, philanthropists and foundations that can finance development in low income areas in PBC designated as Opportunity Zones.	January 2020

Increase Access to Permanent Supportive and Other Permanent Housing

Goal: Increase supportive housing units for homeless, extremely low and low-income PBC residents.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
PBC representation on the Florida Housing Finance Board, the Commission on Affordable Housing and the State of Florida Homeless Coalition.	HAB and COC Housing Committee.	Committee members who will serve on various housing boards.	Assure the PBC and the homeless are represented at the local and state levels.	July 2021
Establish protocols for set-aside units in every new development in PBC; tax credit property development and expiration; and application for special needs tax credits for homeless and elderly.	HAB and COC Housing Committee; Palm Beach County Housing and Economic Development; PBC Board of County Commissioners.	Housing Committee members; Housing and Economic Development Staff; landlords of tax credit properties, developers of affordable housing.	Ensure that homeless and very low income/ low income persons are receiving adequate supply of housing options and ensure that current tax credit properties are not losing affordability.	December 2020
Development of a risk mitigation fund for landlords who participate in the SMART landlord campaign.	Housing committee of the HAB and CoC.	Philanthropist; Foundations; Palm Beach County; landlords; nonprofits.	Ensure that "high-risk" homeless and very low/ low income residents are able to secure housing.	October 2022
Establishment of Rental Subsidies for Youth in secondary education, aging out of foster care or homeless.	CoC Youth Committee and Youth Board (Youth Services).	Local Universities and Colleges; Youth Board; CoC Rapid Rehousing committee/ program committee; child welfare agencies; DCF.	Engage local universities, colleges, and child welfare and youth providers to establish a pool for rental subsidies for youth experiencing homelessness.	October 2023

AREA OF FOCUS: EXPAND SUPPORT SERVICES

Housing is essential to ending homelessness; support services are essential to sustaining that housing. Support services can range from short-term rental assistance to long-term rental subsidies and intensive services support.

Expand Support Services

Goal: Provide comprehensive and flexible support services that assist in ending homelessness in PBC.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Provide appropriate services to high acuity homeless.	Program Services Committee of HAB/CoC; SEFBHN.	Hospitals, financial resources, businesses.	Increase the number of case managers to support high acuity clients and youth.	October 2022
Establish Trauma-Informed Care and Peer Specialists throughout the CoC.	SEFBHN; PBC Youth Services; Program Services Committee and Unmet Needs Committee of the CoC.	Financial Resources; Training dollars; trainers and peer specialist trainers and mentors.	Increase the understanding, recognition and response to the effects of trauma on the homeless population. Utilize Peer Support specialists to develop relationships and support to the chronic homeless and youth.	July 2020
Create Resource Centers for the homeless including youth, elderly, families and individuals.	Palm Beach County Community Services and the CoC/HAB boards.	Land, developers, operators, financial resources to build, operating dollars to operate two additional centers.	Develop two additional Homeless Resource Centers (HRC) in Western Palm Beach and Southern Palm Beach County that provide access to services and emergency beds and permanent housing.	May 2025 and May 2030
Homeless Prevention in PBC flows through Coordinated Entry System.	Unmet Needs Committee of the CoC.	Faith in Action; nonprofit prevention providers; resources for payment of additional system navigators.	Ensure that homeless prevention and intervention are coordinated through Coordinated Entry system to provide for system streamlining and reduction in duplication.	October 2020

AREA OF FOCUS: ENHANCE HOMELESS SYSTEM OF CARE

The myriad of services providers, housing providers, local government departments, healthcare systems, criminal justice and law enforcement, educational institutions, businesses, funders, faith-based organizations and concerned residents must function as a fluid, coordinated system for maximum collective impact. It is imperative that the systems recognize the diverse needs of different populations experiencing homelessness. This includes transition aged youth, seniors, veterans, single adults, families, communities of color, LGBTQ communities, survivors of domestic violence, those with mental health and/or substance use challenges, and those with chronic health conditions.

Enhance Homeless System of Care

Goal: Establish a system that is fluid, coordinated and ensures best practices are being utilized.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Real time service mapping system for the Homeless Continuum of Care.	Homeless Coalition; program services committee of the HAB/CoC.	Nonprofit providers, funders, dedicated mapping specialist, cross system systems such as Child Welfare, Youth Services, Healthcare, Behavioral Health, Veterans Administrations and Senior Services agencies.	Creation of a "Real-Time" mapping and directory of services including qualifications for services, hours of operation, documentation needed, and other pertinent information to homeless and at-risk clients.	October 2020
Intergovernmental Agreements with municipalities.	Palm Beach County and League of Cities.	Palm Beach County Administration and BCC; League of Cities; municipalities.	Establish an intergovernmental agreement between Palm Beach County and municipalities to collaboratively work on addressing homelessness and leveraging resources from all.	May 2022
Cross-System Collaborations for Funding Opportunities	Palm Beach County Human and Veteran Services and Unmet needs committee of CoC.	Systems of Care such as Child Welfare, Behavioral Health, Faith in Action, Law Enforcement, LGBTQ	Establishment of a Systems of Care Committee that defines the roles of systems and the protocols of collaborating as one system of care.	October 2019

AREA OF FOCUS: EQUITY

There has been a long history of discrimination against many populations by race, ethnicity, gender, gender orientation, disability, sexual orientation, and age. This has caused great disparities in access to housing, healthcare, education, employment and many other facets of life. It is imperative that the Homeless Response System does not duplicate those disparities. To do that, the system must intentionally apply an equity lens to all of its work and create a more fair and just environment where ALL can thrive and prosper.

Equity and Diversity

Goal: Identify and address systemic equity and diversity challenges.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Conduct an Equity Impact Analysis of the Homeless Response System.	CoC and HAB.	HAB members, CoC members, Equity experts, Diversity experts, CoC staff, members from other systems of care.	Establish an Equity Advisory Committee that will conduct a comprehensive Equity Impact Analysis in conjunction with HUD's Equity Dashboards.	June 2020
Training focused on Diversity and Equity.	CoC Training Committee.	Trainers on equity and diversity and financial resources to pay for trainers and material.	Train all providers of services to the homeless on Equity, Diversity and Inclusion.	June 2021

AREA OF FOCUS: EXPAND ENGAGEMENT AND ADVOCACY

The Faith-based community must be at the forefront of working to end homelessness. Not only do they bring the passion to support those most in need, but also untapped skills and resources such as land, employment and housing. Faith-based organizations and their members play a critical role in advocacy and adding to long-term housing stability. The group, Faith in Action PBC, has taken the lead in convening and coordinating advocacy efforts and homeless services within the faith-based community.

Expand Engagement and Advocacy

Goal: Engage Faith-Based Organizations (FBO) in advocacy and more effective coordination with the Homeless and Housing Alliance.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Create list of FBO's, homeless services currently provided/feasible to provide and identify gaps (regional services).	Faith in Action Committee members staffed by CoC. Members will also include nonprofit agencies; transportation staff; and potential FIA members.	Comprehensive list of all Faith based entities in Palm Beach County and the services each provide including times, date, places and qualifications for services.	Comprehensive guide to Faith Based entities with capacity to provide services to the homeless in PBC.	List completion no later than January 2020.
Faith in Action Members will participate in the Homeless Management Information System.	Faith in Action Executive Committee and HMIS Committee.	Persons in FIA will be trained by the HMIS section (Human and Veteran Services) and the HMIS Committee as appropriate.	75% of all Faith in Action members will enter data into the HMIS system consistently.	Training should begin for FIA parties October 2019.

Expand Engagement and Advocacy

Goal: Engage Faith-Based Organizations (FBO) in advocacy and more effective coordination with the Homeless and Housing Alliance.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Identify FIA members who can advocate for the homeless and engage them in outreach and advocacy efforts.	FIA committee members and HHA new member committee.	New Member committee of HHA and FIA members willing to commit to presentations. Outreach Teams from various nonprofits and county government.	25 presentations will be conducted over a 12 month period.	August 2019 starting date
FIA members will participate in Coordinated Entry Services.	FIA committee members and HHA new member committee.	FIA members trained in the by name list and coordinated entry services.	50% of FIA's members will participate in coordinated entry.	January 2019

AREA OF FOCUS: ALIGN FUNDING AND INVESTMENTS

Local, state and federal funding across sectors must be aligned in order to break the cycle of homelessness in Palm Beach County. Public and private funders in the healthcare, criminal justice, child welfare and other systems must engage in a coordinated effort to identify and prioritize common clients. Collectively, these agencies must identify their shared goals and work together to achieve them, thereby maximizing their return on investment.

Align Funding and Investments

Goal: Establish a cross-sector group of organizations that will work together to align investments and enhance coordination amongst funders and homeless service providers.

Strategy	Lead	Resources Needed	Desired Outcome	Time frame
Join Funders Together to End Homelessness Campaign to align projects towards ending homelessness.	PBC Community Services, Continuum of Care.	Information and financial support from PBC Community Services, CoC, Health Care District, Southeast Florida Behavioral Health Network, Department of Children and Families, Palm Beach County Sheriff's Office, Municipalities, Department of Housing and Economic Sustainability, Criminal Justice Committee, Public Safety, Youth Services Department.	Identify shared clients and develop a seamless system of care to assist them with obtaining stable housing and moving towards economic self-sufficiency.	December 2020.
Re-align Financially Assisted Agencies to support Leading the Way Home.	PBC Community Services, Continuum of Care.	Information and support from Citizens Advisory Committee on Health and Human Services and the Continuum of Care.	Process for allocating resources to Financially Assisted Agencies will be synched and aligned with the Community Plan to End Homelessness (Leading the Way Home).	December 2020.



APPENDIX A:

DEFINITION OF TERMS

Affordable Housing

Housing costing no more than 30% of a household's gross monthly income, according to the U.S. Department of Housing and Urban Development.

Chronically Homeless

A homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, interim housing (emergency shelter), in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in interim housing immediately before entering the institutional care facility. In order to meet the "chronically homeless" definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in interim housing, or in a safe haven.

Continuum of Care (CoC)

A community wide commitment to ending homelessness; provides funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promotes access to and

effect utilization of mainstream programs by homeless individuals and families; and optimizes self-sufficiency among individuals and families experiencing homelessness.

Episodically Homeless

Someone is Episodically Homeless when they experience recurrent problems with housing, often due to seasonal/ minimum-wage income jobs or sporadic domestic situations that affect stable housing.

HOME Investment Partnerships Program (HOME)

HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households and provides TENANT-BASED RENTAL ASSISTANCE (TBRA) to assist low- and very low-income families and individuals in obtaining decent, safe, and sanitary housing in private accommodations by making up the difference between what they can afford and the approved rent for an adequate housing unit.

Homeless Management Information System (HMIS)

A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. HMIS, Client Management Information System (CMIS) and ClientTrack are all the same database.

Homeless Youth

Unaccompanied youth ages 12 to 24 who are without family support and who are living in shelters, on the streets, in cars or vacant building or living in other unstable circumstances.

Housing First (HF)

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.

Homeless Prevention

Activities or programs designed to prevent the incidence of homelessness, including, but not limited to: (1) short-term subsidies to defray rent and utility arrearages for families or individuals that have received eviction or utility termination notices; (2) security deposits or first month's rent to permit a homeless family or individual to move into an apartment; (3) mediation programs for landlord-tenant disputes; (4) legal services programs that enable representation of indigent tenants in eviction proceedings; (5) payments to prevent foreclosure on a home; and (6) other innovative programs and activities designed to prevent the incidence of homelessness.

HUD-VASH Veteran Affairs Supportive Housing (VASH)

Housing Choice Voucher providing rental assistance for homeless veterans and their families with case management and clinical services provided by the Department of Veterans Affairs (VA) at its medical centers and in the community.

Interim Housing (IH)

Interim Housing provide short-term (max. of 60 days) places for people with nowhere else to live to stay temporarily, meet basic needs such as food, safety and hygiene, and be supported to seek and obtain housing.

Permanent Supportive Housing (PSH)

Permanent supportive housing is permanent housing with indefinite leasing or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability.

Rapid Rehousing (RRH)

A model that provides short-term rental assistance and services to homeless individuals and families. The goals of RRH are to help people obtain housing quickly, increase self-sufficiency, and stay housed. It is offered with no preconditions such as employment, income, absence of a criminal record, or sobriety. Resources and services provided are tailored to the needs of each individual or family.

Sadowski Act

This Act created the dedicated revenue source for Florida's affordable housing programs. Monies dedicated from the Act to the state fund are called Sadowski funds.

State Housing Initiatives Housing Partnership (SHIP) Program

Program created to serve very low, low, and moderate-income families. Funding is provided to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.


Supportive Housing Program

This program is designed to promote the development of supportive housing and supportive services, including innovative approaches to assist homeless persons in the transition from homelessness, and to promote the provision of supportive housing to homeless persons to enable them to live as independently as possible.

Transitional Housing (TH)

A housing project that is designed to provide housing and appropriate supportive services to homeless persons to facilitate movement to independent living within twenty-four months.





APPENDIX B: GOVERNANCE STRUCTURE: ENTITIES, MEMBERSHIPS AND RESPONSIBILITIES

Homeless Advisory Board (HAB):

The formulation of the Homeless Advisory Board occurred in May 2007 and was established by the Board of County Commissioners (BCC). The BCC fashioned the HAB in such a way as to ensure that members possessed the authority to implement effective change. The Palm Beach County Homeless Advisory Board (HAB) advises members of the BCC on matters related to the issue of homelessness, and was chartered with the authority to gather community input on homelessness; review and comment to the BCC on homeless legislation; assist in the preparation and oversee implementation of the Ten-Year Plan; make funding recommendations to the BCC, and recruit private and public sector representatives to the membership of particular HAB committees.

The responsibilities of the Homeless Advisory Board have not varied with the implementation of Leading the Way Home. The responsibilities for the HAB moving forward are:

1. Review progress made in the County towards achieving the objectives identified in the Leading the Way Home and make recommendations to the Board of County Commissioners. The primary recommendations may include systematic changes, policy changes, and funding recommendations.
2. Foster and promote cooperation between governmental agencies, community-based non-governmental non-profit organizations and business interests in order to ensure the efficient and timely implementation of Leading the Way Home.
3. Provide information regarding the needs and other factors affecting the implementation of the Leading the Way Home within Palm Beach County.
4. Determine roadblocks affecting program implementation and recommend corrective measures to the Board of County Commissioners.

The Homeless Advisory Board is comprised of 14 members representing the school district, the BCC, business development board, municipalities, law enforcement, the Department of Children and Families, behavioral health system and the Homeless Coalition.

Homeless and Housing Alliance, the Continuum of Care for Palm Beach County (HHA)

The Palm Beach County Continuum of Care is a collaborative inclusive community-based process and approach to planning for and managing homeless assistance resources and programs effectively and efficiently to end homelessness in the jurisdiction.

Membership & Responsibilities

HHA membership is nonsectarian and nonpartisan. All interested citizens, homeless/formerly homeless, non-profit organizations, law enforcement, businesses, faith-based, governmental entities, educational agencies,

or civic groups operating in Palm Beach County are eligible for membership. All meetings for the HHA are open to the public. Meetings are announced through an email blast and by posting a calendar of meetings on HHA website managed by the Collaborative Applicant. The Executive Committee approves the agenda for each meeting. The agendas contain standing agenda items as well as opportunities for additional information to be presented.

Organization of the HHA:

The Continuum of Care is comprised of several volunteer committees and networking/task groups which have various roles and responsibilities. These committees/groups include but are not limited to the following:

- HHA Executive Committee
- HMIS Oversight Committee
- Performance Measures Sub-Committee of HMIS
- Housing Inventory/Unmet Needs Committee
- Financial Committee
- Standard Policies and Procedures Committee
- Membership Committee
- Training Committee
- Youth Action Board
- Non-Conflict Grant Review Committee - as needed
- PIT Committee- as needed
- Task Specific Work Groups
 - Youth Homelessness Workgroup
 - Veterans Coalition
 - Homeless Resource Center

HHA COMMITTEE/TASK GROUP ROLES, RESPONSIBILITIES AND MEMBERS:

HHA Executive Committee

The HHA Executive Committee is the decision-making

body responsible for planning evaluation and coordination of HEARTH Act resources and other relevant homeless funding. The HHA Executive Board is the entity responsible for managing community planning, coordination and evaluation to ensure that the system of homeless services and housing rapidly ends people's homelessness permanently.

Specific responsibilities include:

- Overall direction and leadership of the CoC system including Collaborative Applicant designation and Homeless Management Information System Administration designation
- Making all formal decisions of the CoC
- Strategic planning and goal-setting
- Aligning and coordinating HHA and other homeless assistance and mainstream resources
- Ensuring the availability of data for planning
- Establishing priorities for strategic decisions about allocation of HHA resources to include but not be limited to: HHA Homeless Assistance Program, Emergency Solutions Grants, State of Florida DCF Office on Homelessness grants, local and private funding related to addressing homelessness or at risk of homelessness
- Approve grant review process for RFP's administered by Collaborative Applicant
- Appoint Non-Conflict Grant Review Committees as needed
- Approve program & funding recommendations for grant submittals by Collaborative Applicant
- Establishing system and program outcomes for evaluation purposes
- Monitoring and evaluating both system wide and individual program performance on established goals
- Review and update HHA By-laws

- Receiving reports and recommendations from sub-committees and task groups
- Establishing sub-committees and task groups as needed to perform HHA functions
- Ratification of Collaborative Applicant and HMIS Lead Agency
- Enters into MOU's on behalf of the HHA and monitors performance under these agreements
- Official communications from the HHA

Members of the HHA Executive Committee include:

- One (1) funder/philanthropy
- One (1) Homeless Service Provider serving individuals
- One (1) Homeless Service Provider serving families
- One (1) Homeless Service Provider serving victims of domestic violence
- One (1) HMIS/CMIS Oversight Committee Chair
- One (1) Public Housing Authority representative
- One (1) Veteran's Organization
- One (1) who is homeless/formerly homeless
- One (1) Faith-Based Organization
- One (1) Agency Representing Youth
- One (1) Agency Representing Behavioral Health
- One (1) Agency representing DCF/ChildNet
- One (1) Agency representing Disabilities

Palm Beach County Division of Human and Veteran Services (DHS)

In January 2006, at the request of the community, DHS assumed the role of Lead Agency and began focusing on Strategic Planning and Homeless Service coordination. DHS has served in the role of the Collaborative Applicant by participating in HUD training for Lead Agencies as well as annually monitoring all HUD-funded projects to ensure grant compliance related to program requirements, performance outcomes, and fiscal accountability. DHS

has provided one-on-one technical assistance to agencies experiencing difficulties with grant compliance, arranged for training related to financial accountability and program compliance and secured technical assistance related to building the capacity of HHA members.

In October 2010, DHS coordinated a community-wide training session regarding the pending changes affecting homeless services under the HEARTH Act to begin to prepare the CoC to respond. Following the training, the CoC voted unanimously for DHS to continue serving as the Lead Agency and to transition to the role of Collaborative Applicant and Unified Funding Agency.

On November 12, 2012, an initial Memorandum of Understanding (MOU) was executed between Palm Beach County COC and DHS. The MOU is updated and signed annually and confirms the responsibilities of the Palm Beach County COC and HMIS System Administration.

Responsibilities include:

- Produce planning materials
- Serve as Liaison with HUD Regional Offices
- Collect and Submit Annual AHAR, HIC, PIT, System Performance Reports
- Maintain CoC Website
- Format performance data and post on Website
- Monitor program and Fiscal performance and staff committees
- Provide Technical Assistance and Training as needed
- Coordinate resources, integrate activities and facilitate collaboration
- Coordinate all HUD NOFA Applications, provide oversight and management
- Participate in Review related to Leading the Way Home

- Complete CoC Administration Duties
- Write and submit Federal, State and local grants on behalf of the CoC including those for targeted populations such as chronic homeless, seniors, veterans or youth and administer contracts and sub-contracts with eligible providers.

Palm Beach County Division of Human Services- HMIS Lead Entity

In 1995, PBC developed and implemented a limited shared database. In 2001, as more comprehensive data was needed for evaluation & planning purposes, a CoC Sub-Committee was formed & began researching software options. Software vendors demonstrated their products and the CoC selected Service Point, a web based application as well as 211 to administer HMIS.

Concurrently, HUD and the State of Florida Office on Homelessness (SFOH) recommended CoC's utilize a central database. In May of 2002, State of Florida Department of Children and Families Office on Homelessness allocated \$250,000 to implement an HMIS which provided the initial startup funding. The CoC voted unanimously for 211 Palm Beach Treasure Coast (211) to continue serving as the HMIS Lead Agency. 211 Palm Beach Treasure Coast manages and administers all HMIS operations and activities. As of result of Federal CoC budget cuts and HUD funding priorities, the HMIS project fell in Tier II in the 2013 funding cycle and was not renewed. 211 was unable to secure adequate funding to administer HMIS. Therefore, Palm Beach County Division of Human Services submitted a proposal to administer the system. On August 22, 2014, the Executive Committee unanimously approved the County's proposal. The CoC full membership adopted the Executive Committee's recommendation for the County to administer HMIS as the Lead Agency on August 28, 2014. The Division's HMIS Staff Member attends

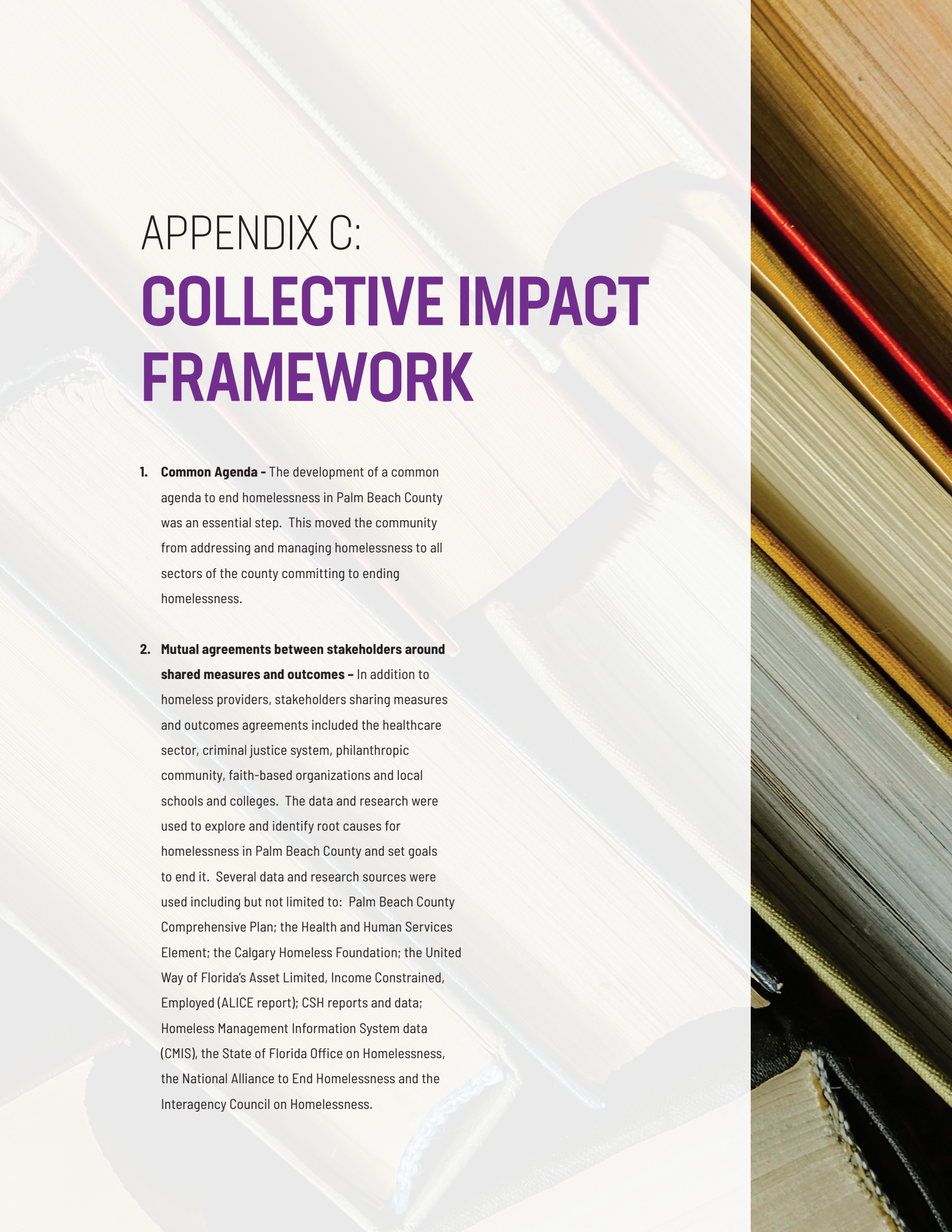
HMIS Oversight Committee meetings and other CoC subcommittee meetings as required. The Division exercises HMIS responsibilities at the direction of the CoC HMIS Oversight Committee and Executive Committee. The HHA Executive Committee maintains an MOU agreement with the Division that is reviewed and updated annually.

- Generate reports for the CoC Collaborative Applicant and HMIS Oversight Committee.

Responsibilities include:

- Ensure compliance with HUD subpart B of 24 CFR part 578 and 2014 HMIS Standards outlined in the manual and all other applicable laws.
- Maintain System Security and Confidentiality
- Prepare the HUD CoC NOFA application (HMIS sections in CoC Section of the Grant Application and Project Application).
- Provide training and support to ensure appropriate system use, data entry, data reporting, and data security and confidentiality
- Ensure Software Interface by negotiating and monitoring the contract with software vendor including hosting agreements, configuration of network and security layers, anti-virus protection for server configuration, system backup and disaster recovery.
- Provide HMIS administration ensuring full implementation of the relevant CoC policies and procedures in collaboration with the HMIS Oversight Committee.
- Ensure data collection and reporting for quality and completeness. Submit an annual data quality plan in accordance with HUD regulations
- Ensure all program data are collected in adherence to the HUD HMIS Data Standards and local additional requirements
- Generate monthly System Performance Reports, APR's and Universal Data Element reports for all HUD funded programs



The background of the page features a close-up, slightly blurred image of several thick books stacked on top of each other. A yellow pencil with a pink eraser is resting diagonally across the spines of the books. The lighting is warm, highlighting the textures of the book covers and the wood of the pencil.

APPENDIX C: COLLECTIVE IMPACT FRAMEWORK

- 1. Common Agenda** - The development of a common agenda to end homelessness in Palm Beach County was an essential step. This moved the community from addressing and managing homelessness to all sectors of the county committing to ending homelessness.
- 2. Mutual agreements between stakeholders around shared measures and outcomes** - In addition to homeless providers, stakeholders sharing measures and outcomes agreements included the healthcare sector, criminal justice system, philanthropic community, faith-based organizations and local schools and colleges. The data and research were used to explore and identify root causes for homelessness in Palm Beach County and set goals to end it. Several data and research sources were used including but not limited to: Palm Beach County Comprehensive Plan; the Health and Human Services Element; the Calgary Homeless Foundation; the United Way of Florida's Asset Limited, Income Constrained, Employed (ALICE report); CSH reports and data; Homeless Management Information System data (CMIS), the State of Florida Office on Homelessness, the National Alliance to End Homelessness and the Interagency Council on Homelessness.

- 3. Mutually Reinforcing Activities** – the above-mentioned sector representatives begin to coordinate their organizational activities to better align with others offering services, reinforcing a systemic approach to ending homelessness.
- 4. Continuous Communication** – throughout the process of updating the ten-year plan, representatives for each sector participated in multiple work sessions, sharing best practices as well as challenges. The HHA provided monthly updates at standing meetings to ensure that everyone knew the status of the new plan and could offer input and feedback.
- 5. Backbone organization** – The Palm Beach County Human and Veteran Services, HHA Lead Entity and staff to the HAB, was identified as the Backbone Organization and was responsible for the fidelity of the collective impact model and Leading the Way Home.

To ensure fidelity to the collective impact model, the backbone organization entities sought input from a wide range of stakeholders who identified the complexities of homelessness. Stakeholders included service providers, persons who utilize the homeless system, behavioral health providers, healthcare professionals and facilities, faith-based entities, foundation and local funding sources, businesses and government officials.



APPENDIX D:

**GAPS IN SERVICES
AND HOUSING AS
PROVIDED BY
COMMUNITY
MEMBERS AND
PROVIDERS**

Gaps in Services and Housing As Provided by Community Members and Providers.

Gap	Highest Priority (1)	Second Highest Priority (2)
Mental Health – Gap – length of time to be evaluated by psychiatrist Belle Glade	19	10
Housing Stabilization Services: Insufficient case managers to provide housing focused case management	7	7
Lack of supported / pre-employment options for homeless populations / people with disabilities	8	4
Lack of services for people with developmental disabilities (15,000 person waiting list)	1	
SA Residential – Gap in time that bed is available when the person is ready to say yes!	14	6
RRH – Insufficient # of case managers to provide RRH case management services	15	10
RRH – insufficient # of family slots for RRH	5	13
PSH – Insufficient # of PSH beds across all populations	19	9
PSH – insufficient # of PSH beds for DV clients	4	2
PSH – insufficient # of PSH beds for families & Youth	6	8
Adults w/ Mental disabilities are living w/ aging care givers who may die and they will be homeless – insufficient PSH beds for the adult children	2	2
Other systems need to do their functions (behavioral health / substance abuse / medical	7	7
Need more peer specialist for outreach and housing stabilization	1	5
Need more camp access for DV after eligibility period closes	1	2
More prevention services	15	3
Flex funds for operation & maintenance for youth and seniors		2
Cross system collaboration	6	1
Housing for couples		5
Assistance w/ gathering documents needed to enter system	3	5
Non-traditional family services		

Gaps in Services and Housing As Provided by Community Members and Providers.

Gap	Highest Priority (1)	Second Highest Priority (2)
Peer counseling for youth	6	4
More flexibility for youth under 18 in services offered	1	4
Healthcare for seniors	2	
Need a primary entity for seniors		
Need Adult protective services for seniors		2
Need creative ideas to house seniors	3	4
Building Capacity among providers - all	7	7
Medical Respite beds	12	7
Community Awareness	5	5
Shelter beds for homeless with medical conditions	5	4
Lack of cross-system agencies for youth	2	6
Shelter Beds for youth	9	12
Crossover services for youth		5
Transportation for youth because of bus times or location restrictions	1	3
Family finders for seniors and youth		4
Considering medical fragility in prioritization		1
Not enough case managers for youth	8	14
Lack of mental health case managers for youth	8	15
AH – Need more Family Housing	11	4
Gap in access to housing vouchers (PHA) to move on	5	3
Affordable housing for youth, families, seniors, everyone	42	13
Need more peer specialists to assist folks in PSH	2	7
Need more senior/disability supportive housing	12	9

ACKNOWLEDGEMENTS:

The Homeless Advisory Board, the Homeless and Housing Alliance and the Board of County Commissioners would like to thank all involved in the creation of Leading the Way Home, A Plan to End Homelessness in Palm Beach County.

We are especially grateful to the focus group participants; formerly and currently homeless families and individuals who shared their stories and gave feedback on changes needed in our community; the staff of Palm Beach County Division of Human and Veteran Services as well as the Division of Community Services leaders, James Green and Taruna Malhotra. Without your support and dedication to ending homelessness in Palm Beach County, this plan would not be possible.

Additional thanks goes to the nonprofit providers and municipality/government personnel who have dedicated their professional lives to eradicate homeless in our community. Special thanks also goes to the Housing Authorities, the Veteran's Administration, Department of Children and Families and the Palm Beach County School District as the information provided by each entity was essential in constructing this plan.

We would also like to acknowledge Jon Van Arnam and Georgiana Devine who led the way for so many in our community. Their vision, wisdom and insight allowed Palm Beach County to achieve many of the goals in The Ten Year Plan to End Homelessness and laid the groundwork for the

creation of Leading the Way Home, A Plan to Break The Cycle of Homelessness in Palm Beach County.

Thank you again for your participation, your dedication and your unwavering commitment to end homelessness in Palm Beach County. In closing, we leave you with the words of Senator Cory Booker's closing plenary session at the 2018 National Alliance to End Homeless Conference in Washington, D.C.: 'We need to sound the alarm, we need to decide to be the change – End Homelessness...We belong to each other. Let us mutually pledge ourselves to each other... If it is to be, it is up to me!' Ending homelessness is solvable!"

SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS

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Homeless Coalition (Chair)

Elizabeth Jo Miller

Palm Beach County Department of Housing and Economic Sustainability (Vice Chair)

Michelle Wilks

Palm Beach State College (Secretary)

Keith Ahronheim

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*** Awaiting Board of County Commissioner approval



***Palm Beach County's Plan
to End the Cycle of
Homelessness***

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