

# STRATEGIC PLAN FOR ENDING

# DRAFT HOMELESSNESS

THE CITY OF WACO &  
THE HEART OF TEXAS HOMELESS COALITION



ADVOCACY · ASSISTANCE · ACKNOWLEDGEMENT



CITY OF  
WACO

# Contents

EXECUTIVE SUMMARY	2
WACO'S HOMELESS SERVICE PROVIDERS	4
KEY STRENGTHS/AREAS OF OPPORTUNITY	5
INTRODUCTION	8
Heart of Texas Homeless Coalition Funding	18
STRATEGIC PLANNING TO END HOMELESSNESS	20
REALIGNING THE CONTINUUM OF CARE	20
DEVELOP A HOMELESS RESPONSE SYSTEM	21
DIVERSION AND PREVENTION	22
HOMELESS STREET OUTREACH TEAMS	22
EMERGENCY SHELTER AND TRANSITIONAL HOUSING	23
RAPID REHOUSING	24
PERMANENT SUPPORTIVE HOUSING (PSH)	25
MOVE ON PROGRAM	25
OTHER HOMELESS SYSTEM PARTNERS	25
ENDING HOMELESSNESS - HOUSE AMERICA	27
ENDING VETERAN HOMELESSNESS	28
ENDING YOUTH HOMELESSNESS	28
ENDING FAMILY HOMELESSNESS	28
ENDING CHRONIC HOMELESSNESS	29
ENDING INDIVIDUAL HOMELESSNESS	29
REDEVELOPING DATA SYSTEMS (HMIS & CES)	29
HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)	29
COORDINATED ENTRY SYSTEM (CES)	30
TIMING AND NEXT STEPS	31
REFERENCES	32
APPENDIX	33
System Performance Measures in Context	33
What is a Joint TH and PH-RRH Component Project?	33

# EXECUTIVE SUMMARY

This plan serves as guidance and a roadmap to end homelessness in Waco through the development of strategic goals and strategies. Through working collaboratively with the Heart of Texas Homeless Coalition and service providers, we will be able to develop a homeless system that aims to prevent and end homelessness while equipping our residents with tools to be successful in the journey to becoming self-sufficient.

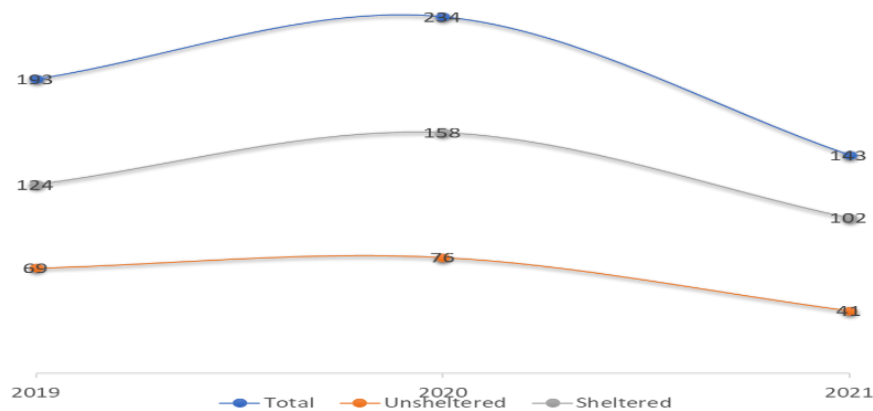
## HOMELESSNESS IN WACO

The City of Waco (the City) serves as the lead agency for the Continuum of Care through a partnership with The Heart of Texas Homeless Coalition. This partnership ensures that the Continuum Care is managed in accordance with the U.S. Department of Housing Urban Development to promote a communitywide commitment to ending homelessness and quickly rehouse homeless individuals and families.

The Heart of Texas Homeless Coalition serves a six-county region and is a collaboration between area non-profit organizations to provide resources and housing services to individuals and families experiencing homelessness. Those counties include Bosque, Falls, Freestone, Hill, Limestone, McLennan. The City of Waco located in McLennan County contains majority of the people experiencing homelessness as well as majority of the resources to service our homeless residents. The Waco area leads the charge on funding and outcomes for the region since it is the largest city in six-county region and contain programs and resources such as emergency shelters, transitional housing, rapid-rehousing and homeless prevention.

In January 2021, 193 homeless persons were identified during the Point-in-Time count in the City of Waco. Although there were 193 homeless persons in 2021, Waco saw numbers decrease in comparison to previous years due to Covid-19’s impact on the method to perform the Point-in-Time.

More than 70% of person counted were sheltered (102) and 29% of persons counted were unsheltered (41).

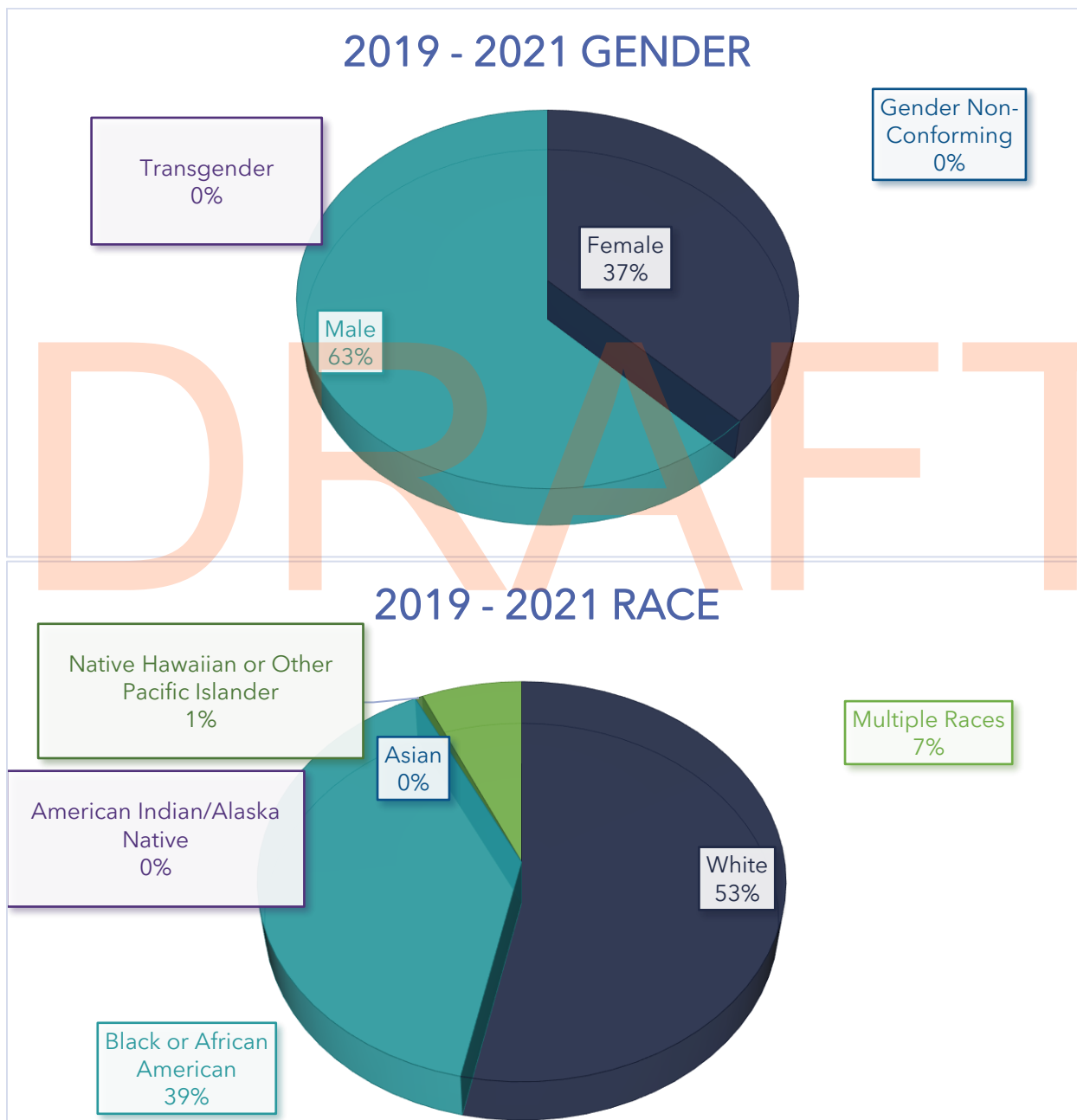


Of those who are living unsheltered, 89% were individuals and 11% were chronically homeless. 72% of the sheltered population were individuals, 27% were households, 3% were chronically homeless, and 1% was youth.

# DEMOGRAPHICS OF HOMELESSNESS

Homelessness is not associated with a certain demographic group. Homelessness impacts all demographic groups including ethnicities and race, and all genders. Waco's demographic groups reflect the following:

- Gender: Males are experiencing homelessness significantly higher than females.
- Race: White individuals represent 53% of PIT count whereas black individuals represent 39%.



# PRIMARY CAUSES OF HOMELESSNESS IN WACO

Primary causes of homelessness in Waco vary and can differ based on homeless subpopulations in Waco. Residents become homeless for many different reasons. Below are those identified as factors related to homelessness:

- **Lack of affordable housing** - Many cannot afford housing as the cost of housing has significantly increased over the last few years. Barriers to housing for homeless clients include the requirement of making three times the rent. Those receiving social security are unable to qualify for these units, limiting the number of eligible, affordable units.
- **Unemployment & Poverty** - Most clients enter homelessness due to unemployment or living in poverty by making minimum wage. Minimum wage in Waco is \$7.25 and the average small apartment is \$1,131. Clients are not able to earn a living wage.
- **Mental Health and/or Substance Abuse** - The lack of needed services and/or resistance to receive services- Mental Health and Substance Abuse tend to go hand in hand when it pertains to homelessness. Both disrupt relationships with family and friends. Most suffering through this often lack the capacity to sustain employment. Many abuse substances to self-medicate for mental health.

## WACO'S HOMELESS SERVICE PROVIDERS

Waco's homeless service providers are comprised of federal, state, and local funds. Funding made available is either a renewal, annual or two-year demonstration grant. The service providers within the coalition are direct recipients and administer the grant.

The City of Waco administers the CoC grant through a partnership with the Coalition and is a direct recipient of the Homeless Management Information System grant. The City also provides matching funds for two grants within the Coalition item through Community Development Block Grant funds. Funding within the system assist in identifying gaps in resources to provide direction on redirecting funds to different programs and assist in determining if additional funding is needed to effectively resource our homeless residents.

The funds are utilized for programs such as planning, data collection, Coordinated Entry, Rapid Rehousing, Permanent Supportive Housing, Emergency Shelter, Transitional Housing and Street Outreach.

Agencies that support homelessness within the Coalition are:

- Caritas
- Central Texas Youth Services
- Endeavors
- Family Abuse Center
- Heart of Texas Homeless Coalition

- Heart of Texas MHMR
- Mission Waco
- Salvation Army
- The Cove
- The Hangar
- Veteran’s Affairs

## KEY STRENGTHS/AREAS OF OPPORTUNITY

Agencies within the Coalition have worked diligently to end homelessness over the past few years. The Coalition possesses strengths ; however there is opportunities for improvement.

### Strengths

- Permanent Supportive Housing Programs within the Coalition regularly operate at 100% capacity.
- The Flexible Assistance to Secure Housing (FLASH) program has been successful in assisting clients with removing barriers and securing housing
- The Coalition was awarded the Youth Homeless Demonstration Program Grant ahead of other Continuums of Care.
- The Housing Navigator program has been successful in housing placements. 85% of all referrals have been housed.
- The Coalition established and maintained a relationship with Waco Housing Authority for emergency housing vouchers. The housing authority assigned 36 vouchers to the Coalition, all have been referred and 47% have been leased up.

### Opportunities

- Need for Permanent Supportive Housing (PSH) for clients not affiliated with specific agency: A PSH project that supports clients who do not want to utilize a specific agency’s services. To access PSH units within the Coalition, homeless clients must be current clients of a specific agency. 5-10 units of mainstream PSH units are needed to support this population.
- Housing Focused Street Outreach Teams: The current street outreach team provides case management to clients who are service-resistant and do not want to engage with emergency shelters. Unsheltered clients wanting housing, but not able to utilize the services of emergency shelters are lacking the support and case management needed to remove barriers and locate housing.
- Increasing emergency shelter for Family Homelessness: The Salvation Army operates a small emergency shelter for homeless families; however, it is not enough to support the need. Sally’s House is continuously full, which means families are either referred to emergency shelters in nearby cities, remain unsheltered or double up with family members, friends, etc.

- Long Term Rapid Rehousing Programs: Rapid Rehousing programs within the Coalition are mostly short-term and do not allow the client to become self-sufficient before discharge from the project. Due to the lack of affordable housing within the Coalition, it takes more than 45-60 days for clients to locate suitable employment which leads to self-sufficiency.
- HMIS Staff Shortages: Due to staff shortages data quality needs improvement. Data entered is not accurate thus making it hard to tell the story of homelessness within the Coalition. Additional staff will allow for improved data quality, which will predict homelessness to assist with ending homelessness.

DRAFT

# Goals

The Coalition has identified ten goals to focus on while working on the strategic plan to end homelessness. Those goals are listed below and will be further explained later.

- Goal #1: **Realigning the Continuum of Care** by re-establishing the core functions within the city's structure to better support the CoC.
- Goal #2: **A Homeless Response System** coordinates all agencies and supportive services that serve the homeless to ensure homelessness is rare, brief and nonrecurring.
- Goal #3: **Diversion and Prevention Program** to prevent households from entering homelessness through supportive services and case management
- Goal #4: **Street Outreach Team** that is housing-focused is needed to provide case management to the unsheltered.
- Goal #5: **Emergency Shelter and Transitional Housing** to provide additional beds for families until clients are housed and able to return to the path of self-sufficiency.
- Goal #6: Additional long term **Rapid Rehousing** units to connect families and individuals experiencing homelessness to permanent housing through programming which includes intensive case management and supportive services.
- Goal #7: 5-10 **Permanent Supportive Housing units** to provide housing and supportive services to households that have been homeless for a specific length of time and not wanting to utilize specific services from a specific agency.
- Goal #8: **Move On Program** to rehouse households from PSH to housing choice vouchers from local public housing authorities.
- Goal #9: The addition of other **Homeless System Partners** to assist with homeless response.
  - Hospital and Healthcare Systems
  - Jail Diversion
  - Landlord/Property Owners
- Goal #10: **Ending Homelessness-House America**



# INTRODUCTION

The Strategic Plan to End Homelessness is a collaboration between the City of Waco and the Heart of Texas Homeless Coalition (HOTHC) to lead the strategic planning and program development and implementation to end homelessness within the City of Waco and the Heart of Texas region of Central Texas. The plan provides a roadmap of how to effectively end homelessness within the region.

Services providers within the coalition contributed to the development of this plan by developing priorities, setting strategic goals and providing recommendations. Thus, forming the framework for building the Strategic Plan to End Homelessness.

For many years, the City of Waco has taken on the challenge to end homelessness for Waco residents. May 2004, a resolution was passed by the Waco City Council authorizing the City Manager to endorse a ten-year planning process to end chronic homelessness. The City of Waco recognized the impact of homelessness on individuals and the community, and a homeless steering committee was created and approved by council January 2005. The committee was used to implement the Mayor's 10-Year Plan to End Chronic Homelessness. Committee members assisted in the prevention and combating of homelessness through leading the charge for the keys to success outlined in the plan. The Keys to Success were as follows:

- Plan for outcomes: Develop plans to end, rather than manage, chronic homelessness.
- Close the front door: Prevent future homelessness.
- Open the back door: Help people exit homelessness.
- Build the infrastructure: Address the systematic problems that lead to poverty and homelessness.

Due to the work done by the committee, the plan was implemented resulting in a decrease in chronic homelessness from 97 in 2005 to 32 in 2014. The total homeless reduced from 600 in 2005 to 246 in 2014. This accomplishment put Waco on target to end chronic homelessness by end of 2015. The committee met May 27, 2014, to review the successes of the implemented plan and acknowledged that the committee has served its purpose. The committee was later dissolved on August 5, 2014.

The efforts of the committee became stagnant due to internal vacancies and reduction in partnerships. In 2020, the Community Services Department within the City of Waco was awarded a planning grant to develop a homeless strategic plan to prevent homelessness from the Cooper Foundation. During the summer of 2021, City staff began work internally by reviewing previous homelessness plans and data from the Homeless Management Information System (HMIS) to identify best practices for developing a new plan focused on ending homelessness among other subpopulations.

# MISSION AND VISION

The City of Waco and the Heart of Texas Homeless Coalition share one goal: to end homelessness. In partnership both must work to develop strategies, invest resources, and invite partners to accomplish this goal. Although each entity has unique mission and vision statements the common goals are to:

1. To make homelessness rare
2. To make homelessness brief
3. To make homelessness non-recurring

4. Collaboratively

5. To address homelessness in Waco and HOTCH region of central Texas

These goals align with the City of Waco’s mission statement, “Celebrating life on the banks of the Brazos, **we engage our community to enhance** economic opportunities with rich recreational and cultural experiences for all.”

The City’s vision is organized in five categories:

- **Strengthen the Heart of the Community**
- Increase Economic Opportunities
- **Engage Leaders**
- Enhance Life outside the Workplace
- Develop Our Distinct Advantage

The HOTH mission statement encompasses the heart of homelessness “to eliminate homelessness by fostering community awareness of the issues of homelessness and supporting a coordinated network of services for all homeless individuals and families in Bosque, Falls, Freestone, Hill, Limestone and McLennan Counties.”

It is important to recognize HOTH’s vision of “a day when there are no gaps in available services to homeless individuals and families. HOTH is committed to developing a seamless Continuum of Care model that will provide all homeless individuals and families an opportunity to access needed services” as it recognizes the need to build a homeless response system to end homelessness effectively.

## DEFINING HOMELESSNESS

HUD defines homelessness as an individual or family who lacks a fixed, regular, and adequate nighttime residence, which includes a primary nighttime residence of:

- Place not designed for or ordinarily used as a regular sleeping accommodation (including car, park, abandoned building, bus/train station, airport, or camping ground),
- Publicly or privately operated shelter or transitional housing, including a hotel or motel paid for by government or charitable organizations,
- Individual or family is being evicted within 14 days from their primary nighttime residence, or
- Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, human trafficking or other dangerous or life-threatening conditions that relate to violence; has no other residence; and lacks the resources or support networks to obtain other permanent housing.

# HOMELESSNESS IN WACO

Every January, HOTHF facilitates an annual homeless count, or census, to get a snapshot or idea of the community's homeless census. Data gathered from the count, known as the Point in Time (PIT) Count, is used to provide an overview of the state of homelessness in the CoC and offer the information necessary to redirect services, funding, and resources as necessary.

In 2019, Waco had 193 persons experiencing homelessness, including 69 who were unsheltered and 124 who were sheltered. In 2020, the total persons experiencing homelessness increased by 41. While there was an increase in 2020, the PIT count resulted in a decrease by 91 people in 2021 due to impact of COVID-19. The traditional way of conducting the PIT Count was impacted due to the change in methodology, the data collected is not as comparable to other years.

The 2021 PIT Count was conducted by street outreach workers over the course of a week as a service count, as compared to the methodology of years past which included a helicopter survey of encampments prior to the count, the utilization of a larger team of volunteers and homeless system staff to conduct the unsheltered count, and a service count at Project Homeless Connect, which had to be canceled in 2021 due to COVID-19.

During the 2020 PIT Count, more volunteers were trained and utilized to expand counting to include parking lots of grocery stores and other known locations where people sleep in cars. The youth PIT count survey also expanded to reach more school districts within the 6-county region. The region has also experienced a tremendous increase in tourism and economic growth, which has resulted in an increase in housing costs, apartment rent, and property taxes. The region has a high poverty rate, and when coupled with the increase in housing costs/rents/taxes, this has led to an increase in the number unable to afford their housing and falling into homelessness.

According to PIT data, there are more white homeless households than any other race. However, a racial analysis, conducted in 2019 by HOTHF, revealed that based on the number of citizens in Waco, the number of Black or African Americans is overrepresented within the homeless population as compared to the general population.

In addition to counting the number of homeless households annually, an inventory of housing is also conducted to tally the number of beds and units within a Continuum available through programs such as emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing. In 2021, the Housing Inventory Chart (HIC) reported 232 available beds for the homeless. In the same year, there were 143 homeless households counted. This shows that there should have been enough beds available for homeless households counted. However, the make-up of the homeless population may not match bed/unit availability. For example, there may be too many or too few beds/units of a specific project type that does not meet the population's needs. Which means that with proper program design and implementation, homelessness can be prevented or shortened as much as possible. Further analysis remains needed to determine if current housing inventory matches the make-up of the population.

## YOUTH HOMELESSNESS

Obtaining an accurate count of youth and young adults experiencing homelessness has been challenging as many youths do not fit into HUD's definition of homelessness, including situations such as couch-surfing with friends and family. However, it's evident there are homeless youth within the region based on the number of youths counted as homeless within the local school systems. In 2019, HOTH was selected as one of 23 communities in the country for the Youth Homelessness Demonstration Program (YHDP). Through needs and gaps analyses conducted during this planning work, the community identified the need to develop youth-focused drop-in centers and housing programs. Since the implementation of YHDP funds, which resulted in the creation of six new youth-focused programs, the community is identifying other ways of taking census of youth experiencing homelessness and housing instability, such as looking at numbers served through these projects. Once such program, the DOBEY Drop-In Center, which serves unaccompanied homeless young adults ages 18-24, has served an average of twenty-five youth per month since opening in March of 2021.

Data from the last three PIT Counts can be found on page 12.

DRAFT

Population	2019	2020	2021	Total	Average
Unsheltered	69	76	41	186	62
Sheltered	124	158	102	384	128
Female	72	99	56	227	76
Male	121	134	87	342	114
Gender Non-Conforming	0	0	0	0	0
Transgender	0	1	0	1	1
Individuals	134	141	97	372	124
Households	22	30	16	68	23
Youth (not in families)	0	2	0	2	1
Non-Hispanic/Non-Latino	155	176	97	428	142
Hispanic/Latino	38	58	46	142	47
White	103	133	106	342	114
Black or African American	76	88	33	197	65
Asian	0	0	0	0	0
American Indian/Alaska Native	0	2	0	2	1
Native Hawaiian or Other Pacific Islander	1	0	0	1	1
Multiple Races	13	11	4	28	9
Chronically Homeless	35	29	14	78	26

Waco has seen an overall decline in the number of households identified during the PIT count. This is in part due to the capacity used to conduct the count and structure in which used. In years past the count has been conducted at 5 am in the morning to locate and survey households before they began to vacate the encampment or emergency shelter. Moving forward, an increase in volunteers is needed to accurately survey and count the unsheltered households. The Count should also be conducted late evening instead of early morning to allow for additional time to survey. HUD mandates the Count is to be conducted between sundown and sunup.

## ANNUAL HOMELESS DATA

The PIT count represents one single day of the homeless population; however, annual performance is tracked through HMIS to determine how many persons are homeless throughout the year. These numbers differ as the HMIS data reports higher numbers during the entire year versus on a single day. The following captures the annual performance over the past three from 2018-2020:

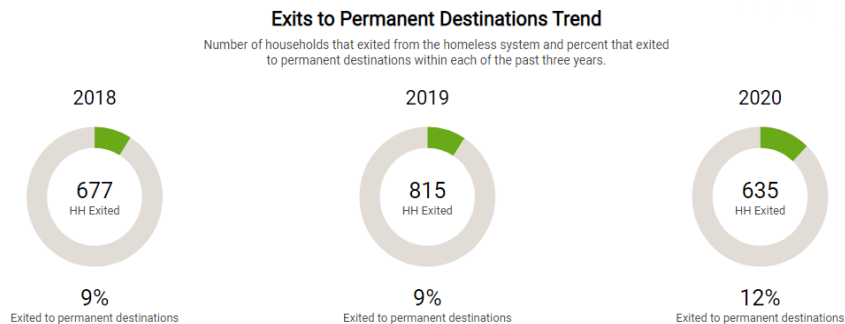
Persons Experiencing Homeless for the first time and exiting housing programs (2018-2020):

- 1,846 persons experienced homelessness for the first time over a three-year period.
- 499 persons exited to permanent housing destinations and 41% of those persons returned to homelessness.
- 335 persons successfully exited from shelters and housing program and 241 homeless residents retained permanent housing.

Prior Living Situations (2018-2020):

Year	Emergency Shelter	Hotel or motel paid for without ES voucher	Owned by client, no ongoing housing subsidy	Place not meant for habitation	Rental by client, no ongoing housing subsidy	Safe Haven	Staying or living in a family member's room, apartment or house	Staying or living in a friend's room, apartment, or house	Transitional housing for homeless persons (including homeless youth)
2018	316	34	85	42	411	280	42	214	141
2019	407	79	40	474	329	42	40	219	171
2020	348	96	55	75	526	516	292	193	42

# EQUITY OF EXITS TO PERMANENT HOUSING DESTINATIONS



Exits to Permanent Destinations represents the number of clients who exited from homelessness to permanent housing destinations such as independent living, voucher programs, subsidized housing, etc.

This number seems relatively low, however, this is data for those who exited the system and completed an exit assessment. Many homeless exit the system but do not complete an exit assessment.

## PRIMARY CAUSES TO OF HOMELESSNESS IN WACO

Primary causes of homelessness in Waco vary and can differ based on homeless subpopulations in Waco. Residents become homeless for many different reasons. Below are those identified as factors related to homelessness:

- **Lack of affordable housing**-many cannot afford housing as the cost of housing has significantly increased over the last few years. Barriers to housing for homeless clients include the requirement of making 3 times the rent. Those receiving social security are unable to qualify for these units, limiting the number of eligible, affordable units.
- **Unemployment & Poverty**-Most clients enter homelessness due to unemployment or living in poverty by making minimum wage. Minimum wage in Waco is \$7.25 and the average small apartment is \$1,131. Clients are not able to earn a living wage.
- **Mental Health and/or Substance Abuse** the lack of needed services and/or resistance to receive services- Mental Health and Substance Abuse tend to go hand in hand when it pertains to homelessness. Both disrupt relationships with family and friends. Most suffering through this often lack the capacity to sustain employment. Many abuse substances to self-medicate for mental health.

# WACO'S HOMELESS SERVICES PROVIDERS AND FUNDING SOURCE

Waco has many services and resources allocated for our homeless residents that include various funding sources, a wide range of homeless services, including emergency shelter, transitional housing, permanent supportive housing, and supportive services.

## Funding Types and Services

Government Funding Source	<ul style="list-style-type: none"> <li>• <b>Federal:</b> U.S Department of Housing and Urban Develop (HUD), including Continuum of Care (CoC), and Youth Demonstration Program (YHPD)</li> <li>• <b>State:</b> Emergency Solutions Grant (ESG), Substance Abuse and Mental Health Services Administration (SAMHSA)</li> <li>• <b>Local:</b> City of Waco</li> </ul>
Function	
Funded Population Types	<ul style="list-style-type: none"> <li>• All persons experiencing homelessness – including chronic homelessness, veterans, youth, families and survivors of domestic violence and person at risk of being homeless.</li> </ul>
Funded Intervention and Partners	<ul style="list-style-type: none"> <li>• Outreach: Homeless Street Outreach Team</li> <li>• Prevention: Homelessness Prevention</li> <li>• Emergency Shelter</li> <li>• Transitional Housing</li> <li>• Permanent Housing: Permanent Supportive Housing (PSH), Rapid Re-Housing (RRH), housing vouchers.</li> <li>• Coordinated Entry</li> <li>• Supportive Services:</li> </ul>
Data Contributors	All agencies receiving federal, state and local funding must enter into HMIS and report back to the funding source using HMIS data.
Evaluation	<p>Evaluations of the following reports determine the performance of homeless response system.</p> <ul style="list-style-type: none"> <li>• Point-In-Time Count</li> <li>• Annual Performance Review</li> <li>• Housing Inventory Count</li> <li>• Longitudinal System Analysis</li> <li>• Coordinated Entry</li> </ul>



Organization Name	Project Name	Proj. Type	Total Beds
Caritas	Supportive Services	Supportive Services Only	0
Central Texas Youth Services	Maternity Group Home	Transitional Housing	3
Central Texas Youth Services	Transitional Living	Transitional Housing	1
Compassion Ministries	Hope House	Transitional Housing	60
Endeavors	SSVF-Rapid Re-Housing	Rapid ReHousing	25
Family Abuse Center	DV Emergency Shelter	Emergency Shelter	30
Family Abuse Center	Family Abuse Center PSH	Permanent Supportive Housing	4
Family Abuse Center	Family Abuse Center RRH	Rapid ReHousing	5
Family Abuse Center	Supportive Living Program	Transitional Housing	16
Family Abuse Center	YHDP FAC Rapid Rehousing	Rapid ReHousing	5
Heart of Tx MHMR	Coordinated Entry	Supportive Services Only	0
Heart of Tx MHMR	Grant and Per Diem-Veteran's Program	Transitional Housing	5
Heart of Tx MHMR	Heart of Tx MHMR - MHMR Supportive Hsg 1a	Permanent Supportive Housing	23
Heart of Tx MHMR	Heart of Tx MHMR - MHMR Supportive Hsg 2b	Permanent Supportive Housing	26
Heart of Tx MHMR	MHMR Supportive Hsg 1b	Permanent Supportive Housing	2
Heart of Tx MHMR	MHMR Supportive Hsg 2	Permanent Supportive Housing	1
Heart of Tx MHMR	Rapid Rehousing Grant 1	Rapid ReHousing	10

\*Bed data is from 2021 HIC/PIT Report and shows the number of beds occupied on the night of the 2021 PIT Count.

# HOMELESS DATA COLLECTION AND MANAGEMENT

Prosper Waco maintains the Homeless Management Information System (HMIS) on behalf of the community as a requirement of receiving Continuum of Care funds. Agencies use the data on a local level to provide reports to the U.S. Department of Housing and Urban Development (HUD) and to maintain client records who are served in our community that are at risk of being homeless or experiencing homelessness. Annually, data is provided by Prosper Waco to HUD from the database in the form of system-wide reports. The reports are as follows.

1. Point-in-Time Count - An annual count of all homeless in our community
2. Housing Inventory Chart - An inventory of all beds and units dedicated to serve people experiencing homelessness.
3. System Performance Measures (SPM) –Measures the CoC’s performance as a system
  - Measure 1 – Length of Time Persons Remain Homeless
  - Measure 2 – The Extent to which Persons who Exit Homelessness to Permanent Housing -Destinations Return to Homelessness
  - Measure 3 – Number of Homeless Persons
  - Measure 4 – Jobs and Income Growth for Homeless Persons in CoC-Program funded projects
  - Measure 5 – Number of Persons who Become Homeless for the First Time
  - Measure 6 – Homelessness Prevention and Housing Placement of Persons who are Category 3 Homeless in CoC Program funded projects
  - Measure 7 – Successful Housing Placement.
4. Longitudinal Systems Analysis – Analyzes how households are moving through the CoC’s system (while System Performance Measures look at performance data of all persons served). The LSA is intended to give CoCs detail about system functioning to inform interventions to improve that functioning

SPMs are compiled by HUD and sent to Congress as part of the Annual Homeless Assessment Report. At the local level, the department reviews the LSA data to map routes households are taking in the local homeless system using Stella. Stella is a new module from HUD that creates dynamic visuals of the CoCs’ data to illustrate how households move through the homeless system and to highlight outcome disparities. This is used to improve planning and improving our crisis response system. Prior to Stella, the CoC used the SPMs to target areas that we were underperforming to identify measures to improve on across the system.

The data obtained is used in in homeless system planning and reporting to HUD. Various agencies within the network use the data to apply for grants from sources such as United Way, HUD, and the Texas Veterans Commissions grants from the State of Texas.

Data for reports listed above is collected from HMIS and submitted to HUD. Agencies submitting data are as follows:

- Endeavors
- Family Abuse Center
- HOTRMHMR
- McLennan County Indigent Health Care
- Mission Waco
- Salvation Army
- The Cove
- Throwing Aces
- Veterans’ Affairs

## Heart of Texas Homeless Coalition Funding

Annually, the Coalition coordinates funding for agencies within the Coalition through the Notice of Funding Opportunity/Availability. This is a competitive process open to all agencies serving the homeless. HUD dictates the amount that each CoC can apply for. Renewal applications are scored and ranked based on monitoring and performance from the previous year's funding. New applications are scored and ranked based on the ability to meet the Coalition's priority and spending requirements.

Agencies receiving funding through the Emergency Solutions Grant would typically undergo a similar process, but in the years past, the Salvation Army has been the only agency to apply so funding automatically goes to them, should they apply. Street Outreach Teams are encouraged to apply as funding for street outreach is not offered through the CoC.

The Youth Homeless Demonstration Program grants were awarded in 2019 for a two-year term. Although included in the FY2021 NOFO, these agencies did not compete, they were automatically awarded. However, they will compete in FY2022. See page 18 for funding chart.

DRAFT

## FY2020 HEART OF TEXAS HOMELESS COALITION FUNDING

Applicant	Project	Project Type	Funding Type	Amount Awarded by HUD
City of Waco	HMIS Grant	HMIS	CoC-Renewal	\$62,653
Family Abuse Center	Rapid Rehousing	PH-RRH	CoC-Renewal	\$91,091
Family Abuse Center	Transitional Housing	TH	CoC-Renewal	\$131,816
Family Abuse Center	Permanent Supportive Housing	PH-PSH	CoC-Renewal	\$54,393
Heart of Texas Homeless Coalition	Planning Grant	Planning	CoC-Renewal	\$52,100
HOTRMHMR	SSO Housing Navigator	CE-SSO	CoC-Renewal	\$173,048
HOTRMHMR	Permanent Supportive Housing Grant 2	PH-PSH	CoC-Renewal	\$135,854
HOTRMHMR	Permanent Supportive Housing Grant 1	PH-PSH	CoC-Renewal	\$152,315
HOTRMHMR	Rapid Rehousing Grant 1	PH-RRH	CoC-Renewal	\$86,918
Salvation Army	SSO Coordinated Entry	CE-SSO	CoC-Renewal	\$58,801
Salvation Army	Rapid Rehousing	PH-RRH	CoC-Renewal	\$99,765
Salvation Army	Emergency Shelter, Rapid Rehousing, Prevention	ES, RRH, Prev	ESG Annual Award	\$141,910
Salvation Army	Emergency Shelter, Rapid Rehousing, Prevention	ES, RRH, Prev	ESG CARES Act Award	\$554,566
HOTRMHMR	Planning Grant	Planning	YHDP-2 Year Demo Grant	\$99,796
HOTRMHMR	Dobey Drop In Center	SSO-Street Outreach	YHDP-2 Year Demo Grant	\$249,740
HOTRMHMR	Navigation Team	SSO-Street Outreach	YHDP-2 Year Demo Grant	\$340,728
HOTRMHMR	HOTTCHY	TH	YHDP-2 Year Demo Grant	\$350,000
HOTRMHMR	STARRSKYE	PH-RRH	YHDP-2 Year Demo Grant	\$657,510
The Cove	The Cove Drop In Center	SSO-Street Outreach	YHDP-2 Year Demo Grant	\$311,520
Family Abuse Center	FAC Rapid Rehousing	PH-RRH	YHDP-2 Year Demo Grant	\$216,600
<b>Total of all CoC &amp; ESG Funding</b>				<b>\$4,021,124.00</b>

# STRATEGIC PLANNING TO END HOMELESSNESS

Over the next few years, the City and HOTHc's primary goals will include prioritizing homelessness to prevent individuals and families from entering homelessness and to ensure that each household entering homelessness spends the least amount of time homeless.

The strategic plan consists of four goals which will allow the City and HOTHc to 1). Realign the Continuum of Care, 2). Develop a Homeless Response System, 3). End Homelessness and 4). Redevelop Data Systems.

Homeless service providers receive funding from a variety of sources such as the Emergency Solutions Grant (ESG), HUD funding through the Continuum of Care and Supportive Services for Veterans Family (SSVF) and private funding.

The City has identified ten goals to create a built environment that will contribute to the economic, cultural and environmental sustainability of Waco and its jurisdiction. This homelessness plan falls under Goal 5 Housing which is to "encourage residential development that is compatible with the natural and built environment while meeting the diverse needs of the housing market throughout Waco and its environs. More specifically, it falls under the following objective:

5.02 Provide appropriate housing to accommodate all age groups. This objective is important as the system creates affordable housing opportunities for youth.

5.04 Expand progressive housing options for individuals with serious mental illness and addiction. This objective aligns with permanent supportive housing program goals listed in this document.

5.10 Encourage diverse, innovative, and affordable housing developments

## REALIGNING THE CONTINUUM OF CARE

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Continuum of Care has been created by HUD to promote community-wide strategic planning on ending homelessness, coordinate and implement new programs to partner with mainstream resources and maintain data to ensure performance measures and outcomes are being met. System performance measures are listed in the appendix.

The responsibilities of the CoC are to coordinate an annual funding application between all homeless services providers, organize the annual Housing Inventory Chart and Point in Time Count, develop new programs to end homelessness, and to track and manage the homeless community in a designated area.

The Coalition has identified the City of Waco as the lead agency to carry out the CoC's primary duties. As mentioned above, the City serves as the lead agency and performs the duties of the CoC under the direction of HOTHc's Board of Directors. The lead agency currently sits under the Community Services Department of the City of Waco.

Additional staff, through interns, is needed to administer the duties of the CoC. A fully functioning CoC consists of:

- **CoC System Administrator** who's responsible for program development and implementation and overseeing the homeless response system to ensure goals within the strategic plan are met
- **CoC Coordinator** who's responsible for program management through committees and work groups

- **CoC Monitor** who's responsible for program monitoring to ensure each program operates within HUD's guidelines and provides technical assistance when new programs are implemented
- **Trainer** who's responsible for training on all CoC and ESG programs. This person would also provide training for HMIS related activities

Interns should be added for new project development and implementation. Interns can assist with developing monitoring and technical assistance guidance and project management of the strategic plan. Interns will assist with establishing a learning management system for ongoing training.

The Coalition has designated the City of Waco as the lead agency for the CoC and HMIS and should consider adding the Coordinated Entry System (CES). The purpose of the Coordinated Entry System is to assess and house those experiencing homelessness as quickly as possible by prioritizing households based on the Coalition's needs. CES maintains a priority listing of all homeless households interested in housing. The two systems, CES and HMIS, work in tandem and should be housed together to ensure maximum participation and improved data analysis.

The planning and development for CES is completed by the CoC System Coordinator. The CoC System Coordinator also assists with developing the priorities and planning to end homelessness.

The Coordinated Entry System currently employs both a full time and part time staff person. Job descriptions for both should be adjusted to account for current work duties. A full coordinated entry team would consist of:

- **Coordinated Entry System Coordinator** responsible for managing and maintaining the priority list, including referring households to the appropriate housing projects
- **Coordinated Entry System Operator** who works full time and responsible for intake assessments and assisting with maintaining the priority list

Interns would also be helpful to assist with phone intakes.

To fully perform the duties of a Continuum of Care, the City should add interns to the staff until the Continuum of Care is able to stand alone. The department should house staff for the CoC and HMIS teams. Without a fully functioning department, the work to end homelessness will become the responsibility of the service providers who are not equipped to carry out the work of the CoC.

## DEVELOP A HOMELESS RESPONSE SYSTEM

With a working Homeless Response System, those entering homelessness will be quickly identified, homelessness will be prevented and those experiencing homelessness will be connected to housing and services.

A Homeless Response System consists of agencies who serve homeless households including housing authorities, food pantries, soup kitchens, victim services providers, faith-based organizations, Veterans Affairs, and more. Agencies within the Homeless Response System are funded by a variety of funding sources, including federal, state, local, and private funds.

A Homeless Response System and all projects within it should be Housing First focused. Housing First is an approach to connect households experiencing homelessness quickly and successfully to permanent housing without any preconditions or barriers such as sobriety, or participation in program related activities.

There are key programs needed to build an effective Homeless Response System. Those programs have been identified below.

## DIVERSION AND PREVENTION

Development of a Diversion and Prevention program is needed to prevent households from entering homelessness through supportive services and case management. Prevention services are used to retain housing, for those who are housed, to prevent households from entering homelessness. Diversion and prevention also focus on rapidly rehousing clients once homeless.

Strategies to prevent homelessness include:

- Developing prevention programs that provide anti-eviction services, rental and utility supports, emergency assistance, and financial education
- Increasing Flexible Assistance to Secure Housing (FLASH) funding to support individuals and families when there are no other resources available (*see appendix for additional information on FLASH program*)
- Developing education and training programs to assist with increasing outcomes
- Partnership between emergency shelters and rapid rehousing projects to decrease the length of stay in homelessness

Outcomes include:

- A decrease in the number of households entering homelessness
- The length of time a household is spent homeless
- Jobs and income growth
- A decrease in the number of households who become homeless for the first time

The Coalition currently does not offer this program. The Emergency Solutions Grant offers prevention funding which is received by agencies within the Coalition. This funding would need to be increased and the projects redeveloped to fit this goal.

## HOMELESS STREET OUTREACH TEAMS

Coordinated street outreach teams identify and engage those living unsheltered and play a critical role within the homeless response system. Effective street outreach engages the unsheltered who are service-resistant and may not otherwise receive services and ensures their basic needs are met while preparing them for self-sufficiency, including housing.

Strategies to improve and develop street outreach teams include:

- Identify and coordinate with all street outreach teams within the homeless response system to ensure daily case management
- Increase the number of street outreach teams that are housing-focused
- Partner with emergency shelters to safely relocate households from places not meant for habitation to emergency shelters or housing

- Develop a housing-focused program that focuses on identifying permanent housing solutions for unsheltered households

#### Outcomes

- A decrease in the number of unsheltered households in encampments
- Housing for those who are hard to reach or less likely to engage in services

The Heart of Texas Region Mental Health Mental Retardation (MHMR) provides street outreach through its Projects for Assistance in Transition from Homelessness (PATH) program which focuses on client engagement with those who are service-resistant.

A street outreach team that is housing-focused is needed to provide case management to the unsheltered. The Emergency Solutions Grant also provides street outreach funding but funding is not received by agencies with the Coalition.

## EMERGENCY SHELTER AND TRANSITIONAL HOUSING

Emergency shelters play a critical role in homeless response systems as they provide an immediate place for the homeless to shelter when homeless. Shelters operate best when homeless households can enter and exit emergency shelters rapidly, returning to self-sufficiency.

The Coalition lacks enough shelter beds for families facing homelessness with only one family emergency shelter in the City of Waco, which has three units with a total of eight beds available for families. Waco ISD reports children are living in places not meant for human habitation such as cars, parks, public spaces, abandoned buildings, or similar settings. By increasing emergency shelters for families, this will provide families with suitable shelter until housed.

Strategies to increase emergency shelter and transitional housing (TH) are:

- Increase funding for development and operations of an emergency shelter for families
- Develop transitional housing for families experiencing homelessness who need more than 30 days of shelter
- Develop transitional housing programs that will assist clients with returning to the path of self-sufficiency quickly
- Develop TH-RRH (Transitional Housing to Rapid Rehousing) programs for families and individuals who do not need the full 24 months of transitional housing (*see appendix for more information*)

Outcomes include:

- A decrease in the number of children and families unsheltered
- A decrease in the length of time a family is/remains homeless
- A decrease in the number of returns to homelessness after being housed
- An increase in successful housing placements.

Although HUD programming is moving away from transitional housing, transitional housing can be very beneficial to emergency shelters, especially for youth and those actively fleeing domestic or sexual violence. Transitional housing allows households to work towards self-sufficiency while being housed. Because HUD is moving away from transitional housing, this program should be paired with emergency shelters.



Transitional housing is available at domestic violence agencies and youth agencies but should be included in emergency shelters. Because HUD is no longer funding new transitional housing programs, agencies will have to identify other funding sources such as private funding or local government. However, HUD does offer funding for TH-RRH programs.

## RAPID REHOUSING

Rapid Rehousing, when used with a Housing First approach, connects families and individuals experiencing homelessness to permanent housing through programming which includes intensive case management and supportive services. Rapid Rehousing projects can be up to 36 months and should be based on the household's needs. When partnered with emergency shelters, Rapid Rehousing projects serve as a bridge to permanent housing and allows the family time and support needed to gain self-sufficiency. The primary purpose of rapid rehousing is to reduce the amount of time a household is homeless.

Strategies to increase Rapid Rehousing projects in the homeless response system include:

- Evaluating and redeveloping current Rapid Rehousing projects based on the current needs of homeless households
- Developing more Rapid Rehousing projects as needed for subpopulations, such as youth and Veterans

Outcomes:

- Decrease in time households remain homeless
- Decrease in the number of homeless persons
- Decrease in the number of returns to homeless
- Successful housing placements

Rapid rehousing and transitional housing are very similar but differ in ways that are beneficial to the household's success. Differences between rapid rehousing and transitional housing are as follows:

- Rapid Rehousing programs are considered permanent housing because the family is listed as the primary lease holder. In transitional housing, the agency is listed as the leaseholder and the household is listed as the occupants.
- In transitional housing, clients are asked to pay monthly rent to the project, which is later returned at exit from the project.
- Because the lease is not in the household's name in transitional housing, households are able to move into housing faster (than rapid rehousing) in some cases, primarily because the agency either owns the property or works directly with the property management company for leased units
- Program time limits for transitional housing are set at 24 months, whereas a household can remain in a rapid rehousing program for up to 36 months
- Households can move into transitional housing without critical documents, whereas with rapid rehousing the leaseholder must have critical documents
- Households are not able to transfer to a rapid rehousing program from transitional housing unless the program is identified as Transitional Housing to Permanent Housing Program.

There are currently rapid rehousing projects within the CoC, funded by both CoC and ESG funding. However, projects should be evaluated for positive outcomes. Underperforming projects should be redeveloped or reallocated to ensure system performance measures are being met.

## **PERMANENT SUPPORTIVE HOUSING (PSH)**

Permanent Supportive Housing is permanent housing in which housing and supportive services are provided to assist households who've been homeless for a specified length of time and has at least one disabled household member. The Coalition currently has 130 permanent supportive housing beds available, with 56% available to Veterans. The remaining 44% are long term stayers of the program and will continue to need the intensive services offered by the program. Because of this, an additional 15 units are needed to serve the long term, disabled homeless.

Strategies to increase Permanent Supportive Housing:

- Increase funding through the Notice of Funding Opportunity (NOFO) application
- Evaluate current households enrolled in PSH programs to relocate households to permanent housing
- Identify mainstream agencies to house chronically homeless households

Outcomes

- PSH is provided to the most vulnerable
- Decrease in the number of returns to homeless
- Successful housing placement

## **MOVE ON PROGRAM**

HUD encourages communities to partner with public housing authorities to develop Move On programs which are designed to rehouse households from PSH to housing choice vouchers from local public housing authorities. Households referred to the Move On program no longer require supportive services, but still need financial support to remain housed. Households referred to the Move On program will be assessed for the ability to live independently with the assistance of a rental subsidy. Development of this program will open units for other households needing PSH.

Strategies to developing a Move On program:

- Identify the number of housing vouchers needed
- Establish partnership with local housing authorities for vouchers
- Develop policies and procedures for program implementation

Outcomes:

- Decrease number in returns to homelessness
- Increase in the number of housed with PSH
- Increase in exits to permanent housing and successful housing placements

## **OTHER HOMELESS SYSTEM PARTNERS**

In addition to partners who will run the above programs, there are other key partners who should be included in the Homeless Response System.

Those partners include:

## HOSPITAL AND HEALTHCARE SYSTEM

Recognizing that people who are homeless have higher rates of illness and die on average 12 years sooner than those who are not homeless, healthcare workers are needed to provide medical treatment to those unsheltered and living in shelters. Living unsheltered or in emergency shelters worsen health conditions as homeless households are exposed to communicable diseases, violence, malnutrition, and harmful weather. With the addition of healthcare, households will remain housed longer. Housing is a form of healthcare. Combining the two is essential to preventing and ending homelessness.

Strategies to providing healthcare to the homeless

- Partner with National Health Care for the Homeless for technical assistance
- Partner with the hospital and healthcare system (health department) to provide healthcare to the homeless
- Develop and implement practices for providing healthcare

Outcomes:

- Decrease in emergency room visits
- Improved health amongst the homeless
- Decrease in returns to homeless

## JAIL DIVERSION

Partnering with jail programs will ensure homeless individuals have an exit destination when exiting the jail. Development of this program will help the CoC to reduce recidivism and homelessness among the reentry population by expanding permanent housing programs.

Strategies to develop a jail diversion program:

- Increase permanent housing for those with an extensive criminal background
- Partner with police departments to develop prevent incarceration of the homeless
- Partner with local housing authorities to decrease barriers for those formerly incarcerated
- Develop discharge planning for those being released

Outcomes include:

- Decrease in jail/prison arrests/stays by the homeless
- Decrease in jail/prison reentry
- Discharge planning for those being released
- Increase in exits to housing
- Continued medical care for mental health/substance abuse treatment

## SCHOOL DISTRICTS

Partnerships with school districts are needed to inform the Homeless Response System when/before a student's family enters homelessness with the hope of preventing homelessness for families and youth. This is especially needed since the Coalition has a gap in family homelessness.

Strategies to including school districts in the Homeless Response System include:

- Educating school districts on the homeless response system
- Developing a resource guide for families to prevent family homelessness
- Prioritizing referrals from school districts
- Partnering with local housing authorities to provide referrals to voucher programs
- Development of a diversion and prevention program

Outcomes:

- Decrease in family homelessness
- Increase in successful exits to permanent housing destinations
- Decrease in the number of households who become homeless for the first time

Waco Public Housing Authority (WHA), Waco Independent School District (Waco ISD) and the Coalition partner to offer two units for families within Waco ISD who are experiencing homelessness. Waco ISD reports 4% of its student enrollment homeless for the 2020-2021 school year.

### LANDLORD/PROPERTY OWNERS

Partnerships with landlords and property owners are needed to secure safe and affordable housing. The Coalition is lacking affordable units for households which causes housing navigators to struggle with locating housing.

Strategies to engaging with landlords/property owners include

- Develop a housing curriculum on how to properly find housing and be a good tenant
- Develop a landlord engagement program to promote partnership with landlords/property owners to offer secure, affordable housing
- Create a landlord directory for use by housing navigators within the Coalition
- Create housing retention program to reduce returns to homelessness

Outcomes:

- Decrease in time households are homeless
- Improved landlord partnerships

The key to a Homeless Response System is to align the community and the services to make homelessness rare, brief, and nonrecurring.

## ENDING HOMELESSNESS - HOUSE AMERICA

House America is a federal initiative in which HUD and the U.S. Interagency Council on Homelessness (USICH) are inviting mayors, city and county leaders and governors into a national partnership using funding through the American Rescue Plan. This initiative looks to re-house 100,000 households experiencing homelessness through a Housing First approach and to add 20,000 new units.

The housing initiative supports everyone experiencing literal homelessness and identifies two goals:

- Re-Housing - The number of people experiencing homelessness to be placed into stable housing

- Housing Creation - The number of new units of affordable or supportive housing serving people experiencing homelessness to be added to the development pipeline

The Department of Housing and Urban Development's (HUD) mission is to end homelessness by focusing on subpopulations such as Veterans, chronic homelessness, youth, families and the unsheltered.

Ending homelessness is not something that will be done overnight and must be broken down by subpopulation to effectively present positive outcomes. HOTHc has begun the work of ending homelessness by subpopulation and with system improvements, could possibly be at functional zero within 5 years, if guided by this plan. *(For more information on functional zero, please refer to the appendix).*

HOTHc was awarded funding through the Youth Homeless Demonstration Program from HUD to focus on developing a system to end youth homelessness within the Heart of Texas region. The system consists of developing youth-specific housing opportunities, implementation of drop-in centers, identifying new resources for youth and ending youth homelessness. HOTHc has begun the work of ending youth homelessness through a Homeless Youth Challenge in which 35 youth were identified as homeless within the region. Youth homeless services providers developed specifically through the YHDP grant has been working diligently to house each household. Each household has been assigned to a case manager and a housing navigator for assistance with locating housing.

Additionally, HOTHc implemented a process to end Veteran homelessness and will continue to develop new resources and affordable housing until each Veteran has a housing opportunity.

The plan will detail how homelessness can be ended with other subpopulations, which include new program development (such as new permanent supportive housing programs and voucher programs) and additional housing opportunities.

## **ENDING VETERAN HOMELESSNESS**

HUD partnered with the National Alliance to End Homelessness (NAEH) to provide information and guidance on ending Veteran homelessness. In 2018, the Coalition received technical assistance and began work on ending Veteran homelessness by establishing a system to quickly identify and house all Veterans as quickly as possible. The pandemic halted planning, however, the work continued. A system has been developed but must be implemented and documented to declare an end to Veteran homelessness.

## **ENDING YOUTH HOMELESSNESS**

The Coalition has received over \$1 million dollars to end youth homelessness and is working with technical assistants to end youth homelessness. A plan has been approved and undergoing implementation. *(see appendix for HUD-approved plan to end youth homelessness)*

## **ENDING FAMILY HOMELESSNESS**

To end family homelessness, we first need to establish a need for it. By partnering with the school districts, a broader picture of family homelessness can be painted to see the need. Emergency shelter resources in Waco for homeless families are very limited, but that does not mean that families are not in need.

Based on calls received through the Heart to Home hotline, family homelessness does exist but because families never enter our system, due to a lack of family emergency shelters, the actual number of families experiencing homelessness in the continuum is unknown.

## ENDING CHRONIC HOMELESSNESS

With the addition of 15 PSH units and the development of a Move on Program, ending chronic homelessness will be less challenging.

## ENDING INDIVIDUAL HOMELESSNESS

By redeveloping Rapid Rehousing programs, anyone experiencing homelessness will be able to enroll and be housed as quickly as possible.

Ending homelessness does not mean that no one will ever be homeless again, but that a system has been created to prevent households from entering homelessness and rapidly rehousing those who become homeless to ensure homelessness is rare, brief, and nonrecurring.

## REDEVELOPING DATA SYSTEMS (HMIS & CES)

### HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

A Homeless Management Information System is used to collect and analyze client-level data on homeless households within the CoC. The HMIS informs on homeless policy and decision making. Using the information provided by HMIS, a CoC should be able to collect information from projects serving homeless households to use as part of needs analysis and establishing priorities.

Enhancements to the current HMIS is needed to improve data quality, report accurately to increase funding and provide data on the homeless needs of the Coalition. This will bring additional training opportunities for HMIS users and data dashboards to tell the story of homelessness.

To improve the HMIS, the following is needed:

- **HMIS Administrator** administers the HMIS to support the quality and integrity of the system, including management and design of system development
- **Data Analyst** collects, reviews and analyzes data to create visual dashboards that tell the story of homelessness in Waco as well as works with the HMIS Administrator to run gaps analysis to ensure a fully functioning homeless response system
- **HMIS Coordinator** provides technical support to HMIS users, which includes assisting agencies with preparation of data for reporting requirements
- **Trainer** facilitates training for systems (CoC, CES, and HMIS), including the development of a learning management system for all trainings

By adding these positions, the HMIS team will be able to produce data dashboards which tell the story of homelessness, analyze data to predict new program development and implementation, and provide HMIS users with ongoing training through development of a learning management system.

This team will also be responsible for monitoring projects to ensure compliance with data standards as set forth by the Coalition and HUD.

## **COORDINATED ENTRY SYSTEM (CES)**

The purpose of the Coordinated Entry System (CES) is to assess and house those experiencing homelessness as quickly as possible by prioritizing households based on the Coalition’s need. Prioritization can change from year to year and will be based on the Coalition’s priorities for ending homelessness using the Housing First approach.

Additions to the Coordinated Entry System are needed to accurately refer households to available housing opportunities with the homeless response system.

Staff additions include:

- Coordinated Entry System Coordinator
- Coordinated Entry System Operator

DRAFT

## TIMING AND NEXT STEPS

The timing and implementation of the strategic plan will be determined by service providers and the City's prioritization and commitment to ending homelessness. The CoC will be instrumental in leading the work of the strategic plan.

Next steps consist of organizing the CoC, CES and HMIS teams to begin strategizing and building partnerships with the appropriate agencies to fulfill the plan over the course of the next five years.

Timeline:

### Phase I (Years 1 & 2)

- Establish and organize the CoC, CES, and HMIS teams
- Redevelop CES & HMIS
- Focus on ending Veteran and youth homelessness
- Evaluating and redeveloping current Rapid Rehousing projects based on the current needs of homeless households
- Develop a Landlord Program

### Phase II (Years 2 & 3)

- Coordinating and increasing Homeless Street Outreach Teams
- Realign Emergency Shelter and Transitional Housing
- Increasing Permanent Supportive Housing
- Develop the Move On Program
- Focus on ending individual and chronic homelessness

### Phase III (Years 4 & 5)

- Develop Homelessness Diversion and Prevention programs
- Develop Jail Diversion programs
- Develop Collaboration Partnership with Education Systems
- Develop Collaboration Partnership with Hospital and Healthcare Systems
- Focus on ending family homelessness

Over the next five years, the City of Waco and the Heart of Texas Homeless Coalition will focus on ending homelessness by establishing a Continuum of Care, developing a homeless response system, and making necessary upgrades to the current data systems. Through partnership and coordination, the Coalition will end homelessness within the Heart of Texas region.



## REFERENCES

[https://www.usich.gov/resources/uploads/asset\\_library/Core-Components-of-Outreach-2019.pdf](https://www.usich.gov/resources/uploads/asset_library/Core-Components-of-Outreach-2019.pdf)

<https://files.hudexchange.info/resources/documents/system-performance-measures-in-context.pdf>

<http://endhomelessness.org/wp-content/uploads/2009/07/homelessness-prevention-guide-and-companion.pdf>

<https://endhomelessness.org/resource/what-is-a-continuum-of-care/>

<https://www.homelesshub.ca/solutions/emergency-response/outreach>

<https://partnershipwake.org/wp-content/uploads/2021/03/Impactful-Street-Outreach.pdf>

<https://endhomelessness.org/what-will-it-take-to-house-america/>

<https://files.hudexchange.info/resources/documents/Rapid-Re-Housing-Brief.pdf>

DRAFT

# APPENDIX

## System Performance Measures in Context

<https://files.hudexchange.info/resources/documents/system-performance-measures-in-context.pdf>

## What is a Joint TH and PH-RRH Component Project?

Date Published: July 2019

<https://www.hudexchange.info/faqs/reporting-systems/e-snaps-homeless-assistance-application-and-grants-management-system/nofasnotices/fy-2017-nofa/what-is-a-joint-th-and-ph-rrh-component-project/>

A Joint TH and PH-RRH Component project is a project type that includes two existing program components-TH and PH-RRH in a single project to serve individuals and families experiencing homelessness. If funded, HUD will limit eligible costs as follows:

1. Leasing of a structure or units, and operating costs to provide transitional housing;
2. Short- or medium-term tenant-based rental assistance on behalf of program participants in the rapid rehousing portion of the project;
3. Supportive services for the entire project;
4. HMIS; and
5. Project administrative costs.

If awarded, recipients or subrecipients must be able to provide both components, including the units supported by the transitional housing component and the tenant-based rental assistance and services provided through the PH-RRH component, to all program participants up to 24 months as needed by the program participants. For example, a program participant may only need the temporary stay in transitional housing unit, but the recipient or subrecipient must be able to make available the financial assistance and supportive services that traditionally comes with rapid re-housing assistance to that program participant. This does not mean, however, that the applicant is required to request funding from the CoC Program for both portions of the project (e.g., the applicant may leverage other resources to pay for the transitional housing portion of the project).