ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
Dignity Village - tents and makeshift shelters; substance use and drug dealing; human trafficking.	**Transition encampment to Housing First Model:**			
	• Accept no new entries	•Accept no new entries who have never been housed in Alachua County.	City DV Project Manager	7/15/2016- City policy
	• Ban all open fires and flames	•Ban all open fires and flames – only permit fires in barrels.	City DV Project Manager/GFR	effective immediately
	• Address all behaviors that are already deemed to be unacceptable at the site such as building quasi-permanent structures, drug manufacturing, having aggressive dogs, and leaving one's site in disarray.	• Address all behaviors that are already deemed to be unacceptable at the site such as building quasi-permanent structures, drug manufacturing, having aggressive dogs, and leaving one's site in disarray.	City DV Project Manager/GPD	effective immediately
	• Establish a wind-down date	•Establish a wind-down date (subject to having coordinated entry and housing placement).	CoC and City	TBD
	• If any person leaves – voluntarily or because of incarceration or hospitalization – do not permit re-entry.	•If any person leaves – voluntarily or because of incarceration or hospitalization as evaluated on a case-by-case basis – do not permit re-entry.	City DV Project Manager	effective immediately
	• Complete the VI-SPDAT on each occupant	•Establish CoC Outreach Committee	CoC Volunteers	Summer 2016
	• Prioritize people in each section of Dignity Village based upon the following: meeting	•Initiate prioritization based on coordinated entry and	CoC	December 2016

ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
	the definition of chronic homelessness as established by HUD; VI-SPDAT score; and, tri-morbidity. House people in priority sequence from the site.	•VI-SPDAT		
	• Assemble a group of professionals (temporarily taking them from other duties as necessary) responsible for creating a homeless solution plan for each person in priority sequence (homeless solution plans could include things like independent permanent housing; family reunification; supportive housing; etc.).		CoC	Ongoing
Antiquated shelter model; focus on getting people out of homelessness is absent; self-imposed barriers like requiring guests to be sober or working on sobriety, or working or focusing on work.	**To reconfigure shelters, the community is encouraged to:**			
	• Set up a robust diversion strategy so that as many people as possible that are seeking shelter can go to an alternate safe and appropriate place rather than shelter as much as possible.	•GRACE staff trained in Diversion by Iain DeJong (7/15/16). Train local agency staff, establish prevention/diversion protocol	CoC	10/2016
	• Establish a targeted length of stay to have a person move from shelter to permanent housing.		CoC	10/2016

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	• Remove programming requirements that have nothing to do with the housing process (for example, eliminate: employment readiness and job training from shelters; Alcoholics Anonymous and similar time meetings; bible studies and religious education).		GRACE & CoC	10/2016
	• Navigate an exit from the shelter for the person in an intentional collaborative process between service providers rather than having the person navigate their own way through services.	•Develop and implement protocol with providers	GRACE & CoC	
	• Remove ALL requirements of sobriety or working on sobriety from ALL shelter programs.	•GRACE implemented 10/16. Develop protocol with shelter providers	GRACE & CoC	10/2016
	• Remove ALL work requirements or working on employment requirements from ALL shelters.	•GRACE implemented 10/16. Develop protocol with shelter providers	GRACE & CoC	10/2016
	• Ensure general counselling and assistance programs are removed.	•Establish clear distinction between One Stop and Shelter	GRACE & CoC	10/2016
	• Determine appropriate tasks for volunteers related to the housing process.	•Refocus shelter activities to Housing Focused, create protocols	GRACE & CoC	10/2016
	• Stop delineating shelter populations on the Pavilion instead, implement an integrated housing-focused shelter program.	•Transition pavilion •Completed	GRACE	10/2016 10/2016
	• Complete the VI-SPDAT on each occupant that has been in the shelter 15 or more days, or has come back to shelter three or more times in the last three months.	•Complete on entry and prioritize •Completed	CoC	9/2016 9/2016

ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
	• Prioritize people across all shelters based upon the following: meeting the definition of chronic homelessness as established CoC by HUD; VI-SPDAT score; and, tri-morbidity.	•Finalize and implement coordinated entry protocols	CoC	1/2017
	• House people in priority sequence, linking people to wrap around supports as necessary based upon their acuity and depth of need.	•Finalize and implement coordinated entry protocols	CoC	10/2016
	• Insist that housing focus conversations happen with each shelter user daily.	•Develop and implement shelter protocol	GRACE & CoC	10/2016-1/2017
	• Insist that every shelter user has a housing plan in place if they have stayed 8 or more days within the shelter, or returned to shelter three or more times in a three month period.	•Develop and implement shelter protocol	GRACE & CoC	10/2016-1/2017
	• Craft shelter policies and procedures that reinforce the housing focus of shelter.	•Develop and implement shelter protocol	GRACE Coordinated Entry Committee	1/2017
Outlying Homeless Camps – high acuity; previous Alachua housed; none had a desire to ever go to Dignity Village	Need to develop an Outreach strategy	•Establish CoC Outreach sub-committee to implement process	CoC – Coordinated Entry Committee	10/2016
	• Wind down projects that are not working; • Analyze the total volume of investment in housing and homeless services in the community from all sources, and align them to a shared vision of ending homelessness; • Educate service providers on how to deliver the interventions properly; • Establish policies and procedures;	• Wind down projects that are not working; • Analyze the total volume of investment in housing and homeless services in the community from all sources, and align them to a shared vision of ending	CoC All	

ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
	• Put in place a quality assurance plan for the work that is being done. • List all of HUD's expectations in the new normal of delivering homeless programs and services. • Educate the service provider community and other relevant partners on the requirements and implications of each. • Indicate which actions are happening, and which have not been started. • Develop a timeline and project matrix with a person appointed to be accountable for completion, to make sure each requirement is fulfilled as soon as possible.	homelessness; • Educate service providers on how to deliver the interventions properly; • Establish policies and procedures; • Put in place a quality assurance plan for the work that is being done. • List all of HUD's expectations in the new normal of delivering homeless programs and services. • Educate the service provider community and other relevant partners on the requirements and implications of each. • Indicate which actions are happening, and which have not been started. • Develop a timeline and project matrix with a person appointed to be accountable for completion, to make sure each requirement is fulfilled as soon as possible.		
Housing First interventions work when an organization is trained to deliver	• Schedule and encourage attendance at: Critical Time Intervention; Recovery Oriented Housing-Focused Intensive Case Management; Recovery Oriented Housing-Focused Assertive Community Treatment.	Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017

ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
Training needed to educate service providers on how to deliver the interventions properly to get the intended results.	The following are trainings that the community would seem to benefit from receiving:	•Work with CoC to coordinate and notice members regarding training		
	• VI-SPDAT	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Housing Focused Shelter Operations	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Safe and Appropriate Shelter Diversion	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Housing Focused Street Outreach	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Excellence in Housing-Based Case Management	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Introduction to Motivational Interviewing for Homelessness and Housing Professionals	•Work with CoC to coordinate and notice members regarding training		
	• Assertive Engagement	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• Recovery and Wellness	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017
	• SPDAT	•Work with CoC to coordinate and notice members regarding training	CoC	Spring 2017

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Alignment between the CoC, County and City is going to be beneficial moving forward, especially as it relates to contract expectations and contract language.				
	•Coordinate a meeting with Funders to lay out the expectations and then train to that expectation.	•Establish a Funders Council to unify approach	City and County - All	1/2017
	•Consideration may also be given to incentivize contracting.	•Consideration may also be given to incentivize contracting.	City and County - All	1/2017
	•Develop joint contract review teams – City and County	•Develop joint contract review teams – City and County	City and County - All	1/2017
Need community-wide policies and procedures for all operations that serve people that are homeless.	**Develop and Implement:**			
	• A universal grievance process for program users.	• A universal grievance process for program users.	CoC	1/2017
	• Shelter standards.	• Shelter standards.	CoC	1/2017
	• Outreach standards.	• Outreach standards.	CoC	1/2017
	• Recovery-Oriented Housing Focused Intensive Case Management standards.	• Recovery-Oriented Housing Focused Intensive Case Management standards.	CoC	1/2017
	• Standards for the involvement of professional and non-professional volunteers.	• Standards for the involvement of professional and non-professional volunteers.	CoC	1/2017
	• Standards of coordinated entry and use of a common assessment tool.	• Standards of coordinated entry and use of a common	CoC	1/2017

ISSUE	CONSULTANT RECOMMENDATIONS	ACTION	RESPONSIBLE PARTY	DATE
		assessment tool.		
	• Community worker safety strategy standards	• Outreach worker safety strategy standards	CoC	1/2017
	• Community should have an open data system with HMIS to track the service use of individuals and their whereabouts, with standards that outline data sharing, confidentiality and breach procedures.	• Community should have an open data system with HMIS to track the service use of individuals and their whereabouts, with standards that outline data sharing, confidentiality and breach procedures.	CoC	1/2017
	• The community is strongly urged to have an open, transparent Release of Information for all parties involved in ending homelessness for any particular individual or family.	• The community is strongly urged to have an open, transparent Release of Information for all parties involved in ending homelessness for any particular individual or family.	CoC	1/2017
	The CoC, County and City could reach mutual agreement on which of those bodies would step forward to lead change in homeless services and know that they have the unwavering support of the other two entities.	•Schedule a meeting with the three parties to discuss and evaluate alternatives.	CoC City, and County Joint City/County Commissioner Meeting	March or April 2017
The leader/leaders that is/are charged with the task of navigating a new direction for the community does not have the experience or training to lead an end to homelessness.	Schedule training as indicated.	•Schedule training as indicated.	CoC City, and County	2/2017