### GOAL

To achieve ‘Functional Zero’ by 2020

(Translation: Building a housing-focused system that has sufficient resources to address need in the community so that homelessness is a rare, brief, and non-recurring experience.)

### LEVERAGE POINTS

<table>
<thead>
<tr>
<th>Affordable Housing</th>
<th>Health &amp; Human Services</th>
<th>Public Safety</th>
</tr>
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### STRATEGY

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- Implement ‘housing-focused’ policies for contracts (e.g. reduce barriers, adopt a ‘Housing First’ philosophy).
- Focus on data and establish clear performance metrics, and align metrics among public and private funders.
- Prioritize enforcement / clean-up of public lands where unsheltered homeless individuals congregate.
- Establish linkages and programmatic partnership between homeless and criminal justice systems.

### TACTICS

- **Affordable Housing**
  - Align timeline for financing tools (e.g. LIHTC credits, etc.)
  - Focus on T.O.D. in urban core.
  - Small-scale development of PSH with existing resources.
  - Use financial modeling data to lobby for increased resources for PSH and <30% AMI.
  - Public housing special action team.
  - Landlord and faith-based summits convened statewide.
  - Embed targeted landlord outreach / housing navigation component in service contracts.
  - Centralized landlord hotline, and mitigation funds.

- **Health & Human Services**
  - Provide training for providers.
  - Re-orient shelter policies (e.g. small sizes, etc.)
  - Target specific services (MH + SUD)
  - Implement CES matching.
  - 1115 Medicaid waiver amendment
  - Homeless funders hui.
  - Communications hui.
  - Begin to dashboard progress/results.
  - Share and match data with other systems.
  - Use data/HMIS to better target and prioritize limited resources.

- **Public Safety**
  - Develop standardized state enforcement guideline.
  - Establish structure for coordination.
  - Build relationship with City and other partners (e.g. Humane Society, CWS, etc.)
  - Convene targeted Resource Fairs in specific enforcement areas.
  - Implement Community Outreach court and LEAD.
  - Integrate law enforcement and outreach services.
  - Strengthen investment in MH and SUD services.

### METRICS

- **Affordable Housing**
  - No. of homeless people into permanent housing.
  - No. of new units specifically for homeless.
  - Turnaround time for public housing.
  - No. of overall new housing units produced.

- **Health & Human Services**
  - No. of homeless people into permanent housing.
  - Reduction in healthcare costs for homeless services.
  - Increased public understanding/awareness.

- **Public Safety**
  - No. of homeless people into permanent housing.
  - Increased City-State coordination for cleanup.
  - Increased inter-agency coordination (within State govt.).