

PRIORITY ONE: ACCURATE INFORMATION / EDUCATION / OUTREACH

Strategies	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1	Action 1.1.1 Allocate funds to conduct study	State Team for the Public Policy Academy	1. Legislators (Barril) 2. OGP (Governor) 3. Foundations 4. State Agencies (Commission) 5. WIA	1. \$150,000 budget	1. Attain sufficient funds for research 2. Engage Universities to engage in this effort 3. Amendments to Law 250 of 1998 to allocate funding to the Commission	July-02
Study, needs assessment: (includes information about services & housing units and communications infrastructure)	Action 1.1.2 Contract resources to conduct study. Study will include a Needs Analysis and Profile of the Homeless, an Inventory of all services & housing available for the Homeless, information about the Technological Infrastructure at each service site, list of legislation that impacts the homeless and any other information which is necessary.	State Team for the Public Policy Academy	Depends on RFP	1. Completed Study	1. Needs Analysis 2. Inventory of Services 3. Gaps Analysis 4. List of legislation 5. Description of site tech infrastructure	November-02
	Action 1.1.3 Publish and disseminate results	Commission	Commission	1. Publish online 2. Get press coverage 3. Circulate to NPOs, Government (Executive, Judicial & Legislative) & Universities	1. Press conference to disseminate findings 2. Print copies 3. Make online version 4. Send copy to Legislators, Agency Directors, Mayors, Universities & Service Providers	December-02
Strategy 1.2	Action 1.2.1 Do a complete inventory of all services and housing available for the homeless	State Team for the Public Policy Academy	1. Department of Housing 2. Depends on RFP	1. Complete inventory including a rating of the effectiveness of services and the quality of the housing	1. Development of questionnaire 2. Filling questionnaire 3. Progress reports	December-02
Identify & Prioritize Gaps						

	Action 1.2.2 Comparative analysis of Needs Assessment and Inventory of Service & Housing	State Team for the Public Policy Academy	1. Depends on RFP	1. Complete Analysis	1. Progress reports	December-02
	Action 1.2.3 Set Priorities for the Gaps	Commission	1. Government (Central & Municipal) 2. NPOs 3. CBOs 4. Faith Based Orgs	1. Set program Priorities 2. Inform Public and Private sector of these Priorities	1. Meeting with stakeholders to present GAPS Analysis 2. Receive input from stakeholders 3. Decide on Priorities	February-03
	Action 1.2.4 Publish and Disseminate a Directory of Services and Housing available for the Homeless	Commission	Commission	1. Directory of services & housing available 2. Publish online 3. Send copies to NPOs, Government & Universities	1. Press conference to disseminate findings 2. Print copies 3. Make online version 4. Send copy to Legislators, Agency Directors, Mayors, Universities & Service Providers	March-03
Strategy 1.3	Action 1.3.1 NIMBY Campaign (Not In My Back Yard)	Commission	1. Committee within the Commission 2. Association and Federation of Mayors 3. Local Actors 4. Homeless Volunteers 5. Civic Groups	1. Run campaign	1. Engage "problem" communities to develop alternative vision of homelessness. 2. Get pro bono advertising services 3. Get commitment from newspapers & other media to provide coverage as public service 4. Prepare public relations plan 5. Prepare ads	September-02
Education Campaigns	Action 1.3.2 Campaign to prevent criminalization of homelessness	Commission	1. Committee within the Commission 2. Association and Federation of Mayors 3. Local Actors 4. Homeless Volunteers 5. Civic Groups	1. Run campaign	1. Engage "problem" communities to develop alternative vision of homelessness. 2. Get pro bono advertising services 3. Get commitment from newspapers & other media to provide coverage as public service 4. Prepare public relations plan 5. Prepare ads 6. Make appeals to Legislators & Mayors	September-02

	Action 1.3.3 Outreach to Clients	Commission	<ol style="list-style-type: none"> 1. Homeless service providers NPOs, CBOs & FBOs 2. PATH 3. Special Communities Office Coordinators 4. Social Rehabilitation Program (PRES) 5. Local Governments 	1. Clients know about and can access the services available	<ol style="list-style-type: none"> 1. Manual of outreach information 2. Mechanism of outreach in place 	ongoing
	Action 1.3.4 Staff Training	Commission	<ol style="list-style-type: none"> 1. Homeless service providers NPOs, CBOs & FBOs 2. PATH 3. Special Communities Office Coordinators 4. Social Rehabilitation Program (PRES) 5. Local Governments 6. VA Outreach 7. Universities 	1. Train outreach teams	<ol style="list-style-type: none"> 1. Identify Best Practices 2. Identify trainers 3. Train the trainers 	January-03
Strategy 1.4	Action 1.4.1 Hold meeting with all service & housing providers	Commission	<ol style="list-style-type: none"> 1. HUD TA 2. Aspen Sys TA 3. Foundations 4. NGO, CBO & FBO 5. Central & Local Government 	1. Commitments to engage in HMIS initiative	<ol style="list-style-type: none"> 1. Identify service providers 2. Set up meeting agenda 3. Hold meeting 	January-03
Develop information and referral system (HMIS)	Action 1.4.2 Access Technical Assistance	Commission	<ol style="list-style-type: none"> 1. HUD TA 2. Aspen Sys TA 	1. Access Technical Assistance	<ol style="list-style-type: none"> 1. Coordinate TA with HUD/NHSDC 2. Create HMIS Committee in Commission 	
	Action 1.4.3 Conduct Needs Assessment	State Team for the Policy Academy	Depends on RFP	1. Identify infrastructure and personnel training needs of service providers	1. Site visits, evaluation of infrastructure, resources & personnel	March-03
	Action 1.4.4 Develop Plan for Implementation	Commission	Commission	1. Implementation Plan	<ol style="list-style-type: none"> 1. Short Term Plan (1-3 years) 2. Mid Term Plan (4-6 years) 3. Long Term Plan (7-10 years) 	March-03

	Action 1.4.5 Identify provider of the service	Commission	Depends on RFP	I. Hire administrator for HMIS	1. Negotiate Terms 2. RFP Process 3. Evaluate proposals	March-03
Progress to Date	Barriers and/or Situational Changes			Immediate Next Steps		
				(including potential technical assistance needs)		
HMIS Pilot has begun in San Juan.	Commission has no budget assigned			Request HMIS TA & Needs Assessment TA & Identify funding resources for study		

PRIORITY TWO: COORDINATION / COLLABORATION

Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Governor's Mandate	Action 2.1.1 State Team & Commission meet to finish plan by May 31, 2002.	State Team for the Policy Academy	State Team for the Policy Academy	1. Finish working Action Plan	1. SWOT Analysis 2. Set Priorities 3. Develop strategies	May-02
	Action 2.1.2 Send Plan to Governor	State Team for the Policy Academy	State Team for the Policy Academy	1. Send Plan to Governor & receive her input	1. Send out plan 2. Follow up	May-02
	Action 2.1.3 Send Plan to the Public Policy Academy by May 31	State Team for the Policy Academy	State Team for the Policy Academy	1. Send Plan to Policy Academy	1. Send out plan 2. Follow up	May-02
	Action 2.1.4 Establish Work Plan for the Commission	State Team for the Policy Academy	State Team for the Policy Academy	1. Develop a 5 year work plan for the Commission	1. Monthly meetings 2. Progress report	May-02
Strategy 2.2 Develop Strategic Plan Across Agencies, Municipalities, private entities and communities.	Action 2.2.1 Identify barriers access of mainstream services and coordination	Commission	Commission	1. List of all barriers at the government and non governmental level that impede access to services & housing	1. Meetings with homeless clients to identify barriers 2. Meetings with service providers to identify barriers and possible areas of collaboration	September-02
	Action 2.2.2 Report the results of the needs assessment study at the Commission meetings	Commission	Commission	1. Make clear to all Commission members what the barriers to service are	1. Make a report of Barrier Identification findings 2. Present to each member of the Commission	September-02

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Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 2.2.3 Develop strategies for service coordination	Commission	Commission	1. Develop a plan for service coordination and elimination of barriers to service delivery and housing	1. Identify alternatives to eliminate barriers 2. Identify priorities in service coordination	February-03
	Action 2.2.4 Develop and sign MOUs to ensure interagency collaboration	Commission	Legal Aids Agency Directors	1. Interagency coordination ensured through MOUs	1. Develop MOUs 2. Negotiations	July-03
	Action 2.2.5 Talk to Legislators to change or create legislation to reduce barriers to services.	Commission	Commission NGOs, CBOs & FBOs	1. Foster legislation that produces interagency collaboration and eliminates barriers	1. Identify legal issues 2. Propose bills 3. Gather Executive and Legislative support	September-02
Strategy 2.3 Develop a time frame & follow up on the development of the action plan and all the strategic plans contemplated herein	Action 2.3.1 Develop an time line and follow up mechanisms	Commission	Commission	1. Follow up on plan	1. Hire an Executive Director for the Commission 2. Develop an Action Plan Timeline 3. Follow up on initiatives	ongoing
Progress to Date 1. Commission is meeting regulaly 2. Continuum of Care Application is under way 3. All Central Government Agencies are assisting the Commission meetings 4. Commission has representation from NPOs, FBOs, Corporations and a homeless person. 5. Continuum of Care has been presented to Mayors, and they support the initiative		Barriers and/or Situational Changes Legislation		Immediate Next Steps 1. Ask each Agency represented in the Commission to hold a round table discussion to identify barriers to service & housing 2. Identify funds for & hire Executive Director for the Commission 3. Request TA for systems integration (including potential technical assistance needs)		

PRIORITY THREE: EXPAND / IMPROVE INFRASTRUCTURE

Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 3.1 Statewide continuum of care application	Action 3.1.1 Hire a consultant	Commission	Department of Family	Consultant will write Exhibit 1 and coordinate any planning or data gathering efforts necessary to developing our Continuum of Care Strategy	1. Develop RFP 2. Inventory of Services 3. Bring together initiatives developed by diverse groups	May-02 January-03 January-04 January-05
	Action 3.1.2 Attend HUD broadcast	Commission	1. Department of Family 2. Commission	1. Know HUD's expectations regarding the McKinney-Vento Homeless Assistance Programs	1. Invite stakeholders to the Teleconference 2. Assistance	April-02
	Action 3.1.3 Assign staff from the Dept. of Family to gather information from service providers to complete inventory of services and gap analysis	Commission	1. Department of Family	1. Compile inventory of services	1. Train staff to administer questionnaire 2. Progress report of number of service & housing providers reached	April-02
	Action 3.1.4 Secretary of Department Family will convene a meeting with the presidents of the mayors organizations.	Commission	1. Secretary of Department of Family	1. Gather support of Mayors to develop a Continuum of Care strategy	1. Meetings with Mayors	April-02
	Action 3.1.5 Send out RFP	Commission	1. Department of Family	2. Receive Projects	1. Develop RFP 2. Print in the Newspaper 3. Circulate to service & housing providers	April-02
Strategy 3.2 Develop additional housing for homeless persons with special needs	Action 3.2.1 Identify the quantity and the type of housing projects necessary to attend current need	State Team for the Policy Academy	Commission	1. Exhaustive list of supportive housing needs	1. Progress reports of needs assessment study 2. Meetings with Department of Housing Progress of HMIS development	December-02

PRIORITY THREE: EXPAND / IMPROVE INFRASTRUCTURE

Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 3.2.2 Set priorities for the development of projects	Commission	1. Government 2. NPOs 3. CBOs 4. FBOs 5. Homeless Clients	1. Set list of priorities	1. Regular meetings	March-03
	Action 3.2.3 Develop framework for financing these types of projects	Commission	Commission	1. Handbook for financing frameworks	1. Gather information 2. Meetings with Department of Housing	January-03
	Action 3.2.4 Identify and make presentations for developers (for profit, non-profit & CHDOs), service providers & management teams with the capacity to develop and run projects	Commission	Commission	1. Raise awareness & train developers, service providers and administrators about collaborative projects to create supportive housing	1. Identify developers, service providers & administrators 2. Develop presentation 3. Hold meetings	ongoing
	Action 3.2.5 Follow up to project development collaborative	Commission	Commission	1. Follow up	1. Regular meetings	ongoing
	Action 3.2.6 Identify and develop incentives for developers to get involved in this type of housing project	Commission	Legislators Department of Housing	CRA type legislation	1. Meetings with Legislators 2. Bill 3. Support for the Bill	April-03
Strategy 3.3 Develop additional drug rehabilitation programs	Action 3.3.1 Identify the quantity and the geographic area where these are needed	State Team for the Policy Academy	Commission	Identify Gaps by geographic area	1. Progress reports of needs assessment study 2. Meetings with ASSMCA 3. Progress of HMIS development	January-03

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Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 3.3.2 Develop framework for financing these types of projects	Commission	ASSMCA Department of Health	1. Handbook for financing frameworks	1. Gather information 2. Meetings with Department of Housing	February-03
	Action 3.3.3 Identify service providers with the capacity to develop these projects	Commission	ASSMCA Department of Health Service providers	1. List of service providers with the capacity to develop new initiatives	1. Identify service providers 2. Develop presentation 3. Hold meetings	January-03
	Action 3.3.4 Follow up to project development collaborative	Commission	Commission	1. Follow up	1. Regular meetings	ongoing
Strategy 3.4	Action 3.4.1 Identify areas where homeless prevention services can be developed	State Team for the Policy Academy	Commission	Identify prevention services necessary	1. Progress reports of needs assessment study 2. Meetings with Corrections & VA	ongoing
Develop homelessness prevention programs (ex. coordinate with corrections system, veterans hospital and others)	Action 3.4.2 Coordinate with Department of Veterans Administration	Commission	VA	Develop homeless prevention strategies for homeless veterans	1. Meetings with VA 2. Plan for development of prevention activities 3. Implementation	ongoing
	Action 3.4.3 Coordinate with Corrections System	Commission	Corrections System Judicial System	Develop homeless prevention strategies for people leaving the corrections system	1. Meetings with Corrections System 2. Plan for development of prevention activities 3. Implementation	ongoing

PRIORITY THREE: EXPAND / IMPROVE INFRASTRUCTURE

Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 3.5	Action 3.5.1 Define Program and Client based benchmarks	Commission	Executive Director	Develop manual and standards to measure performance	1. Meetings with service providers 2. Meetings with homeless to evaluate service provision 3. Identify performance indicators	April-03
Develop outcome based performance measures (effectiveness)						
	Action 3.5.2 Implement Performance measures	Commission	Executive Director	Evaluate programs using performance measures	1. Evaluations	ongoing
Strategy 3.6	Action 3.6.1 Identify federal program requirements	Commission	Executive Director	Develop monitoring tool	1. Review federal requirements 2. Meetings with homeless to evaluate service provision 3. Develop monitoring tool	April-03
Establish quality control mechanism						
	Action 3.6.2 Implement monitoring mechanism	Commission	Executive Director	Monitor programs	1. Evaluations	ongoing
Strategy 3.7	Action 3.7.1 Develop training curriculum	Commission	Executive Director	Staff training curriculum	1. Identify Best Practices 2. Meetings with staff & professionals 3. Recruit educational consultants	May-03
Develop a comprehensive staff development program for all services providers						
	Action 3.7.2 Provide staff training	Commission	Executive Director	Certify staff to offer services & train the sector	1. Develop staff training plan 2. Implement	ongoing

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Strategies	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Progress to Date</p> <ol style="list-style-type: none"> 1. Commission has been meeting regularly to develop a Continuum of Care Strategy 2. Consultant was hired to help us develop our Continuum of Care Strategy 3. We are gathering information about service and housing available for the homeless throughout Puerto Rico 	<p>Barriers and/or Situational Changes</p> <p>Lack of recent statistical information is holding back initiatives</p>			<p>(including potential technical assistance needs)</p> <ol style="list-style-type: none"> 1. Submit Continuum of Care Application 		