

York County 10 Year Plan to End Homelessness

October 2013

Approved by York City/County Continuum of Care on October 24, 2013

Revision History:

August 20, 2013	Added 'City' to funding references in Theme 2 – the City is committed to working with the County on this 10 Year Plan and should be identified as such. Changed 'jail diversion court' to treatment court.
September 9, 2013	Added Appendix with action steps for strategies for Theme 1, 2, 3, 4, and 5.
September 24, 2013	Revisions to Action Steps and Terms & Definitions sections added.
September 27, 2013	Revisions to Action Steps based on discussion at September CoC meeting.
October 7, 2013	Added the Chair of each Theme Sub-Committee to the action step pages in Appendix A and included information about the 10 Year Plan process in the Introduction.
October 17, 2013	Added assignments of duty to the Action Steps. Formatted Terms and Definitions Appendix B into alphabetical order.
October 29, 2013	Changed 'Assignments' to 'Action Step Lead' in each theme's action steps, made revisions to lead on items in action steps based on feedback from CoC meeting on 10/24/13. This version was approved by CoC on 10/24/13.

Introduction:

The U.S. Department of Housing and Urban Development (HUD) requires that each community across the country develop a 10 year plan to end homelessness. Communities are being encouraged to make use of the newest research and technologies in developing a plan to both prevent and end homelessness. In 2002, The National Alliance to End Homelessness published *A Plan: Not a Dream – How to End Homelessness in Ten Years* and in 2003 the United States Interagency Council on Homelessness published the *10-Year Planning Process to End Chronic Homelessness in your Community: A Step-by Step Guide*. In 2010, the United States Interagency Council on Homelessness published a new plan to tackle this nationwide issue: *Opening Doors: the Federal Strategic Plan to Prevent and End Homelessness*. This new plan from the federal government outlined and encouraged specific relationships between different areas of government that were interacting with homeless populations, such as the Veterans Administration, Health & Human Services, and the Department of Housing and Urban Development. This federal plan also encouraged similar partnerships at the community level between different groups serving homeless populations.

In 2010, York City and County formed their own county-wide Continuum of Care with HUD. This group – a sub-committee of the larger York Housing Advisory Commission (YHAC) – was charged with developing and implementing a 10 Year Plan to End Homelessness for the York community.

York County's 10 Year Plan to End Homelessness seeks to create an outline for the work to be completed in our community over the next 10 years, to prevent and eliminate homelessness to the best of our ability. This plan acts as a strategic plan for funding decisions, setting priorities, and the community work that must take place to ensure that everyone has a safe, stable place to call home.

York County, Pennsylvania:

York County is located in the south-central region of the state of Pennsylvania, and is made up of 434,972 residents (per the 2010 Census) – which is a 13.9% increase from the 2000 Census numbers. York County borders the state of Maryland to the south, the county of Adams to the west, the county of Dauphin to the north, and the Susquehanna River and Lancaster County to the east. The square mileage of this community is 904 square miles, with a population of 481 persons per square mile (an increase from 420 per square mile in 2000). The majority of York County residents are Caucasian (90.4% - a decrease from 91.2% in 2000) with African American (6.2% - an increase from 5.8% in 2000), American Indian/Alaskan Native (.3%), and Asian (1.3%) also represented. 5.8% of the population are of Hispanic or Latino origin. 9% of the population falls below the federal poverty line, and 6.6% (an increase from 5.8% in 2000) speak a language other than English in the home.

9% of York County residents report having no health care between 2008 and 2010. Pennsylvania reports 11% who lacked health insurance during those years. In December 2012, the unemployment rate in York County was 7.5%, compared to Pennsylvania's

unemployment rate of 7.9% during the same month. York County's two largest industries are manufacturing and educational/health care/social services, but the county has struggled with manufacturing closing or leaving in recent years.

York County's Homeless Populations:

In 2013, York County counted 278 homeless individuals on the Point in Time count night of January 30th. 278 people counted this year was the highest number counted since 2007. In fact, this number is 19% higher than 2008, and 7% higher than 2012. The demographics of our homeless population continue to change. In 2013, we saw 53 families experiencing homelessness (made up of 59 adults and 94 children), as well as 125 individuals experiencing homelessness. In 2012, we saw 46 families experiencing homelessness (made up of 52 adults and 92 children), as well as 107 individuals experiencing homelessness. This shows we did have an increase in the number of families and individuals in 2013. In addition, in 2013, those in shelters reported high incidences of domestic violence (42%) and mental health disorders (38%). York County also continues to see waiting lists for existing homeless programs – especially those transitional and permanent supportive housing programs in the county. On January 30th, we had 10 families with children (32 people) and 33 individuals on waiting lists for permanent supportive housing; 15 families with children (47 people) on waiting lists for transitional housing.

In addition to statistics gleaned from the Point in Time Count, York County also participates in the national Annual Homeless Assessment Report (AHAR) data collection. Community AHAR data is compiled by the Department of Housing and Urban Development (HUD) and provided to Congress annually as a "state of homelessness in the nation." In 2012, York County reported 1,978 people experiencing homelessness from October 1, 2011 through September 30, 2012. Of that number, 524 were in families (26.5%), and 1,454 (73.5%) were individuals. As of the writing of this report, national 2012 AHAR data was not available, however, utilizing the 2011 nationwide statistics showed that 835,671 (39.5%) people in families and 1,279,217 (60.5%) individuals were homeless during the course of one year in our nation. York's ratio of people in families to individuals is 13% lower than the national averages.

Visions, Goals, and Guiding Principles:

York County believes that no one should experience homelessness, and no one should be without a safe, stable place to call home.

Additionally, York County supports the four federal goals of *Opening Doors*, the federal strategic plan to prevent and end homelessness, plus an additional goal of ending homelessness among single individuals. York County has established a timeline that begins in 2013 and adopts the caveat in the Pennsylvania Agenda to End Homelessness: that the goals must be appropriate and achievable for York County, and that increased need and limited resources may inhibit York County's ability to meet the federal targeted time lines.

York County's Goals are to:

1. Finish the job of ending chronic homelessness by 2018
2. Prevent and end homelessness among Veterans by 2018
3. Prevent and end homelessness for families, youth and children by 2023
4. Prevent and end homelessness among all individuals by 2023
5. Set a path to ending all types of homelessness

To help achieve the goal of preventing and ending homelessness, York County has adopted five guiding principles:

1. Every homeless person who needs housing and services can easily access them.
2. The system identifies and addresses the full range of housing and service needs of each homeless family and individual.
3. The time a person is homeless is minimized.
4. Every homeless person is treated with dignity and respect.
5. All county agencies maximize efforts to prevent homelessness.

Themes, Strategies, and Action Steps for Ending Homelessness:

York County has adopted the methodology of the federal *Opening Doors* policy, and has structured the York County 10 Year Plan around the themes identified in that document. Strategies and action steps to accomplish tasks under these themes are locally identified and will be locally carried out.

1. Increase Leadership, Collaboration, and Civic Engagement
2. Increase Access to Stable and Affordable Housing
3. Increase Economic Stability
4. Improve Health and Stability
5. Transform the Homeless Crisis Response System

Theme 1: Increase Leadership, Collaboration, and Civic Engagement

Objective 1.1: Promote Collaborative Leadership

To achieve the goals of ending homelessness and preventing new homelessness from occurring, York County must collaborate across private and public sectors. This community-wide collaboration will lay the foundation for an engaged population who is working towards the York County 10 Year Plan to End Homelessness.

Strategies:

Identify a “champion” for the cause in the private sector. A large part of making this collaboration work is strong leadership – and a champion for the cause of ending homelessness in York County. This champion can help engage other citizens and private sector businesses in achieving this goal. The champion will be the spokesperson for the 10 Year Plan to End Homelessness in York County.

Educate local stakeholders on the goal of preventing and ending homelessness in York County. Educate these stakeholders – bankers, private industry executives, business owners, elected official, and more – on the importance of taking care of the York County community and how we can all benefit from achieving this 10 year goal.

Engage and involve state/local leaders, as well as stakeholders and citizens in homeless prevention and rapid re-housing. Re-engage local leaders and citizens in the project of ending homelessness in the next 10 years. Utilize meetings, social media, and local news outlets to spread the word on the plan and encourage individuals, businesses, and local public entities to get involved and remain involved.

Update local plans to reflect a collaborative approach by all interested and participating parties. Update local plans (including the 10 Year Plan to End Homelessness) as more interested parties join the cause. Continue to follow the main course of the 10 Year Plan, but utilize yearly sessions to, a) create a year-long work plan that moves York County toward achieving this goal and b) review and revise the previous year’s goals to recognize accomplishments and make modifications as needed.

Objective 1.2: Strengthen Capacity and Knowledge

In order for the York County 10 Year Plan to End Homelessness to succeed, stakeholders and providers must gain an understanding of the needs of the homeless in York County and expand capacity to address these needs.

Strategies:

Compile research and generate a “snapshot” of homelessness in York County.

Strengthening of knowledge and increasing of capacity must be a result of a data driven process. This entails 1) identifying all current data resources used by those agencies providing services to the homeless and determine if that data can be compared and 2) utilizing the Homeless Management Information System (HMIS) to collect data from homeless housing and service providers in York County. Next, determine which factors or attributes of those who are homeless are most important to collect and display in this “snapshot”. This information can then be used to inform funding decisions and program design.

Establish Best Practices for assisting the homeless in York County. Research best practices as defined by federal agencies and developed by other communities to determine which are most applicable to York County and how to successfully implement them locally. Publish these best practices for all York County providers to utilize and share.

Increase the understanding of special populations in York County. Utilize the data collected for the snapshot to identify the special populations in York County and learn more about their needs. Utilize the expertise of those knowledgeable about each type of population (for example, a behavioral health specialist for mental health issues) to educate those involved in the 10 Year Plan process to provide input on strategies to assist those individuals.

Coordinate federal technical assistance through local agencies whenever possible. Determine if the assistance one agency may request may be beneficial to other agencies as well. Share information on technical assistance received or requested with other providers of homeless services on a regular basis to educate all those involved.

Increase use of the Homeless Management Information System (HMIS). Increase the use of the local HMIS by agencies serving the homeless, and increase the number of fields being recorded by those who are utilizing the system, but do not receive federal or state funding. By increasing the use of this software, York County is provided with a ready data resource for those individuals being served by homeless agencies in York County. Determine the feasibility of including those homeless providers who provide “services only” versus those who provide “housing” – most of which are already utilizing the system.

Action Steps:

Please see Appendix A at the end of this document for a chart of action steps for this theme.

Theme 2: Increase Access to Stable and Affordable Housing

Objective 2.1: Provide Affordable Housing

As stated in the *Opening Doors* policy, the threat and potential result of homelessness stems from a gap in an individual (or family's) current income and the cost of housing. This is true of many individuals seeking homeless services in York County. The York County Consolidated Plan (2010-2014) explains that the cost of housing in York County continues to increase, with subsidized rental projects throughout the County showing waiting lists averaging anywhere from three (3) months to two (2) years. Additionally, median rent in York County was \$688 in 2009 – which was a 30% increase over the median rent in 2000 (\$531). When considering that an affordable housing situation means that rent and utilities cost an individual (or family) about 30% of their total income, this means that residents in York County need to be making an average of \$25,988 a year in order to afford their housing. The Census reports that in 2009 in York County, 18.3% of households with children and approximately 40% of individuals made less than that amount each year. The sample median above will often only pay for a 1-bedroom apartment in York County, meaning that families with children are looking at a larger rent payment – upwards of \$912 a month – and an income of at least \$36,490 – and in 2009, 29% of families made less than that, annually.

Individuals and families at risk of homelessness may also find getting the resources (such as rental assistance, food stamps, health care and income supports) they need to be difficult as well. Many agencies on the local level may provide housing assistance, but applications can be lengthy, and multiple applications may be required for multiple programs. This bureaucracy can be difficult to navigate for those who need the most help.

Strategies:

Increase rental housing subsidies, including those for rapid-rehousing by making rapid-rehousing and similar programs a priority of funding streams such as ESG and CoC.

Expand the supply of affordable rental homes by increasing the number of affordable units available in York City/County. This can be achieved through:

- Affordable housing development: strategies would include increased collaboration between for-profit and non-profit developers and the York County Planning Commission/City of York Community Development Department to encourage the development of affordable housing using such resources as County and City HOME funds, Low Income Housing Tax Credits and the Federal Home Loan Bank Affordable Housing Program.
- Increased subsidies: strategies would include identifying additional resources for rental housing subsidies in addition to Rapid Rehousing, such as HOME, Health Choices Reinvestment funds, and competitive opportunities.
- Partnerships with private landlords to help identify affordable housing opportunities for homeless households and those at-risk of homelessness.
- Research the potential for partnering with the faith-based community to achieve additional housing options.

Improve access to assistance annually reviewing community-wide priorities and requiring housing providers to abide by them.

- Create streamlined funding applications for multiple homeless service funding sources to assure that the appropriate source is being used in the most effective manner. This can also be achieved as part of the Coordinated Assessment plan covered in Theme 5.
- Clearer assessments and streamlined mechanisms for application for housing assistance programs in York County could make the process more functional, and see more families served.

Increase service-enriched housing by partnering with agencies outside of the homeless-serving sphere to provide health services, child care, after school programs, rehabilitation, and other on-site services in permanent supportive housing as well as subsidized housing units. Elderly permanent housing projects can provide local health care opportunities, housing projects serving families might also provide health care and child care or after school program options on site.

Improve awareness of affordable housing agency and community resources by increasing the availability of information on such programs in York County by:

- Creating an inventory of affordable housing resources that is easily shared with community agencies and individuals.
- Create a Coordinated Assessment System, where individuals seeking service are evaluated for their level of need and the most appropriate type of service, we can determine those that are eligible for such programs at an early point. Continue to use our valuable community resources to connect those seeking affordable housing and community resources with the most appropriate agency.

Objective 2.2: Provide Permanent Supportive Housing

Supportive housing has been shown to be successful in helping homeless individuals with disabling conditions achieve housing stability. This 'housing plus service' model provides homeless individuals and families with a home where they can live indefinitely, while still receiving the extra help they may need to be successful on their own. Permanent Supportive Housing has also been shown to be a more cost-effective way of assisting homeless households because it reduces utilization of such costly resources as hospitals and the criminal justice system.

Strategies:

Improve access to and use of permanent supportive housing by creating an effective Coordinated Assessment process which can assist York County in making sure every bed is filled and that appropriate individuals are selected for programs based on that program's specific criteria. By doing 'best fit' analysis, York County can work towards 100% bed utilization in permanent supportive housing, which allows the use of all available permanent supportive housing units by those who most need them, especially chronically homeless individuals and families and homeless veterans with disabilities.

Develop protocols and incentives to free up units for those who have achieved stability in permanent supportive housing. By freeing up these units and assisting those who are successful to move to an alternative housing unit/program, homeless individuals and families with the greatest need can have access to these intensive units.

Expand the supply of permanent supportive housing in York County. Through HEARTH and other funding streams, create new permanent supportive housing units in York County. These new housing opportunities should be prioritized for special populations such as Veterans and those with chronic health (including mental health) conditions and multiple barriers to stability.

Assess options for permanent supportive housing service funding through community agencies. Review services provided by existing homeless-serving agencies to determine if services can be added to existing, or newly created, housing stock to create permanent supportive housing. Encourage community agencies that may not see themselves as a 'homeless-serving' agency (such as healthcare agencies, local hospitals and mainstream resource agencies) to support and become a player in the on-site services that are available.

Coordinate the partnership of housing providers and service providers to provide housing and services to those in need. Bring more varied community agencies to the Continuum of Care table to discuss solutions to the dilemma of providing services combined with housing, and use those brain-storming sessions to create new partnerships between homeless agencies and community service agencies in York County.

Action Steps:

Please see Appendix A at the end of this document for a chart of action steps for this theme.

Theme 3: Increase Economic Stability

Objective 3.1: Increase Economic Security

Unemployment, minimal working hours, and low wage jobs can all cause or compound the problems of being homeless. Without enough income coming in, tenants can fall behind on rent, or mortgages, and be evicted or foreclosed on. In recent years, the economic downturn in the United States has also caused additional pressure on families that may be dealing with job losses, reduction in available hours of work, or even cuts in wages that they are struggling to overcome.

Strategies:

Focus job development on those experiencing homelessness by ensuring that employers in York County understand the unique challenges of hiring someone who is currently experiencing homelessness. Educate the employers in York County about these challenges, and also encourage these employers to provide employment opportunities for those who are currently experiencing homelessness. Make the local CareerLink office a partner in these job development discussions.

Improve access to work supports such as transportation assistance and child care options to increase the ability of individuals to work.

Apply best practices to help people enter the workforce and succeed. Provide these best practices and their areas of use to the community serving the homeless population in York County, as well as use these practices to discuss options with employers in the community.

Coordinate/ integrate employment programs with subsidized or permanent supportive housing programs. Work with local employers to match them up with housing providers to work together to employ those receiving subsidies, or permanent supportive housing, to ensure those individuals are working and learning a skill. Combining employment and housing assistance will assist homeless households to become self-sustaining and provide the needed income to maintain a home on their own.

Increase work for Veterans, especially those returning from active duty with mental illness or other disabling conditions. Provide special employment fair opportunities with local employers for veterans in the homeless system that are seeking work and trying to return to civilian life. Plan for and work with local employers to serve this population, and encourage local veterans to register for and participate in existing programs to help veterans gain employment.

Utilize the resources of the Homeless Veteran Employment Program at the Harrisburg YWCA to bring best practices to York County around hiring and employing veterans.

Objective 3.2: Reduce Financial Vulnerability

Limited financial resources put individuals and families at greater risk for homelessness. With limited financial means, a health concern, an accident, or a loss of a job can mean the loss of a home and a fall into debt. Those individuals coping with disabling conditions are at even greater risk for homelessness when their finances are limited. There are many mainstream programs and services available that can assist those with limited financial resources in coping with these issues. Programs that provide support for child care, food,

transportation, housing assistance, and health care all free up some of those limited resources for other costs. Many programs have complex application processes that can be confusing and hard to understand for the first time applicant. Many people also lack the proper identifying documents to apply for these benefits.

In 2011, York County saw 36% of those exiting programs to have employment income. This was higher than the national average of 14%, but leaves room for improvement in assuring those who can work are employed before exiting homeless programs. Additionally, focus on mainstream resources such as those below show that York can improve participation in mainstream benefits prior to program exit.

Mainstream Benefits and Participation, 2011

Benefit Type	National Average*	York County*
SSI	13%	27%
Medicaid	6%	5%
TANF	13%	27%
Food Stamps	23%	38%
Veterans Benefits	2%	0%

*National data is 'at entry' and York County data is 'at exit', however, the United States Interagency Council on Homelessness (USICH) reported very little difference nationally between entry and exit.

Strategies:

Apply best practices in access to income/ work supports to all at-risk and homeless individuals served. Seek out best practices that are currently being used in the York County community to ensure individuals and families have access to and receive benefits, income, and supports necessary to become and remain stable and independent. Identify and implement best practices around enrollment in mainstream services, child care, transportation, and other work supports that helps individuals experiencing homelessness to be successful.

Improve access to income supports by eliminating some of the existing barriers. For example, make obtaining legal documentation (birth certificate, state ID, etc.) a mandatory part of the case management process. Improve and increase the time homeless assistance and county assistance workers spend with homeless and at-risk clients evaluating and applying for mainstream resources which can assist them. A designated homeless contact at the York County Assistance Office may also be beneficial. Implement SOAR in York County so that case managers can be trained in how to assist program participants to effectively apply for and become enrolled in SSI.

Enhance public education and outreach, providing enhanced access to information and referral to the homeless and at-risk populations in York County. Education should include the wide variety of information the community has available including employment resources, housing assistance, as well as registration for mainstream resources and faith-

based programs that provide help. Education on this service should be provided to all those seeking services at intake, or initial contact.

Create pathways to financial independence by working as a community to provide incentives for achieving milestones towards self-sufficiency. Homeless assistance agencies will provide assistance with budgeting, money management, and referrals for benefits and employment opportunities. Incentives will be provided for obtaining employment (such as a discount or agency-provided child care option), as well as maintaining mainstream benefits and housing assistance.

Prepare for Medicaid Expansion by educating staff that serve the homeless and near-homeless on changing guidelines in 2014 that will allow even more individuals and families to qualify for Medicaid. Hold regular trainings for homeless staff in York County as news and information on the roll-out of this Medicaid expansion are provided by the federal government, and ensure that all homeless and at-risk individuals and families are screened to determine their eligibility – and, if eligible – work to register them for health care benefits.

Increase credit counseling services available in York County to homeless and at-risk of homelessness individuals and families. By providing at risk individuals and families with education on maintaining a budget, paying off debt, holding a job and maintaining housing they can afford, credit counseling sessions provide the knowledge needed to maintain a stable home moving forward. These credit counseling sessions can help individuals and families repair their credit which can improve their eligibility for housing.

Action Steps:

Please see Appendix A at the end of this document for a chart of action steps for this theme.

Theme 4: Improve Health and Stability

Objective 4.1: Integrate Health Care with Housing

Opening Doors asserts that there is strong evidence that combining housing and health care can be a cost effective solution for the homeless and unstably housed that have serious health problems. Those with mental illness, substance use disorders, as well as those who have been exposed to trauma or violence benefit from the combination of a stable home and medical services on-site. Typically those with unstable living conditions also neglect their health responsibilities and often find it difficult to get to appointments – or they simply stop going.

Integrating physical health care, behavioral health care and social services (such as case management, family services, legal needs, and budgeting classes) has also shown to be beneficial to the homeless with complex issues.

In some communities, ‘medical respite’ programs provide a stable place for the homeless to stay and get the medical attention they need, without it being necessary for those individuals to occupy a hospital bed. Additionally, these respite centers can provide stepped discharge plans to ensure that a stable housing environment is maintained after the patient leaves.

Strategies:

Co-locate housing and healthcare, integrating behavioral health into the existing system.

- Work to build partnerships between health care systems in York County (such as Wellspan and Memorial Health) as well as other providers of behavioral health services and provide those services within the confines of existing permanent and transitional housing programs. Provide a shorter, emergency-based service at the emergency shelter level.
- When new housing projects are proposed, work with agencies to combine housing and medical or behavioral health services in the new housing locations and programs.

Build upon successful service delivery models and integrate behavioral health. Utilize current, successful case management models for homeless supports to provide behavioral health services as well. Create groups within the York County community to brainstorm the best way to provide such services to a transient population.

Evaluate effectiveness of medical home model. Research and determine if this medical home model (combining stable housing and medical/behavioral health care in one program) is appropriate for York County populations; determine funding sources and partnership that could potentially be used to create such a program.

Establish medical respite programs. Research and determine if medical respite programs are a feasible solution to those spending time in hospitals that are homeless or at risk of homelessness. Medical respite programs would provide hospitals with a place to discharge those who are homeless, but need continued medical care so they can improve to the point of being self-sustaining.

Increase availability of behavioral health services and drug and alcohol programs.

Advocate for additional funding for such programs from federal and state level government, as well as from private community donors and organizations. Determine best practices for providing behavioral health and drug and alcohol services in York County to those in need of services.

Improve access to child and family medical and behavioral health services. Improve the family-level health care that those experiencing or at-risk of homelessness often lack, including pre-natal and post-natal care of babies and mothers as well as young children. Work with Healthy York Network and local medical communities to provide more of these services in areas of York County that make attending appointments easier for those who are homeless or at-risk.

Objective 4.2: Advance Health and Housing Stability for Youth

Discharge planning for youth aging out of the system (from hospitals, juvenile detention centers, and residential treatment facilities) must be improved and work to achieve stable housing situations with the medical/behavioral needs of the individual in question. By providing a stable discharge plan which involves appropriate health care, behavioral health care, and social services, those individuals leaving institutions can be rapidly re-housed in a stable environment and can prevent re-occurring homeless episodes.

Strategies:

Improve discharge planning from hospitals, juvenile detention centers, and residential treatment facilities (RTFs) to ensure continuity of care. Work with the local hospitals, detention centers, and residential treatment facilities to determine feasible discharge policies that all can and will be governed by. Do research on funding sources to provide services to the ‘gap’ that occurs as children age out of the system, or leave institutions, to provide them with stable housing, health care, and employable skills so they can be self-sufficient. Determine if programs utilized by the Office of Children, Youth, and Families for children aging out (such as Family Group Decision Making) may be beneficial to include in discharge planning for a wider group to include friends and family of the individual in determining their path and supports upon discharge.

Improve access for youth to mainstream resources and health care. Provide guidance and assistance to those youth who are approaching an ‘age out’ or exit from a program to determine resources and health care opportunities they will be eligible for, before they are on their own. Utilize the months leading up to discharge to determine an appropriate plan for the youth.

Promote targeted outreach strategies for youth. Identify ways to determine those youth at risk of aging out or being discharged from institutions that are most at risk of becoming homeless, and promote strategies to ensure their discharge plan includes steps to prevent homelessness.

Objective 4.3: Advance Health and Housing Stability for Adults

Discharge planning for adults (from hospitals, jail, and mental health or drug and alcohol facilities) must also be made uniform and work to achieve stable housing situations with the medical needs of the individual in question. By providing a stable discharge plan which involves appropriate health care, behavioral health care, and social services, those

individuals leaving institutions can be rapidly re-housed in a stable environment and can prevent re-occurring homeless episodes.

Strategies:

Improve discharge planning from hospitals, jail, mental health facilities, and drug and alcohol facilities to ensure continuity of care. Work with the local hospitals, jails, mental health facilities and drug and alcohol facilities to determine feasible discharge policies that all can and will be governed by. Do research on funding sources to provide services to the 'gap' that occurs as individuals exit the system, or leave institutions, to provide them with stable housing, health care, and employable skills so they can be self-sufficient. Family Group Decision Making may be beneficial to include in discharge planning for a wider group to include friends and family of the individual in determining their path and supports upon discharge, as this program is helpful for adults as well as youth.

Promote targeted outreach strategies to the above and to Recovery Houses and Community Corrections Centers. Include Recovery Houses and Community Corrections Centers as potential partners in determining a more successful discharge plan which allows those individuals in these situations to also benefit from a solid plan with supports, mainstream resources, and health care available to them to ensure they are most successful.

Increase capacity of treatment courts. York County already provides treatment courts for veterans, mental health, and drug and alcohol offenses. Work with local York County court administrators and judges to determine the viability of increasing the opportunities for these courts to be utilized by more people. Determine if funding and an opportunity are available to increase the populations served by treatment courts in York County.

Improve access for adults to mainstream resources and health care. Provide guidance and assistance to those adults who are approaching an exit from a program to determine resources and health care opportunities they will be eligible for, before they are on their own. Utilize the months leading up to discharge to determine an appropriate plan for the individual or family to help them be most successful.

Action Steps:

Please see Appendix A at the end of this document for a chart of action steps for this theme.

Theme 5: Transform the Crisis Response System

Objective 5.1: Transform the Crisis Response System

Historically, HUD has defined a Continuum of Care as “a community plan to organize and deliver housing and services to meet the specific needs of the people who are homeless as they move to stable housing and maximize self-sufficiency.” HUD also went on to define that process as being a gradual movement through the model, from outreach to intake/assessment, into emergency shelter for an immediate solution to the problem of homelessness, then onto transitional housing where skills would be developed to allow individuals to move into the fourth and final step – permanent housing and permanent supportive housing where families had an affordable place to live and the services and mainstream programs they needed to succeed on their own. Under the HEARTH Act, HUD is requiring communities like York to develop a homeless crisis response system which is focused on preventing homelessness and rapidly rehousing those who are homeless.

Strategies:

Develop and promote best practices in crisis response, including coordinated assessment and targeted prevention. York County will build on models developed under the Homeless Prevention and Rapid Re-housing Program (HPRP) to develop a system for coordinated assessment that will create access to the homeless assistance system, assess the needs of the homeless and those at risk of homelessness and provide referrals to the most appropriate housing and services for each. Comprehensive outreach to all agencies serving homeless and those at risk of homelessness such as food banks, churches, law enforcement, day care, schools, supermarkets, and hospitals will be an important element to achieving a successful crisis response system.

Use mainstream resources to assist with housing stability. Coordination with mainstream resources is critical to effectively address the varied needs of the homeless and those at risk of homeless. This includes full utilization of benefit programs as well as other types of resources such as employment programs, behavioral health, child care, and other resources that individuals and households may need to maintain housing stability.

Create implementation strategies for the HEARTH Act. The York City and County CoC will develop strategies based in part on successful strategies used in rapid re-housing under the Homeless Prevention and Rapid Re-housing (HPRP) program as well as other best practices defined by HUD, to achieve the goal of ending homelessness in York County.

Ensure prevention strategies are in place, to assist those who are at-risk of homelessness in finding and retaining the resources they need to avoid becoming homeless. This would include provision of specialized outreach to those low-income individuals and families that may be on the brink of homelessness. Through the coordinated assessment process, we could determine the most appropriate interventions including such mainstream resources as employment assistance, or rental and utility assistance to prevent homelessness from occurring.

Action Steps:

Please see Appendix A at the end of this document for a chart of action steps for this theme.

Appendix A: 2013 – 2014 Action Steps Based on Each Theme’s Strategies

This appendix provides a table of each theme’s strategies, as well as action steps towards achieving those strategies. As the 10 Year Plan to End Homelessness is a working document – with the ability to change every year as new strategies and action steps are pursued – this allows the document above to remain whole, while the strategies and changes in action steps will be noted in this Appendix.

Theme 1: Increase Leadership, Collaboration, and Civic Engagement – Chair: George Barnock/ Kelly Blechertas

Objectives	Strategies in 10 Year Plan – Theme 1 Increase Leadership, Collaboration, and Civic Engagement	Target Date	Annual Action steps based on SMART format	Action Step Lead
Objective 1.1: Promote Collaborative Leadership	<i>Identify a “Champion” for the cause in the private sector.</i>	March 2014 April 2014	<ul style="list-style-type: none"> • Identify and engage one (1) champion from the private sector. • CoC leads meet with this champion to guide this new role. 	<ul style="list-style-type: none"> • York County Planning Commission (YCPC) • CoC Chairs
	<i>Educate local stakeholders</i> on the goal of preventing and ending homelessness in York County.	April 2014	<ul style="list-style-type: none"> • 2014 Housing Summit to educate those attending on the housing and homeless issues in York County 	<ul style="list-style-type: none"> • York Housing Advisory Commission (YHAC)
	<i>Engage and involve state/local leaders, as well as stakeholders and citizens in homeless prevention and rapid re-housing.</i>	Next Action Plan		
	<i>Update local plans to reflect a collaborative approach by all interested and participating</i>	November 2014	<ul style="list-style-type: none"> • York County Planning Commission to work on update to 5-year York County 	<ul style="list-style-type: none"> • York County Planning Commission (YCPC)

	<i>parties.</i>	September 2014	Consolidated Plan. <ul style="list-style-type: none"> • Updates to 10 Year Plan outlining action steps for the next year. 	<ul style="list-style-type: none"> • 10 Year Plan Committee of the CoC
Objective 1.2: Strengthen Capacity and Knowledge	<i>Compile research and generate a "snapshot" of homelessness in York County.</i>	June 2014	<ul style="list-style-type: none"> • Determine which homeless-serving agencies keep detailed electronic records on clients that they'd be willing to share for data comparison purposes. • Discuss at CoC level and determine most important factors of those who are homeless and collect that information to form a 'snapshot' of homelessness in York County. This document can then be updated yearly for everyone's use in discussing funding decisions and program design. 	<ul style="list-style-type: none"> • Homeless Management Information System (HMIS) Administrator • Homeless Management Information System (HMIS) Administrator
	<i>Establish best practices</i> for assisting the homeless in York County.	June 2014		

	<i>Increase the understanding of special populations</i> in York County.	Next Action Plan		
	<i>Coordinate federal technical assistance</i> through local agencies whenever possible.	Next Action Plan		
	<i>Increase the use of the Homeless Management Information System (HMIS).</i>	December 2013 December 2013 September 2014	<ul style="list-style-type: none"> • Add Community Progress Council as an ESG-funded agency. • Add YWCA of Harrisburg veterans' beds that are currently located in York. • Determine if there are available options for increasing the use of HMIS in faith-based agencies. Determine how to address the low staffing issues of faith-based programs and other issues related to data quality in HMIS. 	<ul style="list-style-type: none"> • Homeless Management Information System (HMIS) Administrator • Homeless Management Information System (HMIS) Administrator • Homeless Management Information System (HMIS) Administrator

Notes on Theme 1 Action Steps:

Theme 2: Increase Access to Stable and Affordable Housing – Chair: Debbie Loucks

Objectives	Strategies in 10 Year Plan – Theme 2 Increase Access to Stable and Affordable Housing	Target Date	Annual Action steps based on SMART format	Action Step Lead
<p>Objective 2.1: Provide Affordable Housing</p>	<p><i>Increase rental housing subsidies, including those for rapid-rehousing</i> by making rapid-rehousing and similar programs a priority of funding streams such as ESG and CoC.</p>	<p>9/30/2014</p> <p>9/30/2014</p>	<ul style="list-style-type: none"> • Make rapid-rehousing and similar programs a priority of ESG , COC and similar funding streams for the period ending 9/30/2014. • Identify and define programs that meet this type of housing. 	<ul style="list-style-type: none"> • Continuum of Care (CoC) Committee • YHAC Affordable Housing Committee
	<p><i>Expand the supply of affordable rental homes</i> by increasing the number of affordable units available in York County. This can</p>	<p>9/30/2014</p>	<ul style="list-style-type: none"> • County and City each to commit HOME funding to one or more affordable housing developments whereby the applicant /developer intends to apply for Low Income 	<ul style="list-style-type: none"> • York County Planning Commission/ York City Community Development

<p>Objective 2.1: Provide Affordable Housing (con't.)</p>	<p>be achieved through:</p>			
	<ul style="list-style-type: none"> Affordable housing development: strategies would include increased collaboration between for-profit and non-profit developers and the York County Planning Commission/City to encourage the development of affordable housing using such resources as County/City HOME funds, Low Income Housing Tax Credits and the Federal Home Loan Bank Affordable Housing Program. 	6/30/2014	<p>Housing Tax Credit and other resources during this year. Two (2) developments achieving local HOME commitment.</p> <ul style="list-style-type: none"> In their request for applications, County and City will include a section asking applicants to describe how their development will address homelessness. 	<ul style="list-style-type: none"> York County Planning Commission/ York City Community Development
		9/30/2014	<ul style="list-style-type: none"> Identify additional resources for additional rent subsidies. (May be more specific next year.) 	<ul style="list-style-type: none"> YHAC Affordable Housing Committee
		3/01/2014	<ul style="list-style-type: none"> Meet and discuss with local Landlord Association. 	<ul style="list-style-type: none"> YHAC Affordable Housing Committee
	<ul style="list-style-type: none"> Increased subsidies: strategies would include identifying additional resources for rental housing subsidies in addition to Rapid Rehousing, such as HOME, Health 	3/01/2014	<ul style="list-style-type: none"> Invite all landlords to April 2014 Housing Summit and have one or more sessions on this topic. Encourage landlords to list their property on PAHousingSearch.com Meet with members of faith based community to discuss 	<ul style="list-style-type: none"> YHAC Education & Outreach Committee YHAC Affordable Housing Committee YHAC Affordable

<p>Objective 2.1: Provide Affordable Housing (con't.)</p>	<p>Choices Reinvestment funds, and competitive opportunities.</p> <ul style="list-style-type: none"> Partnerships with private landlords to help identify affordable housing opportunities for homeless households and those at-risk of homelessness. Research the potential for partnering with the faith-based community to achieve additional housing options. 	<p>3/01/2014 3/01/2014</p>	<p>the potential for partnering to achieve additional housing options.</p> <ul style="list-style-type: none"> Add one or two faith-based representatives to the COC committee. Invite faith based community to 2014 Housing Summit. 	<p>Housing Committee</p> <ul style="list-style-type: none"> CoC Membership & Outreach Committee YHAC Education & Outreach Committee
	<p>Improve access to assistance by annually reviewing community-wide priorities and requiring housing providers to abide by them.</p> <ul style="list-style-type: none"> Create streamlined funding applications for multiple homeless service funding sources to assure that the appropriate source is being used in the most effective manner. This can also be achieved as part of the Coordinated Assessment plan covered in Theme 5. 	<p>9/30/2014</p>	<ul style="list-style-type: none"> Conduct a meeting with multiple homeless service providers to initiate this strategy. 	<ul style="list-style-type: none"> YCPC Community Development Division

<p>Objective 2.1: Provide Affordable Housing (con't.)</p>	<ul style="list-style-type: none"> • Clearer assessments and streamlined mechanisms for application for housing assistance programs in York County could make the process more functional, and see more families served. 			
	<p><i>Increase service-enriched housing</i> by partnering with agencies outside of the homeless-serving sphere to provide health services, child care, after school programs, rehabilitation, and other on-site services in permanent supportive housing as well as subsidized housing units. Elderly permanent housing projects can provide local health care opportunities, housing projects serving families might also provide health care and child care or after school program options on site.</p>	<p>9/30/2014</p> <p>9/30/2014</p> <p>9/30/2014</p>	<ul style="list-style-type: none"> • Invite various service providers whose services are outside the scope of homelessness to participate on the COC committee. • Require services be included in all new housing developments and housing developments preserved with local HOME funds. • Require services be described in all applications for COC funding, and COC ranking consider the level of services to be provided. 	<ul style="list-style-type: none"> • CoC Membership & Outreach Committee • York City Community Development Department/ YCPC/ LOAN Committee at County Level • CoC Review & Ranking Committee
	<p><i>Improve awareness of affordable housing agency and community resources</i> by increasing the availability of information on such programs in York County by:</p>			

	<ul style="list-style-type: none"> • Creating an inventory of affordable housing resources that is easily shared with community agencies and individuals. • Create a Coordinated Assessment System, where individuals seeking service are evaluated for their level of need and the most appropriate type of service, we can determine those that are eligible for such programs at an early point. Continue to use our valuable community resources to connect those seeking affordable housing and community resources with the most appropriate agency. 	<p>5/1/2014</p> <p>9/30/2014</p>	<ul style="list-style-type: none"> • Inventory itself may be created in 2014-2015; however, in 2013-2014, homeless individuals/families will be referred to PA Housing Search website; and, all landlords will be encouraged to list their properties on this website. • Assess if use of HMIS will meet this strategy. 	<ul style="list-style-type: none"> • YHAC Affordable Housing Committee (in conjunction with: York City Community Development/ YCPC Housing Division) • HMIS Administrator
<p>Objective 2.2: Provide Permanent Supportive Housing</p>	<p><i>Improve access to and use of permanent supportive housing</i> by creating an effective Coordinated Assessment process which can assist York County in making sure every bed is filled and that appropriate individuals are selected for programs based on that program's specific criteria. By doing 'best fit' analysis, York County can</p>	<p>9/30/2014</p>	<ul style="list-style-type: none"> • Assess if use of HMIS will meet this strategy. 	<ul style="list-style-type: none"> • HMIS Administrator

Objective 2.2: Provide Permanent Supportive Housing (con't.)	<p>work towards 100% bed utilization in permanent supportive housing, which allows the use of all available permanent supportive housing units by those who most need them, especially chronically homeless individuals and families and homeless veterans with disabilities.</p>			
	<p><i>Develop protocols and incentives to free up units</i> for those who have achieved stability in permanent supportive housing. By freeing up these units and assisting those who are successful to move to an alternative housing unit/program, homeless individuals and families with the greatest need can have access to these intensive units.</p>	<p>9/30/2014</p>	<ul style="list-style-type: none"> • Create incentives for five (5) stable families or individuals to move from permanent supportive housing. 	<ul style="list-style-type: none"> • Turning Point Interfaith Mission/ YMCA of York County/ Bell Socialization Services (PSH)
	<p><i>Expand the supply of permanent supportive housing</i> in York County. Through HEARTH and other funding streams, create new permanent supportive housing units in York County. These new housing opportunities should be prioritized for special populations such as Veterans and those with chronic health</p>	<p>9/30/2014</p>	<ul style="list-style-type: none"> • If available, commit COC funding to create four (4) new permanent supportive housing units in York County, with priority for special populations. 	<ul style="list-style-type: none"> • CoC Review & Ranking Committee

	(including mental health) conditions and multiple barriers to stability.			
	<p>Assess options for permanent supportive housing service funding through community agencies. Review services provided by existing homeless-serving agencies to determine if services can be added to existing, or newly created, housing stock to create permanent supportive housing. Encourage community agencies that may not see themselves as a 'homeless-serving' agency (such as healthcare agencies, local hospitals and mainstream resource agencies) to support and become a player in the on-site services that are available.</p>	9/30/2014	<ul style="list-style-type: none"> One (1) community agency will partner with one or more landlords to provide services in a permanent housing site previously not providing services. <p>(comment - hope is that additional agencies will do this in future years)</p>	<ul style="list-style-type: none"> Community Progress Council
	<p>Coordinate the partnership of housing providers and service providers to provide housing and services to those in need. Bring more varied community agencies to the Continuum of Care table to discuss solutions to the dilemma of providing services combined with housing, and use those brain-</p>	9/30/2014	<ul style="list-style-type: none"> Create a list of housing providers and community organizations whose focus does not currently include homelessness for use in future meetings aimed at brainstorming to create partnerships. 	<ul style="list-style-type: none"> YHAC Affordable Housing Committee (in conjunction with: CoC Membership & Outreach Committee)

	storming sessions to create new partnerships between homeless agencies and community service agencies in York County.			
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Notes on Theme 2 Action Steps

Theme 3: Increase Economic Stability – Chair: Ed Jenkins

Objectives	Strategies in 10 Year Plan – Theme 3 Increase Economic Stability	Target Date	Annual Action steps based on SMART format	Action Step Lead
<p>Objective 3.1: Increase Economic Security</p>	<p><i>Focus job development on those experiencing homelessness</i> by insuring that employers in York County understand the unique challenges of hiring someone who is currently experiencing homelessness.</p>			
	<p><i>Improve access to work supports</i> such as transportation assistance and child care options to increase the ability of individuals to work.</p>			
	<p><i>Apply best practices to help people enter the workforce</i> and succeed.</p>	<p>March 1, 2014</p>	<ul style="list-style-type: none"> • Continue outreach to employers to offer education on need for job opportunities for the homeless. Develop partnership with CareerLink and other organizations to assist homeless in job applications. Offer entry level job skill training to include basic computer knowledge. Continue to work with County Probation Officers to provide assistance to that population 	<ul style="list-style-type: none"> • Economic Alliance Workforce Development Committee

			of homeless. Engage help from clothing banks and offer products for personal hygiene.	
	<i>Coordinate/ integrate employment programs</i> with subsidized or permanent supportive housing programs.	March 1, 2104 March 1, 2014	<ul style="list-style-type: none"> Expand on existing list of employment programs and opportunities that may be willing to work with the homeless as well as ex-felons. Share list with those entering housing programs. The YWCA of Greater Harrisburg Veterans program will assist with employment, transitional housing and supportive services for veteran families. 	<ul style="list-style-type: none"> Economic Alliance Workforce Development Committee YWCA of Greater Harrisburg
	<i>Increase work for veterans,</i> especially those returning from active duty with mental illness or other disabling conditions.	March 1, 2014 March 1, 2014	<ul style="list-style-type: none"> Work on obtaining additional grants and funding in support of veterans and their families. Work very closely with County VA Specialists. The YWCA of Greater Harrisburg Veterans programs will work with homeless veterans in coordination with the Department of Veterans Affairs to provide supports for barriers to employment. 	<ul style="list-style-type: none"> YWCA of Greater Harrisburg/ Harrisburg Chapter of the Volunteers of America YWCA of Greater Harrisburg
Objective 3.2: Reduce Financial	<i>Apply best practices in access to income/work supports</i> to all at-risk and homeless individuals served.	March 1, 2014 March 1, 2014	<ul style="list-style-type: none"> Identify individuals who have a “criminal history” and find employment agencies who are willing to work with those individuals in finding jobs. This should 	<ul style="list-style-type: none"> YMCA of York County

Vulnerability		March 1, 2014	begin now and would be ongoing.	<ul style="list-style-type: none"> • YMCA of York County
		March 1, 2014	<ul style="list-style-type: none"> • Establish contact with experienced probation officers who have knowledge of employment opportunities to those with criminal histories. Develop relationship with this group by end of 2013. • Develop a “mentoring” program for homeless individuals in need to “support and guidance”, perhaps using a service club such as The Rotary or Kiwanis Club. Make contact with groups by March 1, 2014. • Work with groups offering training on “interviewing processes” and “resume writing”. Develop database of names and contact info for such groups by March 1, 2014. 	<ul style="list-style-type: none"> • **Unassigned – for discussion at 10/24 CoC meeting** • CareerLink
	<i>Improve access to income supports</i> by eliminating some of the existing barriers.	March 1, 2014	<ul style="list-style-type: none"> • Offer SOAR training for members of the Continuum of Care in York beginning March 2014. 	<ul style="list-style-type: none"> • Community Progress Council
		March 1, 2014	<ul style="list-style-type: none"> • Explore funding streams to off-set fees for minimum monthly rents for SRO (such as the York YMCA) within the next grant year. 	<ul style="list-style-type: none"> • YMCA of York County
		March 1, 2014	<ul style="list-style-type: none"> • Provide on-site representative at agencies to 	<ul style="list-style-type: none"> • Lebanon VA

		March 1, 2014	access and expedite VA services as soon as possible.	<ul style="list-style-type: none"> • Community Progress Council
		March 1, 2014	<ul style="list-style-type: none"> • Train caseworkers in SOAR as well as other methods to assist homeless and disabled in accessing SSI / SSD and other resources available to those populations as soon as possible. • Identify funding sources (perhaps faith-based groups or service organizations) to pay for replacement of vital documentation (birth certificate, state ID, etc.) in 2014. 	<ul style="list-style-type: none"> • Contact Harrisburg (2-1-1)
	Enhance public education and outreach, providing enhanced access to information and referral to the homeless and at-risk populations in York County			
	Create pathways to financial independence by working as a community to provide incentives for achieving milestones towards self-sufficiency.			
	Increase credit counseling services available in York County to homeless and at-risk of homelessness individuals and families.			

Notes on Theme 3 Action Steps:

Theme 4: Improve Health and Stability – Chair: Eve Gardner

Objectives	Strategies in 10 Year Plan – Theme 4 Improve Health and Stability	Target Date	Annual Action steps based on SMART format	Action Step Lead
<p>Objective 4.1: Integrate Health Care with Housing</p>	<p><i>Co-locate housing and healthcare, integrating behavioral health into the existing system.</i></p> <ul style="list-style-type: none"> • Work to build partnerships between health care systems in York County as well as other providers of behavioral health services and provide those services within the confines of existing permanent and transitional housing programs. Provide a shorter, emergency-based service at the emergency shelter level. • When new housing projects are proposed, work with agencies to combine housing and medical or behavioral health services in the new housing locations and programs. 	<p>3/30/2014</p>	<ul style="list-style-type: none"> • A review of current community health assessments will be completed by February 1, 2014 to determine if there is a positive relationship (and if so, quantify it) between homelessness/at-risk for homelessness/poverty and (1) behavioral/physical health and (2) access to behavioral and physical health services. By March 30, 2014 a written summary of findings including any identified barriers to accessing behavioral/physical health care services will be provided to the CoC Committee. • Research models around the country to find out how housing, behavioral health, and physical health are being integrated. <ul style="list-style-type: none"> ○ Research and determine the efficacy of integrated health care services currently serving the homeless/unstably housed population. ○ Determine if the current 	<ul style="list-style-type: none"> • Healthy York County Coalition (HYCC)/ Wellspan • HYCC Prevention & Wellness Committee

		<p>10/31/2013</p> <p>11/30/2013</p> <p>5/1/2014</p>	<p>homeless/housing service models in York County are effective in integrating medical and behavioral health care, if not, determine how to implement a model that does.</p> <p>Specifically:</p> <ul style="list-style-type: none"> ⇒ Review current data collected by county HMIS system. ⇒ Improve HMIS data collection to include data collection of medical and behavioral health care services received by the homeless individuals. <ul style="list-style-type: none"> • Do a county inventory as to who is providing behavioral health and/or medical care for the homeless. Collect data that includes: <ul style="list-style-type: none"> ○ list of behavior health providers who accept individuals with medical assistance or private insurance ○ outline of behavior health and medical services that are provided within existing programs that provide homeless outreach ○ identify sources of demographic and epidemiologic data for York County about service gaps 	<ul style="list-style-type: none"> • HMIS Administrator • HMIS Administrator • HYCC Prevention & Wellness Committee
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	<i>Build upon successful service delivery models and integrate behavioral health.</i>			
	<i>Evaluate effectiveness of medical home model.</i>			
	<i>Establish medical respite programs.</i>			
	<i>Increase availability of behavioral health services and drug and alcohol programs.</i>			
	<i>Improve access to child and family medical and behavioral health services.</i>			
Objective 4.2: Advance Health and Housing Stability for Youth	<i>Improve discharge planning from hospitals, juvenile detention centers, and residential treatment facilities (RTFs) to ensure continuity of care.</i>	5/1/2014	<ul style="list-style-type: none"> • Identify and survey the York County hospitals, juvenile detention centers and residential treatment facilities to evaluate the discharge planning process for adults and youth. This would include: <ul style="list-style-type: none"> ○ Presence of a physical or mental chronic condition at discharge ○ The availability of a discharge plan ○ Who is responsible for developing the discharge plan ○ Who is responsible for monitoring the 	<ul style="list-style-type: none"> • True North Wellness/ York County Youth Development Center/ Wellspan

			<ul style="list-style-type: none"> ○ implementation of the plan ○ To what places people are discharged to determine whether the person is considered stably housed ○ Whether the youth is ready to age out ○ Recidivism rate ○ The barriers experience in placing a person in housing ○ Other social barriers impeding placement or health <ul style="list-style-type: none"> ● Consider the scope of the survey to include York County residents discharged to York from surrounding counties (transitional youth). 	<ul style="list-style-type: none"> ● True North Wellness/ York County Youth Development Center/ Wellspan
	<i>Improve access for youth to mainstream resources and health care.</i>			
	<i>Promote targeted outreach strategies for youth.</i>			
Objective 4.3: Advance Health and Housing Stability	<i>Improve discharge planning from hospitals, nursing/personal care homes, jail, mental health facilities and drug and alcohol facilities to ensure continuity of care.</i>	9/30/2014	<ul style="list-style-type: none"> ● Identify and survey the York County hospitals, nursing/personal care homes, jail, mental health facilities, and drug and alcohol facilities to evaluate the discharge planning process for adults. This would include: 	<ul style="list-style-type: none"> ● True North Wellness/ Area Agency on Aging/ Wellspan

for Adults			<ul style="list-style-type: none"> ○ Presence of a physical or mental chronic condition at discharge ○ The availability of a discharge plan ○ Who is responsible for developing the discharge plan ○ Who is responsible for monitoring the implementation of the plan ○ To what places people are discharged to determine whether the person is considered stably housed ○ Recidivism rate ○ The barriers experience in placing a person in housing ○ Other social barriers impeding placement or health <ul style="list-style-type: none"> ● Consider the scope of the survey to include York County residents discharged to York from surrounding counties. 	<ul style="list-style-type: none"> ● True North Wellness/ Area Agency on Aging/ Wellspan
	<i>Promote targeted outreach strategies to the above and to Recovery Houses and Corrections Centers.</i>			
	<i>Increase capacity of treatment courts.</i>			
	<i>Improve access for adults to mainstream resources and health care.</i>			

Notes on Theme 4 Action Steps:

Theme 5: Transform the Crisis Response System – Chair: Robin Rohrbaugh

Objectives	Strategies in 10 Year Plan – Theme 5 Transform the Crisis Response System	Target Date	Annual Action steps based on SMART format	Action Step Lead
Objective 5.1: Transform the Crisis Response System	<i>Develop and promote best practices in crisis response, including coordinated assessment and targeted prevention through:</i>	3/30/2014	<u>Access to Response System</u> <ul style="list-style-type: none"> • PA 211 SouthCentral Region will be the up-to-date comprehensive resource for Intake & Referral to housing and homeless prevention services. 	
	<ul style="list-style-type: none"> • Access to a Community-Wide Response System 	3/30/2014	<ul style="list-style-type: none"> • CoC will create tools & resources to educate information and referral specialists. 	<ul style="list-style-type: none"> • CoC Board/Community Progress Council
	<ul style="list-style-type: none"> • Assessment 	9/30/2014	<ul style="list-style-type: none"> • CoC will create a basic assessment of immediate need tool for PA 211 call specialists that is supported by a flow chart. 	<ul style="list-style-type: none"> • CoC Board/Community Progress Council
	<ul style="list-style-type: none"> • Assignment of Intervention 	9/30/2014	<ul style="list-style-type: none"> • PA 211 will be promoted as the first point of access resource for basic Intake & Referral. 	<ul style="list-style-type: none"> • Contact Harrisburg
		9/30/2014	<ul style="list-style-type: none"> • Data from PA 211, as it becomes available, will be used to drive decision making. 	<ul style="list-style-type: none"> • Contact Harrisburg
		6/30/2014	<p style="text-align: center;"><u>Assessment</u></p> <ul style="list-style-type: none"> • Community Progress Council will be the primary referral agency for information about specific interventions for the homeless and nearly homeless 	<ul style="list-style-type: none"> • Community Progress Council
		9/30/2014		

		6/30/2014	<p>populations.</p> <ul style="list-style-type: none"> • CoC will encourage the direct participation in CoC homeless response planning by all community based organizations providing those services. 	<ul style="list-style-type: none"> • CoC Board
		9/30/14	<p><u>Assignment of Intervention</u></p> <ul style="list-style-type: none"> • Community Progress Council will be the primary assigner of intervention services for homeless individuals and families. • Communication and problem solving between shelter programs and less previous programs will be increased. 	<ul style="list-style-type: none"> • Community Progress Council • Community Progress Council
	<i>Use mainstream resources to assist with housing stability.</i>	6/30/2014	<ul style="list-style-type: none"> • Community Progress Council will engage shelter programs, agencies providing services and community organizations, including the faith community, in discussions of appropriate interventions. 	<ul style="list-style-type: none"> • Community Progress Council
	<i>Create implementation strategies for the HEARTH Act.</i>			
	<i>Ensure prevention strategies are in place.</i>	6/30/2014	<ul style="list-style-type: none"> • CoC will use various methodologies to educate and engage community based organizations in crisis response to housing issues: 	<ul style="list-style-type: none"> • CoC Board/ Community Progress Council

			<ul style="list-style-type: none">○ police○ churches○ hospitals○ prisons○ schools	
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Notes on Theme 5 Action Steps:

Appendix B: Terms and Definitions

Annual Homeless Assessment Report (AHAR): Communities provide clean data to HUD once per year, on a federal fiscal (October 1 – September 30) calendar year. This information is then compiled into the AHAR report, which is provided to Congress each year to show the efforts of HUD to eliminate homelessness in the United States. York County participates in this process each year.

Chronic Homeless (also: Chronically Homeless): An unaccompanied homeless individual with a disabling condition or an adult member of a homeless family who has a disabling condition and:

- Who has either been continuously homeless for 1 year or more, OR
- Has had at least four episodes of homelessness in the past 3 years.

Community Corrections Centers: These centers are typically community-based, minimum security, work release facilities for those with minor offenses. The philosophy for minimum custody and work release emphasizes personal accountability and treatment, while offering residents an opportunity to help themselves and their families.

Continuum of Care (CoC): A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness.

Coordinated Assessment: A standardized access and assessment process for all clients, as well as a coordinated referral process for clients to receive prevention, housing, and/or other services. This model is new under the HEARTH Act, and is required by all communities. There are various ways to achieve this goal, including a hot-line style referral point for all services, a community agency referral and assessment point for all agencies, as well as a coordinated system between community agencies where all utilize the same assessment process. York has not defined its coordinated assessment process as of this writing.

Crisis Response System: A term used in conjunction with the HEARTH Act and the Coordinated Assessment. The idea is that – by re-tooling and making the homeless response system more responsive to individual needs – that we can transform the homeless crisis response system. It is used to define the way we deal with the ‘crisis’ of homelessness and strives to change that status as quickly as possible by providing the appropriate services and housing that people need.

Discharge Planning: Required by many types of residential facilities (including hospitals, jails, and other programs), discharge plans identify sources of stability that are needed for populations re-entering the world. These plans may include a place to stay, a job, mainstream benefits, and other items identified as needed by the individual.

Emergency Shelter: A short-term solution to housing crisis for homeless individuals and families. These shelters are typically 30-days-or-less stay with the intention of moving homeless individuals and families into a more sustainable housing option (such as transitional or permanent housing) as quickly as possible.

Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act): The HEARTH Act amends and reauthorizes the McKinney-Vento Homelessness Assistance Act with substantial changes, including:

- A consolidation of HUD's competitive grant programs
- The creation of a Rural Housing Stability Assistance Program
- A change in HUD's definition of homelessness and chronic homelessness
- A simplified match requirement
- An increase in prevention resources
- An increase in emphasis on performance

The McKinney-Vento Act provided funding to HUD for the Continuum of Care process, as well as other funding processes. The HEARTH Act moves to consolidate these programs under one umbrella, while making the rules and match requirements more streamlined. The HEARTH Act is also the first indication of a requirement for a Coordinated Assessment.

HOME Program: A HUD-funded program, the HOME Investment Partnership Program provides funding to communities to provide decent and affordable housing to low and very low income residents. These funds are commonly used to rehabilitate existing housing, or, to build new units. This funding source is provided to both the County of York and the City of York, and they are maintained by the Community & Economic Development Department at the City of York, and the York County Planning Commission at the County level.

Homeless Management Information System (HMIS): A community-wide database congressionally mandated for all programs funded through the Department of Housing and Urban Development homeless assistance grants. The system collects demographic data on consumers as well on information on service needs and usage. In York, this system is administered by the York County Planning Commission.

Homeless Prevention and Rapid Re-Housing (HPRP): HPRP was a limited-time funding stream that was made available to homeless providers across the nation as part of the ARRA Act (American Recovery and Reinvestment Act of 2009). These additional funds introduced the terms "Homeless Prevention" and "Rapid Re-Housing" into the HUD language. Many of the items originally outlined in the HPRP regulations have been transferred over to the newly –named Emergency Solutions Grant.

Mainstream Benefits: A term used to identify income and benefit sources commonly used to homeless individuals and families, such as SSI, SSDI, Food Stamps, TANF, and Medicaid, among others.

Medical Home Model: Similar to the medical respite programs, medical home model seeks to provide healthcare services and support to homeless individuals and families at their places of residence – whether that is an emergency shelter, a transitional housing program,

a permanent supportive housing or rent-assisted unit, or, through a specific medical residence that can provide longer-term care.

Medical Respite Programs: Medical respite care is acute and post-acute medical care for homeless persons who are too ill or frail to recover from a physical illness or injury on the streets but are not ill enough to be in a hospital. Unlike “respite” for caregivers, “medical respite” is short-term residential care that allows homeless individuals the opportunity to rest in a safe environment while accessing medical care and other supportive services. Medical respite care is offered in a variety of settings including freestanding facilities, homeless shelters, nursing homes, and transitional housing.

Permanent Supportive Housing: Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites. There is no definite length of stay.

Rapid Re-housing: An approach to homelessness that focuses on moving individuals and families that are homeless into appropriate housing as quickly as possible.

Recovery Houses: A halfway house is a place to allow people to begin the process of reintegration with society, while still providing monitoring and support; this is generally believed to reduce the risk of recidivism or relapse when compared to a release directly into society.

Single Room Occupancy (SRO): These rooms are common in permanent supportive housing as well as income-based rent. These units require that only one person be housed.

SSI/SSDI Outreach, Access, and Recovery (SOAR): SOAR is a program funded by SAMHSA (Substance Abuse and Mental Health Services Administration) to provide training to case managers and others who work with homeless clients on the best way to navigate the SSI/SSDI application process and ensure timely and successful responses from the Social Security Administration on claims.

Supplemental Security Income (SSI)/ Supplemental Security Disability Income (SSDI): Funding from the Social Security Administration for limited-income individuals and families who have a disability. The two programs provide similar benefits; however, the eligibility requirements are unique for both. To find out more, check: http://ssa-custhelp.ssa.gov/app/answers/detail/a_id/245/~difference-between-social-security-disability-and-ssi-disability

Temporary Assistance for Needy Families (TANF): TANF provides money for dependent children and their parents or other relatives with whom they live, and for pregnant women. The Federal government and Pennsylvania fund TANF payments. In order to qualify for this benefit program, you must be a resident of the state of Pennsylvania, either pregnant or responsible for a child under 19 years of age, a U.S. national, citizen, legal alien, or permanent resident, have low or very low income, and be either under-employed (working for very low wages), unemployed or about to become unemployed.

Transitional Housing: A homeless housing project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Services are provided to assist individuals and families in achieving stability during this time.

Treatment Courts: York County maintains four specialized treatment, or diversionary, courts (Drug Court, Mental Health Court, DUI Court and Veterans Court). The goal of these programs is to help defendants stay out of the criminal justice system by addressing underlying causes of criminal behavior. They also save taxpayer money by keeping offenders out of York County Prison.

York County Consolidated Plan: Also referred to as the “York County Comprehensive Plan” this document provides a framework to guide the growth and development of the County. The Plan covers everything from natural resources, agriculture, transportation, hazard mitigation and growth to community development and housing. This Plan is maintained by the York County Planning Commission.

Appendix C: Sources

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