

## Orange County Plan to End Homelessness

*Latest Revision: 8/9/13*

The Plan to End Homelessness (PEH) will be reviewed annually in January by the relevant committees of the Orange County Partnership to End Homelessness. The committees will outline accomplishments during the previous year to be included in the OCPEH Annual Report and will determine whether they recommend updates to the PEH; these recommendations will be presented to the OCPEH Leadership Team at its February meeting and voted on.

### OVERARCHING GOALS

#### **OG.1: Adopt the goals of “Opening Doors: Federal Strategic Plan to Prevent and End Homelessness 2010:”**

1. Set a path to ending all types of homelessness
2. Finish the job of ending chronic homelessness in 5 years
3. Prevent and end homelessness among Veterans in 5 years
4. Prevent and end homelessness for families, youth and children in 10 years

### OVERARCHING STRATEGIES

#### **OS.1: Measure the success of programs/projects in achieving HEARTH Act goals and use this information to improve program performance and guide funding decisions.**

1. Reduce length of time people are homeless (aim for under 30 days).
2. Reduce returns to homelessness.
3. Reduce new homelessness.

#### **OS.2: Work to ensure service providers have the resources and capacity to provide housing and services to people experiencing homelessness.**

#### **OS.3: The Partnership will research and support evidence-based practices that are shown to be most effective in ending and preventing homelessness, e.g. Housing First, Supportive Housing, Supportive Employment, Rapid Re-Housing, Critical Time Intervention, Assertive Community Treatment (ACT) Teams, etc.**

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>HOUSING</b>			
<b>Goal H.1: Increase affordable housing opportunities for people experiencing or at risk of homelessness</b>	<ol style="list-style-type: none"> <li>1. Continue to support a broad range of housing options including:               <ol style="list-style-type: none"> <li>a. Emergency Shelter</li> <li>b. Transitional Housing</li> <li>c. Rapid Re-Housing</li> <li>d. Permanent Supportive Housing</li> <li>e. Affordable Rental Housing</li> </ol> </li> <li>2. Analyze unmet housing needs and work to fill gaps with evidence-based models.               <ol style="list-style-type: none"> <li>a. Explore a variety of housing models such as Single Room Occupancy (SRO), Oxford House, mixed income rental complexes, Low Income Housing Tax Credit developments, inclusionary housing rental units, etc.</li> </ol> </li> <li>3. Investigate a variety of funding sources: NCHFA; Farmer's Home Administration; Federal Home Loan Bank, HUD, banks, UNC Healthcare, private investors, etc.</li> <li>4. Work to obtain (local, state and</li> </ol>	<ol style="list-style-type: none"> <li>1. OCPEH Leadership Team elected officials will meet with UNC Healthcare administrators to discuss UNCH financial support of affordable housing units.</li> <li>2. Apply for rental subsidies/leasing dollars for PSH each year in CoC Application.</li> <li>3. Participate in local and regional affordable housing committees and initiatives including the Town of Chapel Hill Mayor's Committee on Affordable Rental Housing and the Orange County Affordable Housing Advocacy Group.</li> <li>4. Work in partnership with the Triangle Apartment Association's "A New Lease on Life" program.</li> <li>5. Work with the United Way of the Greater Triangle, Wake and Durham counties to implement a regional public/private initiative to increase the supply of affordable rental housing.</li> <li>6. Work with the Community Empowerment Fund to expand and maintain its database of affordable rental properties and</li> </ol>	<p>Over five years: 2013-2017</p> <p><u>Permanent Supportive Housing (PSH)</u></p> <ul style="list-style-type: none"> <li>• Create 34 new units</li> <li>• Create 34 new rental subsidies for individuals and families experiencing homelessness</li> </ul> <p><i>(Numbers are based on the 2012 PIT Count, Housing Inventory and Unmet Needs Assessment)</i></p> <p><u>Affordable Rental Housing</u></p> <ul style="list-style-type: none"> <li>• Create 50 new units</li> </ul> <p>Develop additional timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
	<p>federal) government-funded rental subsidies.</p> <ol style="list-style-type: none"> <li>5. Encourage local political leaders to provide publicly-owned properties to developers of housing for the homeless.</li> <li>6. Increase exits from CoC-funded PSH programs for those who are able to obtain alternative permanent housing.</li> <li>7. Work to maintain current affordable apartment stock.</li> <li>8. Strengthen relationships with landlords to increase rental housing opportunities for people with barriers including poor credit and criminal backgrounds.</li> <li>9. Identify an agency that could house a “housing locator” position that would collect and maintain information about available rental units and develop relationships with landlords.</li> </ol>	<p>to make this information accessible to service providers and individuals. CEF should explore the possibility of uploading its data into NC Housing Search.</p> <ol style="list-style-type: none"> <li>7. Identify and develop relationships with the personnel at rental properties who have the authority to make rental application approval decisions.</li> </ol>	
<b>Goal H.2: Develop a Coordinated Intake and Assessment System</b>	<ol style="list-style-type: none"> <li>1. Seek technical assistance from the NC Coalition to End Homelessness (NCCEH) and other agencies to develop a Coordinated Intake &amp; Assessment system.</li> <li>2. Begin implementing the Coordinated Intake process with the 100,000 Homes Taskforce agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify funding (2012 CoC Application funding, other?) sources.</li> <li>2. Identify agency(s) to design and implement system.</li> <li>3. Develop a holistic intake &amp; assessment tool for agencies to use.</li> <li>4. Work with CHIN staff to enable intake information to be easily</li> </ol>	<ul style="list-style-type: none"> <li>• Conduct research and planning in 2013</li> <li>• Begin implementation in 2014</li> </ul> <p>Develop additional timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
		<p>shared among agencies.</p> <ol style="list-style-type: none"> <li>5. Create cooperative agreements (MOAs) between agencies participating in Coordinated Intake.</li> <li>6. Develop discharge planning policies and agreements with public institutions including UNC Hospitals, mental health facilities, foster care system, and Orange County jail and prisons.</li> </ol>	
<b>Goal H.3: Maintain an emergency shelter system with services.</b>	<ol style="list-style-type: none"> <li>1. Explore a range of options for providing emergency shelter.</li> </ol>	<ol style="list-style-type: none"> <li>1. Apply for emergency shelter funds for the IFC each year through the Emergency Solutions Grant (ESG) application.</li> <li>2. Create a workgroup to explore options for meeting local needs for emergency shelter.</li> </ol>	<p>Convene workgroup in 2013</p> <p>Develop additional timeframes and outcomes.</p>
<b>Goal H.4: Expand Rapid Re-Housing (RRH) Capacity</b>	<ol style="list-style-type: none"> <li>1. Continue to prioritize IFC residents for the RRH program.</li> <li>2. Work to increase funding for RRH.</li> </ol>	<ol style="list-style-type: none"> <li>1. Apply annually for RRH funds for the Orange County Department of Social Services through the ESG application.</li> <li>2. Investigate funding sources including local, state and federal sources, e.g. HOME Utility and Security Deposit Assistance.</li> <li>3. Set goals and develop strategies for expanding the number of RRH clients served annually.</li> </ol>	<p>Rapidly re-house 15 households in 2013.</p> <p>Develop additional timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>EMPLOYMENT</b>			
<b>Goal E.1: Strengthen the Job Partners (JP) Program.</b>	<ol style="list-style-type: none"> <li>1. Target people experiencing or at risk of homelessness with a special focus on:               <ul style="list-style-type: none"> <li>○ At-risk youth (15 and up) particularly youth aging out of the foster care system;</li> <li>○ People with criminal histories.</li> </ul> </li> <li>2. Evaluate the effectiveness of the JP program annually and improve as needed; get feedback from employers and program graduates.</li> <li>3. Establish funding sources for the JP program.</li> <li>4. Increase the capacity of the Community Empowerment Fund (CEF) and other agencies that help those experiencing and at risk of homelessness become job-ready and find employment.</li> <li>5. Seek a commitment from the four local governments to hire JP graduates.</li> <li>6. Develop a PR/marketing campaign that promotes the JP program and improves public perception of hiring people experiencing and at-risk of</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruit and engage potential JP employers through the Chapel Hill Downtown Partnership, Chapel Hill Carrboro Chamber of Commerce, Hillsborough Chamber of Commerce and other business associations.</li> <li>2. Create ways to recognize and honor employers that hire Job Partners graduates.</li> <li>3. Create a means for regular communication with JP employers, potential employers and the broader community.</li> <li>4. Apply for funding from various sources including:               <ul style="list-style-type: none"> <li>○ Strowd Roses Foundation</li> <li>○ Weaver Street Market</li> <li>○ Phil Harvey Enterprises (PHE)</li> <li>○ Research Department of Labor and Department of Commerce Requests for Proposals</li> <li>○ United Way of the Greater Triangle</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Twenty-five (25) people will graduate the Job Partners Program in 2013</li> <li>• There will be forty (40) Job Partners Employers by the end of 2013</li> <li>• Fifteen (15) Job Partners Program graduates will get stable employment in 2013.</li> </ul> <p>Develop additional timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
	<p>homeless.</p> <ol style="list-style-type: none"> <li>Continue to recruit JP program Employer Liaisons and provide training and support.</li> <li>Develop internship, on-the-job training and work experience opportunities with employers.</li> <li>Increase coordination and communication with employment and job-training agencies including JobLink, Durham Tech, Vocational Rehab and the Workforce Investment Board.</li> <li>Increase the number of employers participating in the Job Partners Workgroup.</li> <li>Support JP Program participants who find jobs in retaining their employment.</li> </ol>		
<b>Goal E.2: Increase transportation resources and options.</b>	<ol style="list-style-type: none"> <li>Strengthen the partnership with Wheels4Hope, an agency in Raleigh that helps people purchase used vehicles.</li> <li>Strengthen the partnership with LOVE Chapel Hill, a faith group that provides transportation resources.</li> <li>Support a transportation expansion and coordination plan for Chapel Hill Transit, Orange Public Transportation (OPT), Town of Hillsborough and Triangle Transit systems.</li> </ol>	<ol style="list-style-type: none"> <li>Help build the capacity of and raise awareness about <a href="#">Wheels4Hope</a> and <a href="#">LOVE Chapel Hill</a>.</li> </ol>	<p>Begin working on these in 2013; develop more specific timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>Goal E.3: Investigate developing a Transitional Employment program to provide employment opportunities.</b>	1. Review 2012 report by UNC City and Regional Planning students proposing a transitional employment program and recommend how to proceed.		Timeframe and outcomes TBD

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>SERVICES</b>			
<b>Goal S.1: Establish effective collaborations among agencies to provide needed services.</b>	<ol style="list-style-type: none"> <li>1. Maintain and strengthen the 100,000 Homes Taskforce.</li> <li>2. Strengthen collaborations with:               <ol style="list-style-type: none"> <li>a. The UNC system including UNC Healthcare, School of Social Work and other departments;</li> <li>b. Cardinal Innovations;</li> <li>c. The broader community including businesses, citizens, faith-based communities, etc.;</li> <li>d. Public schools;</li> <li>e. Transit agencies, law enforcement.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Invite Executive Directors of homeless service provider agencies to Leadership Team meetings where their input would be important.</li> <li>2. Invite Debra Farrington, Yvonne Copeland and Steve Thomlinson of Cardinal Innovations to Leadership Team and/or 100,000 Homes Taskforce meetings.</li> <li>3. Meet with Orange County and Chapel Hill Carrboro City Schools administrators, family specialists and social workers to inform them about the OCPEH and Project Connect and find out how we can improve collaboration to help homeless children (e.g. provide urgent I.E.P assessments and transportation to original schools when they move).</li> <li>4. CHIN users will allow other agencies to see their clients' data.</li> <li>5. Explore interconnectivity of CHIN with other database systems, especially medical/healthcare systems.</li> </ol>	<p>Begin working on these in 2013; develop more specific timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>Goal S.2: Strengthen homeless street outreach.</b>	<ol style="list-style-type: none"> <li>1. Increase hours of homeless street outreach in Orange County to 1.5 FTE.</li> <li>2. Increase street outreach in northern Orange County.</li> <li>3. Work with Housing for New Hope, the Community Empowerment Fund (CEF), street psychiatrists and VA Outreach team to provide a safe, confidential location for meeting with outreach clients.</li> </ol>	<ol style="list-style-type: none"> <li>1. Explore funding sources to augment outreach staffing capacity.</li> <li>2. Connect Housing for New Hope PATH with the Neighbor House Program in Hillsborough for potential enrollees.</li> <li>3. Identify potential location(s) and/or funding source(s) for an office/meeting space and a day center targeted toward the unsheltered homeless.</li> </ol>	Begin working on these in 2013; develop more specific timeframes and outcomes.
<b>Goal S.3: Increase access to healthcare.</b>	<ol style="list-style-type: none"> <li>1. Sustain the Critical Time Intervention (CTI) program by finding a permanent funding source.</li> <li>2. Develop a street medicine program.</li> <li>3. Increase access to dental and vision services.</li> <li>4. Increase access to medication at free or reduced rates.</li> <li>5. Increase capacity to provide preventive medical care.</li> <li>6. Increase access to mental health and substance abuse services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Further develop relationships with UNC Healthcare and the School of Medicine to expand street medicine.</li> <li>2. Determine whether a model like the Lincoln Center in Durham could be implemented in Orange County.</li> <li>3. Work with Piedmont Health Services (PHS) to explore the Healthcare for the Homeless program.</li> <li>4. Explore the Durham Access model for free appointments with specialists.</li> </ol>	Begin working on these in 2013; develop more specific timeframes and outcomes.
<b>Goal S.4: Increase access to services for basic and social needs.</b>	<ol style="list-style-type: none"> <li>1. Hold an annual Project Connect event.</li> <li>2. Increase access to disability benefits and the number of dedicated SOAR workers in the</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold SOAR trainings and educate providers about the model and its effectiveness.</li> <li>2. Establish a permanent coordinator position for the</li> </ol>	Begin working on these in 2013; develop more specific timeframes and outcomes.

Goals	Strategies	Action Steps	Timeframe & Outcomes
	<p>community.</p> <ol style="list-style-type: none"> <li>3. Strengthen the Support Circles Program.</li> <li>4. Increase access to obtaining necessary identification including picture ID and driver's license.</li> </ol>	<p>Support Circles program.</p> <ol style="list-style-type: none"> <li>3. Create additional Support Circles.</li> <li>4. Research how to expedite the process to obtain ID.</li> <li>5. Distribute the "How to Obtain Important ID Documents" guide.</li> </ol>	
<p><b>Goal S.5: Increase access to legal services.</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen Outreach Court and make it a permanent program.</li> <li>2. Develop a pro-bono program – with private lawyers supervising UNC School of Law students - for legal services for those experiencing homelessness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Make presentations to local government elected bodies to educate them about Outreach Court.</li> <li>2. The DA's office will arrange for Outreach Court to have its own scheduling slot separate from district court.</li> <li>3. Contact Legal Aid of NC Executive Director requesting support for Outreach Court including the participation of a lawyer from the Pittsboro office.</li> <li>4. The UNC School of Law will work on developing the pro-bono program including an intake process.</li> </ol>	<p>Begin working on these in 2013; develop more specific timeframes and outcomes.</p>

Goals	Strategies	Action Steps	Timeframe & Outcomes
<b>COMMUNITY EDUCATION</b>			
<b>Goal CE.1: Increase public awareness of the issues of homelessness.</b>	<ol style="list-style-type: none"> <li>1. Help implement the Real Change campaign that seeks to:               <ol style="list-style-type: none"> <li>a. Educate the community about the issues of homelessness;</li> <li>b. Encourage &amp; enable people to donate to street outreach providers;</li> <li>c. Discourage people from giving money to panhandlers;</li> <li>d. Involve the community in the work of the OCPEH.</li> </ol> </li> <li>2. Disseminate stories of people formerly or experiencing homelessness including successes, challenges, what their needs are, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with the Chapel Hill Downtown Partnership, Chapel Hill Carrboro Chamber of Commerce, UNC representatives and local businesses to implement the Real Change campaign.</li> </ol>	Begin working on these in 2013; develop more specific timeframes and outcomes.

## GLOSSARY

### **Assertive Community Treatment (ACT) Teams**

**Coordinated Intake and Assessment:** *a single or coordinated method by which homeless people and those at risk find and access shelter, housing and/or services. Typically the intake conducts outreach, assessment, initial system intake (including eligibility determinations such as income and housing status), and program referral or program placement/reservations (such as shelter bed reservations). Includes Common Barrier Assessment and Targeting Tool.*

### **Critical Time Intervention**

### **Housing First**

### **Permanent Supportive Housing**

**Rapid Re-Housing:** *Household is assisted to obtain permanent housing as quickly as possible. Assistance to retain housing can include any combination of financial help – such as rental or utility assistance – and the support services needed to set up a new home, meet the expectations of the lease and avoid serious conflict with the landlord or other tenants.*

### **Supportive Employment**