<p style="text-align:center;">**<span style="color:#2E9BD6">Lehigh Valley RHAB 2013 WORK PLAN</span>**
**Based on 2013 CoC Applications for PA507 and PA509**</p>

**Timeframes:**
- Q1:    April 2014 thru June 2014
- Q2:    July 2014 thru September 2014
- Q3:    October 2014 thru December 2014
- Q4:    January 2015 thru March 2015
- Q5:    April 2015 thru June 2015
- Q6:    July 2015 thru September 2015

# 1) <u>Governance Charter:</u>

## Written Policies for: Coordinated Assessment, Process for Monitoring Outcomes of ESG Recipients, Written Standards for Administering Assistance

*1B-5:  Does the CoC's governance charter incorporate written policies and procedures for each of the following:*

- Centralized or Coordinated Assessment System?        No
- Process for Monitoring Outcomes of ESG Recipients?        No
- Written Standards for Administering Assistance?        No

<u>**Action Needed**</u>:    Incorporate these into the Governance Charter
<u>**Who:**</u>        PA507& 509 CoC Merger/Governance Committee
<u>**When:**</u>        Q1

## Governance Charter between CoC and HMIS Lead

*2A-2:  Does the governance charter in place between the CoC and the HMIS Lead include the most current HMIS requirements and outline the roles and responsibilities of the CoC and the HMIS Lead?*     No

**Action Needed**: Develop a governance charter between the CoC and HMIS Lead that includes the above
**Who:**    DCED HMIS Lead
**When:**    Q1

# 2) <u>HMIS:</u>
## Increase bed coverage in each category to be at least 65%

*2C-1 Indicate the HMIS bed coverage rate (%) for each housing type within the CoC:*
**PA509:**    51-64% for Transitional Housing

**Action Needed**    HMIS lead work with Valley Youth House to include data from Maternity Group Home and Transitional Living Program in PAHMIS that is currently entered into NEO-RHYMIS.
**Who:**               DCED HMIS Lead
**When:**             Q3 (before 2015 PITS)
**LV RHAB Strategy 2a:**
- **Valley Youth House will enter MGH/TLP data after state's transition to new HMIS (Q4)**

**Action Needed**    Reach out to TH programs not currently participating in PA HMIS to both participate in the CoC and PA HMIS:
- Allentown Rescue Mission – Christian Living and Values Transitional Housing
- Pocono Area Transitional Housing, Inc. (PATH),
- Easton Area Neighborhood Centers, Inc., Roofover
- Third Street Alliance of Women & Children – Third Street Alliance Transitional Housing Shelter
- Tioga County Dept of Human Services – Residential Supportive Housing and Bridge Housing

**Who:**               RHAB
**When:**             Q2
**LV RHAB Strategy 2b:**
- **Heidi Baer will meet with Rescue Mission to discuss. (Q3)**
- **Lori Sywensky will meet with Easton Area Neighborhood Center (Q3)**
- **Chris Cassidy will meet with Third Street Alliance (Q3)**

**PA507:**    51-64% for Emergency Shelter
**Action Needed**:   Follow up with Shelter Services to make sure they begin enrolling their ES in HMIS
**Who**:               RHAB
**When**:             Q2

**Action Needed:**  Use HIC to develop a list of ES programs not entering data in HMIS
**Who:**               DMA
**When:**             Q1

**Action Needed:**  Reach out to these agencies to participate in PA HMIS and the CoC
**Who:**               RHAB
**When:**             Q2

## Improve HMIS data quality

*2D-1:  For each housing type, indicate the average length of time project participants remain in housing.*

**PA509:**    Emergency Shelter:  ave. 63 days & Transitional Housing:  29 months

**PA507:** Emergency Shelter: ave. 72 days & Transitional Housing: 34 months

**Action Needed**: Determine the average length of time in ES and TH programs, for each program
**Who:**        HMIS Lead
**When:**      Q1

**Action Needed:** For TH >24 months and ES > average, determine whether it is a Data Quality issue (does not properly exit people on PAHMIS) or programmatic
**Who:**        HMIS Lead
**When:**      Q1

**Action Needed:** Address data quality issues (as appropriate)
**Who:**        HMIS Lead
**When:**      Q2

*2D-5: Describe the process through which the CoC works with the HMIS Lead to assess data quality. Include how the CoC and HMIS Lead collaborate, and how the CoC works with organizations that have data quality challenges.*

**Action Needed:** Develop a protocol to monitor the PAHMIS has an alert system with exit date to assure that exit dates are properly entered.
**Who:**        DCED HMIS Lead
**When:**      Q2

## Use HMIS to monitor and prevent returns to homelessness:

*3C-14: Methods to monitor returns to homelessness, including families who exited rapid rehousing.*

**Action Needed:** Train providers in using the "client data sheet"
**Who:**        DCED HMIS Lead
**When:**      Q3 (Using new HMIS)

**Action Needed:** Use PAHMIS to track returns to homelessness using the "client data sheet" and develop reports that provide information on who is returning to homelessness.
**Who:**        DCED HMIS Lead
**When:**      Q4 (using new HMIS system)

**Action Needed:** Use "client data sheet" data to monitor returns to homelessness
**Who:**        DMA with RHABs
**When:**      Q4-6

*4A-1: Monitor Performance on HUD-goals:*

**Action Needed:** Develop/update an HMIS-based project performance tool that can be run semi-annually to identify improvement/needs more frequently than through an annual APR
**Who:** HMIS Lead with RHABs and DMA
**When:** Q2 (for current HMIS)
Q4 (New HMIS)

**LV RHAB Strategy 2c:**
- **Establish Assessment Committee (Q3)**
- **Work with HMIS lead to develop Program Assessment Report (similar to ranking tool) with outcome data related to: permanency/discharge status; employment/ income; mainstream benefits; draw downs (Q4)**
- **Run report twice annually to inform need for technical assistance/ training or potential for re-allocation (Q4-Q6)**

# 3) <u>Reallocation Strategy:</u>

## To Create Beds for Chronically Homeless:

*3A-1.2 Describe the CoC's two year plan (2014-2015) to increase the number of permanent supportive housing beds available for chronically homeless persons and to meet the proposed numeric goals as indicated in the table above. Response should address the specific strategies and Action the CoC will take to achieve the goal of ending chronic homelessness by the end of 2015.*

**Action Needed:** Based on 2014 PIT determine the number of chronically homeless by county
**Who:** DMA
**When:** Q1

**Action Needed:** Develop a methodology to monitor the turnover of non-chronic beds to determine whether and to what extent they are being used to provide housing for chronically homeless
**Who:** DMA
**When:** Q1

**Action Needed:** Monitor turnover of non-chronic beds
**Who:** RHAB
**When:** Q2-Q6

**LV RHAB Strategy:**
- **Need methodology to monitor turnover (DMA)**

**Action Needed:** Based on PITS, chronic dedicated beds, and utilization of non-chronic beds, determine whether and where there is a need for additional chronic dedicated units
**Who:** DMA with RHAB
**When:** Q2 & Q6 – based on application schedule

**Action Needed:**   Develop a Reallocation Plan to address the need for chronic beds
**Who:**                DMA with RHAB
**When:**               Q2 & Q6 – based on application schedule
**LV RHAB Strategy:**

- **Lehigh County Conference of Churches will be adding ==30+ (?)== chronic beds with FY13 projects – don't see a need for more at the current time**


## To Create Rapid Re-Housing Programs:

*3A-5.2  Plan to increase the number of homeless households with children assisted through rapid re-housing projects.*

**Action Needed:**   Based on the chronic analysis, determine whether/where the CoC can prioritize RRH
**Who:**                DMA with RHAB
**When:**               Q2 & Q6 – based on application schedule
**LV RHAB Strategy 3a:**

- **Develop centralized intake to capture assessment data that would establish need.  Identify funding to hire consultant? (Q3-Q6)**

**Action Needed:**   Based on the 2014 PITS and ESG awards, determine where RRH is most needed
**Who:**                DMA with RHAB
**When:**               Q2 and Q6 – based on application schedule
**LV RHAB Strategy:**

- **See Strategy 3a**

**Action Needed**:   Develop a strategy to Reallocate Funds from Existing CoC funded Projects:

    i.   Site Based Transitional Housing:  determine whether any would be appropriate to be used as PSH for chronically homeless

    ii.   Scattered Site Transitional Housing:  determine which programs would be interested in converting to RRH – assuming that Rental Assistance can be administered by a non-profit

    iii.   Review SSOs to determine their effectiveness in helping participants obtain or maintain permanent housing and whether services can be funded through other resources.

    iv.   Reduce/eliminate programs based on performance:  non-compliance with HUD requirements, under-utilized, not meeting Housing Stability/Income standards, etc.

**Who:**        RHAB with assistance from DMA
**When:**       Q2 and Q6 – based on application schedule
**LV RHAB Strategy:**

- **See Strategy 3a**

**Action Needed:** Follow up on DCED letter to DPW on using TANF funds for housing – potentially RRH
**Who:** DMA
**When:** Q1 thru Q6

**PA-507:** There was a significant increase in the number of unsheltered households with children (2011 – 3 households, 2013, 20 households)

**Actions Needed:** Compare the 2014 PIT with the 2013 PIT to determine whether this pattern continued and in which counties
**Who:** DMA
**When:** Q1

**Actions Needed:** Develop a strategy to rapid re-housing unsheltered families with children in these counties
**Who:** Providers in these counties with support of RHAB and DMA
**When:** Q2-Q3

# 4) Monitoring:  Set up Systems to Monitor:

## Chronic Bed Turnover:

*3A-1.2 Describe the CoC's two year plan (2014-2015) to increase the number of permanent supportive housing beds available for chronically homeless persons and to meet the proposed numeric goals as indicated in the table above.*
- PSH Bed Turnover:  to determine whether chronic are being prioritized for PSH beds – see 3 Reallocation Strategy for Chronic

## HUD Objectives as Reported in APRs

*4A-1 Monitor Performance on HUD-Goals*

**Action Needed:** Develop system to collect APRs as they are submitted to HUD
**Who:** DMA with RHABs
**When:** Q1
**LV RHAB Strategy 4a:**
- **Discuss with DMA/ HMIS lead – who would collect and ensure compliance?  Who would provide analysis? Is this a duplication of semi-annual HMIS generated Program Assessment Report? How will information be used? (Q3)**

**Action Needed:** Monitor APRs quarterly to identify a drop in program performance and annually to identify overall CoC performance
**Who:** DMA with RHABs
**When:** Q2 thru Q6

**LV RHAB Strategy:**
- **See Strategy 4a**

**Action Needed:**   Analyze factors related to drop in performance to determine causes and develop a strategy for improvement
**Who:**              DMA with RHABs
**When:**             Q2 thru Q6

**Action Needed:**   Draw on high performers to provide TA and mentoring to those experiencing a drop
**Who:**              RHAB
**When:**             Q2 thru Q6

**Action Needed:**   Use HMIS to obtain semi-annual outcome data for all projects on specific performance measures, using a common time period
**Who:**              HMIS Lead in coordination with DMA and RHABs
**When:**             Q2, Q4, Q6
**LV RHAB Strategy:**
- **See Strategy 2c**


## Project Compliance with HUD Requirements to Increase Capacity

*4A-3 Assist project recipients that are underperforming to increase capacity.*

- **Draw down of funds:**

**Action Needed:**   Every 6 months collect data on draws from LOCCS from grantees to track spending before funds need to be returned to HUD, to provide TA, to identify potential programs to be reallocated in full or in part.
**Who:**              RHABs
**When:**             Q2 thru Q6
**LV RHAB Strategy 4b:**
- **Investigate potential for funding to underwrite paid RHAB administrator (Q3-Q4)**

- **Timely submission of APRs**

**Action Needed:**   Develop a log of APR due-dates and contact grantees 2-4 weeks prior to due date
**Who:**              DMA
**When:**             Q2 thru Q6
**LV RHAB Strategy:**
- **See Strategy 4b**

**Action Needed:** Grantees submit APR to RHAB and DMA for performance monitoring and monitoring of timely submission
**Who:**         DMA maintain log of submission date
                 RHAB follow-up on compliance
**When:**        Q2 thru Q6
**LV RHAB Strategy:**
- **See Strategy 4b**

## 5) <u>**Addressing Program Performance:**</u>

*4A-4 Steps CoC has taken to reduce the length of time individuals and families remain homeless:*

## Length of time in ES or TH:

**Action Needed:**  For ES > ave and TH > 24 months, determine reason for long length of stay in ES or TH.
**Who:**         RHAB
**When:**        Q2 – Q 4
**LV RHAB Strategy:**
- **Need guidance from DMA/ HMIS Lead: How would this be monitored?**

**Action Needed:**  Develop strategies for moving to PH
**Who:**         RHAB
**When:**        Q3 – Q6
**LV RHAB Strategy:**
- **Need guidance from DMA/ HMIS Lead: What strategies?**

**Action Needed:**  Providers develop relationships with landlords to increase non-CoC PH to ensure successful exits to PH.
**Who:**         DMA facilitate session at PA Housing Alliance Conference on engaging private landlords
**When:**        Q3

*4A-5 Steps CoC has taken to reduce returns to homelessness of individuals and families*

## Return to homelessness:

**Action Needed:**  Use "client data sheet" data to develop strategies to prevent future returns to homelessness
**Who:**         DMA with RHABs
**When:**        Q4-6
**LV RHAB Strategy:**
- **Need guidance from DMA**

# 6) ESG Coordination with CoC:

*3A-5.2  Plan to increase the number of homeless households with children assisted through rapid re-housing projects.*

## Rapid Rehousing

**Action Needed:**   Encourage counties with large/growing numbers of homeless families with children to apply for ESG RRH
**Who:**                DMA with RHAB
**When:**               Q1 (if timing with 2014 ESG application makes this possible)
                            Q2-3 – For 2015 ESG application
**LV RHAB Strategy:**
- **See Strategy 3a**

## Program Performance

*3C-2:  Extent in which the CoC consults with State and local government ESG program recipients on the plan for allocation ESG funds and reporting on and evaluating the performance of ESG program recipients and subrecipients.*

**Action Needed:**   Work with RHABs to develop revised performance standards and methods for evaluating ESG
**Who:**                DCED ESG staff and RHABs
**When:**               Q1 and Q2
**LV RHAB Strategy:**
- **DCED has to take lead.  How to address difficulty and cost of implementing ESG?**

## Policies

*3C-13:  Ensure families with children under age 18 are not denied admission or separated when entering shelter or housing:*

**Action Needed:**        2014 PIT requests information from programs that restrict admission –follow-up with each to determine why and if they can change their policy
**Who:**                DMA
**When:**               Q2

**Action Needed:**        DCED, in the 2014 ESG application, will provide extra points in the scoring for shelters requesting renovation funds to remove structural barriers that restrict admissions.
**Who DCED ESG Staff**
**When:**                Q1

*3A-5.4: Written policies and procedures for determining and prioritizing which eligible households will receive rapid re-housing assistance and the amount or percentage of rent.*

**Action Needed:** Finalize and implement the Con Plan/ESG/CoC Coordination plan
**Who/When:** DCED
**When:** Q1

*3A-5.6: Do RRH providers routinely follow up with previously assisted households to ensure that they do not experience additional returns to homelessness within the first 12 months after assistance ends.*

**Action Needed:** Refine ESG performance standards and outcome measures to emphasize housing stability among previously assisted households
**Who:** DCED ESG Staff with RHABs
**When:** Q1
**LV RHAB Strategy:**
- **DCED has to take lead.**

**Action Needed**: dentify best practices and funding options to monitor returns to homelessness among households assisted with RRH and to provide follow-up services to prevent returns to homelessness
**Who:** DMA
**When:** Q2-3

# 7) Employment/Income

## Employment Income

**Action Needed:** Increase participation by the Department of Labor in planning for employment opportunities for homeless individuals
**Who:** DCED
**When:** Q1 and 2

**Action Needed:** Investigate replication of the employment initiative developed by Safe Harbor in Easton.
**Who:** DMA
**When:** Q2 and 3

## Non-Employment Income

*3A-3.4: Increase Non-Employment Income:*

**Action Needed:** Develop a schedule to enable every county to participate in SOAR training over the next 2 to 3 years

**Who:**             RHAB with OMHSAS
**When:**         Q1
**LV RHAB Strategic Plan:**
- **SOAR Training has already been conducted.  Lehigh County Conference of Churches provides SOAR.  Need funding and provider for Northampton County:  Safe Harbor?  With CDBG or HealthChoices funding? (Q3-Q6)**

## 8) <u>Reduce Barriers to Program Utilization:</u>

*3C-7/8 CoC's plan to assess the barriers to entry present in projects funded through the CoC Program and ESG and adoption of Housing 1st:*

**Action Needed:**   Provide training in case management and Housing First approaches
**Who:**             DMA
**When:**         Q2

**Action Needed:**   Implement the Cumberland PSH Housing First pilot to determine whether Housing First will negatively impact relationships with landlords and meeting match requirements.
**Who:**             Cumberland County Housing and Redevelopment Authority with DMA
**When:**         Q2 & 3

**Action Needed:**  Work with TH providers to determine criteria used for program entry and based on findings develop strategies/policies to remove barriers to entry and re-examine program rules to ensure that reducing barriers to entry will not result in termination due to violations.
**Who:**             DMA with RHABs
**When:**         Q2& 3
**LV RHAB Strategy:**
- **Need guidance from DMA.  Use of coordinated assessment to identify severity of need and most appropriate housing**

**Action Needed:**  Develop strategy to prioritize PSH program entry according to length of time homeless, severity of need.
**Who:**             DMA with RHABs
**When:**         Q 2&3

## 9) Coordinated Assessment:

*3C-9:  Describe how the CoC's centralized or coordinated assessment system is used to ensure the homeless are placed in the appropriate housing and provided appropriate services based on their level of need*

**Action Needed:**   Develop a model for a standardized assessment tool
**Who:**          DCED in consultation with HUD TA Provider
**When:**         Q2-3
**LV RHAB Strategy:**
- **See Strategy 3a**

**Action Needed:**   Design the most appropriate approach to coordinated assessment for each CoC
**Who:**          RHAB in consultation with HUD TA Provider
**When:**         Q3-4
**LV RHAB Strategy:**
- **See Strategy 3a**

# 10)   <u>Outreach:</u>

*4A-6: What specific outreach procedures has the CoC developed to assist homeless service providers in the outreach efforts to engage homeless individuals and families*

**Action Needed:**       Outreach training is being planned to provide best practices and share findings of the Ad-Hoc Outreach Committee
**Who:**          DMA
**When:**         Q2

<u>**PA-509:**</u>  There was a significant increase in the # of unsheltered in 2013 PIT count (173), as compared to the last unsheltered count in 2011 (33). This includes 133 persons counted in encampments in the woods throughout Monroe County, an area not canvassed before. In 2011, Monroe reported zero unsheltered. The following counties also reported an increase in the # of unsheltered: Northampton (+5), Schuylkill (+12), Wayne (+3). Lehigh (-11) & Tioga (-2) counties reported reduced #s.

**Actions Needed:**  Compare the 2014 PIT with the 2013 PIT to determine whether there is a change, especially in Monroe, Northampton, Schuylkill.
**Who:**          DMA
**When:**         Q1

**Actions Needed:**  Continued outreach and engagement in Monroe, Northampton, Schuylkill (unless the 2014 PIT provides different information)
**Who:**          Local providers
**When:**         Q1 thru Q6

**Actions Needed:**  Develop strategies to address the shelter and housing needs in these counties
**Who:**          Relevant counties with support of RHAB and DMA
**When:**         Q2-3

# 11)  Discharge Planning

*3B- 2 Discharge Planning:  Health Care:*

**Action Needed:**        Work with the PA Health Care Cost Containment Council (PHC4)
to analyze their existing data and develop better information on hospital discharges
among homeless.
**Who:**                Steering Committee
**When:**                Q2

*3B- 4 Discharge Planning:  Corrections:*

**Action Needed:**        Provide education to PA Board of Probation and Parole to
discharge planners, including PREP and admissions of those with criminal histories to
public housing
**Who:**                SDHP (PREP) and DMA (education on PHAs)
**When:**                Q2-Q6

**Action Needed:**        Work with the Governor's Policy Office, the County
Commissioners Association, the PA Prison Wardens Association & Child Adult
Probation & Parole Officers Association.
**Who:**                Steering Committee
**When:**                Q2-Q6

# 12)  Services Funding Strategy

*4C-5:  Steps the CoC is taking to work with recipients to identify other sources of
funding for supportive services in order to reduce the amount of CoC Program funds
being used to pay for supportive services costs:*

   **Action Needed:**   In accordance with the recommendations of the USICH, assess the
   value of CoC funded services according to 2 criteria:  1) effectiveness of each
   project's services in helping participants obtain or maintain permanent housing; 2)
   likelihood of alternative funding for each effective service.
   **Who:**                DMA I collaboration with RHAB
   **When:**                Q3 and Q4
   **LV RHAB Strategy:**

   **Action Needed:**   Explore whether TANF, Medicaid extension, Health Care for the
   Homeless, Access to Recovery, SSVF, Childcare Development Fund, and other
   funding streams such as SSBG and CSBG can substitute for CoC funding.
   **Who:**                Subcommittee of the Steering Committee
   **When:**                Q3 thru Q6

**Action Needed:**   Community-based and faith based providers will share with the CoC potential private funding sources such as foundations and corporations.
**Who:**            RHABs coordinate
**When:**           Q3 thru Q 6
**LV RHAB Strategy 12a:**

- **Invite private foundation to participate on RHAB: i.e. Trexler, Rider-Pool, United Way (Q3)**


**Action Needed:**  Continue to encourage and facilitate partnerships between recipients and between recipients and non-CoC funded service providers to leverage resources such as facilities and expertise.
**Who:**            RHAB
**When:**           Q3 thru Q6
**LV RHAB Strategy 12b:**

- **Expand LV RHAB membership to include representatives from all stakeholder groups (Q3)**
- **Position LV RHAB as coordinating group of all services to the homeless (Q3-Q5)**