

GOAL 1: *Lead Agency* - To maintain and strengthen the Capital Area Coalition on Homelessness as the lead agency to facilitate and coordinate the organizational structure and planning to end homelessness in Dauphin County

STRATEGIC OBJECTIVES:

1. Work with all service providers (public, private, faith based) to interpret, educate and facilitate the implementation of the HEARTH Act (Homeless Emergency Assistance and Rapid Transition to Housing Act)
2. Engage local philanthropies in establishing common funding priorities to end homelessness
3. Engage local, state and the federal government officials/agencies to identify gaps in services and funding
4. Provide periodic regular progress reports to the community; evaluate progress toward meeting the goals of the ten year plan, and research resources and programs appropriate for addressing gaps in services and/or housing resources
5. Conduct regular reviews of the outcome measurement for each goal of this plan
6. Enhance all service/housing provider (public, private, faith based) participation in the planning and service delivery process and identify ways members can improve their capacity, efficiency and effectiveness
7. Maintain Lead Agency status with the PA Department of Human Services and carry out assigned functions as appropriate

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Develop a series of workshops and educational materials to assist local service providers (public, private, faith based) in understanding the implications of the HEARTH Act	40 CACH service provider agencies	March 31, 2015	Service Delivery Committee	CACH and local sponsors		Training will remain a priority and a subcommittee has been created to develop HEARTH training
Develop a multi-year, project-based comprehensive Resource Development Plan to engage local philanthropies and other funding sources in addressing homelessness as a priority	N/A	March 31, 2013	Planning and Resource Development Committee	CACH	Committee created, Plan outline developed	Will be annual participant in Highmark Walk for a Healthy Community and will engage in resource development efforts for Project Homeless Connect

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Conduct at least annual community meetings with governmental officials at all levels to identify gaps in service and funding to address homelessness	N/A	September each year	Coordinating Committee	CACH	Commissioners Meeting to be scheduled in 2016	Will Continue Annual Reports and meetings
Conduct regular meetings of all service providers (public, private, faith based) to ensure individuals and families who are homeless receive the assistance they need to obtain permanent housing and the services needed to maintain housing	N/A	5 General CACH Membership meetings each year	CACH Coordinating Committee	CACH	All scheduled meetings held	Will continue regular and routine meetings
Develop an outcome measurement strategy using the Program Logic Model to track the plan's goal achievement	N/A	March 31, 2014	Blueprint Implementation Team	CACH	Logic Model for each goal area completed	Project Completed

GOAL 2: Homeless Management Information System (HMIS) -To redevelop the HMIS to its full potential to make service provider's jobs easier, while significantly improving the use of consumer information in the screening, planning and coordination of services for homeless persons. Consumer information will also be utilized to evaluate the effectiveness of the service delivery system and the need for new or revised services/programs

STRATEGIC OBJECTIVES:

1. Link all intake forms, service plans, referral protocols and housing resources with HMIS and be able to share information with service providers (public, private, faith based) as appropriate
2. Use HMIS to screen consumers for program and service eligibility
3. Ensure HMIS is fully aligned with expectations of the HEARTH Act and HUD
4. Utilize the HMIS information to evaluate the effectiveness of service delivery system (public, private, faith based) and to identify service needs and gaps.

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Select a new software program for the Homeless Management Information System that will improve the quality of data and meet the reporting requirements for the HEARTH Act, HUD and community expectations	N/A	July 1, 2012	CACH Coordinating Committee	HUD Continuum of Care and local match funds	New software selected (Bowman, Service Point). Started use early 2013	Software Selected, Project Completed
Increase the number of providers (public, private, faith based) utilizing the system	N/A	December 31, 2017	CACH Data Collection Committee and Service Delivery Committee	HUD Continuum of Care and local match funds	Faith based shelters and TH have backed out of using CCMIS. They feel the software does not meet their needs or they have a system already and do not want double entry. Checking into data migration options.	100% of HUD CoC grant recipients are using the Bowman system

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In implementing the new system, ensure service providers (public, private, faith based) use the system to share appropriate information and to screen for appropriate services to assist individuals and families in obtaining permanent housing as quickly as possible	N/A	December 31, 2017	CACH Data Collection Committee and Service Delivery Committee	HUD Continuum of Care and local match funds	Training underway and implemented first quarter 2013 Developing a Coordinated Assessment system that may result in best use of intake referral, triage, for clients using CCMIS tools. To be completed in 2015.	Implementation and installation efforts completed. Will continue in 2015
Use information and data from the HMIS to develop reports to service providers (public, private, faith based) and the community on the effectiveness of the service delivery system and strengthen the management of the system	N/A	On-Going Activity	CACH Data Collection Committee, Public Information Committee and Service Delivery Committee	CACH	Plan generate first report in April 2013 on first quarter activities Submitted first AHAR report in Dec 2014	Report process started. Needs to be refined and further tested. Submitted required reports to HUD using HMIS. First AHAR report in 2014
Leverage HMIS data with other data collection systems to improve local planning and resource deployment	N/A	On-Going Activity	CACH Coordinating Committee, Planning and Resource Development Committee	CACH	Prepared 10-year Analysis of Point In Time data to support activities until HMIS capabilities are available	Report prepared and distributed. Will continue regular reviews of Point In Time data
Develop systems and reports to track unaccompanied homeless youth and children	N/A	On-Going Activity	CACH Data Collection Committee, Public Information Committee and Service Delivery Committee	CACH	Added Youth data in 2014 and 2015 Point In Time Survey and reached out trained key agencies. However will need to tweak the process as the collection results were not as well as expected.	Will continue to collect data and report in Annual Point in Time Survey

GOAL 3: *Housing* – To preserve existing resources and ensure the development of new, safe, decent, affordable housing opportunities for all homeless individuals and families

STRATEGIC OBJECTIVES:

1. Use the existing housing market by making subsidized housing opportunities more accessible and work cooperatively with landlords to further acceptance of homeless individuals and families as tenants
2. Provide an adequate and full range of housing options and investigate the implementation of new housing models including housing cooperatives, safe havens and other permanent housing resources with a focus on promoting a regional housing strategy
3. Develop systems and processes to reduce the length of time to move consumers from temporary to permanent housing
4. Increase awareness of, leverage, and effectively use all available subsidies and government incentives to increase affordable housing stock, especially in suburban and rural municipalities
5. Increase the supply of affordable accessible housing and support outreach to match qualified tenants with appropriate housing
6. Identify and advocate for incentives to develop new affordable housing products

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Place an additional 100 individuals or families who are homeless and disabled into subsidized housing units by improving their access to mainstream services, self-sufficiency skills, Housing Authority's use of selection preferences for homeless persons, reduction in occupancy limitations, increased temporary housing time limits, and removal of other obstacles	100 individuals or families	December 31, 2017	CACH Service Delivery and Housing Committee	HUD Housing Choice Vouchers and other voucher/subsidy programs	Developing CACH's roles and procedures as LLA for 811 PRA subsidies that can help disabled populations including homeless subsets, and prevent homelessness. Will be completed and operational in 2015	
Increase utilization of vacant subsidized housing units that are "unavailable" because they fail to meet HUD Quality Standards – Harrisburg Housing Authority's Jackson Tower		2013	CACH Coordinating Committee and Service Delivery and Housing Committee	HUD	Renovation work started and progressing	

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<p>Create incentives and increase participation in self-sufficiency programs to encourage 100 individuals or families to move from subsidized housing to market rate housing</p>	<p>100 individuals or families</p>	<p>December 31, 2017</p>	<p>CACH Coordinating Committee and Service Delivery and Housing Committee</p>	<p>TBD</p>		
<p>Create 100 new subsidized housing opportunities for homeless individuals or families in primarily suburban and rural areas with an adequate range of housing options</p>	<p>100 individuals or families</p>	<p>December 31, 2017</p>	<p>CACH Coordinating Committee and Service Delivery and Housing Committee</p>	<p>Funding will vary by project.</p>	<p>Some of the 811 proposed units are in urban/suburban areas of Dauphin County outside of the City of Hbg. Two Development Proposals for new affordable housing located in Dauphin County were approved by PHFA. One is in Susquehanna Township called Sunflower Fields and has a set aside of four units for handicapped individuals/families and that all units are available to households with income at or below 60% of area medium income (AMI). The other proposal that was funded is called Union House Apartments and is located in upper Dauphin County in Lykens. This</p>	

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					development has 28 affordable rental apartments plus three units to be available to individuals/families at or below 20% AMI.	
Participate and promote county-wide programs to link homeless individuals and families to affordable housing products (i.e. DPW's new Local Lead Agency for new PHFA-funded developments)	100 individuals or families	December 31, 2017	CACH Coordinating Committee and Service Delivery and Housing Committee	CACH	CACH identified as local lead agency. Info on available housing distributed as it becomes available.	Will continue as local lead agency indefinitely
Strengthen the partnership with public housing authorities in order to eliminate barriers and to increase access to subsidized housing for homeless individuals and families such as Shelter Plus Care	N/A	December 31, 2017	CACH Coordinating Committee and Service Delivery and Housing Committee	HUD	Recruited new representative from Harrisburg Housing Authority to support CACH efforts	Recruited member will maintain relationship long term
Develop a standing committee of CACH for Housing to develop short and long term strategies to increase available housing for homeless individuals and families	N/A	July 1, 2012	CACH Coordinating Committee	CACH	Creation of committee approved. First meeting held fall 2012	Committee formed and meeting regularly. Provides regular reports to full CACH meetings.

GOAL 4: Access to and Availability of Services – To ensure access to timely, appropriate, affordable and easily accessible services to end homelessness and prevent its recurrence

STRATEGIC OBJECTIVES:

1. Establish a “No Wrong Door” entry into the homeless services network
2. Improve access to available homeless services by increasing awareness of services (public, private, faith based) and provider information
3. Develop a consumer-centered homeless services system to facilitate access to all services available from private and governmental sectors including mainstream resources (such as Medicaid, Supplemental Nutrition Assistance Program, and Low Income Home Energy Assistance Program, etc.)
4. Assist individuals in obtaining or accessing the appropriate type and level of services (public, private, faith based) needed to address the underlying causes of homelessness such as addictions, mental health conditions and life skills
5. Assure coordination and cooperation of services (public, private, faith based) to maximize timely access to human and supportive services with an emphasis on improving case management practices

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Continue to strengthen the centralized intake system at the HELP Office operated by Christian Churches United (CCU) for access to emergency shelter services	N/A	December 31, 2015	CACH Coordinating Committee and Service Delivery Committee	CACH	CCU remains central intake organization for the community. Conducting assets and information mapping on how homeless services and housing providers currently handle intake, referral and triage, so that a Coordinated Assessment System that best fits our communities needs are resources is identified and implemented. To be completed in 2015.	CCU will remain central intake point indefinitely

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Ensure that service providers (public, private, faith based) use the new HMIS system to share appropriate information and to screen for appropriate services to assist individuals and families in obtaining permanent housing as quickly as possible while strengthening case management practices	N/A	December 31, 2017	CACH Coordinating Committee and Service Delivery Committee	CACH	New software selected (Bowman, Service Point). Start use early 2013. Training underway. Looking at data migration to/from systems of non-mandated providers who are unwilling to use CMIS.	Implementation work continuing with required participation for CoC grantees.
Conduct a series of training workshops for service workers to facilitate an understanding of the underlying causes of homelessness, improve referrals, strengthen case management practices and maximize coordination of available services (public, private, faith based)	N/A	December 31, 2017	CACH Coordinating Committee and Service Delivery Committee	CACH	Conducted 3 SOAR trainings. Researching the impact on ACA on homeless service delivery to inform providers on how to access.	Will continue training efforts.
Conduct research on consumer satisfaction with the homeless service delivery system and develop recommendations for improving the consumer-centered services	N/A	December 31, 2013	CACH Blueprint Implementation Team and Service Delivery	CACH	Conducting first full Consumer Satisfaction survey in fall in cooperation with Widener Univ Sch of Social Work	System established for regular surveys in connection with PHC.
Develop a plan to use the CACH website and other public education strategies to improve awareness of available services and how to access assistance	N/A	March 31, 2013	CACH Coordinating Committee and Public Information	CACH	Improved website launched fall 2015 www.cachpa.org	Moved website to a content management system, to improve ease of content information.
Conduct an Annual Point In Time Survey in January to document the level of homelessness in the community	N/A	Annually in January	CACH Service Delivery and Data Collection	CACH	2015 Conducted and report prepared. 2016 PIT planned	Will continue effort on annual basis
Conduct an Annual Project Homeless Connect (PHC) to provide additional access to services and supports to assist individuals and families gain permanent housing and expand follow-up case management services	N/A	Annually in Fall each year	CACH Service Delivery	CACH and Sponsors	2015 PHC conducted on 11/20/15.	PHC will be an annual event

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<p>Expand current outreach system including establishing a drop-in center to better reach unsheltered and chronically homeless population including unaccompanied youth and children.</p>	<p>N/A</p>	<p>June 30, 2016</p>	<p>CACH Service Delivery</p>	<p>CACH</p>	<p>Plan to continue PHC. In cooperation with Messiah College, developing first inventory of all outreach efforts and services provided. Conducting a review of current PIT means of outreach survey/ count/ reach to unsheltered and youth to better reach the sub-populations.</p>	<p>Report prepared and reviewed by Blueprint Team.</p>
<p>Expand involvement of Veterans Administration representatives in local planning for improved use of HUD VASH services</p>	<p>N/A</p>	<p>April 30, 2013</p>	<p>CACH Coordinating Committee and Service Delivery</p>	<p>CACH</p>	<p>VA representatives involved in planning PHC and Stand Down</p>	<p>Will maintain involvement</p>
<p>Expand existing efforts to provide services to homeless veterans at YWCA, Shalom House, Bethesda Mission, and annual Stand Down</p>	<p>15 single veterans and 5 veteran families</p>	<p>December 31, 2017</p>	<p>CACH Service Delivery</p>	<p>HUD and VA</p>	<p>Conducted Stand Down and added Transition in Place program to serve 15 single and 5 families</p>	<p>Will continue as annual events</p>
<p>Enhance all service/housing providers participation in the planning and service delivery process and identify ways members can improve their capacity, efficiency and effectiveness</p>		<p>December 31, 2017</p>	<p>CACH Service Delivery and Community Conversations Initiative</p>	<p>CACH and individual providers</p>	<p>Hosted several planning meetings, which resulted in adopting a formal Vision Goal: Positive Change by Engaging and Partnering – through Faith, Independence, Sustainability, and Empowered Success for all members of the community. Work is</p>	

					being done to create mentoring programs that deal with trauma-informed care and leveraging strengths of service providers towards an intentional holistic approach to serving homeless and near homeless families. This Committee is also exploring "readiness for change" assessments and other service protocols, benchmarking with other agencies and communities to replicate success and exploring how resources may be expanded and outcomes improved through collective impact.	
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GOAL 5: Public Awareness and Education – To educate the community to raise awareness and public support for more resource partners in order to open new doors to end homelessness in Dauphin County

STRATEGIC OBJECTIVES:

1. Produce quality, factual and motivational materials about homelessness in our community
2. Prepare a unified message about homelessness to foster partnerships, leveraging of resources and generating public awareness opportunities

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Develop an instructional guide to educate the community and increase awareness of the issue with a special emphasis on “the next generation” as well as improve utilization of faith based organizations	N/A	December 31, 2013	Public Education Committee	CACH and Grants	Project started in spring 2013	Draft prepared and under revision
Develop an expanded CACH website with e-mail and list serve capabilities	N/A	December 31, 2013	Public Education Committee	CACH	Expanded website started fall 2012 and expanded in 2014	Will continue to maintain web site
Develop an “Annual Report to the Community” highlighting success stories and efforts to improve the service delivery system	N/A	Annually by January 31	Blueprint Implementation Team	CACH	2014 activity report prepared and distributed Jan 2015.	Report will be an annual event
Develop the capabilities to provide internship opportunities to support public awareness and education work	N/A	On-Going	Coordinating Committee	CACH	Developed opportunity with Shippensburg University MSW program	Will continue efforts indefinitely
Recruit media and marketing partners with expertise to help develop of materials and communication with the public. CACH should solicit volunteer services or begin to budget for public awareness assistance	N/A	March 31, 2013	Public Education Committee	CACH		

GOAL 6: *Prevention* – To develop short and long term strategies to significantly prevent the occurrence of homelessness in our community

STRATEGIC OBJECTIVES:

1. Develop unified and coordinated prevention activities utilizing all public, private and faith based organizations serving homeless individuals and families
2. Increase “housing centered” intervention products and services to maintain all individuals and families in their homes
3. Promote “Healthy Families” concept and strong community support networks
4. Create awareness of and access to better utilization of all health care services for homeless persons
5. Create and implement comprehensive client-centered discharge planning processes/procedures with institutions (foster care, mental health facilities, jails, prisons) for individuals at-risk of becoming homeless
6. Encourage and assist institutions to design and implement internal programs to help at-risk clients prepare for employment through life skills programs including: literacy training, financial management training, employment training and job placement
7. Explore how to increase use of and resources for existing rental assistance programs such as TANF, RAP and Housing Choice Vouchers
8. Maximize Supported Employment, Ticket to Work, YW-Works, SOAR and other employment services

Action Step Description	# of individuals/families to be served	Target Completion Date	Responsible Entities	Funding Source	Annual Progress Toward Goal	Cumulative Progress Toward Goal
Develop a Prevention standing committee of CACH to develop short and long term strategies to prevent the occurrence of homelessness	N/A	December 31, 2012	Coordinating Committee	CACH	Creation of committee approved. First meeting held fall 2012. Continues to meet and report to full CACH meetings. Prepared detailed Work Plan with 6 major efforts.	Committee will be a standing committee of CACH and work will continue
Review discharge planning agreements with community institutions (such as jails, prisons, foster care, hospitals) on an annual basis to ensure appropriate permanent housing for individuals at risk of homelessness	N/A	Annually by December 31	Coordinating Committee and Service Committee	CACH	Completed as part of 2014-15 CoC application process	Will continue as an annual effort

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