



Creating Homes

Goal 1: Open the "back door" out of homelessness – ensure that all Philadelphians have a decent, safe, accessible and affordable home.

Objective 1: *Increase the resources available for developing and managing access to integrated permanent affordable and supportive homes*

- Advocate for passage of Housing Trust Fund legislation.
- Have Consolidated Plan reflect priorities of 10 Year Plan.
- Review TRF resource analysis for un-tapped resources.
- Identify un-tapped resources that Philadelphia agencies or services providers could and designate recipient(s).
- Collaboratively develop applications where possible.
- Expand resources by giving extra points or priority to fund housing developments employ creative strategies to ensure affordability (such as reinvested developer's for an internal rental subsidy).

Objective 2: *Increase housing and service providers' capacity to produce and over adequate supply of housing that meets the needs of all Philadelphia residents. -Explore possibility of pairing experienced housing developer with a service provider.*

- Explore "mentoring" relationship between newer and older groups (particularly those are successful developers and have infrastructure but have not yet worked with homeless/supportive services).
- Foster collaboration between providers and local government.
- Explore the idea of allowing very low-income tenants to pay up to 40% of their income rent as long as there are supportive services associated with the developments to help families or individuals raise their income levels.

Objective 3: *Increase the stock of high quality permanent affordable and supportive homes, and ensure accessibility to residents and visitors with physical disabilities. - pipeline projects and help them to move forward.*

-Find a good model for rental assistance and duplicate it.

Objective 4: *Increase the number of rental vouchers and other housing subsidies to Philadelphia households, including individuals with disabilities.*

Objective 5: *Streamline the process of applying for permanent housing.* -Implement clear mechanism to move clients from shelter to permanent housing/Create paths to access to affordable housing.

-Make housing information more accessible.

-Create reasonable path for access to Section 8.

-Make sure all Section 8 certificates are being utilized.

-Provide individuals with all the skills necessary for successful independent living at homeownership (such as budgeting/money management skills, job skills, etc.).

-Integrate temporary housing into appropriate health and human services program appropriate.

Strengthening Communities

Goal 2: Close the "front door" to homelessness – implement successful prevention strategies.

Objective 1: *Identify the primary reasons people experience homelessness, as well as those geographic areas and systems from which a high number of individuals and families enter homeless shelters.*

Objective 2: *Eliminate barriers to accessing community-based resources and services and public benefits.* -Coordinate and integrate efforts between relevant agencies and service providers to house and serve individuals and families in subpopulations most at risk of homelessness.

-Create a hotline for resources and services.

-Link community-based prevention centers to shelter reception sites.

-Increase access to and availability of services in the community, as appropriate.

-Simplify I.D. process for receiving public benefits.

-Train all outreach workers and case managers, including those in the Department of Public Assistance (DPA), to provide people with the I.D. required to obtain benefits.

-Increase the capacity of staff at District Health Centers to complete the forms need homeless people to obtain cash and medical benefits.

-Strengthen the role of the Public Defender's Social Worker's Office to ensure that | with criminal records are not denied the public benefits they need to remain indepe and avoid falling into homelessness.

-Increase the availability of Representative Payees—outside of the TCM system—to a need such services.

Objective 3: *Design, fund, and implement strategies (based on existing best pract better assist at-risk populations.*-Research "best practices" that specifically aim to l people in their own homes (including short-term rent assistance, housing stabilizat utility and weatherization assistance, mortgage assistance, income supports, and e intervention efforts).

- Use advocates at eviction court and with utilities; help individuals make paym arrangements with landlords and HUD's help.

-Research "best practices" that provide eligible individuals and families with access mainstream resources (for example, make applying for housing and assistance qui especially in emergency situations).

- Develop a rapid response to those who experience job loss.
- Consider innovative strategies such as day programming to keep people out o shelter system.
- Link community-based prevention centers to shelter reception sites.

-Support community development groups who are stabilizing housing and doing we work projects.

-Tailor funding requests to meet existing needs and seek funding to implement app "best practices" in Philadelphia.

-Implement appropriate outreach efforts and programming.

-Establish a multidisciplinary Task Force to review the current discharge policies an practices of hospitals, prisons and foster care to ensure that all consumers have a l plan prior to discharge and are never discharged directly to the street. (The policy include a grievance process and a mechanism for accountability for compliance with policy.)

-Advocate for improved discharge planning and after-care services in systems "fee into homeless shelters.

- Urge systems to increase the quality and scope of their discharge planning (to

for example, early assessments and comprehensive case management).

- Urge systems to give incentives to their providers whose discharge plans result in permanent housing.
- Prioritize Public Defender's Social Worker's Office's access to homeless system resources, so that when a homeless person is incarcerated, his/her homelessness is addressed in the prison discharge plan.

Objective 4: *Ensure that the unique and complex needs of at-risk children are addressed in a comprehensive and holistic manner.*

Objective 5: *Support and collaborate with the public school system to ensure Philadelphia students receive the education they need for independent adulthood.*

Goal 3: Ensure that no one in Philadelphia needs to live on the streets

Objective 1: *Expand street outreach services beyond Center City by developing co-partnerships in areas of the city where street homelessness exists. -Develop a team that brings community members and the voice of outreach workers into the process of planning local outreach services to people in these neighborhoods who are living on the streets.*

-Work with, and provide technical assistance to, community organizations, including neighborhood-based organizations, that want to develop programs for hard to serve street homeless people in their areas.

Objective 2: *Expand street outreach services to currently under-served population*

Objective 3: *Eliminate fragmentation in health care service delivery, including physical, mental health and substance abuse treatment for the hard to serve street homeless population. Create additional Assertive Community Treatment (ACT) teams based on consumer needs, not on formal MH/DA diagnoses.*

-Expand walk-in hours at Mary Howard Health Center, District Health Centers, Corner Mental Health Centers, and other public health facilities that provide comprehensive physical health, mental health, and substance abuse services to the street homeless population. All facilities should be equipped to perform medical and psychiatric assessments, as well as examinations required for receiving public benefits.

-Establish a liaison person in each hospital whose job it is to communicate with the Outreach Coordination Center on matters related to the medical and mental health of the street homeless population, including emergency room care.

Goal 4: Fully integrate all health and social services to aid in preventing and addressing homelessness.

Objective 1: *Identify all resources available to individuals and families at risk of*

homelessness throughout the city. -Assemble a database of faith-based, private, and shelters, transitional facilities and low-income permanent housing facilities, with or services provided.

-Publish the catalogue of services in hard copy and online.

-Maintain and update the resource list as necessary.

-Identify gaps in services.

Objective 2: *Implement a citywide plan to coordinate systems and services. -Incorporate relevant goals and strategies identified by other system partners (such as the state End Chronic Homelessness, plans within the Office of Behavioral Health, Department of Human Services, Veterans Affairs, Office of Housing and Community Development)*

-Define barriers; redefine "success" and clarify message.

-Create measures and standards of accountability, and systems for facilitating the management, monitoring, and evaluation of programs and facilities based upon the measures and standards.

-Evaluate the location of service delivery – i.e. on-site for subpopulations, community based services, one stop services, etc.

Objective 3: *Strategically use data to track needs, document outcomes, and develop appropriate and effective programs. -Create an annual system Report Card quantify needs, the demographic characteristics of homeless individuals and families, existing resources (relative to needs), the quality of services offered, and system outcomes successes.*

- *Needs (Outreach data regarding street homelessness; Number of individuals who present to shelter; School District data regarding how many children are homeless; Number of individuals who present for emergency rental or state subsidy assistance; Number of individuals who present to hospitals and prisons with no permanent address; Waiting List analysis regarding how many people are awaiting housing assistance and where they are staying while they wait);*
- *Demographics of Homeless People (Age; Race/Ethnicity; Gender; Family Composition; Veteran Status; Sexual Orientation; Socio-Economic Status; Disability Status)*
- *Resources and Availability of Subsidies Relative to Needs (Shelters; Safe Haven; Transitional Housing; Permanent Supported Housing; Behavioral Health Services; Employment and Training Programs; Child Care Slots/Subsidies; Educational Opportunities; Transportation);*
- *Quality of Services Offered (Why are clients leaving programs; Operational Standards (local, state and federal); Monitoring bodies for standards; Monitoring process standards and frequency of monitoring; How are they evaluated for accountability; Benchmarks for using Best Practices); and*

- *Outcomes (Reduced need; Moves to permanent housing; Tenure in permanent housing; Accessed and maintained benefits; Specific program outcomes should be defined and Cost Benefit Analysis conducted for all resources).*

-Use the report card to influence funding, develop appropriate capacity and ensure practices are being implemented.

- *Utilize statistics from the new Report Cards, Office of Emergency Shelter and Philadelphia's annual Continuum of Care application, Philadelphia's Consolidated Plan (OHCD), and other sources, to identify the factors contributing to homelessness as chronic and casual drug abuse; severe and limited mental health issues; physical and psychological and sexual abuse; illiteracy; physical disabilities; unemployment and job skills; unaffordable housing; etc.*
- *Write research- and data-based case study.*
- *Disseminate information through a web site, publications, and presentations (to community groups, churches, schools, advocacy groups, the private sector, and foundations and other funding sources).*

-Develop system of accountability.

Goal 5: Generate the political will, civic support, and public and private resources to end homelessness.

Objective 1: *Advise local officials on policy issues that impact service delivery in the community.*

Objective 2: *Engage the public and motivate them to take actions to end homelessness by convincing faith communities, civic organizations and neighborhood-based organizations and groups to target and solve specific problems. -Disseminate information through a web site, publications, and presentations (to community groups, churches, schools, advocacy groups, the private sector, and foundations and other funding sources).*

-Put a human face on homelessness and poverty through a public relations campaign to raise public awareness of the problem by educating all about the multi-faceted issues surrounding homelessness and poverty.

- *Utilize statistics from the new Report Cards, Office of Emergency Shelter and Philadelphia's annual Continuum of Care application and Consolidated Plan (OHCD), and other sources, to demonstrate and clarify who is homeless (particularly the groups which the public is generally unaware of). (This report will follow an "asset-based" rather than "deficit-based" approach.)*
- *Hire a reputable public relations advertising agency to develop and launch a national campaign, including branding and slogan(s), large scale events (such as the A Walk), success stories of homeless and formerly homeless individuals as well as community organizations and city agencies/Develop and implement a campaign to improve public's perception of shelter.*

-Raise public awareness of the problem by educating all to the multi-faceted issues surrounding homelessness and poverty.

- *Develop a realistic strategy to ensure that homeless issues are covered by a majority of local television and radio stations as well as area newspapers (city and local) and magazines.*
- *Build relationships with all of Philadelphia's professional sports teams and invite players in fundraising and service provision.*
- *Build relationships with City born and bred celebrities including professional entertainers, actors, artists, musicians, dancers, singers, writers, etc.*
- *Develop public service announcements featuring Philadelphia's professional athletes and entertainers.*

-Compile a list of existing educational materials on homelessness and local experts to make presentations about homelessness to any and all groups recommended by strategic plan participants (including business representatives, employers, faith-based groups, housing developers, educational institutions, financial institutions).

-Identify potential donors (of both time and money). Create a list of public and private groups, such as civic organizations, arts-based associations or societies, religious groups, men's clubs, women's clubs, theaters, music academies and organizations, dance and art schools, local institutions, private foundations, etc./Identify resources for capacity building for shelter providers and a mechanism for dissemination of information about those resources (e.g. resource guide).

-Approach and engage non-participating groups in the struggle to end homelessness.

-Seek and obtain financial grants from private foundations.

Objective 3: *Educate federal, state, and local representatives and persuade politicians on issues related to homelessness and poverty. -Conduct planning meetings with members of the Adult Services staff, representatives from the strategic planning process, and the Managing Director and/or the Assistant Managing Directors.*

-Develop a plan and timetable for approaching other politicians and lawmakers who impact policies targeting homeless individuals and families.

-Make presentations to the Mayor and members of City Council; State Senators and Representatives; the Governor; Pennsylvania's U.S. Senators and Representatives.

Objective 4: *Engage the philanthropic and corporate communities and motivate them to take actions to end homelessness and poverty by appropriately aligning their private resources to target and solve specific problems related to homelessness as outlined in the Ten-Year Plan.*

Goal 6: Build human capital through excellent employment preparation and

training programs, and jobs at a livable wage.

Objective 1: *Improve and expand the content, scope and delivery of information on existing job training and job retention programs and services aimed at or available to the homeless. -Develop an online clearinghouse of job readiness, training, and development programs.*

- *Collect information on Philadelphia's job preparation and placement programs (determine what exists).*
- *Analyze existing programs (What is working? How might the HUB support effective programs?).*
- *Hire a professional team of designers and programmers.*
- *Develop a website (to include training programs and available jobs).*
- *Launch and market website (to service providers, employers, and foundations).*
- *Maintain and evaluate site.*

Objective 2: *Create the link between employer and potential employee (The Clearing House) where employer needs and standards are understood and communicated to participating providers, and where trusting matches can be made, managed, and monitored. The vision is a new paradigm: an employer-shaped job development center as a single point of employer contact. -Set up an "Employment Hub," a centralized, organized, and recognized voice for job training and development, and to advocate for reforms to regulatory and government barriers to successful employment.*

- *Form board of members with long-term experience, expertise, and clout.*
- *Define barriers to training and employment.*
- *Spearhead Philadelphia's advocacy efforts to remove regulatory and government barriers.*
- *Develop data-based case studies, marketing strategies, and a public relations campaign.*
- *Build relationships with federal, state, and local representatives.*

-Provide an employer-shaped Job Development Program.

- *Research what employers want (soft skills, job skills, etc.).*
- *Review regular employer-centered market analyses to determine what kinds of jobs exist that would provide program graduates with stable, well-paying jobs with advancement.*
- *Rethink the role of job developer – focus job developer job description on market research and sales experience versus case management.*
- *Define and develop incentives (and recognition) for employers; market program to employers; obtain commitments from employers; provide ongoing support to employers and education/training for program participants.*
- *Evaluate participants' performance and intervene in problematic situations early to ensure job retention.*
- *Offer internships, tiered employment, and other educational opportunities.*

Objective 3: Review and develop, through partnerships with existing providers, a r encompassing approach to job readiness preparation – programs that respond to t diversity, range and depth of human needs. -Provide skills assessment, basic job re and job training programs tailored to the local economy.

- Conduct regular employer-centered market analyses. (Research best practice: develop and utilize assessment methodology and tools.)
- Design curricula to specifically target preparation and training programs to en needs.
- Certify (with a HUB-sponsored "trademark certification") that HUB curricula ar courses teach particular skills (so that employers know what to expect from graduates).
- Review existing programs and give HUB "stamp of approval" on non-HUB-bas training programs.
- Develop partnerships/collaborations with other entities to market programs ar graduates.

-Set-aside city jobs for homeless adults.

Objective 4: Create a centralized, recognized voice for homeless employment obje to advocate for regulatory reform, resource application adjustments, major employ participation, linking of housing and income supports to continuing education and employment and the creation of employment related programs for the homeless. -L human capital programs with other subsidies at the "Employment Hub."

- Explore which subsidies would be valuable to ensure successful employment (child care, education, transportation, etc.).
- Identify existing subsidies and sources.
- Fundraise.
- Develop and manage a structure that coordinates subsidies with clients' job tr and search process.

Improving Systems

Goal 7: Make shelters a dignified place for emergency assistance, not a destination.

Objective 1: Transform Philadelphia's shelter system by appropriately specializing facilities to meet subpopulation needs. -Appoint an expert panel to determine, by c the right size for general population shelters (the size most conducive to creating a respectful environment that promotes recovery and self-respect).

-Appoint an expert panel to determine, by consensus, the right combination of spe facilities.

- *Determine the current need (by subpopulation and location) for new safe hav facilities – designed for 25 to 35 people in semi-private accommodations (no r than three persons per room) with strong case management support. Specify subpopulation each safe haven will target. (Each safe haven should have a pa clinical expertise that matches consumer need with staff knowledge and traini access to resources in the relevant mainstream system(s).)*
- *Assess the feasibility of a "respite care" facility for homeless men and women post-hospital care requirements (rehabilitation, skilled nursing care, etc) cann adequately take place in a shelter setting.*

-Compare existing shelter facilities to expert findings to identify gaps in service or presence of outdated facilities.

-Research funding to respond to gaps and/or improve existing facilities.

-Create smaller and more personable shelters throughout Philadelphia.

-Provide shelter as appropriate (for example, older and younger men should be in : facilities).

- *Fund and create at least five additional low demand safe havens.*
- *Expand the Housing First Model from 140 (current capacity) to 360 units for s people and couples.*
- *Develop and implement a Housing First Model for families.*
- *Increase the number of entry-level housing units in the Access to Alternative : (AAS) System to accommodate people who are active drug users as well as th are unwilling to submit to a psychiatric evaluation. (And reduce the out of poc to consumers to no more than 30% of income for rent as AAS and behavioral residential sites.)*

-Establish a means for continually assessing gaps/new needs–necessary as preven efforts successfully reduce the shelter population and therefore create surplus shel; space, which could be converted into such uses as specialized, transitional or long-housing.

Objective 2: *Improve and update shelter standards, and ensure quality and consis application. -Review and update existing standards.*

-Create and implement a system for ongoing review of standards (CQI, or continua improvement), which includes consumer input and feedback.

-Create a mechanism for effective pro-active monitoring of service quality/Develop system of accountability based on national best practices.

-Hold all clients to the same standards while recognizing the specific needs of indiv clients/families.

-Implement cleanliness standards that encourage residents to help, and provide or and training so they know how to do so.

Objective 3:*Ensure that shelter staff members are sensitive to consumers' needs situations, share a sense of community, and use a customer-service orientation.-R and identify a "best practices" training model.*

-Provide holistic training for all outreach workers and staff at all entry level housing that fosters an attitude of respect and concern for consumers; exposes staff at ent facilities to messages of hopefulness and celebration of compassionate service; bui knowledge base and behavioral skills necessary for effective client interaction (e.g. understanding and dealing with mental health issues); increases staff awareness o resources and services, and eligibility for public benefits; and is reinforced by ongo training and refresher courses, active supervision, and a reward and recognition pr for outstanding job performance.

-Build feedback from consumer focus groups (about what consumers expect from s members at entry-level facilities) into the training.

-Invite schools of social work to participate in some aspect of the training in order collaboration between social work schools and the homeless provider system, and i students to the field of behavioral health.

-Provide access to TCM training for outreach workers.

Objective 4:*Make shelters safe and accessible to all, regardless of physical disabil. gender identity, or status as a couple. -Ensure that all shelter facilities and services accessible to clients who are physically challenged.*

-Ensure that shelters are accessible to individuals based on their self-identified ger allow sexual and gender minorities to dress in accordance with their self-identified

-Offer services to same-sex partners on the same basis they are offered to heteros couples.

Objective 5:*Improve the effectiveness of initial assessments and ensure that indiv and families receive case management immediately as well as ongoing, high qualit. Consistently and appropriately notify clients of their rights upon entering the shelte system.*

-Review current intake and case management services at all emergency and transi shelter facilities.

-Enlist relevant experts (e.g. behavioral health staff, domestic violence counselors, counselors, child development specialists, etc.) to assist with initial assessments.

-Conduct intake in a private space so that individuals feel safe and free to discuss issues.

-Ensure that individuals and families in shelter receive case management immediately.

-Ensure that different groups of consumers (i.e., singles, families, children, young veterans, elderly, sexual/gender minorities, etc.) receive appropriate services.

-Conduct an assessment of the current capacity and quality of case management throughout the entry level system.

-Make recommendations to ensure that all points-of-entry consumers receive a thorough assessment and ongoing case management.

- *Design more holistic programs and more collaborative case conferences.*
- *Case managers should be aware of and coordinate all services that clients receive – following the Hand In Hand Model.*
- *Increase the case management staff and the ICM staff.*

Objective 6: *Improve the range and quality of services, and access to health alternatives, offered at emergency and transitional shelter facilities, and at supportive housing sites. -Establish a Task Force to design a Continuity of Care Model that helps consumers to move through appropriate housing options toward the highest level of independence and self sufficiency.*

-Investigate "best practices" in which shelter is primarily used for crisis stabilization and transitional housing includes services that are both more intensive and more individualized than in the current system.

-Establish partnerships and improve collaboration with other government agency service providers to increase resources available in shelter and transitional housing facilities.

-Provide more on-site services, including health-related programming, education-related programming, and life skills and computer skills training.

- *Improve health-related programming: health clinics; support groups and court support for adults and children; and drug treatment.*
- *Improve education-related programming: literacy; child care and early education; after-school programs, mentoring and tutoring for school children (and their parents); and cultural activities.*
- *Develop and implement a plan to support, promote, expand and improve: school attendance, learning and quality education from preschool through college; after-school programs; English proficiency; parental involvement; transportation.*
- *Increase programs aimed at building social skills and life skills. Provide consumers with skills and social supports for managing their money.*

- Provide access to computers in all shelters.
 - Establish partnerships to increase resources available in shelter and transition housing facilities.
- Improve access to and increase the availability of child care in key locations at times (to accommodate off-hour/night-shift employees) by pursuing DPW and subsidy for child care.
- Improve access to health care service (including physical and mental health services and substance abuse treatment for shelter residents.
 - Allow consumers to work through the system at a pace consistent with their capacities, with services tailored to their individual needs.
 - Develop rewards and incentives for individuals and families to make timely payment of fees and savings, follow rules, and make progress toward self-sufficiency.
 - Provide supervision adequate to ensure that everyone, but especially children and other vulnerable populations, are safe.
 - Ensure that minority individuals are treated with respect.
 - Ensure that individuals' personal property is safe from theft.
 - Ensure that bathroom and shower facilities are as private as possible.
 - Provide more fresh food.
 - Develop and serve appealing and child-friendly meals.
 - Consider developing a partnership with nutrition programs at local universities with local farms.

Goal 8: Support families and individuals to promote long-term independence and prevent their return to homelessness. *Objective 1: Realign existing government funding to support after-care programs and on-going services for individuals and families returning to the community.* -Implement a better system of after-care/follow-up.

Objective 2: Link former shelter residents to community-based services by improving access to mainstream resources. -Create a hotline for resources and services.

-Increase access to and availability of community-based services (for example, use schools for life skills education and financial literacy).

-Connect clients to community organizations that provide benefits and services for which they are eligible (including veterans' services through the Perimeter and legal services).

through the Homeless Advocacy Project).

Link children to existing and appropriate community-based services with standard attendance measures and academic outcomes and other educational supports such as computer training.

-Where clients are already receiving (and satisfied with) services in the community needs to be done to facilitate the continued use of those services.