

TEN YEAR PLAN TO PREVENT AND END HOMELESSNESS IN THE RICHMOND REGION



2008-2017

Am I ...

one bad relationship

one car breakdown

one conviction

one caregiver responsibility

one foreclosure

one foster care placement

one illness or injury

one job loss

one lost custody

one lost paycheck

one missed payment

one natural disaster

one poor life decision

one prescription

one rent increase

one sick child

one substandard apartment

one too many drinks

one tour of duty

one trauma

... away from a housing crisis?

Ten Year Plan to Prevent and End Homelessness in the Richmond Region

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Homeward
Post Office Box 5347
Richmond, VA 23220
804.343.2045 phone
804.343.2049 fax
info@homewardva.org
www.homewardva.org

Executive Summary: The Community's Response to Homelessness

Preventing and ending homelessness is an ambitious undertaking for any community. Fortunately, our community is in a strong position to do so. We have been working together since the late 1990s to address homelessness.

Homeward serves as the regional voice on homelessness and related human services for the Greater Richmond area. As the regional planning and coordinating organization for homeless services, Homeward's mission is to prevent, reduce, and end homelessness by facilitating creative solutions through the collaboration, coordination, and cooperation of regional resources and services. Created in 1998 and fostered at the United Way of Greater Richmond & Petersburg, Homeward developed a collaborative, data-driven approach to solutions to address the crisis of homelessness in our region.

In 2001, the community launched a five year business plan to improve our community's response to homelessness. Our community has successfully filled many of the gaps identified in this plan through the development of programs such as The Healing Place and Commonwealth Catholic Charities' Central Intake and through the implementation of the Homeward Community Information System that tracks client demographics and service needs. However, some gaps remain and some new challenges exist. To address the remaining gaps in the system and to build on what we have learned in our region and from other communities around the country, the community's stakeholders came together again to develop a ten year plan.

The planning process for the Ten Year Plan began in May 2006 with a community forum attended by over one hundred stakeholders. At this forum, we reviewed what we had accomplished, what we had learned, and what we still needed to do. A strategic

planning task force was formed in July 2006 with over 15 members. Four committees met to draft implementation details. Over the next five months, Homeward facilitated this process and hosted five input sessions with service providers, two input sessions with persons experiencing homelessness in the spring and summer of 2007, and information sessions with leaders from Richmond, Chesterfield, Henrico, and Hanover.

In 2007, in order to enrich our community conversation about how to prevent and end homelessness, Homeward sent representatives of the service provider community to two national conferences sponsored by the National Alliance to End Homelessness, hosted the CEO of the National Alliance at our region's first "Trends and Innovations" event and sponsored a regional Best Practices Conference which highlighted strategies of interest in the plan for over 200 participants. (Please see Appendix 3.)

Our data collection on individuals and families experiencing homelessness in the region provides a backdrop for the Ten Year Plan. During the planning process, our community conducted a winter and summer census of persons experiencing homelessness and began to analyze demographic and service data from the Homeward Community Information System. Data for 2007 is included in this document and updates will be available on Homeward's website at www.homewardva.org.

After conducting this planning process, the community has concluded that ending homelessness is possible. To achieve this end, a set of goals, strategies and measurable objectives have been developed and are presented in this report, the Ten Year Plan to Prevent and End Homelessness.

Executive Summary: The Community's Response to Homelessness

Homeward has been tasked by the community to support and monitor the implementation of this plan. Some of the key strategies of this plan include:

- Increasing access to affordable, stable housing.
- Implementing programs for ex-offenders that increase their housing stability.
- Targeting prevention resources to those at highest risk of homelessness.
- Providing mental health and substance abuse services to those experiencing chronic homelessness.
- Addressing the housing and service needs of families with children.

The following goals and strategies are the result of our community planning process.

Goal 1: Transform the homeless services delivery system to focus on housing stability. Develop and sustain a public-private system of services and resources for very low income persons that enable those experiencing homelessness to be rapidly re-housed in affordable permanent housing.

- Strategy 1.1: Create and maintain a continuum of homeless services focused on long-term housing stability.
 - Strategy 1.2: Enhance access to supportive services and resources that promote housing stability for those experiencing homelessness.
 - Strategy 1.3: Maximize the appropriate use of public and mainstream services rather than create new services for those experiencing homelessness.
 - Strategy 1.4: Enhance case management through improved system coordination, adoption of standardized assessment tools, and increased education for case managers.
 - Strategy 1.5: Support ex-offenders and current offenders in obtaining and maintaining housing stability by working with public safety, criminal justice, housing and workforce officials to develop housing and related supportive services.
 - Strategy 1.6: Develop programs to increase the housing stability of persons experiencing chronic homelessness.
- Goal 2: Ensure access to permanent housing. Increase the production and availability of and access to affordable permanent housing with supportive services for the lowest income residents of the region, while supporting the development of mixed income and sustainable communities.***
- Strategy 2.1: Increase the number of rental subsidies available for individuals and families to access permanent housing by exploring possibilities for diversification of vouchers and through regional advocacy.
 - Strategy 2.2: Partner with private market landlords to increase the number of rental units available and accessible to those regional community members earning below 30% of area median income (AMI).
 - Strategy 2.3: Increase the supply of rental units available and accessible to those regional community members earning below 30% of AMI.
 - Strategy 2.4: Establish consistent regional policies, ordinances, and plans on housing issues for the 0-30% AMI population.

Executive Summary: The Community's Response to Homelessness

Goal 3: Prevent individuals and families from falling into homelessness. Enable individuals and families at greatest risk of homelessness to maintain permanent housing through targeted prevention activities.

- Strategy 3.1: Strengthen the coordination and referral processes between nonprofit and public agencies serving those at risk of homelessness to use existing emergency financial assistance more effectively.
- Strategy 3.2: Focus on preventing homelessness by providing individuals and families facing homelessness with more resources to address their needs and maintain them in permanent housing.
- Strategy 3.3: Enhance discharge planning across services systems to prevent homelessness.

Goal 4: Educate and advocate for change. Build community awareness and support for a system focused on housing stability and the changes needed to prevent and end homelessness in the region.

- Strategy 4.1: Educate local, regional, state, and national funders in the public and private sectors on the critical needs identified in the ten year plan.
- Strategy 4.2: Advocate for additional resources to prevent homelessness and to support housing stability.
- Strategy 4.3: Develop an annual legislative agenda and work with state, jurisdictional and private advocacy sources to address issues related to homelessness.
- Strategy 4.4: Engage the leadership of local governments to adopt this ten year plan as their own and to fund and support regional strategies to prevent and end homelessness.

- Strategy 4.5: Develop a community education and marketing plan for the general public to learn about homelessness in the region.

Goal 5: Provide regional data and research on homelessness. Provide real-time, community-level data with documented outcomes to public and private service providers and policy makers to enable them to align funding to meet client needs and ensure timely, effective, coordinated decision-making.

- Strategy 5.1: Collect and analyze regional data and trends on homelessness to be used to inform service provision and funding.
- Strategy 5.2: Document the cost effectiveness of housing-focused strategies as a means of preventing and ending homelessness.
- Strategy 5.3: Expand the Homeward Community Information System (HCIS) to assess the length of homelessness, the needs of persons experiencing homelessness, and the causes of homelessness, and use the data gathered to evaluate programs and allocate resources appropriately.
- Strategy 5.4: Establish Homeward as the central research and data management source for information about homelessness in the Richmond region.

This ten year plan is a living document and will be updated annually to reflect the changing situation in our community.

Why Preventing and Ending Homelessness Matter

Homelessness is a complex issue that is exacerbated by many factors. Criminal records, poor credit, substance abuse, a history of trauma, chronic physical or mental illness, and disabilities may all contribute to housing crises for individuals. Most people have more than a single barrier to finding permanent housing. Many more earn between 0 and 30% of area median income (i.e. \$0 to \$21,160) and therefore are at risk of homelessness, especially as the cost of housing outpaces wages.

On any given day in the city of Richmond and counties of Hanover, Henrico and Chesterfield, there are at least 1,150 sheltered and unsheltered men, women and children experiencing homelessness. Over the course of one year, 4,600–6,900 people experience a crisis that results in homelessness. We estimate that 500-800 homeless individuals in a given year are children, and children who experience homelessness have an increased risk of experiencing homelessness as adults.

In addition to the 5,000 men, women, and children who experience homelessness each year in our region, there are thousands more who are at risk of homelessness. The National Low Income Housing annual report for 2006 reports that the “housing wage” needed to afford a two-bedroom apartment and other necessities in our region is \$15.15 per hour. In 2005, twelve percent of the region’s population earned zero to thirty percent of area median income, \$52,524, which translated to \$7.58 per hour. According to the Virginia Self-Sufficiency Report, that is just about the living wage for a single, unaccompanied adult. However, many people working in retail stores, restaurants, child care centers, or other service jobs earn less than this amount working full-time and may be more vulnerable to losing their housing after a financial crisis precipitated by a job loss, a sudden illness, a car

breakdown, or the loss of childcare resulting in lost time at work.

We also know there are men, women and children who are living in substandard housing or “doubled-up” with friends or relatives, or in motels and hotels, but these individuals are not yet included in official counts.

The impact of homelessness on a community is far-reaching and long-lasting. The crisis of homelessness perpetuates itself in poor educational and family outcomes for our community’s most vulnerable residents.

Homelessness also reflects an inefficient use of limited community resources. For example, the 2006 cost to shelter a mother and two children in a high-quality emergency shelter with case management services was approximately \$2800 per month. The cost to rent an apartment at fair market rent in the region in 2006 was \$780. If our community were better able to match the need for stable housing with high quality services, such as case management, that are provided in our community, then we would increase the likelihood of better outcomes for individuals and families, as well as promote more efficient and effective use of our resources.

The focus of the Ten Year Plan to Prevent and End Homelessness in the Richmond Region is housing stability. Housing stability means that an individual or family is a stable resident or tenant in a place which is affordable, accessible, and connected to on-site or community-based resources and services necessary to maintain that housing.

Why Preventing and Ending Homelessness Matter

There is hope for individuals and families caught up in the cycle of homelessness. We can prevent and end homelessness by

- helping an individual or a family to become or remain stable in housing.
- investing in programs needed to address documented client needs.
- integrating homeless services with other community systems of care so that our most vulnerable community residents do not fall through gaps in services delivery.

This plan represents our community's vision for how to prevent and end homelessness in this region.

Achieving the outcomes of the Ten Year Plan to Prevent and End Homelessness in the Richmond Region will require active and ongoing participation of all of the community stakeholders interested in changing lives, cultivating human dignity and providing hope for the future for those who cannot afford stable housing. Thank you for your commitment to this community vision to prevent and end homelessness in the Richmond region.

Current Situation

The following data were collected in Homeward's winter census (January 26, 2007) of individuals and families experiencing homelessness in the Richmond region. A total of 802 adults and 138 children were counted. The statistics reported below represent the 51% of adults who completed the Homeward point-in-time survey.

- On any given day there are approximately 1,150 sheltered and unsheltered homeless persons living in the Greater Richmond area.
- 72% of adults are male, 28% are female. Most homeless persons are single, never married adults (55.0%). 45% of persons are or have been in families, including those who are widowed or divorced. (The combined total for single, never married, widowed, separated and divorced adults is 88%)
- Most persons are African American (72.6%), White (24.2%) or Hispanic (2%).
- The average age for adults is 42.74 years.
- 50.6% have a high school education or a GED. 17.4% attended some college, and 6.4% have a Bachelor's Degree or higher.
- 19.8% are veterans.
- The majority (69.6%) served some time in jail and/or prison. Of these, 61.2% reported having felony convictions and 32.4% reported being homeless before incarceration.
- 35.8% experienced domestic violence in their lifetime. Of these, 9.5% had experienced it in the past month and 39.8% had experienced it in the past year.
- 46.9% report having a problem with alcohol sometime in their lifetime. Of these, 79.7% are currently in recovery.
- 54.4% report having a problem with substance abuse sometime in their lifetime. Of those reporting a problem, 79.7% are currently in recovery.
- 32.9% report having a mental health problem sometime in their lifetime. Of these, 66.8% stayed in a hospital overnight for psychiatric care and 63.8% are currently being treated for mental illness.
- 24.6% report having a long-term disability.
- 28.8% are employed. Of these, 66.9% work full time and 33.1% work part time. In addition, 22.7% are temporary workers and 3.8% work for a labor pool.
- 50% of respondents have lived in Greater Richmond for 17 years or more.
- Most (58.5%) reported having their last housing in Richmond. Additionally, at least 9.4% last lived in Henrico, 5.6% in Chesterfield and 1% in Hanover. 14% of those seeking services in our region last lived elsewhere in Virginia and 10% in other states.
- 26.2% of homeless persons have children living with them.
- Most homeless persons have been homeless once (44.4%) or twice (25.8%). Only 14.3% have been homeless four or more times.
- Half of homeless persons (50%) have been homeless for 5 months or less.

Community Vision to Prevent and End Homelessness

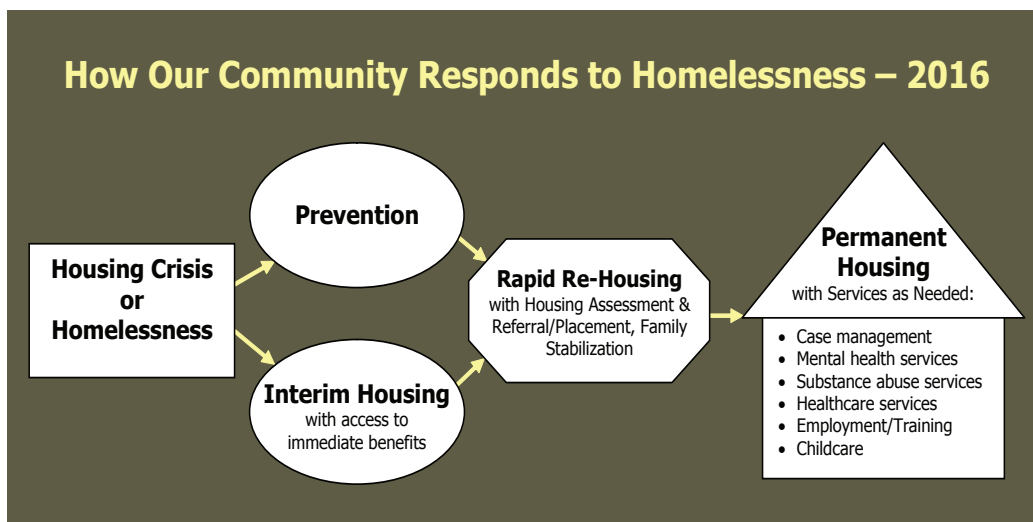
As a follow up to the stakeholder forum in May 2006, Homeward convened a strategic planning task force to develop a detailed implementation plan for our community and to propose a mission and vision for our community's response to homelessness which would unite the efforts of a wide variety of stakeholders. The mission and vision statements below reflect a consensus of the strategic planning task force and, more importantly, offer a compelling picture of what we want for our community. This shared vision drives the key strategies included in the Ten Year Plan to Prevent and End Homelessness in the Richmond Region.

MISSION

The Richmond region works together to change lives, to cultivate human dignity, and to offer hope for the future for those who cannot afford stable housing.

VISION

By 2017, the Richmond region will provide its residents with a coordinated, adequately funded, public-private network to provide prevention services, access to affordable permanent housing, and support services to eliminate homelessness.



Community Vision to Prevent and End Homelessness

The fundamental principle of this Plan is that preventing and ending homelessness is possible. Some of the key strategies to do this include

- Increasing access to affordable, stable housing.
- Implementing programs for ex-offenders which increase their housing stability.
- Targeting prevention resources to those at highest risk of homelessness.
- Providing mental health and substance abuse services to those experiencing chronic homelessness.
- Addressing the housing and service needs of families with children.

The following six principles guided our planning process and are reflected in the details of our community plan:

1. Community Issue – Homelessness and the threat of becoming homeless is a concern that affects all residents – socially, economically and personally – and ending homelessness is in the interest of every member of the Richmond community.
2. Housing – Ensuring access to affordable housing for people with very low incomes is an effective solution to homelessness and an economically responsible action that creates stability in the community for all residents.
3. Human Dignity – Respecting the human value of all citizens, especially the most vulnerable and needy, is necessary for the life of a healthy community.
4. Inclusiveness – The well-being of all community members should be a measure of the economic health of the region. Greater Richmond is a community where residents, governing bodies, and community organizations seek to provide for residents by listening to them, understanding their needs, and applying lessons learned from efforts taken, mistakes overcome, and changes made.
5. Data and Research – The funding for and provision of services has to be based on objective assessments of need supported by research into practices for which success has been documented.
6. Regional Public-Private Partnerships – The Richmond region is unique among large metropolitan communities in its multi-jurisdictional composition, and it requires new and lasting partnerships between public and private sector interests to achieve success.

Strategic Priorities: Implementation Plan

Estimated Timelines		Estimated Costs	
Long-term	7-10 years	High cost	\$75,000 +
Midterm	4-7 years	Mid Cost	\$15,000 - \$75,000
Short-term	1-3 years	Low Cost	Under \$15,000
Ongoing	1-10 years		

GOAL 1

Transform the homeless services delivery system to focus on housing stability. Develop and sustain a public-private system of services and resources for very low income persons that enables those experiencing homelessness to be rapidly re-housed in affordable permanent housing.

- *Indicator 1: Reduction in the average length of homelessness*
- *Indicator 2: Reduction in the length of stay in emergency shelter*
- *Indicator 3: Reduction in number of persons who return to shelter system after leaving*
- *Indicator 4: Reduction in unsheltered population as a proportion of the total population*

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Strategy 1.1: Create and maintain a continuum of homeless services focused on long-term housing stability.	Ongoing	High cost	Local governments, Nonprofit service providers, Community
Action Step 1.1.1: Develop rapid re-housing or housing first programs for priority populations such as families with children, chronic inebriates, veterans with special needs, persons with physical disabilities, and other special populations.	Long-term	High cost	Nonprofit service providers, Local governments
Action Step 1.1.2: Support existing housing first initiatives such as A Place to Start and foster the creation of additional housing that provides crisis intervention, permanent housing, and on-going case management for those experiencing homelessness and serious mental illness.	Ongoing	High cost	Community funders, Virginia Supportive Housing, Regional Community Service Boards, Daily Planet
Action Step 1.1.3: Develop a pilot program to transform one transitional housing program to a rapid re-housing model. Evaluate the effectiveness and efficiency of the pilot in order to expand to other programs.	Short-term	High cost	Nonprofit service providers
Action Step 1.1.4: Enhance knowledge within service provider community with seminars on rapid re-housing, housing first models, service enriched housing, and additional best practices related to increasing or maintaining housing stability.	Ongoing	Low cost	Homeward
Action Step 1.1.5: Identify services available in the regional system and ensure that best practices are being used to address the housing needs of those in residential treatment and recovery.	Ongoing		Homeward
Action Step 1.1.6: Re-examine the community's use of the U.S. Department of Housing and Urban Development's Continuum of Care funds to focus on permanent housing.	Short-term		Homeward, Nonprofit service providers, HUD, Local governments
Action Step 1.1.7: Understand the needs of youth experiencing homelessness and develop programs to address these needs.	Midterm		Homeward
Action Step 1.1.8: Ensure that the system of care includes children experiencing homelessness and ensures that these children are ready for and succeeding in school.	Midterm		Community providers

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Strategy 1.2: Enhance access to supportive services and resources that promote housing stability for those experiencing homelessness.	Ongoing	High cost	Nonprofit service providers, Local governments, Homeward
Action Step 1.2.1: Manage an efficient and timely referral system to introduce clients to available services and resources related to accessing permanent housing.	Ongoing	High cost	United Way 2-1-1, Central Intake, Nonprofit service providers, Local governments, Homeward
Action Step 1.2.2: Support and evaluate an intake system that facilitates easy access for those experiencing homelessness and those at risk of homelessness to return to housing stability as quickly as possible.	Short-term	Low cost	Central Intake, United Way
Action Step 1.2.3: Align homeless service program entry requirements and guidelines to client demographics and service needs.	Ongoing		Regional service providers
Action Step 1.2.4: Conduct ongoing inventories of housing-related resources and services available to clients and make information easily accessible to clients and providers.	Ongoing		Homeward, 211 Virginia, Nonprofit service providers, Local governments
Action Step 1.2.5: Identify specialists in housing assistance and placement at public and private providers and enhance their coordination of services and expertise with other providers.	Midterm	High cost	Nonprofit service providers, Local governments
Action Step 1.2.6: Develop housing services targeted for neighborhoods experiencing the highest rate of shelter usage to improve access to housing-related support services and permanent housing.	Long-term	High cost	Nonprofit service providers, Local governments
Action Step 1.2.7: Improve the capacity of local congregations and other service groups to meet emergency housing needs through innovative programs which increase housing stability rather than adding new shelter beds or building new shelters.	Midterm	Low cost	Homeward, Area Congregations Together in Service (ACTS)
Action Step 1.2.8: Develop a structured day shelter that provides services and training during non-sheltered hours to those experiencing homelessness.	Midterm	High cost	Nonprofit service providers, Local governments
Action Step 1.2.9: Ensure that transportation, child care and medical needs are addressed in the provision of services to increase housing stability.	Ongoing	High cost	Regional service providers
Strategy 1.3: Maximize the appropriate use of public and mainstream services rather than create new services for those experiencing homelessness.	Ongoing		Local governments, nonprofit service providers, Homeward
Action Step 1.3.1: Document and share information among public and private service providers regarding specific subpopulations and service delivery guidelines for each provider or program.	Ongoing	High cost	Homeward, Local governments, Nonprofit service providers, HCIS

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Action Step 1.3.2: Increase coordination and collaboration among mainstream benefits, mental health resources, substance abuse resources and programs, healthcare providers and nonprofit homeless service providers to ensure better utilization of community resources.	Ongoing	High cost	Local governments, Nonprofit service providers, Other community providers
Action Step 1.3.3: Increase access to employment and training opportunities offered through key workforce development partners for persons experiencing homelessness or those at risk of falling into homelessness. Coordinate and integrate these services with other services for persons experiencing homelessness.	Midterm	High cost	Local governments, Nonprofit service providers, Other community providers
Action Step 1.3.4: Collaborate with homeless liaisons in regional public school systems to provide needed services to children and youth experiencing homelessness and youth in transition. Include family stabilization as a component of services to homeless children and youth where appropriate.	Midterm	High cost	Nonprofit service providers, Local governments, Homeless liaisons, Local school systems
Action Step 1.3.5: Implement financial education programs to build the capacity of programs that serve people experiencing homelessness.	Short-term	Mid cost	Business community, Nonprofit service providers, Local governments, DHCD
Strategy 1.4: Enhance case management through improved system coordination, adoption of standardized assessment tools, and increased education for case managers.	Short-term	High cost	Nonprofit service providers, Local governments, Homeward
Action Step 1.4.1: Develop and implement a program for case managers that increases the ability of public and private sector case managers to address housing stability for their clients.	Short-term	Mid cost	Homeward
Action Step 1.4.2: Develop and implement a standardized housing assessment tool for effective case management on housing and related service needs.	Short-term	Mid cost	Virginia Supportive Housing, Nonprofit service providers, Local governments
Strategy 1.5: Support ex-offenders and current offenders in obtaining and maintaining housing stability by working with public safety, criminal justice, housing and workforce officials to develop housing and related supportive services.	Ongoing	High cost	Homeward, Local governments, Nonprofit service providers, Department of Corrections, Law enforcement
Action Step 1.5.1: Assess the housing and service needs of ex-offenders experiencing homelessness including an emphasis on substance abuse and mental health.	Short-term	Mid cost	Homeward (through data collection)
Action Step 1.5.2: Increase regional knowledge of innovative housing and housing services programs targeted to ex-offenders and support a pilot program for this population.	Midterm	High cost	Nonprofit service providers, Local governments
Action Step 1.5.3: Coordinate service provision between public safety and regional homeless service providers.	Midterm	High cost	Homeward, OAR, Nonprofit service providers, Local governments
Action Step 1.5.4: Assess the need for a specialized court docket for those experiencing homelessness and pilot a diversion program.	Midterm	Mid cost	Homeward, Nonprofit service providers, Local governments, Public safety officials, Court system

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Strategy 1.6: Develop programs to increase the housing stability of persons experiencing chronic homelessness.	Midterm	High cost	Nonprofit service providers, Local governments
Action Step 1.6.1: Increase coordination of local governments, public safety, mental health, and nonprofit service providers to address the housing and service needs of this population.	Ongoing		Nonprofit service providers, Local governments
Action Step 1.6.2: Increase regional knowledge of innovative housing and housing services programs targeted to persons experiencing chronic homelessness and support a pilot program for this population.	Midterm	High cost	Nonprofit service providers, Local governments
Action Step 1.6.3: Reduce the need for cold weather or overflow shelter.	Short-term		Nonprofit service providers, Local governments
Action Step 1.6.4: Create an alternative to living on the street during the day by providing outreach and support services to those persons experiencing chronic homelessness and those who are not currently engaged in services.	Midterm	High cost	Nonprofit service providers, Local governments

GOAL 2

Ensure access to permanent housing. Increase the production and availability of and access to affordable permanent housing with supportive services for the lowest income residents of the region, while supporting the development of mixed income and sustainable communities.

- *Indicator 1: Increase in number of affordable housing units in the region*
- *Indicator 2: Number of SRO and specialized housing units available for those emerging from homelessness and for the chronically homeless*
- *Indicator 3: Annual increase in number of permanent housing units available for residents with 0% to 30% of area median income*
- *Indicator 5: Increase in the distribution of affordable housing options throughout communities (versus clustered in limited areas)*

Strategy 2.1: Increase the number of rental subsidies available for individuals and families to access permanent housing by exploring possibilities for diversification of vouchers and through regional advocacy.	Ongoing	High cost	Housing providers, Local governments
Action Step 2.1.1: Target rental subsidies to high needs populations such as persons experiencing homelessness with serious mental illness.	Midterm	High cost	RRHA, Local governments
Action Step 2.1.2: Increase the number of rental subsidies for supportive housing other than SROs.	Midterm	High cost	RRHA, Local governments
Action Step 2.1.3: Make project-based rental subsidies available to private developers who will provide support services.	Midterm	High cost	RRHA, Local governments
Action Step 2.1.4: Streamline the existing administrative process for landlords to rent to voucher holders.	Midterm		RRHA, State
Strategy 2.2: Partner with private market landlords to increase the number of rental units available and accessible to those regional community members earning below 30% of AMI	Long-term	High cost	Housing providers, Local governments
Action Step 2.2.1: Develop programs for people with poor credit histories or criminal backgrounds to qualify for housing.	Short-term	High cost	Housing providers, Local governments

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Action Step 2.2.2: Develop an outreach program and educational materials for private landlords with rental properties.	Short-term	Mid cost	Virginia Supportive Housing, other housing providers
Action Step 2.2.3: Coordinate community organizations, policymakers, and landlords to create funding or negotiate waivers for rental application fees, and move-in costs.	Midterm	High cost	Housing providers, Local governments
Strategy 2.3: Increase the supply of rental units available and accessible to those regional community members earning below 30% of AMI.	Midterm	High cost	Housing providers, Local governments
Action Step 2.3.1: Develop and support additional SROs in the region.	Midterm	High cost	Virginia Supportive Housing, Local governments, Community funders
Action Step 2.3.2: Create local, state and federal incentives for developers to develop units for this population.	Long-term	High cost	Local, state, and federal governments
Action Step 2.3.3: Develop guidelines to ensure that units created are part of a sustainable community and the units are scattered (except for SROs).	Short-term		Housing providers
Action Step 2.3.4: Develop programs to incentivize mixed income development and deconcentration of very low income units.	Long-term	High cost	VHDA, RRHA, Local governments, Housing providers
Action Step 2.3.5: Develop and expand incentives and set-aside programs for this population through the Low Income Housing Tax Credit or other programs at VHDA.	Long-term	High cost	VHDA
Strategy 2.4: Establish consistent regional policies, ordinances, and plans on housing issues for the 0 -30% AMI population.	Ongoing		Homeward, Local governments
Action Step 2.4.1: Coordinate the region's plan to prevent and end homelessness with the strategic plan published by the Richmond Redevelopment and Housing Authority. (Available at www.rrha.org)	Short-term		Homeward, RRHA
Action Step 2.4.2: Obtain data on the needs and resources related to housing for those earning below 30% of AMI. Determine the baseline of affordable housing units for this population and the number of regional rental subsidies.	Short-term		Homeward, Other housing providers
Action Step 2.4.3: Align local ordinances related to either homelessness or the provision of housing and housing-related services to the goals and strategies in the ten year plan.	Long-term		Local governments
Action Step 2.4.4: Reform the region's zoning codes to facilitate an adequate supply of permanent supportive housing and permanent housing for this population.	Long-term		Local governments
Action Step 2.4.5: Advocate for inclusionary zoning to accommodate the needs of this population.	Midterm		Housing providers
Action Step 2.4.6: Convene affordable housing developers, funding agencies, local and state government officials, and private service providers to identify all relevant "affordable housing" needs, partners, and resources serving the 0 - 30% AMI population.	Ongoing		Housing providers
Action Step 2.4.7: Educate key stakeholders (including Planning Commissioners) about the needs for housing and services.	Short-term		Homeward

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
GOAL 3			
Prevent individuals and families from falling into homelessness. Enable individuals and families at greatest risk of homelessness to maintain permanent housing through targeted prevention activities.			
• Indicator 1: Reduction in number of persons who return to shelter system after leaving			
Strategy 3.1: Strengthen the coordination and referral processes between nonprofit and public agencies serving those at risk of homelessness to use existing emergency financial assistance more effectively.	Ongoing	Low cost	Local governments, Central Intake, United Way, Nonprofit service providers, Homeward
Action Step 3.1.1: Identify emergency financial assistance currently available.	Short-term	Low cost	Homeward
Action Step 3.1.2: Increase data collection on those at risk of homelessness throughout the region. Determine high risk factors for homelessness.	Short-term	Mid cost	Homeward
Action Step 3.1.3: Coordinate community organizations and public sector services providing emergency financial assistance for those earning below 30% of AMI.	Short-term		Homeward, United Way, ACTS, Other Community Coalitions
Action Step 3.1.4: Develop a communication and education plan to disseminate information to key organizations that are positioned to interact with families and individuals at risk of homelessness.	Short-term	Mid cost	Homeward, United Way, ACTS, Other Community Coalitions
Action Step 3.1.5: Utilize United Way's 211 to improve referral processes and to enhance information available.	Short-term		United Way, Regional service providers
Action Step 3.1.6: Create evaluation systems and data monitoring processes to identify effective prevention programs.	Short-term	Mid cost	Homeward, United Way, Regional service providers
Strategy 3.2: Focus on preventing homelessness by providing individuals and families facing homelessness with more resources to address their needs and maintain them in permanent housing.	Midterm	High cost	Community funders, Local governments, Nonprofit service providers
Action Step 3.2.1: Increase funding available in the region for emergency rental and utility assistance.	Midterm	High cost	Community funders, Local governments, State government
Action Step 3.2.2: Increase the capacity of Area Congregations Together in Service (ACTS) and other local congregational networks to provide emergency prevention services through an increase in flexible prevention funds and through coordinated case management.	Midterm	High cost	ACTS, Congregations, Community funders
Strategy 3.3: Enhance discharge planning across services systems to prevent homelessness.	Midterm		Local governments, community providers
Action Step 3.3.1: Coordinate regional agencies to enhance discharge policies and procedures for the correctional system, the mental health system, the child welfare system, and the healthcare system to reduce the number of people discharged who consequently end up in the emergency shelter system.	Midterm		Homeward, Nonprofit service providers, Local governments, Other community providers
Action Step 3.3.2: Increase the capacity of other service systems to monitor the housing status of persons assisted by those agencies.	Midterm	Mid cost	Homeward, Virginia Supportive Housing, Local governments, Other community providers

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
GOAL 4			
Educate and advocate for change. Build community awareness and support for a system focused on housing stability and the changes needed to prevent and end homelessness in the region.			
• <i>Indicator: Increase in public funds directed by state and regional jurisdictions to programs to prevent and end homelessness</i>			
Strategy 4.1: Educate local, regional, state, and national funders in the public and private sectors on the critical needs identified in the ten year plan.	Ongoing		Homeward
Action Step 4.1.1: Identify federal and state funding and resources targeting homelessness in the Richmond region.	Short-term		Homeward
Action Step 4.1.2: Document the flow of funds necessary to support a system aligned with the ten year plan.	Short-term		Homeward
Action Step 4.1.3: Use data gathered in the Homeward Community Information System to educate local, regional, state, and national funders.	Ongoing		Homeward
Action Step 4.1.4: Present to jurisdictions case studies, trends, and outcome measurements to educate policy makers and funders about best practices and effective funding models.	Ongoing		Homeward
Action Step 4.1.5: Establish Homeward as a source for regional funding priorities of coordinated homelessness strategies in order to ensure the efficiency in the application and management of funds.	Short-term		Homeward, Local governments
Strategy 4.2: Advocate for additional resources to prevent homelessness and to support housing stability.	Short-term		Homeward, Local governments, Community funders
Action Step 4.2.1: Prioritize local, state, and other funding requests to establish a larger pool of funds to prevent homelessness and to support programs that increase housing stability for those experiencing homelessness.	Ongoing		Homeward, Local governments, Community funders
Action Step 4.2.2: Develop collaborative funding proposals to address the needs identified in the ten year plan.	Midterm		Homeward, Nonprofit service providers, Other community providers
Action Step 4.2.3: Advocate for an increase in state funding for mental health services for persons experiencing homelessness or at risk of homelessness.	Midterm		Homeward, Nonprofit service providers, Other community providers
Action Step 4.2.4: Advocate for an increase in state funding for child care, transportation and housing subsidies for persons experiencing homelessness or at risk of homelessness.	Midterm		Homeward, Nonprofit service providers, Other community providers
Strategy 4.3: Develop an annual legislative agenda and work with state, jurisdictional and private advocacy sources to address issues related to homelessness.	Short-term		Homeward
Action Step 4.3.1: Support the establishment of Affordable Housing Trust Funds at the national, state, and local levels. Advocate for inclusion of programs serving residents earning between 0 and 30% of AMI through the Trust Funds.	Short-term	Low cost	Homeward

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Action Step 4.3.2: Publish data on homelessness in the region and provide this information to legislators and funders.	Ongoing	Low cost	Homeward
Action Step 4.3.3: Establish partnerships with other metropolitan areas in the state to advocate for critical needs identified in the ten year plan.	Short-term	Low cost	Homeward
Strategy 4.4: Engage the leadership of local governments to adopt this ten year plan as their own and to fund and support regional strategies to prevent and end homelessness.	Short-term		Homeward
Action Step 4.4.1: Recommend to the four jurisdictions that the ten year plan become a supplement to their local comprehensive plans or other relevant jurisdictional planning documents.	Short-term		Homeward
Action Step 4.4.2: Partner with local departments of community development or revitalization in the development of their consolidated plans or other jurisdictional planning documents.	Ongoing		Homeward
Action Step 4.4.3: Ensure representation from the local governments on the Homeward Board and other relevant groups working on the ten year plan.	Ongoing		Homeward
Action Step 4.4.4: Develop and support task forces on homelessness in each locality to address the needs of specific sub-populations and to increase the capacity of local public and private service providers.	Short-term		Homeward
Strategy 4.5: Develop a community education and marketing plan for the general public to learn about homelessness in the region.	Midterm		Homeward
Action Step 4.5.1: Provide relevant and up-to-date information on homelessness to the public through a variety of media.	Ongoing		Homeward
Action Step 4.5.2: Encourage community engagement in homeless services that promotes a personal connection to the issue while encouraging client accountability.	Ongoing		Homeward, CARITAS, Other service providers
GOAL 5			
Provide regional data and research on homelessness. Provide real-time, community-level data with documented outcomes to public and private service providers and policy makers to enable them to align funding to meet client needs and ensure timely, effective, coordinated decision-making.			
<ul style="list-style-type: none"> Indicator 1: Increase in usage of HCIS database Indicator 2: Increase in citations of regional homelessness data in local media Indicator 3: Increase in regional pool of funds available for preventing homelessness as well as housing support services 			
Strategy 5.1: Collect and analyze regional data and trends on homelessness to be used to inform service provision and funding.	Ongoing		Homeward, Other partners
Action Step 5.1.1: Establish baselines for key indicators in the ten year plan and for targeted outcomes of specific client populations (including those at-risk).	Short-term		Homeward

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Action Step 5.1.2: Increase the capacity of service providers on issues related to client confidentiality, the protection of human subjects and compliance with other regulations and guidelines regarding research on homelessness.	Short-term	Low cost	Homeward, Data Review Committee, Other partners
Action Step 5.1.3: Track client demographics, service usage, service needs, and outcomes for the community. Provide aggregated, de-identified data on the trends of homelessness in our region.	Ongoing		Homeward
Action Step 5.1.4: Conduct research in conjunction with local, state, and national partners on the effectiveness of prevention, homeless support and housing-related services.	Ongoing		Homeward
Action Step 5.1.5: Evaluate the effectiveness of public and nonprofit programs providing prevention, homeless support and housing-related services.	Midterm		Homeward
Action Step 5.1.6: Provide feedback based on best practices and local research and evaluation to service providers and funders and make recommendations about changes to the service delivery system and funding priorities.	Ongoing		Homeward
Action Step 5.1.7: Document and share targeted outcomes for specific client populations (including those at-risk) with public and private service providers.	Midterm		Homeward
Action Step 5.1.8: Provide “dashboard reports” on targeted outcomes on the service delivery system to service providers, stakeholders, and jurisdictional policy makers on a regular basis.	Midterm		Homeward
Strategy 5.2: Document the cost effectiveness of housing-focused strategies as a means of preventing and ending homelessness.	Midterm		Homeward
Action Step 5.2.1: Document shelter costs versus rental subsidies and other financial assistance for individuals and families.	Short-term		Homeward
Action Step 5.2.2: Seek cost estimates from Fire, Police, Health, and DSS regarding the immediate costs of addressing personal, physical, safety and health needs of homeless persons living on the street.	Midterm		Homeward, Other partners
Action Step 5.2.3: Document cost effectiveness of permanent supportive housing as a means of addressing homelessness.	Midterm		Homeward, Housing providers
Action Step 5.2.4: Document the impact of homelessness on children in regional school systems.	Midterm		Homeward, Regional school systems, Other partners
Strategy 5.3: Expand the Homeward Community Information System (HCIS) to assess the length of homelessness, the needs of persons experiencing homelessness, and the causes of homelessness, and use the data gathered to evaluate programs and allocate resources appropriately.	Short-term		Homeward
Action Step 5.3.1: Increase the use of HCIS by shelter and supportive services providers throughout the region.	Short-term	High cost	Homeward
Action Step 5.3.2: Improve and maintain data quality.	Short-term		Homeward, HCIS users

Strategic Priorities: Implementation Plan

STRATEGY/ACTION STEP	ESTIMATED TIMELINES	ESTIMATED COSTS	ENTITIES RESPONSIBLE
Action Step 5.3.3: Upgrade HCIS to provide enhanced intake, case management, referral and reporting to all service providers and to meet the needs of persons experiencing a housing crisis (including those at-risk).	Short-term		Homeward
Action Step 5.3.4: Interface HCIS with other community data systems in order to evaluate the community's coordinated response to homelessness.	Midterm	High cost	Homeward
Strategy 5.4: Establish Homeward as the central research and data management source for information about homelessness in the Richmond region.	Short-term		Homeward
Action Step 5.4.1: Increase and maintain Homeward's capacity to collect regional data, to monitor trends, and to analyze system-level outcomes.	Ongoing		Homeward
Action Step 5.4.2: Develop partnerships with other regional bodies collecting data related to prevention, homeless support, and housing-related services.	Ongoing		Homeward
Action Step 5.4.3: Ensure the capacity of Homeward to manage HCIS and to offer quality project management, training, and support of the data management system.	Short-term		Homeward

Implementation, Monitoring and Evaluation

Implementation

Preventing and ending homelessness in ten years is an ambitious undertaking for any community. One strength of the Richmond region is the community infrastructure in place to support this ten year plan.

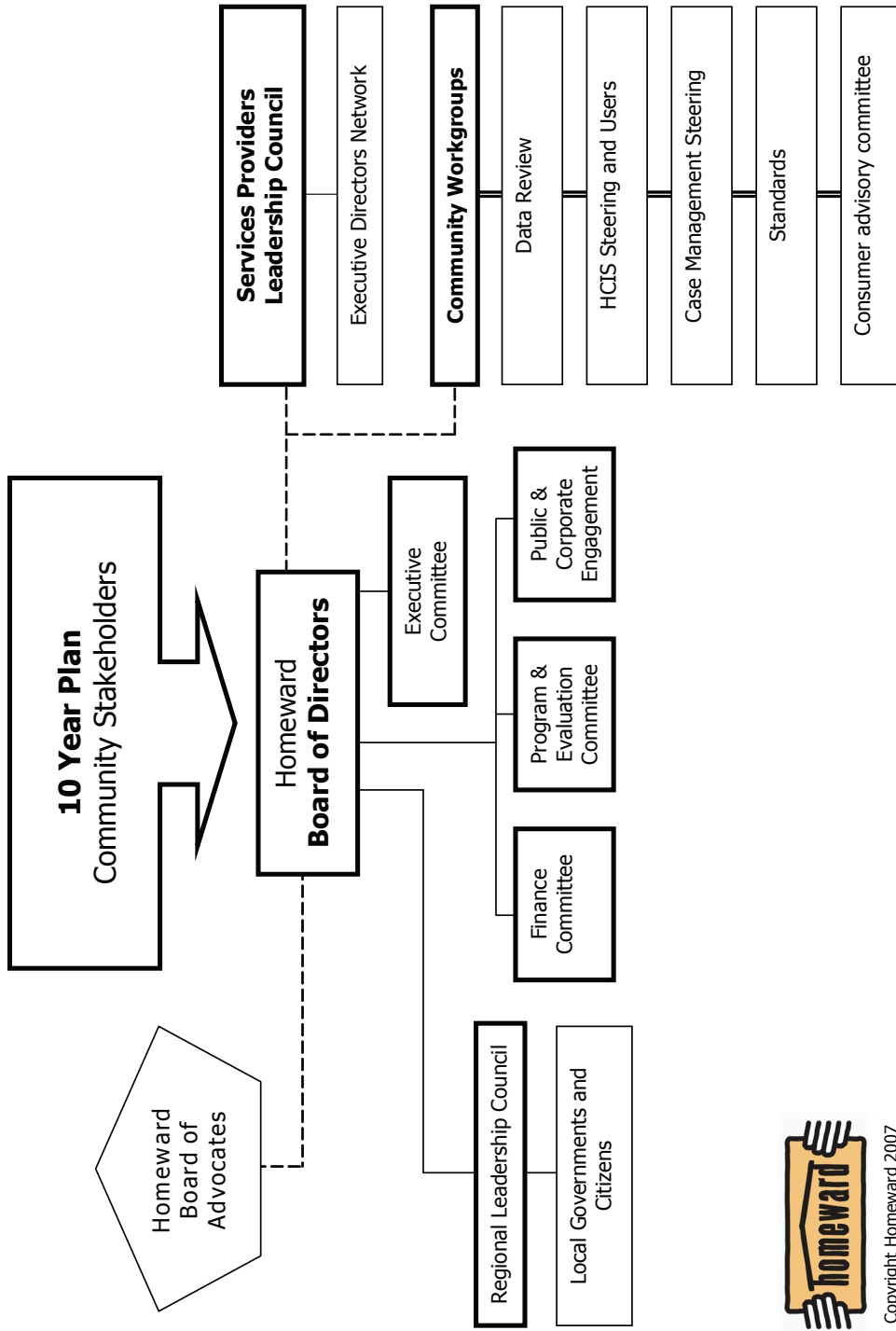
With Homeward as the regional planning and coordinating organization, the community has developed solution-focused task forces designed to bring together diverse community stakeholders to solve specific issues related to homelessness. Previous examples of task forces convened by Homeward include the Central Intake Task Force, which developed our community's centralized intake process, and the Substance Abuse Task Force, which designed a program to address the needs of chronic substance abusers experiencing homelessness (The Healing Place.)

Several community workgroups and committees are already in place to support the implementation, monitoring and evaluation of the Ten Year Plan. The chart on the following page depicts some of these groups. In the first full year of plan implementation, Homeward will work with these groups to define the specific responsibilities and processes needed to fulfill the community vision represented in the plan. Additional groups may be added as needed to ensure the successful implementation of the community's goals and strategies. Finally, the Boards of Directors of the region's homeless service providers and jurisdictional bodies will provide another level of accountability to the region's plan to prevent and end homelessness.

Monitoring and Evaluation

The Homeward Community Information System (HCIS) is the primary evaluation tool for the Ten Year Plan to Prevent and End Homelessness in the Richmond Region. All of the specific indicators in the plan are quantifiable and many will be tracked through HCIS. Additionally, Homeward will provide annual or semi-annual updates on the state of homelessness in the region. In 2008, Homeward will work with other community stakeholders to determine the baseline for the indicators included in the plan. Starting in 2009, Homeward will provide a report on the community's progress toward achieving these outcomes. A comprehensive public education plan will accompany these efforts to heighten awareness of the Ten Year Plan and our relative success in preventing and ending homelessness.

System Chart



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Prevention		Outreach and Services Information		Emergency Shelter		Support Services		Transitional Housing		Permanent Supportive Housing		Permanent Housing Resources	
COHASM	St. Mark's Episcopal Church	Fan Free Clinic	Housing Opportunities Made Equal	CARTAS	YWCA	Sharon Baptist Church	Bainbridge Community Ministry	Freedom House	Good Samaritan Inn	ElderHomes Corp.	Senior Connections		
Chesterfield Alternatives	St. Paul's Episcopal Church	RBHA	Family Lifeline	HomeAgain	Youth Emergency Shelter	Central Virginia Food Bank	Bon Secours Community Action Prog.	Daily Planet Safe Haven	St. Joseph's Villa	Local Initiatives Support Corporation	Interfaith Housing Corporation		
ElderHomes Corp.	Daily Planet Health & Services Center	Richmond DSS	YWCA	Savation Army		Centenary Methodist	Legal Aid Justice Center	RBHA	HomeAgain	Richmond Better Housing Coalition	Southeastern Community Development and Housing Corporation		
Commonwealth Catholic Charities	William Byrd Community House	Henrico County DSS	McGuire Veterans Hospital	Greater Richmond Respite Program	The Healing Place	Chesterfield, Henrico, Hanover, CSB	Greater Richmond Respite Program	Daughters of Zelephthead	Promised Land Ministries	Neighborhood Housing Services of Richmond	Richmond Metropolitan Habitat for Humanity		
Richmond, Chesterfield, Henrico, Hanover, CSB DSS		Richmond Second Responder Team	211 Virginia	Safe Harbor		Youth Emergency Shelter	Commonwealth Catholic Charities	Reese/Gier Youth Pavilion	HomeAgain Veterans Transitional Program	Housing Opportunities Made Equal (H.O.M.E.)	Richmond Redevelopment and Housing Authority		
Consumer Credit Counseling Service Church Hill	The Urban League	Central Intakes - Single Adults & Families	Refugee & Immigration Services			William Byrd Community House	Cross-Over Ministry	Salvation Army Adult Rehab Center	Hilliard House	Virginia Supportive Housing / Housing Resource Center - coming soon			
Church Hill Co-Op Baptist Ministry	The Salvation Army	Richmond Intakes - Single Adults & Families				Daily Planet	Fan Free Clinic	Richmond Outreach Center	Second Chance				
Salvation Army Travelers Aid Responder Team	Richmond Second Responder Team	Gilpin-Jackson Family Life Center	Area Congregations Together in Service (ACTS)			The Conrad Center	First Baptist Church	Gateway Homes	Grace House				
Ebenezer Baptist Church	ACTS					Eastern Henrico FISH	Food Not Bombs						
ElderHomes Corp.	Richmond Community Action Program					Richmond, Chesterfield, Henrico, DSS	Fresh Start Job Training						
Energy Share: Dominion	RBHA					Friends of the Homeless	Grace and Holy Trinity Church						
Fan Free Clinic	OAR (Offender Aid & Restoration)					Henrico Community Housing Corporation	Henrico County Mental Health						
Feed the Future	VCU Health System					Hillside Baptist Center	Hope World Ministry						
First Baptist Church	MARCH					Human Resources, Inc.	Hunton and Williams						
Eastern Henrico FISH	Interfaith Housing Corp.					VCU Health System	McGuire Veterans Medical Center						
Friends Association for Children	Henrico Co. DSS					Salvation Army Adult Rehab Center	Offender Aid and Restoration						
Grace and Holy Trinity Church	211 Virginia					Rubicon	Planned Parenthood						
Greater Mt. Moriah Baptist Church	Sacred Heart Center					Moore Street Baptist Church	Resurrection Lutheran Church						
Moore Street Baptist Church	SHARE					Capital Area Health Network	2nd Baptist Church						
Hanover DSS													

2007 Housing and Community Services Chart for Greater Richmond

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Richmond's Service Delivery System Strengths

Executive Director Network: More than thirty agencies convene monthly to share information and coordinate delivery of services to persons experiencing homelessness in the Richmond Region.

Availability of Emergency Shelter: The Richmond region has an extensive network of permanent and seasonal emergency shelter sites operated by nonprofit agencies, with one publicly run cold-weather shelter. A number of these sites include specialized services for abused spouses with children, homeless persons struggling with an addiction and veterans.

Regional Coordination: Homeward was created through the collaborative efforts of service providers and other stakeholders throughout the Richmond region and serves as a collaborative organization enabling service providers to share data, make client referrals, and enhance their collective capacity to serve those experiencing homelessness and those at risk of becoming homeless. Some of the initiatives that have been undertaken as a direct result of this regional coordination include:

- a. Commonwealth Catholic Charities Central Intake – As the conduit for clients entering the homeless services continuum, this program has been in place for two years and has provided more than 8,000 referrals to services for those experiencing or at risk of becoming homeless. This program helps to coordinate the efforts of diverse service providers in the region.
- b. Daily Planet – The Daily Planet provides case managers that work with clients to determine mutually identified goals and resources, with a special focus on medical and mental health needs. Last year, intensive case management was provided to over 1,000 referred clients through Central Intake.
- c. The Healing Place – This residential and outpatient facility provides substance abuse services for those suffering from drug and alcohol addictions. In its first year, The Healing Place graduated more than 100 homeless clients from its program.
- d. Community Standards - Homeward initiated a standardized organizational development tool for use by nonprofit service providers to use in assessing their program administration, organizational management, governance, facilities, and outcomes. To date, six agencies have been reviewed, and five more are in progress. A case management standard is being added to the standards by Homeward.
- e. Homeless Respite Program – This program, begun in 2002, has helped more than 800 people experiencing homelessness recover from illness or injury over the past four years and benefits from collaborative fund raising efforts.
- f. Community Voice Mail – Fifteen nonprofit service providers have established over 500 voice mailboxes so that people experiencing homelessness can receive messages related to employment, housing, medical appointments and other services.

Richmond's Service Delivery System Weaknesses

Inadequate System of Prevention Services:

Richmond's system of services for persons experiencing homelessness can be characterized as reactive rather than preventive, with a disproportionate share of resources – such as emergency and transitional shelters – being allocated to serving those experiencing homelessness. There is no systematic approach to providing services to those in danger of falling into homelessness, but such services are provided on an exception basis and supported by short-term, emergency funds. A systematic approach to providing prevention services such as rental assistance, utilities assistance, food and clothing assistance, and job training and employment is needed.

Shortage of Affordable Permanent Housing:

Richmond has an extensive network of nonprofits developing affordable housing with a focus on homeownership opportunities. However, very few of the housing units being developed are affordable to those in the 0% to 30% of the median area income – those who are most in danger of falling into homelessness or who are emerging from homelessness.

Lack of Access to Mental Health Services: The Daily Planet, a nonprofit homeless service provider, is the only mental health provider that focuses primarily on the homeless in addition to the uninsured and underinsured. There is a five-month wait for admission to the only in-patient mental health facility in the region. For outpatient services, the few local nonprofit providers have lengthy waiting lists and suffer from a lack of funding.

Concentration of Services in the Urban Center:

Most of those in need of services are found in the City of Richmond even though a significant number of persons experiencing homelessness had their last permanent residence outside the City. The lack of sufficient public transportation limits access to jobs, housing or services to the urban center. Consequently, most service providers (public and private nonprofit) have traditionally been located in the City. The City of Richmond has been more flexible than others in permitting emergency housing and services to be located in its jurisdiction. This concentration of those most in need has resulted in a disproportionate shifting of the cost burden to public and private funders within the City of Richmond and has had a negative impact on public perceptions of both the City and those seeking services.

Inflexible Funding Streams: A significant amount of the funding for housing and support services for persons experiencing homelessness is from the U.S. Department of Housing and Urban Development and other federal sources and is restricted in its availability and application. These public funds and a majority of the corporate and philanthropic funds provided locally are tied to specific institutions or programs and are not available to be applied to individuals or specific client groups.

Negative Public Perceptions: The appearance of small groups of people experiencing homelessness on the streets of Richmond waiting for the opening of a service center or a feeding program – combined with the presence of panhandlers who are incorrectly assumed to be homeless – is an image that business leaders and homeowners frequently see, and is perceived as a negative for the community. This urban scene is in contrast with

suburban communities where persons experiencing homelessness or those at risk of homelessness are largely invisible to the public. Without accurate public education and outreach, the residents of the Richmond region may make inaccurate and unsympathetic assumptions about people experiencing homelessness and their needs.

Lack of Coordination with the Criminal Justice System: Approximately three-fourths of persons experiencing homelessness in the Richmond region are ex-offenders and yet, other than Offender Aid & Restoration and Boaz and Ruth, there are very few agencies that address the unique needs of homeless inmates attempting to re-enter society. Ex-offenders have more difficulty finding employment and permanent housing than do those with no criminal record. A lack of employment training and placement programs, combined with limited housing opportunities, leads to high rates of recidivism, continuation of drug and alcohol addictions and other self-destructive behaviors. Both state and local public safety and corrections officials agree that re-entry programs designed to serve ex-offenders will yield significant savings in criminal justice costs, reductions in crime and reductions in the number of people who are homeless.

Planning and Zoning Challenges: None of the political jurisdictions in the region, other than the City of Richmond, are working on affordable housing development processes, especially not for residents earning 0% - 30% of area median income. No jurisdiction in the Richmond region allows for permanent supportive housing developments without special zoning approval. Therefore, opportunities to develop temporary or affordable permanent housing are restricted to special use permits or the redevelopment of

existing rental market housing units. Housing policies such as inclusive zoning, tax exemptions for the development of affordable housing units, and specialized housing designations (such as Single Room Occupancy) are in need of consideration by all jurisdictions in the region.

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Community Input Groups

Executive Directors Network, Homeward Standards Committee, Central Intake Task Force, ASWAN 2007, The Healing Place, United Way of Greater Richmond & Petersburg Homelessness Action Council, Hanover Task Force on Homelessness, Service Providers Leadership Council, Regional Leadership Council

Homeward 2006 and 2007 Staff

Margot Ackermann, Lauren Austin, Ana Edwards, Tonya Harris, Valerie Holton, Kelly King Horne, Erika Jones-Haskins, Melanie McDonald, Evan Scully

Homeward 2006 and 2007 Boards of Directors

Saphira M. Baker, Marilyn Blake, Lewis Booker, Sherrie Brach, Kevin W. Bruny, Cheryl L. Clark, Anthony J. Conte, Rebecca T. Dickson, George T. Drumwright, James Dunn, Patrick Gemmell, Melba Gibbs, Thomas G. Hayes, Denise Daly Konrad, Dr. Jack O. Lanier, Wanda J. Martin, Brand F. Meyer, Dr. Norma H. Murdoch-Kitt, Michael Shank, Robert C. Sledd, T.K. Somanath, Karen Stanley, Alice Tousignant, Theo Woodson

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Highlights in the Community Planning Process

1998

May - Creation of Homeward

2001

March - Homeward Five Year Business and Operational Plan launched to fill gaps in homeless services system

2005

July - Commission Report on the Strategic Restructuring of the Greater Richmond Homeless Services System completed

2006

May - Community Forum on Homelessness

August - Strategic Planning Taskforce formed

September through January 2007 - Housing, Networked Services, Funding, and Governance Committees convened to develop strategies

2007

February through May - Stakeholder Input Sessions (including service provider and consumer input sessions and meetings with local government leaders)

February and July - Richmond representatives attend the National Alliance to End Homelessness conferences

May - First Annual Trends and Innovations in Homeless Services recognition event

September - First Regional Best Practices Conference with national speakers

November through December - Stakeholder Input Sessions and Comment Period

2008

January 17 - Community Celebration of the Ten Year Plan to Prevent and End Homelessness

APPENDIX 4: GLOSSARY

This Glossary is taken in large part from “Durham’s 10-Year Results Plan to End Homelessness” (www.endhomelessnessindurham.org).

Affordable Housing – Housing for which the occupant is paying no more than 30% of gross income for total housing costs, including rent, mortgage payments, condominium fees, utilities, taxes, and insurance, as applicable for rental or owned housing units.

Chronically Homeless – An unaccompanied individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

Continuum of Care – A local consortium of agencies that the U.S. Department of Housing and Urban Development, or HUD, requires to be formed by community organizations and stakeholders to apply for and receive HUD funding through the annual competitive process. Most continua include a majority of a community’s or region’s nonprofit and faith-based homeless service providers, and may also include law enforcement, hospitals, local colleges and universities, local government, churches, etc.

Doubled-Up – A situation in which persons are living with relatives or friends, on a temporary basis, for economic reasons, and they have a host/guest relationship. These persons are not on a lease or mortgage and could be asked to leave at any time. This does not include legal arrangements such as foster care.

Homeless – The HUD definition is: (a) an individual or family which lacks a fixed, regular, and adequate nighttime residence; or (b) an individual or family which has a primary nighttime residence that is:

- a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for persons with mental illness);
- an institution that provides a temporary residence for individuals intended to be institutionalized; or
- a public or private place not designed for, nor ordinarily used as, a regular sleeping accommodation for human beings.

The term does not include any individual imprisoned or otherwise detained pursuant to an Act of Congress or a State law. In addition, the HUD definition includes persons who will be discharged from an institution, such as a jail or mental health hospital, within 7 days, yet does not have an identified place to live upon discharge.

Housing First/Housing Plus – A new model of homeless services that involves moving persons directly from the streets and placing them into permanent housing accompanied by intensive services. Initially a research project, this model has been shown to be very effective with persons who are chronically homeless and cost neutral to communities. This model has also been shown to work well with families and young adults who are homeless.

Housing Trust Fund – A dedicated, governmental revenue source used to increase supply of affordable housing. www.nlihc.org

HUD – United States Department of Housing and Urban Development

Interim Housing – Short-term housing that offers transitional, integrated accommodations to persons as they move from homelessness to permanent housing.

Median Income – That income level at which an equal number of families/households have incomes above the level as below. The median income is based on a distribution of the incomes of all families/households including those with no income. In 2006, the median income for Richmond was \$67,200.

Shelter – Housing, with varying levels of services, for people who are homeless. Emergency Shelter is usually thought of as lasting for six months or less.

Short-term Housing – Safe, decent, temporary housing for individuals or families who are homeless with associated supportive services, designed to assist them to obtain and retain permanent housing in the shortest possible time.

SSI – Supplemental Security Income. A federal income supplement program providing monthly financial payments to persons with disabilities. For most persons on

APPENDIX 4: GLOSSARY

This Glossary is taken in large part from “Durham’s 10-Year Results Plan to End Homelessness” (www.endhomelessnessindurham.org).

SSI, this is their only source of income, and thus severely limits housing options.

Supportive Housing – Permanent housing with services. The type of services depends on the needs of the residents. Services may be short-term, sporadic, or ongoing indefinitely. The housing is usually affordable, or intended to serve persons who have very low incomes.

Supportive Services – Services such as case management, medical or psychological counseling and supervision, child care, transportation, and job training provided for the purpose of facilitating people’s stability and independence.

System of Care – A framework for organizing and coordinating services and resources into a comprehensive and interconnected network. Its goal is to help individuals and families who need services or resources from multiple human service agencies to be safe and successful at home, in school, at work, and in the community and through this assistance make the community a better place to live. The System of Care builds on individual and community strengths, and makes the most of existing resources to help these individuals and families achieve better outcomes.

Thirty Percent of Area Median Income -- 30% of area median income in Richmond is \$21,160.

Transitional Housing – Usually thought of as temporary supported housing – housing with services – where individuals or families live for between six months and two years. During that time they receive intensive case management services that prepare the household for independent living.

Trauma – An event or series of events that threatens one’s life or physical integrity and is unusual and psychologically distressing. Examples include domestic violence, sexual assault and child abuse. Trauma results in feelings and behaviors that may lead to homelessness, such as paralyzing depression, hyper-vigilance, flashbacks, or avoiding independent behavior that might have precipitated past violence.

Homeward
Working to Prevent and End Homelessness

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