
This document is an evolving status report of recommended immediate and short-term actions for
Ending Homelessness: The 10-Year Action Plan
approved by the Raleigh City Council and Wake County Commissioners and presented to the
public on February 24, 2005.

Ending Homelessness - The 10-Year Action Plan

For plan document, background, contact and meeting information see www.raleighnc.gov/endinghomelessness

Plan Implementation

Immediate and Short-term Actions

Background:

Ending Homelessness: The 10-Year Action Plan is a cooperative effort of the City of Raleigh, Wake County, Wake Continuum of Care and Triangle United Way. The approved plan establishes a series of Action Teams and Strategy Groups to identify and evaluate actions, with an Oversight Team and Leadership Council to provide guidance and coordination to carry out implementation of the plan. The plan focuses on addressing five key objectives: 1.Prevention, 2.Engagement, 3.Housing, 4.Employment & Education and, 5.Services and Supports, with Evaluation and Public Communications Teams to evaluate success and gain public involvement.

In This Report:

1. Organizational Structure – Immediate & Short-term Actions

The Organizational Structure of the 10-Year Action Plan recommends establishment of a Leadership Council, a Plan Oversight Team, an Evaluation Team, a Public Communications Team, and five Action Teams addressing each of the five key objectives detailed in the plan document. Immediate actions for components of the organizational structure are included in this report.

2. Key Objectives – Immediate & Short-term Actions

In order to carry out the plan, a series of Action Teams have been established to address each of the plan's five key objectives. These teams have met monthly since adoption of the plan and Strategy Groups focusing on specific topics have identified a number of immediate and short-term actions. The Action Teams will now meet quarterly with individual Strategy Groups meeting monthly to evaluate and identify actions which will lead to successful implementation of their tasks. The teams have numerous efforts underway and recommendations for immediate and short-term actions are included in this report.

NOTE: This copy of the draft report has highlighted the items that impact City (in blue) and County (in yellow).

Organizational Structure – Immediate & Short-term Actions

- ORGANIZING OUR COMMUNITY FOR IMPLEMENTATION OF THE PLAN

1. Leadership Council

A. Invite a cross section of community leaders (8-12 leaders) to provide guidance and bring objective perspectives to plan implementation.

- Hold an initial organizational meeting of the Leadership Council to identify group leaders, set meeting dates and brief members on plan efforts and recommendations to date.
- Gain Leadership Council perspectives, guidance and support on direction and recommendations for the plan thus far.
- Obtain opinions on best strategies for plan implementation and gaining Leadership Council input for coming months.
- Bring Leadership Council membership roster to the Raleigh City Council, Wake County Board of Commissioners, Triangle United Way and Wake Continuum of Care meetings for their information.

2. Community Partnership Action and Strategy Teams

A. Establish five Action Teams to address the five key objectives outlined in the plan.

- Set regular monthly meeting dates in the short-term to organize, gain understanding and identify immediate, short-term and long-term actions for each objective and strategy.
- Establish individual Strategy Groups for each Action Team to identify and address specific action steps within each of the five key objectives.
- Bring parties into the discussion that may not already be involved in the plan effort but are an inherent component needed to successfully address individual strategies and actions. Go to these individuals and organizations, meet with them to gain their input and invite them to participate in an ongoing way.
- Set quarterly meetings of Action Teams, with Strategy Groups meeting as needed in the interim to evaluate and identify actions which will lead to successful implementation of initial immediate and short-term actions.

3. Action Plan Workgroup

A. Establish a four-member Oversight Team – with one team member representing each of the plan partners with firm commitments for focus on plan implementation.

- Hire Triangle United Way Oversight Team staff person.
- Secure City of Raleigh and Wake County Oversight Team staff commitments.
- Evaluate Wake Continuum of Care strategy for Oversight Team membership.
- Set up central office space located at Triangle United Way for Oversight team members. Encourage central office participation with regional Orange and Durham County team members.
- Establish regular weekly meeting schedules with rotating quarterly convener and monthly coordinating meetings with full plan workgroup.
- Coordinate and guide efforts of Action Teams / Strategy Groups / Leadership Council and participate with other groups involved in plan efforts.

B. Establish a Public Communications Team.

- Work with NCSU Communications Class to evaluate initial potential program needs and budgets.
- Hold initial meeting with Triangle United Way, Wake County and City of Raleigh Public Affairs and Communications department heads to set direction for the Communications Team strategy.
- Expand program to work with outside organizations to gain involvement, participation and awareness.

C. Establish an Evaluation Team.

- Work with NCSU Center for Nonprofits to begin process and set direction for team membership, evaluation needs and processes.
- Through Triangle United Way involvement with other regional efforts set regional focus on information, data gathering and needs assessment.

10-Year Action Plan Objectives – Immediate & Short-term Actions

OBJECTIVE 1: PREVENTION

1. PREVENTION ACTION TEAM

A. STRATEGY GROUP A - DISCHARGE PLANNING

1. Develop a Wake County Detention Center in-reach program to open lines of communication between housing/service providers and Detention Center staff.

- Link existing physical care providers and case managers to their clients who are presently being detained.
- Create a comprehensive discharge planning booklet that can guide discharge planners to the most appropriate discharge options for clients.
- Become educated on protocols, forms and practices of all public facilities that discharge persons with housing needs.

B. STRATEGY GROUP B - PREVENTION FOR AT RISK INDIVIDUALS

1. Compile comprehensive database on existing risk factors and prevention programs:

- Gather current data & research that exists on risk factors and prevention of homelessness. Compile the data and share with group at the next strategy team meeting.
- Create a spreadsheet of criteria about current homeless prevention programs in Wake County. Identify, invite and survey those programs to compile all the criteria together.

2. Convene existing Prevention providers, including small programs operated by congregations.

- Share research & correct results of survey
- Build quick consensus among providers on 3-pronged approach: emergency financial aid, professional case management, and volunteer support.

3. Develop a policy to accept non-profits guarantee to assist with client bill payment:

- Develop a procedure with the City of Raleigh for delinquent bills. For the past 3 years the City of Raleigh billing department has stopped accepting non-profit promissory notes on past due accounts. They will not hold disconnects even for one week if an account is due to be turned off and the check is on the way for the remaining portion. This causes many families to be disconnected over \$75-\$100.00. They then must pay reconnect fees.
- The Town of Cary has an OASIS program with a local non-profit. They solicit for customers to donate extra when they send in a bill for a special account. The non-profit handles the account and uses it to pay past due water bills for those living in Cary. PSNC has a similar program with The Salvation Army in the winter months. Explore the possibility of this with the City of Raleigh.

C. STRATEGY GROUP C - AWARENESS IN PUBLIC SCHOOL SYSTEM

1. Meet with and develop partnerships with the public school system in order to raise awareness, identification, and prevention of homelessness:

- Our subcommittee directly deals with prevention activities in the school system, and therefore, we must actively partner with them. We are actively approaching the school system with not only requests, but with questions of what outside agencies can do to assist the school system in its mission to educate homeless students. In the spirit of not wanting to force the school system to

- come to us, we have decided to take the message to them, and to work actively in a mutually beneficial way.

2. Develop a prevalence/risk survey in order to determine the current number of students who are or have been affected by homelessness.

- We have met with school system representatives, and as a first step have agreed to work towards a prevalence/risk survey in order to determine the current number of students who are or have been affected by homelessness. Currently, we do not have an accurate count of the number of children who are homeless or whose families are on the edge of homelessness, nor in which schools these students are concentrated. This survey will help us make these determinations, and will inform us as to where we should be most concentrating our prevention efforts.
- Involve Girl Scout Troup volunteers to assist with survey materials assembly and distribution.
- We will work with the school system to increase identification of students who qualify for homelessness services through the McKinney-Vento Act.

2. ENGAGEMENT ACTION TEAM

A. STRATEGY GROUP A - *DEVELOP SAFE HAVENS*

Note: This team has moved to coordinate efforts with "Housing / Housing First Strategy Group A".

B. STRATEGY GROUP B

- CREATE AND IMPLEMENT 24/7 HOUSING CRISIS RESPONSE PLAN AND,

- EXPAND CURRENT MULTI-SERVICE CENTERS TO SERVE AS "ONE STOP SHOPS"

- 1. Survey service requests at Cornerstone, Bason Street & the Women's Center (complete).
Evaluate the success of the service requests (2nd step).**
- 2. Set up a meeting of institutions with 24/7 or potential 24/7 supportive operations to form a work plan with individuals and organizations that need 24/7 services.**

C. STRATEGY GROUP C - *PHASE DOWN SHELTERS AND TRANSITIONAL HOUSING AND REPLACE WITH SERVICE ENHANCED SHORT-TERM HOUSING THAT LINKS PEOPLE WITH PERMANENT HOUSING.*

- 1. Identify a list of shelter or transitional housing programs serving Wake County using Continuum of Care registered programs and other resources.**
- 2. Create a survey form to send to the identified programs that includes questions relating to population served, program components (i.e., Life-Skills training), length of stay, hours of stay, entrance / exit requirements, staff qualifications, etc.**
- 3. Gather standards of research / data that exists**
- 4. Get together groups of people representing agencies that provide these services to share information and discuss the plan (break into groups by subpopulation, such as substance abuse programs, prison release programs, family shelters, etc.)**
- 5. Establish recommended standards (i.e., for Life-Skills training) for existing short-term housing providers.**

D. STRATEGY GROUP D - *STRENGTHEN AND COORDINATE OUTREACH AND ENGAGEMENT EFFORTS.*

- 1. Identify and engage the different parties doing outreach with the homeless.**
- 2. Determine the geographic reach of presently existing outreach in order to locate gaps.**
- 3. Determine the extent and quantity of unmet needs for Spanish-speaking homeless.**
- 4. Promote an updated version of the homeless services resource manual that is user friendly for outreach workers.**
 - a. Include phone numbers, service description and entry requirements.**
 - b. Available in non-paper formats such as Palm and Word that can be downloaded and updated on-line to improve portability and ease of updating.**
- 5. Promote easier central access to bed availability information for outreach workers facing homeless with acute shelter needs. Online bed availability through HMIS?**
- 6. Promote an increased number of acute shelter beds by increasing the actual number or freeing up more beds by increasing transitional and permanent housing.**

3. HOUSING - ACTION TEAM

A. STRATEGY GROUP A - ESTABLISH HOUSING FIRST MODEL.

1. Develop a demonstration project with Raleigh and Wake Housing Authority and the City of Raleigh using housing inventory resources of these organizations.

- Designate demonstration project housing stock: 10 units owned by City, 5 from RHA, 5 from WHA. As a first step, ask City Council to designate 10 (or more) city-owned units (1 bedroom, 1 bath, water and electricity included) for this project. As a second step work with RHA and WHA representatives to bring demonstration project level to 20 units.

2. Identify appropriate human service resources to address needed support for tenants.

- Work with county to provide pro-active support services for chronic homeless persons brought into housing first units when program comes online.

3. Create a variety of Housing First models to serve individuals and families.

- Explore and invite (with incentives) private landlords, faith based organizations, non-profit organizations and area development organizations to participate in housing first model "second wave".
- Work with local chapter of Urban Land Institute in their initiative to target Housing First as an initiative for focus of their organization.
- Track outcomes from the Shelter Plus Care - Housing First Project (18 rental vouchers) that will be implemented July 2005.
- Support the new permanent housing project in the HUD 2005 grant application for 10 one-bedroom apartments.
- Develop models that will serve youth and families.

B. STRATEGY GROUP B - INCREASE THE SUPPLY OF PERMANENT AFFORDABLE HOUSING.

1. Housing Bond Referendum.

- Hold October 2005 Housing Bond Referendum with \$20million for City of Raleigh and \$10million for Wake County targeting households with incomes at 40% and below area median income. Note: A \$30million bond issue can stimulate up to \$120million total in housing funds and house up to 3,000 households. The bond can generate approximately 1,800 jobs during the span of the bond and generate an additional \$24million in yearly state and local tax revenues. (source data from NCLIHC, NCHFA Housing Trust Fund evaluation)

2. Regulatory Incentives

- Move the Inclusionary Zoning agenda item presently in the City of Raleigh Comprehensive Planning Committee forward by expanding alternatives to explore a range of regulatory incentives to promote housing targeted to persons at 40% and below area median income. Incentives can take the form of initiatives such as Graduated Impact Fees, mandatory or voluntary Inclusionary Zoning, or other incentives such as density bonuses, bond or other City / County affordable housing loans, development fee waivers and other potential City and County housing policies, goals and incentives

3. Comprehensive Planning

- Bring Housing Element of City and County Comprehensive Plan up-to-date, to provide opportunities for housing throughout the City and County by strengthening Comprehensive Plan elements to target households at 40% and below area median income. Housing components outlined by the City and County Comprehensive Plans can be encouraged and addressed during plan submittal and review processes.
- Designate or hire Affordable Housing Planner (possible new Raleigh Planning Department staff position) to coordinate alternatives for regulatory incentives, advocate alternatives to include affordable housing during plan review of housing development projects, update Comprehensive Plan elements, target affordable housing along transit

corridors and regional rail stops, work with neighborhoods and developers to bring needed emphasis to provide affordable housing targeted to 40% and below area median income. (use Affordable Housing Planner – City of Cary as a model)

4. City and County Consolidated Plans

- Bring a top priority to the primary recommendation included in the City Council and County Commission approved *Ending Homelessness: The 10-Year Action Plan* – which specifically calls for targeting programs to 40% and below area median income.

5. Add Support for initiatives to the City Council and County Commission - Legislative Agenda.

- Housing Trust Fund - Include Statewide support for bringing State Housing Trust Fund to \$50 million dollars.
- Seek to gain authority to establish sustainable funding resources for housing such as those in Florida and other states (\$1 deed transition or land transaction fee which generates up to \$200 million dollars in Florida, for example), for development of affordable housing.

6. Expand Public Land Acquisition Programs to include affordable housing.

- As a first step meet with **Wake County Schools** – Real Estate / Acquisition Division. Begin discussions on alternatives to bring affordable housing into land acquisition programs. (First Step with schools – next steps with fire stations, parks, greenways and other public facilities.)

B. STRATEGY GROUP C

Note: This Team has Combined both the Housing Team and the Services and Supports Strategy “C” Groups.

HOUSING: DEVELOP RESOURCES FOR SUPPORTIVE SERVICES TO THOSE IN SUPPORTIVE HOUSING.

SERVICES AND SUPPORTS: IMPLEMENT TARGETED SERVICES FOR THOSE WITH SPECIAL NEEDS.

1. Train and coordinate volunteer support network.

- Work with local congregations, faith-based groups and other voluntary organizations to develop a volunteer network to help support newly-housed individuals and families, including volunteer recruitment and training, availability of expert advice, and access to crisis intervention resources.

2. Coordinate with Wake County’s Supportive Housing Program.

- Increase the capacity of the Supportive Housing Program at Wake County Human Services, and similar programs, to serve individuals and families who are at risk of being homeless through an array of services, including financial literacy, daily living skills, links to employment and health resources, and assistance with landlord communication.
- Train community providers in culturally competent service delivery and ensure that translators are available, so that services are accessible and appropriate to those who need them, with a special emphasis on recent immigrants and refugees.

3. Coordinate mentoring program for ex-offenders.

- Contact the Lost Generations organization to embrace mentoring program for ex-offenders with volunteers and/or paraprofessionals to advocate on their behalf with employers, landlords, and neighborhood groups to create a seamless discharge plan and ease their transition to the community.

4. EMPLOYMENT AND EDUCATION ACTION TEAM

A. STRATEGY GROUP A

- DESIGN AND IMPLEMENT EDUCATION, JOB READINESS, AND TRAINING PROGRAMS

* (This strategy was seen as a first and immediate priority focus for the Employment / Education Objective Team at this time)

1. Develop Employment and Training initiative with Greater Raleigh Chamber of Commerce and Wake Area Business Advisory Council.

- Continue discussions with Chamber & meet jointly with the Business Advisory Council to develop pilot programs to bring 20 employers targeted by Chamber to hire persons who are homeless. Use pilot programs to identify training and individual population needs, opportunities, obstacles that can be used as part of expanded community program.

2. Identify specific jobs and training needs from perspective of persons who are homeless.

- Convene focus groups of persons who are homeless to discuss specific employment, training, education and job readiness needs that can be carried forward into programs developed to meet these needs.

3. Inventory Raleigh / Wake Employment, Training & Education resources.

- Complete a comprehensive inventory of resources for persons who are homeless to promote those resources that are available and target needs for improvement.

4. Re-establish a comprehensive employment program.

- Work in concert with the business community to re-establish a comprehensive employment program providing: job readiness and needs assessment, counseling, job development and placement, comprehensive case management, and peer support services for unemployed or under-employed adults seeking permanent employment (similar to the former Wake County Human Services Jobs for the Homeless Program.)

B. STRATEGY GROUP B

- ESTABLISH AN "EMPLOYMENT FIRST" PROGRAM FOR RESIDENTS OF SUPPORTIVE HOUSING.

C. STRATEGY GROUP C

- FUND SERVICES THAT SUPPORT EMPLOYMENT.

D. STRATEGY GROUP D

- DEVELOP SPECIALIZED TRAINING AND EMPLOYMENT SERVICES FOR PEOPLE WHO ARE OR HAVE RECENTLY BEEN HOMELESS AND HAVE DISABILITIES.

* NOTE: Strategy Groups B, C, & D are joining forces to focus on support for efforts of Strategy Group A. These teams will meet with subgroups of Group A and will reconvene separately as those programs evolve.

5. SERVICES AND SUPPORTS ACTION TEAM

A. STRATEGY GROUP A - EXPAND THE CAPACITY TO SERVE PEOPLE WITH MENTAL ILLNESSES AND/OR SUBSTANCE USE DISORDERS.

- 1. Support Healing Place for Women and Children scheduled to open in Dec. 2005.**
- 2. Link at Wake County Human Services – to integrate referrals**
- 3. Training at Dorothea Dix Hospital – Open to Community?**

B. STRATEGY GROUP B

- EXPAND CURRENT MULTI-SERVICE CENTERS TO SERVE AS “ONE STOP SHOPS”

Note: This group has moved to coordinate efforts with “Engagement – 24/7 Crisis Response Group B”.

C. STRATEGY GROUP C - IMPLEMENT TARGETED SERVICES FOR THOSE WITH SPECIAL NEEDS.

Note: This group has moved to coordinate efforts with “Housing Group C”.

D. STRATEGY GROUP D - PROMOTE AN INTEGRATED, COMPREHENSIVE SYSTEM OF CARE.

- 1. Update all pertinent homeless and at-risk homeless resource contact information.**
 - Raise awareness, promote action of agencies & employees who work with people who are homeless or at risk of homelessness through providing updated resource contact information.