

Action Plan for State

08/20/04

PRIORITY ONE: Increase the availability of permanent housing resources that are safe, stable, affordable and decent for very low income households					
Strategy(-ies)	Action(s)	Manager/ Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Identify inventory of affordable housing opportunities, including permanent and transitional housing	<p>Action 1.1.1 Inventory</p> <ul style="list-style-type: none"> - Determine current inventory of shelter and housing (transitional and permanent, to include vouchers) - Combine DHR and DHCD inventories - Update inventory annually - Determine current use of resource by chronic homeless population <p>Funding</p> <ul style="list-style-type: none"> - Identify housing funding opportunities from other agencies - Identify State/local/private/foundation - Identify other sources that have been used to match DHCD programs 	Greg Shupe/ Allison Ladd/ Linda Webb/ Ilene Rosenthal	Obtain a list of housing inventory and a list of federal/State/local/private sources & amt of affordable funding	<ul style="list-style-type: none"> - Make requests to local jurisdictions to provide listings of housing (to include HUD-financed properties) - Update current DHR shelter list - Explore updating current DHCD Affordable Accessible Housing list - Compile funding stream list 	<p>December 2004</p> <p>November and Ongoing</p> <p>September 2004</p> <p>September 2004</p>
Strategy 1.2 Examine DHCD programs to determine how/which programs could provide incentives for housing developers to target this population	<p>Action 1.2.2 State Resources</p> <ul style="list-style-type: none"> - List of programs that currently target very low income households - List of amt and source of housing funding available from State sources - Identify barriers in State policies/programs to providing resources to very low income households 	Linda Webb/ Allison Ladd	<ul style="list-style-type: none"> - Determine feasibility/steps to increase the targeting of housing programs for very low income households - Determine how local government housing agencies could provide incentives to target this population 	<ul style="list-style-type: none"> - Research current programs, funding availability, and how to change targeting - Research public and private incentives to increase number of units produced over improving current affordable housing - Make recommendation to Housing Commission to target very low income households for some programs 	<p>May 2004</p> <p>May 2004</p> <p>June 2004</p>

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<p>Strategy 1.3 Determine the feasibility of developing a new pilot program to expand the supply of affordable housing targeted to the chronically homeless</p>	<p>Action 1.3.1</p> <ul style="list-style-type: none"> - Research Housing First Best Practices from other States/communities - Request technical assistance to help identify - Determine if a “Housing First” model(s) exist(s) that would best fit with target population in MD - Compile data related to model(s) selected to include the following: <ul style="list-style-type: none"> o Healthcare costs o Housing costs o Other costs 	<p>Barbara DiPietro</p> <p>Barbara DiPietro</p> <p>Barbara DiPietro</p> <p>Allison Ladd/ Barbara DiPietro /Other</p>	<ul style="list-style-type: none"> - Determine if existing models in MD can be expanded to include target population - Determine if existing initiatives are underutilized - Determine current costs of serving homeless 	<ul style="list-style-type: none"> - White paper on costs to either expand current housing initiatives or create a new program to target only this population (include cost-benefit analysis) - <i>Presentation to Secretaries (DHMH, DHR, DHCD)</i> 	<p>October 2004</p> <p>October 2004</p>
<p>Strategy 1.4 Build local capacity with nonprofit and faith-based organizations</p>	<p>Action 1.4.1 Develop strategy to engage local and faith-based organizations</p>	<p>John Heath/ Allison Ladd/ Linda Webb</p>	<ul style="list-style-type: none"> - Participation with State, local, regional workshops/ conference to encourage/share ideas/information - Increase communications and relationships across governmental and community lines 	<ul style="list-style-type: none"> - Outreach to participating organizations 	<p>January 2005</p>
<p>Strategy 1.5 Work with the Governor’s Housing Policy Commission</p>	<p>Action 1.5.1</p> <ul style="list-style-type: none"> - Submit initial strategic plan to the Housing Commission - Presentation by Interagency Council to Housing Commission or subcommittee on need of very low income housing - Work to include Council’s recommendations within the Housing Commission’s final report 	<p>Allison Ladd/ Alisa Santucci</p>	<p>Collaboration with the Governor’s Commission on Housing Policy</p>	<ul style="list-style-type: none"> - Submission of initial strategic plan to the Housing Commission - Incorporation of some recommendations by the Interagency Council on Homelessness into the Commission’s recommendations to the Governor 	<p>April 2004</p> <p>September 2004</p>
<p>Progress to Date</p>			<p>Immediate Next Steps (including potential technical assistance needs)</p>		

¹ The Manager is the individual responsible for coordinating each action.

² The Implementer is the individual (or entity) responsible for carrying-out each action.

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PRIORITY TWO: Ensure access to comprehensive health-related services, including behavioral health care, for very low income households

Strategy(-ies)	Action(s)	Manager/ Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Establish partnerships with appropriate agencies to begin the entitlement application process prior to an individual's release from prison.	Action 2.1.1 - Revise existing MOU between Public Safety and Social Security Administration to include Pre-Release Program - Include entitlement application process in prison discharge process, including coordination with other public agencies	Tomi Hiers	- Comprehensive discharge plan will be developed for inmates prior to release - Inmates with chronic medical conditions will be linked to entitlements prior to release - Inmates who are veterans will be linked to entitlements prior to release	-Create Transition Coordinator (TC) position (prepare discharge plans) within the Division of Corrections -Hire and train TCs -Identify gaps in existing MOU with SSA -Develop and Implement Revised MOU -Identify inmates with Veteran Status -Develop and Implement MOU with MD VA	January 2004 March 2004 and on-going February 2004 June 2004 January 2004 June 2004
	Action 2.1.2 Examine Pharmacy Assistance and other MA-related programs to determine best methods for post-release transition	Mike Franch	Higher number of individuals with access to prescription drugs and other health benefits	Meet with key administrators; make recommendations to Secretary and Administration director, to include possibility of MOU/protocol with coordinating agencies	September 2004
	Action 2.1.3 Examine Public Health Services programs to determine best methods for post-release transition	Barbara DiPietro	Higher number of individuals receiving access to public health services	Meet with key administrators; make recommendations to Secretary and Administration director, to include possibility of MOU/protocol with coordinating agencies	September 2004
	Action 2.1.4 Examine DHR programs (such as food stamps) to determine best methods for post-release transition to services	Greg Shupe	Higher number of individuals receiving access to federal and state entitlements	Meet with key administrators; make recommendations to Secretary and Administration director, to include possibility of MOU/protocol with coordinating agencies	September 2004
	Action 2.1.5 Examine Veterans programs to determine best methods for post-release transition to services	Bob Finn	Higher number of veterans receiving access to federal and state services and/or entitlements	Meet with key administrators; make recommendations to Secretary and Administration director, to include possibility of MOU/protocol with coordinating agencies	September 2004

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Strategy 2.2 Expand access to comprehensive health services in order to prevent and ameliorate homelessness	Action 2.2.1 Describe relationship between health needs and homelessness/risk of homelessness	Michael Franch/ Greg Shupe/ Jeff Singer	Write white paper to connect importance of healthcare to the issue of homelessness. Include costs and benefits of expanding programs such as Medicaid and others to include this population.	Publication and dissemination of paper	Aug 2004
	Action 2.2.2 Explore expansion of MA eligibility	Michael Franch		Develop and disseminate cost analysis	October 2004
	Action 2.2.3 Explore expansion of other avenues of health coverage	Barbara DiPietro		<ul style="list-style-type: none"> - Develop and disseminate paper with alternatives; - Assess outcomes of '04 Legislative Session; - Examine new legislative options for '05 Session 	August 2004 May 2004 August 2004
Strategy 2.3 Make public health benefits more easily accessible to those who could meet eligibility requirements	Action 2.3.1 Identify barriers to access	Greg Shupe/ Jeff Singer	<ul style="list-style-type: none"> - Interview intake workers, Health Care for the Homeless workers and consumers, and Medicaid/DHMH workers - Identify federal barriers in the process of interviews 	<ul style="list-style-type: none"> - Develop survey tool - Conduct surveys - Analyze data - Disseminate report 	May 2004 July 2004 August 2004 September 2004
	Action 2.3.2 Outline methods to eliminate barriers	Greg Shupe/ Jeff Singer			
Strategy 2.4 Ensure Public Health programs include chronically homeless population in initiatives.	Action 2.4.1 Investigate current regulatory and administrative processes to determine if unfriendly practices exist	Barbara DiPietro	<ul style="list-style-type: none"> - Discuss regs in relation to food donations, and other aspects of public health that might impact target group to determine if any are in need of updating. - Conduct inventory of DHMH programs 	<ul style="list-style-type: none"> - Meet with Office of Food Protection to gather information - Discuss with food pantry officials to gather information on need to revisit any regulations - Produce white paper that discusses findings and present to senior DHMH staff to consider changes 	May 2004 May 2004 July 2004
	Action 2.4.2 Determine if more informal methods of consideration are possible	Barbara DiPietro			

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	<p>Action 3.1.3</p> <p>Examine current program operations for food stamps, Medical Assistance, TEMHA benefits and TCA to remove barriers to the homeless and very low income individuals</p>	<p>John Kardys / Jeff Singer / Mike Franch / DHR staff as needed</p>	<p>Benefits provided to eligible individuals at the earliest possible time</p>	<ul style="list-style-type: none"> - Review of requirements and processes to identify barriers. - Use focus groups for health issues to also identify barriers for other benefits - Develop recommendations for alternative processes (including access, documentation, and provision of benefits) 	<p>October 2004</p> <p>July 2004</p> <p>November 2004</p>
<p>Strategy 3.2</p> <p>Build capacity of employment system to provide pre-employment and on-the-job services and employment opportunities with adequate wage for homeless individuals, ex-offenders and others with very low incomes.</p>	<p>Action 3.2.1</p> <ul style="list-style-type: none"> - Coordinate Governor's Workforce Investment Board (GWIB) and local WIB to target chronically homeless (have already targeted ex-offenders) in employer outreach strategies - Gather data re: overlap in targeted populations - Gather data re: capacity in business sector for employment - Link with Governor's Commission on Ex-Offender Employment 	<p>Edwina Howard/ Tomi Hiers/ Greg Shupe</p>	<p>Increased numbers of ex-offenders and chronically homeless individuals will receive employment and training services.</p>	<ul style="list-style-type: none"> - GVIB will identify ex-offenders and chronically homeless individuals as target populations for employment and training opportunities. - Baltimore WIB will identify ex-offenders and chronically homeless individuals as target populations for employment and training. - ICH will identify barriers to employment and training for ex-offenders and make recommendations to GWIB, BWIB, Gov. Ehrlich, and Maryland General Assembly. 	<p>July 2004</p> <p>May 2004</p> <p>August 2004</p>
	<p>Action 3.2.2</p> <p>Develop pilot project with out-stationed Job Service worker at Baltimore City DSS at 2000 N Broadway (where Homeless Unit is located).</p>	<p>Edwina Howard/ John Kardys</p>	<p>Increased number of homeless individuals using Job Service resources and securing employment.</p>	<ul style="list-style-type: none"> - Formal proposal from ICH to Secretaries of DHR and DLLR. - DHR and DLLR approval of pilot. - Protocols and data-gathering process developed. 	<p>July 2004</p> <p>December 2004</p> <p>February 2005</p>

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<p>Strategy 3.3 Make One Stop Services barrier-free and link to homeless population. Link One Stop to DSS for homeless individuals.</p>	<p>Action 3.3.1 Evaluate current level of use and identify barriers (i.e., documentation, photo ID)</p>	<p>Sherry Lofton/ Edwina Howard</p>	<p>Greater access to One-Stop services</p>	<p>List of recommendations to remove barriers and reduce competition with TANF recipients.</p>	<p>September 2004</p>
	<p>Action 3.3.2 Determine degree of competition for jobs between TANF customers and homeless single adults</p>	<p>John Kardys/ Edwina Howard</p>	<p>Identification of need for expanded or designated pool of employment opportunities. New incentives might be necessary.</p>	<p>Assessment of number and percent of TANF customers provided employment compared to target population</p>	<p>September 2004</p>
	<p>Action 3.3.3 Determine outcomes for customers who are homeless, ex-offenders, or very low income</p>	<p>Edwina Howard</p>	<p>Assessment of success of current system for target population</p>	<p>Analysis of success of One-Stop in placing and maintaining target population in employment.</p>	<p>June 2004</p>
	<p>Action 3.3.4 Provide training to One-Stop agencies about working with target population.</p>	<p>Edwina Howard / Greg Shupe/ Jeff Singer</p>	<p>Improved sensitivity to needs of target population</p>	<ul style="list-style-type: none"> - Training package developed. (This is essentially the same package as for Priority 4. - Training opportunities identified. 	<p>January 2005 November 2004</p>
	<p>Action 3.3.5 Provide training/ information to service providers and customers about One-Stop.</p>	<p>Greg Shupe/ Barbara DiPietro/ Jeff Singer</p>	<p>Increased number of target population who use One-Stop services</p>	<ul style="list-style-type: none"> - Information flyers and announcements completed. - Outreach plan finalized. 	<p>October 2004 October 2004</p>
<p>Strategy 3.4 Expand State personnel efforts to hire chronically homeless and ex-offenders at salary grades that pay living wage.</p>	<p>Action 3.4.1 - Identify barriers to state employment for persons who are homeless. - Identify salary grades which pay living wage.</p>	<p>Edwina Howard/ Greg Shupe/ Barbara DiPietro</p>	<ul style="list-style-type: none"> - More ex-offenders and chronically homeless are hired as state employees. - State sets example for other businesses. 	<p>Resolution from ICH to Governor re: state hiring practices and target population.</p>	<p>October 2004</p>
<p>Progress to Date</p>			<p>Immediate Next Steps (including potential technical assistance needs)</p>		
<p>-Identified gaps in existing MOU with SSA</p>			<p>Collaborating with SSA staff to revise the existing MOU to close current gaps, including linking offenders to entitlements prior to release.</p>		

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PRIORITY FOUR: Insure access to comprehensive support services for very low income households					
Strategy(-ies)	Action(s)	Manager/ Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.1 Identify and inventory use of supportive services by low income/homeless households	Action 4.1.1 Collect and analyze data from government agencies (DHR, DPSCS, DHMH, MSDE) and other service providers (faith-based programs, utilities), extrapolating information on very low income/homeless consumers	Greg Shupe/ Barbara DiPietro	General baseline data on service use by very low income/homeless consumers	<ul style="list-style-type: none"> - Proxy data elements/demographic populations (persons with criminal justice histories, substance abuse/mental illness diagnoses, SSI recipients, etc) selected - Usable data from supportive service providers identified - Determine initial baseline estimates 	<p>July 2004</p> <p>September 2004</p> <p>December 2004</p>
	Action 4.1.2 Analyze current data collection system and recommend methods of collecting very low income/homeless data	Greg Shupe	Reliable data on service use patterns by very low income and/or homeless households	Specific data collection changes implemented by agencies	December 2004
	Action 4.1.3 Develop plan to integrate HMIS data collection with other data systems	Greg Shupe	<ul style="list-style-type: none"> - Initial unduplicated count of homeless persons - Cross-agency tracking system - Evaluation of service use and effectiveness 	<ul style="list-style-type: none"> - Agencies commit to sharing information across data bases. - Protocols developed - Process or software to enable import/export of data selected. 	<p>June 2005</p> <p>October 2005</p> <p>June 2005</p>

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<p>Strategy 4.2 Develop partnerships and action plans with key service providers and consumers to serve chronic homeless population</p> <ul style="list-style-type: none"> - Identify barriers - Make recommendations - Conduct training for providers on providing services to this population 	<p>Action 4.2.1 Identify barriers and recommendations through</p> <ul style="list-style-type: none"> - focus groups and surveys of consumers, advocates, front line service workers - agency internal analyses of policies that hinder service use by low income/homeless consumers - delineate recommendations and incentives 	<p>Greg Shupe/ Jeff Singer</p>	<ul style="list-style-type: none"> - Identification of policy changes/incentives and development of strategies for implementation 	<ul style="list-style-type: none"> - Critical services, specific barriers, and recommendations identified by surveys/focus groups - Agencies' internal analyses with recommendations completed (by August ICH meeting) - ICH reviews policy analyses and makes recommendations regarding each agency's plan - Policy/regulatory changes delineated and strategies developed 	<p>July 2004</p> <p>August 2004</p> <p>August 2004</p> <p>October 2004</p>
	<p>Action 4.2.2 Develop implementation strategies for policy changes based on information from agencies and consumers</p>	<p>Greg Shupe</p>	<ul style="list-style-type: none"> - changes in policies and procedures - higher utilization of services by low income/homeless consumers 	<ul style="list-style-type: none"> - ICH review, approval, and implementation timeline - Recommendations presented to Department Secretaries 	<p>November, 2004</p> <p>November, 2004</p>
	<p>Action 4.2.3</p> <ul style="list-style-type: none"> - Identify training opportunities; - Add a module on homelessness to existing training 	<p>Jeff Singer/ Barbara DiPietro/ Greg Shupe</p>	<p>Decrease staff resistance to service provision/greater willingness by consumers to seek service</p>	<ul style="list-style-type: none"> - List of regular staff training and in-service events - Test homeless services module - Training scheduled and conducted 	<p>August 2004</p> <p>November 2004</p> <p>June 2005</p>
<p>Progress to Date</p>			<p>Immediate Next Steps (including potential technical assistance needs)</p>		

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Strategy 5.1 Integrate data gathering	Action 5.1.1 Develop baseline data from each agency that serves target population	Greg Shupe/ Barbara DiPietro	Big picture of data currently available	Identification of existing state agency data bases on homeless population, or surrogate homeless population	July 2004
	Action 5.1.2 Coordinate data between agencies	Greg Shupe/ Barbara DiPietro	Snapshot of mainstream services to people who experience chronic homelessness	<ul style="list-style-type: none"> - Comparison chart of common fields and demographics from available data - List of specific usable elements from each database - Initial snapshot of available data 	September 2004 September 2004 December 2004
	Action 5.1.3 Develop strategy to integrate existing data	Greg Shupe	Improved system for tracking service delivery, service coordination, and outcomes. Potential for decreased reporting burden on local service providers.	<ul style="list-style-type: none"> - List of deficiencies in data - Identification of barriers to access and integration - Strategy for integration - Recommendations from the Interagency Council to Governor and participating agencies on methods to improve relevance and integration of data 	July 2004 October 2004 December 2004 February 2005
Progress to Date			Immediate Next Steps (including potential technical assistance needs)		