

STATE OF RHODE ISLAND ACTION PLAN  
 Nine Point Strategic Plan to End Chronic Homelessness

April 7, 2004

PRIORITY ONE: Establish clear leadership on homelessness in the state						
Strategy (-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Continue funding for the Housing Resource Commission's Neighborhood Opportunities Program	Action 1.1.1 Policy Academy members advocate for continuation of \$5 million NOP program	Noreen Shawcross	Interagency Council members	Continued state program	Funds in Governor's budget; Funds in final Assembly budget	Annual
	Action 1.1.2 Ensure full utilization of NOP funds for new development	Darlene Price	RI Housing, CSH, RICH and sponsors	Sponsors producing new NOP units	Quarterly NOP Report to Governor and General Assembly	Ongoing
Strategy 1.2 Establish through the Office of the Governor, a cabinet-level council on homelessness to identify and implement change in state systems.	Action 1.2.1 Governor participate in kick off of Interagency Council	Patricia Martinez	Interagency Council	Governor's understanding and support of the goals of the policy academy	Preparation for meeting  Meeting occurs	1/04  2/13/04
	Action 1.2.2 Identify persons, agencies and organizations to serve on the Council.	Patricia Martinez				Completed 11/03
	Action 1.2.3 Issue the announcement of the formation of the Interagency Council.	Patricia Martinez			Governor announced at press conference	Completed 11/13/03
	Action 1.2.4 Formalize relationship between Interagency Council and the Office of Homelessness Services and Emergency Assistance (OHSEA).	Susan Baxter	Interagency Council & OHSEA	OHSEA is to be the working group of the Council. Quarterly Interagency Council meetings to include reports from presentations from OFHSA  Director serves on Interagency Council and designee serves on OHSEA with communication between parties	Susan Baxter chairs Interagency Council and HRC.  Designees appointed and attending OHSEA meetings	Completed 2/12/04  5/04

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	<p>Action 1.2.5          Reorganize Office of Homelessness meetings and committees to ensure efficient:          -Implementation of Policy Academy Action Plan to End Chronic Homelessness          -Policy and Strategy Development          -Planning for Continuum of Care</p>	<p>Noreen Shawcross, and David McCreadie, Jr.</p>	<p>OHSEA Chairs          Noreen Shawcross, and David McCreadie, Jr.</p>	<p>Office of Homelessness meetings include working discussions on state policy issues. The number of OHSEA standing committees is minimized with ad hoc workgroups convened</p>	<p>Susan Baxter and OHSEA co-chairs meet to review current structure and obligations and propose changes</p>	<p>Completed 4/04</p>
<p>Strategy 1.3          Secure Governor's leadership to prevent discharge of homeless persons from state institutions into shelters</p>	<p>Action 1.3.1          Further refine and present white paper on the role and purpose of the Council.</p>	<p>Noreen Shawcross</p>	<p>Susan Baxter, Chair          Interagency Council</p>	<p>State Departments will coordinate approach to long-term homelessness and homelessness prevention</p>	<p>Reports from Interagency Council</p>	<p>12/04</p>
	<p>Action 1.3.2          Request that Governor issue policy that each department institute an effective discharge plan</p>	<p>Susan Baxter</p>	<p>Interagency Council</p>	<p>Directors understand the need to "close the front door" to homelessness.</p> <p>Policy is issued and Directors begin implementing discharge planning within their departments</p>	<p>Introduction of the idea</p> <p>Presentation on discharge planning</p> <p>Policy Issued</p>	<p>2/12/04</p> <p>11/04</p> <p>3/05</p>
	<p>Action 1.3.3          Conduct a baseline count of active cases within state departments who are homeless and/or are pending discharge without a permanent address to go to.</p>	<p>Susan Baxter</p>	<p>Interagency Council</p>	<p>Council hears report of MHRH pilot study of 50 chronically homeless persons</p> <p>Each department undertake count of the number of homeless folks currently served by state department</p>	<p>Report complete and presented to Council</p> <p>Study initiated</p>	<p>11/04</p> <p>8/04</p>

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	Action 1.3.4 Provide education and assistance to Council members regarding Discharge Planning in cooperation with the RI Dept. of Corrections' Reentry Steering Committee	Susan Baxter	Interagency Council	Council receives education on Discharge Planning  Council members seek additional technical assistance as plans are implemented	Presentation completed  Plans created and being implemented	11/04  11/04 and ongoing
Strategy 1.4 Secure Governor's leadership in issuing a policy requiring that departments give priority for mainstream resources (SSI, Medicaid, TANF, Mental Health/Substance Abuse, Corrections, Child Welfare, etc.) to persons experiencing long-term homelessness	Action 1.4.1 Request that Governor issue policy	Susan Baxter	Interagency Council	Directors understand the need to prioritize mainstream resources  Policy is issued and Directors begin implementing priority within departments	Introduction of issue  Full presentation to Council  Policy Issued	2/12/04  8/04  2/05
Strategy 1.5 Ensure adequate mainstream resources to implement the plan to end chronic homelessness through: identifying gaps in resources, effective coordination, utilization and management of existing resources, and creation of new resources as needed	Action 1.5.1 Review mainstream resources to implement Action Plan and propose methods to increase coordination, utilization and/or management of mainstream resources.	OHSEA	State Department reps and RICH, RICCMO, DATA, etc.	Shared understanding of the gaps in the current system that are barriers to ending chronic homelessness	State agencies and non profit membership groups review current use of /gaps in mainstream services and recommend improvements	12/04
	Action 1.5.2 Pursue new resources as needed (rental subsidies, behavioral health treatment, etc.)	OHSEA	State Department reps and private non-profit membership entities	Persons experiencing chronic homelessness have full access to mainstream services	Reduced use of targeted services in favor of SSI, TANF, Mainstream vouchers, etc.	12/05 and ongoing

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<p>Strategy 1.6 In addition to preventing institutional discharge to homelessness, develop a prevention plan to ensure that additional persons who are formerly homeless or at risk of homelessness stay housed</p>	<p>Action 1.6.1 -Seek early identification of persons/families at risk of return to homelessness -Explore prevention models (including separating housing management from social services)</p>	<p>RICH</p>	<p>RICH, Legal Services, DHS, CAP agencies, PHAs, CDCs</p>	<p>A system is in place to support persons who are housed so that they do not enter the homeless system</p>	<p>Identify funds to support a prevention initiative  Begin to implement prevention plan</p>	<p>1/05  6/05</p>
	<p>Action 1.6.2 Plan for interventions such as landlord/tenant mediation, emergency rental assistance, behavioral health care.  Require attention to this issue from contracted providers (for example, include prevention as a component of contracts with private agency providers);</p>	<p>RICH</p>	<p>RICH, State Departments, Community Action Programs (CAP).  DHS, RI Housing, ESG administrator</p>	<p>Reduction in evictions leading to homelessness</p>	<p>Program agreements in place  Contract specifications in place</p>	<p>6/05 and ongoing  6/05 and ongoing</p>
	<p>Action 1.6.3 Work with Public Housing Authorities (PHA): -Ensure that all staff have a basic knowledge of how to prevent eviction and connect clients to housing resources; -Consider all who are doubled up as at risk of homelessness; -Have a formal system of interagency communication when there is a risk of homelessness.</p>	<p>RICH</p>	<p>RICH, Legal Services, DHS, CAP agencies, PHAs, community development corporations</p>	<p>Public Housing Authorities are working with community based agencies to prevent eviction.  Communication occurs between agencies in time to prevent eviction</p>	<p>Training of PHAs planned  Training implemented  Communication plan in place</p>	<p>6/05  12/05  12/05</p>
<p>Strategy 1.7 Engage Broader Community to Promote Solutions to Chronic Homelessness</p>	<p>Action 1.7.1 Communicate work of Policy Academy to homeless provider community to engage them in solutions to ending chronic homelessness</p>	<p>Noreen Shawcross</p>	<p>RICH staff</p>	<p>Homeless providers understand Policy Academy and Interagency Council goals and support their implementation</p>	<p>Letter sent  Presentation and follow up meetings held</p>	<p>1/31/04  9/04</p>
	<p>Action 1.7.2 Present Action Plan to End Chronic Homelessness to legislators, business leaders, religious leaders, and others</p>	<p>Noreen Shawcross</p>	<p>RI State Council of Churches, RI Coalition staff, CSH Initiatives</p>	<p>Community understands Policy Academy Plan and Interagency Council goals</p>	<p>Letters sent  Testimony at Legislative Hearings</p>	<p>6/30/04</p>

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	Action 1.7.3 Recruit high-level involvement from RI Hospital/Lifespan to support research and Action Plan	Anne Nolan	Anne Nolan	RI Hospital participates in Action Plan, providing information on high needs homeless patients for research purposes, working with community on discharge and health care plans for chronically homeless persons.	Contacted officials at RI Hospital  Sent names for research information  Invite to participate in policy work on ending chronic homelessness	12/03  12/03
	Action 1.7.4 Engage state and local leadership	Noreen Shawcross	RICH, Housing Network, RI State Council of Churches, SHAC	Housing, Homeless advocates support plan to end homelessness and promote it publicly	"Housing Works!" begins  RICH public education plan on supportive housing	4/04 and ongoing  4/05
Strategy 1.8 Ensure ongoing involvement of homeless/formerly homeless persons in process	Action 1.8.1 Present Action Plan to homeless/formerly homeless persons through PEOPLE	Eric Hirsch	People to End Homelessness	Improved communication between homeless consumers and advocates/planners, and input from experience into plans	Present information on Action Plan to consumers and receive their input	1/14/04
	Action 1.8.2 Provide transportation, information and other necessary supports to homeless/formerly homeless persons to facilitate their ongoing involvement in implementation of the Action Plan and Office of Homelessness	Eric Hirsch	People to End Homelessness, RICH, OHSEA staff	Ongoing input from homeless/formerly homeless persons in state planning processes regarding homelessness	Consistent participation of 2 or more homeless/formerly homeless persons in OHSEA meetings	2/05
Strategy 1.9 Establish an ongoing mechanism for day-to-day follow-through on Action Plan items	Action 1.9.1 Managers assume responsibility for assigned Action Steps; communicate regularly on progress with implementer(s); and report quarterly to the OHSEA staff. Policy Academy team is available to meet as a special OHSEA workgroup as needed	Susan Baxter	Managers	Work continues forward on the Action Plan items	Final Action Plan completed  Quartely reports on progress	3/04  Ongoing

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PRIORITY TWO: Promote Economic Benefits of Ending Chronic Homelessness to Gain State and Local Support						
Strateg(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Demonstrate costs of chronic homelessness.	Action 2.1.1 Research the real costs of service use by 50 chronically homeless persons over a 2-3 year period	Arn Lisnoff	Policy Academy Team members Eric Hirsch, Arn Lisnoff, Anne Nolan, Roberta Richman, Susan Bodington, Noreen Shawcross	Identify significant costs associated with chronic homelessness.	1.Small group convened to plan 2.Arn writes up research proposal and pursues Internal Review Board approval; 3.Travelers Aid identifies cohort 5.Anne speaks with Michael Fein about RI Hospital involvement 4.List of 50 goes from Travelers Aid to MHRH, RI Hospital, RI Housing, DHS, DOC for research 6.Noreen and Tanja estimate shelter per diem 7.Travelers Aid matches names with unique identifiers so that information can be collected from the Emergency Shelter Information Project 8. Research complete	Completed 11/5/03 Completed 11/30/03  Completed 9/30/03  Completed 11/7/03  Completed 12/31/03 4/04  Completed 12/31/03  6/04  8/04

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<p>Strategy 2.2          Identify opportunities for fiscal fitness in provision of services</p>	<p>Action 2.2.1          Draft an "economic justification" white paper, framed in terms of fiscal fitness based on the research findings</p>	<p>Arn Lisnoff</p>	<p>Eric Hirsch and Arn Lisnoff</p>	<p>Research will provide economic justification for expenditures to end chronic homelessness</p>	<p>Paper completed           Presentation of findings to Interagency Council</p>	<p>10/04           11/04</p>
	<p>Action 2.2.2          OHSEA proposes system changes to Interagency Council based on research findings</p>	<p>Arn Lisnoff</p>	<p>OHSEA</p>	<p>Policy and systems will be impacted to the benefit of chronically homeless</p>	<p>Recommendations developed           Presentation to Interagency Council</p>	<p>2/05           2/05</p>
<p>Strategy 2.3          Disseminate cost-benefit information to state and local decision-makers</p>	<p>Action 2.3.1          Present findings to Interagency Council, OHSEA, community leaders, and elected officials</p>	<p>OHSEA</p>	<p>Susan Baxter and Noreen Shawcross</p>	<p>Shared understanding of costs of chronic homelessness</p>	<p>Develop summary           Present/distribute findings</p>	<p>12/04           3/05</p>

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PRIORITY THREE: Identify, Outreach, and Engage Long-Term Homeless Population						
Strategy (-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 3.1 Utilize the Homeless Management Information System (HMIS).	Action 3.1.1 Periodically report on the progress of the implementation of the HMIS system.	Noreen Shawcross	HMIS Steering Committee and staff	HMIS will document services/identify gaps	Monthly reports to Office of Homelessness	Ongoing
Strategy 3.2 Match data sets of corrections, mental health, hospitals (esp. emergency rooms), and shelters to determine utilization of high-cost services.	Action 3.2.1 Develop common definition of chronic homelessness, including what this means for families.	Janice Elliott	Policy Academy Team	Definition adopted		Completed 12/11/03
	Action 3.2.2 Work with state director of Information Technology to establish an ongoing system to identify high service users through state department databases	Arn Lisnoff	Arn Lisnoff with assistance from Eric Hirsch and Don Larsen		1.Meeting between Arn, Eric, and Don on HMIS system 2.Meeting with Tom Collins on long term coordination 3. Ongoing mechanism for data sharing in place	Completed 11/03  Completed 12/31/03  By 6/05

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<p>Strategy 3.3          Identify client-centered Outreach and Engagement for chronically homeless person</p>	<p>Action 3.3.1          -Build upon ACCESS process to link existing outreach and engagement providers to discharge planners in state departments          -Document capacity of current outreach and engagement efforts: ACCESS, Providence Center, PEOPLE, Veterans Action Center, as well as major service providers; identify any duplication or excess capacity          -Identify situations of persons not currently being engaged          -In cooperation with homeless and formerly homeless persons, determine gap between resources and needs and identify resources/plan to fill in gaps          -Link chronically homeless persons to organizations with housing resources</p>	<p>OHSEA/ACCESS</p>	<p>Service Providers including: ACCESS, PEOPLE, Providence Center, and DOC, MHRH, DCYF, etc.</p>	<p>All persons experiencing long-term homelessness are receiving outreach and engagement services, in anticipation of receiving housing as soon as units are available</p>	<p>-Committee is formed and begins to meet          -Discussions begin between outreach and engagement providers and state departments          -Long term homeless are matched with available or planned housing units through provider agencies</p>	<p>6/04          9/04          Ongoing</p>
<p>Strategy 3.4          Identify policy and procedural changes that present barriers to engagement of chronically homeless persons</p>	<p>Action 3.4.1          Develop an ongoing process for review of issues identified through outreach, engagement, and case-coordination work, and make service policy recommendations to Interagency Council to improve outcomes for persons experiencing chronic homelessness</p>	<p>OSHEA co-chairs</p>	<p>OHSEA</p>	<p>A process exists for bringing information from the field to the state for consideration and translation into policy recommendations          Providers and homeless/formerly homeless persons know that issues can be brought to the OHSEA for action</p>	<p>-Office of Homelessness structure is reviewed to include this activity          -Information is communicated to homeless organizations on the OHSEA purpose and schedule (see Strategy 1.8)</p>	<p>6/04          8/04 and ongoing quarterly</p>

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	Action 3.4.2 Review agency and departmental policies and procedures to identify barriers to ending chronic homelessness and make service policy recommendations to Interagency Council	OHSEA co-chairs	OHSEA	Agency policies and procedures that cause barriers to ending homelessness are identified, and recommendations to address them are developed.	Workgroup convened to obtain and review policies and procedures from state and provider agencies	1/05
Strategy 3.5 Implement client-centered Outreach and Engagement Plans for identified chronically homeless persons	Action 3.5.1 -Monitor progress of ACCESS, Providence Center, and other existing efforts to engage chronically homeless population	OHSEA	OHSEA through Continuum of Care funding	All persons experiencing long-term homelessness are receiving outreach and engagement services in preparation for move to housing units as they become available	Documentation of numbers served being provided to OSHEA	12/05 and ongoing
Strategy 3.6 Assess the special needs of Homeless Families	3.6.1 Develop a specific action plan to meet the special needs of families experiencing long-term homelessness	Susan Bodington, Noreen Shawcross	OHSEA Staff and representatives from Travelers Aid, DCYF, DHS	Unique and unmet needs of chronically homeless families, and an addendum to this Action Plan with specific strategies and action steps has been approved by the OHSEA	-Identify work team -Identify unique issues of families experiencing chronic homelessness -Propose plan to OHSEA	8/04  8/04  12/04

PRIORITY FOUR: Increase Access to Mainstream Services						
Strategy (-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.1 Prioritize the use of mainstream services in health care	Action 4.1.1 Investigate adoption of SSI homeless enrollment project similar to the one in Maryland.	Jay Burdick	Providence SSA Office through DHS in conjunction with ACCESS RI, Thundermist, TA, Providence Center, or appropriate partners	-Shared understanding of the project and the expert group who can/will enroll -Agreement with SSA to accept presumptive eligibility -Presumptive Eligibility determination by project group -All chronically homeless persons meeting SSI eligibility criteria will be enrolled	-Technical assistance for stakeholders(O RS, DDU, ACCESS, Project Hope, etc, MHRH -DHS convenes project group -95% plus success rate	9/04  5/04  9/06
	Action 4.1.2. Prioritize people experiencing long-term homelessness for mainstream health resources	Noreen Shawcross	State departments after state policy is implemented	Homeless will receive needed resources in expedited fashion	State policy issued	2/04
	Action 4.1.3 In addition to Health Care for the Homeless services, develop a mechanism for serving the uninsured and/or identifying resources for uncompensated care	Noreen Shawcross	Interagency Council	Additional resources available for health care for uninsured homeless	State agency funds identified for care of uninsured	6/06

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<p>Strategy 4.2          Prioritize the use of mainstream services in employment and training (Ticket to Work, Medicaid Infrastructure, SSI)</p>	<p>Action 4.2.1          Develop a plan for utilizing mainstream education, employment and training services to the benefit of the long-term homeless</p>	<p>Jay Burdick</p>	<p>OHSEA representatives concerned with education, employment, and training</p>	<p>Mainstream education and employment/training resources (WIA, RIDE, etc.) are assisting persons experiencing chronic homelessness</p>	<p>Committee begins to work on education, training, and employment issues           Plan in place</p>	<p>1/04           2/05</p>
<p>Strategy 4.3          Recommend policy to reshape systems for the benefit of people experiencing long-term homelessness</p>	<p>Action 4.3.1          Translate field knowledge and lessons learned into Policy recommendations</p>	<p>OHSEA Co-Chairs</p>	<p>OHSEA</p>	<p>Identify process for translating issues raised by case-conferencing and needs of homeless persons and organizations into policy recommendations</p>	<p>Known system is in place for moving problems/barriers identified in the field to policy recommendations and action</p>	<p>6/04 and ongoing</p>
	<p>Action 4.3.2 Provide technical assistance on best practices for Interagency Council</p>	<p>Interagency Council</p>	<p>Staff with trainers as needed</p>	<p>State departments are familiar with best practices in preventing and ending chronic homelessness</p>	<p>Presentation begin with implementation of Technical Assistance plan (see Priority 9)</p>	<p>5/04</p>
<p>Strategy 4.4.          Engage state and local leadership of treatment and services programs</p>	<p>Action 4.4.1          Organize a state-wide event to engage state providers in action plan.</p>	<p>Janice Elliott/Noreen Shawcross</p>	<p>State Departments, CSH, HRC, RICH, RICCMHO</p>	<p>Unified effort for supportive housing</p>	<p>Plan of Action Endorsed by all</p>	<p>12/04</p>

Strategy 4.5 Besides housing, concentrate efforts for improved efforts in healthcare for the homeless.	Action 4.5.1 Assist all homeless clients who apply for SSI and Medicaid coverage by assigning a medical provider or other case manager to assist and advocate for them at the Disability Determination Review. Ensure outreach to the shelters and chronically homeless population to ensure Medicaid enrollment	Jay Burdick	DHS and shelter, outreach staff	All chronically homeless persons meeting Medicaid or SSI eligibility criteria will be enrolled (see Action 4.1.1 above)	Improved acceptance rate and increase in number of chronically homeless with benefits	12/05
	Action 4.5.2 Engage the Department of Human Services and/or Social Security Administration to track separately those homeless people who are denied coverage.	Jay Burdick	Department of Human Services with the Social Security Administration	To identify population being denied SSI or medical assistance  Over time, homeless should be on SSI or able to work	Agreement between DHS or the Interagency Council and SSA	1/05

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PRIORITY FIVE: Create A Coordinated, Seamless Social Service System Of Care Including Prevention And Client-Centered Case-Conferencing. Coordinated services will include social services, income supports, jobs, and education.						
Strategy (-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 5.1 Develop and document model case coordination strategies in cooperation with people experiencing long-term homelessness	Action 5.1.1 Ensure that the ACCESS philosophy and necessary assessments, intake, and outreach protocols are defined and documented	Noreen Shawcross	Sue Sherwood and ACCESS Steering Committee	Field tested protocols and lessons learned for benefit of state	1.Initial meeting with RICH and MHA	Completed 12/2/03
					2.Convene ACCESS Advisory Committee (include input from DHS, DCYF, CASP, Mobile Treatment Teams, homeless providers as needed)	4/04
					3.Draft written materials: -assessment -intake -outreach and engagement -intensive case management -case coordination	10/04
					4.Finalize written materials	12/04
					5.Revise materials based on further project learning	6/05
Strategy 5.2  Begin to pilot case-coordination model with active participation of persons experiencing long-term homelessness	Action 5.2.1 Have staff of Travelers Aid identify 50-60 persons experiencing long-term homelessness	Anne Nolan	Travelers Aid staff	Identify service usage by these persons (Priority 2)	Persons identified and information transmitted confidentially to researches	Completed 11/03

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	Action 5.2.2 Document case conferencing effort on behalf of 50 chronically homeless clients	Anne Nolan	Travelers Aid Staff	Documentation of practice needs, resource needs, and issues involved in case conferencing	Case Conferencing and documentation underway	9/04
Strategy 5.3 Develop and conduct targeted trainings for decision-makers and provider staff on coordinating services in a client-centered, cross-agency team approach.	Action 5.3.1 Adopt common philosophy and protocols of working together and with the client.	Noreen Shawcross	RI Council of Community Mental Health Organizations (RICCMHO) with Travelers Aid, and ACCESS RI	Defined and documented philosophy of case coordination exists for the benefit of people experiencing long-term homelessness	1. Access/RICH meeting to initiate  2. Office of Homelessness & Emergency Assistance adopts philosophy and Protocols	Completed 12/2/03  6/05
	Action 5.3.2 Orient decision-makers at state and agency-level on the above	Noreen Shawcross	RICCMHO with RICH and ACCESS RI	Common understanding and shared philosophy of case coordination across state	RI State Policy Academy and/or specific training	6/05
	Action 5.3.3 Train staff serving long-term homeless on client-centered, case coordination philosophy and protocols on an ongoing basis	Noreen Shawcross	RICCMHO with RICH and ACCESS RI	Coordination across agencies/systems to the benefit of people experiencing long-term homelessness	1. Plan training 2. Implement	10/04  6/05
	Action 5.3.4 Add a field to HMIS on "how long homeless"	Noreen Shawcross	HMIS project staff	HMIS system provides aggregate information on long-term homelessness	Add field to HMIS	Completed: 9/03

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PRIORITY SIX: Move 100 Chronically Homeless Persons into Existing Supportive Housing						
Strateg(ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
Strategy 6.1 Place 100 chronically homeless individuals/families into supportive housing within the next two years	Action 6.1.1 -Present Action Plan to directors and case managers of homeless, housing organization and engage providers in solving chronic homelessness  -Refer persons experiencing long-term homelessness to current housing	Susan Bodington	OHSEA: Michelle Malloy (Directory). ACCESS, etc.	Statewide effort to identify units for people experiencing chronic homelessness  -Identify appropriate permanent supportive housing units (CSH Directory)  -Link chronically homeless persons with: -Section 8 waiting lists and necessary mobile social services - Neighborhood Opportunities Program Permanent Supportive Housing units -Service agencies providing supportive housing	-Identified long-term homeless on Section 8 voucher waiting lists;continue to provide information on openings  Identified long-term homeless persons referred to permanent supportive housing units	8/04  Directory complete by 6/1/04  Begin 6/04 and ongoing



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	Assistance					
	Action 6.2.2 Support partnerships between PHAs and nonprofits to develop permanent supportive housing	Noreen Shawcross, Michelle Malloy	Michelle Malloy	Projects proposed  Woonsocket maintains homeless preference and utilize preferences to benefit of target population	Proposals from: Portsmouth, Narragansett/Westerly, Woonsocket, Providence	Completed 1/04
	Action 6.2.3 Memorandums Of Agreements regarding housing and service provision for homeless	Noreen Shawcross	Robert McDonough, DHS	Dept. of Human Services/Directors of Public Housing Authorities effort to develop a Memorandum of Understanding	Completed and signed Memoranda	12/04
	Action 6.2.4 Linking specialized supportive services programs with housing (ex-offenders, disabled, families)	Michelle Malloy	Michelle Malloy	Social service providers and housing developers are collaborating to house chronically homeless	One Step Beyond Institutes	4/04 and ongoing
	Action 6.2.5. Offer training on homelessness and corrections system issues	Roberta Richman/Noreen Shawcross/ Michelle Malloy	RIDOC Prison Reentry Steering Committee	Prisoner reentry into homelessness is greatly	Coordination between DOC and community is established	12/04

Priority 7: Establish a collaborative interagency initiative to finance the production of permanent supportive housing						
Strategies	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date

	<p>Action 7.1.1          Undertake a pilot program with technical assistance from CSH to develop model housing for chronically homeless people.          1. Establish a supportive housing and technical assistance working group.</p> <p>2. Engage agencies to develop project concept, including identification of:</p> <ul style="list-style-type: none"> <li>a. target population to be served</li> <li>b. guiding principles of the supportive housing to be created</li> <li>c. short and long range production goals</li> <li>d. housing approaches</li> <li>e. core agency partners</li> <li>f. integrated and collaborative service strategies</li> <li>g. funding needs (services, operating, and capital)</li> <li>h. funding sources to target (existing and new, mainstream and targeted, public and private sector)</li> <li>i. plan for addressing capacity building and predevelopment needs of potential project sponsors</li> <li>j. roles of partners</li> <li>k. implementation roll-out and timeline</li> </ul> <p>3. Secure buy-in of agency and executive branch leadership to project concept and plan          4. Assemble and secure start-up funding          5. Develop Interagency MOU          6. RFP/RFQ for agencies to apply for initial funding</p>	<p>Janice Elliott</p>	<p>Office of Homelessness Services and Emergency Assistance</p>	<p>Provide model supportive housing for long-term homeless population</p>	<p>Working Group Assembled</p> <p>Project Concept</p> <p>Agency Leadership Endorsement of Project Concept and Plan</p> <p>Secure Start-up Funding</p> <p>Develop Interagency MOU</p> <p>RFP/RFQ for agencies to apply for initial funding</p>	<p>By 6/1/04</p> <p>By 7/1/04</p> <p>By 9/1/04</p> <p>By 7/1/05</p> <p>By 7/1/05</p> <p>By 9/1/05</p>
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	<p>Action 7.1.2          Within the pilot, include units for households that are experiencing chronic homelessness, including people with special needs leaving institutional care (prisons, substance abuse treatment, hospitals).</p>	Janice Elliott	OHSEA	Pilot permanent supportive housing proposal includes units for persons experiencing or at risk of chronic homelessness	The plan adopted for the pilot program specifies a minimum number of units for the chronically homeless	7/04
	<p>Action 7.1.3          Provide trainings and technical assistance to nonprofit housing and service providers to enhance their capacity to serve chronically homeless people in supportive housing and to create supportive housing approaches that will effectively meet the needs of this population.</p>	Michelle Malloy	Corporation for Supportive Housing	<p>One Step Beyond Supportive Housing Development Institute – participation by at least 3 RI teams per year (2004, 2005)</p> <p>Participation by at least 30 providers/year in CSH workshops</p> <p>CSH individualized technical assistance to at least 5 nonprofits not part of One Step Beyond</p> <p>Participation by at least 20 providers in CSH-sponsored tours of supportive housing sites</p>	<p>One Step Beyond Institute 2004</p> <p>One Step Beyond Institute 2005</p> <p>3 workshops – 2004</p> <p>3 workshops – 2005</p> <p>Individual technical assistance</p> <p>3 tours – 2004</p> <p>3 tours - 2005</p>	<p>March-November 04</p> <p>March-November 05</p> <p>April, June, September, 05 and 05</p> <p>Ongoing</p> <p>March, Sept 04</p> <p>March, June, Sept, 05</p>

PRIORITY EIGHT: Measure Outcomes						
Strategy (-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 8.1  On a quarterly basis, monitor progress of Policy Academy Action Plan to end Long-Term Homelessness in meeting approved benchmarks and completion dates.	Action 8.1.1  Ensure that benchmarks and completion dates are clearly articulated and measureable	Policy Academy Co-Chairs (Noreen Shawcross and Susan Bodington)	Tanja Kubas-Meyer and Darlene Price	I Plan to End Chronic Homelessness is finalized and approved	Plan is finalized and submitted to Washington	4/04
	Action 8.1.2  Hold quarterly meetings of Policy Academy Team managers to monitor progress and address implementation issues	Policy Academy Co-Chairs	Darlene Price	Implementation of the Plan to End Chronic Homelessness is underway	Schedule quarterly meetings	Quarterly beginning 6/04
	Action 8.1.3  Revise benchmarks and completion dates as necessary	Policy Academy Co-Chairs	Darlene Price	Plan remains a realistic and useful document	Quarterly revision	Quarterly beginning 6/04
Strategy 8.2 Strengthen use of Performance Measures to evaluate provider agency performance in ending chronic homelessness	Action 8.2.1 Review performance measures in SHP and Shelter Plus Care applications and recommend standardized measures to evaluate grantee progress in ending chronic homelessness  Identify performance measures regarding ending chronic homelessness for implementation with DHS-funded shelter and housing providers	OHSEA	OHSEA	Standardized expectations of program outcomes and prioritize efforts to end chronic homelessness	Committee convened to review SHP/S+C measures  Define standard measures for shelter, and transitional housing providers	8/05  3/06 for state contracts

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<p>Strategy 8.3 Integrate evaluation of the Blueprint to End Homelessness, Continuum of Care, and the Policy Academy Action Plan to End Long-Term Homelessness</p>	<p>Action 8.3.1 Appoint a team to review all three of these documents and devise tools to measure progress in a coordinated fashion:</p>	<p>Office of Homelessness Services Co-Chairs</p>	<p>Darlene Price and a committee to be determined</p>	<p>Coordinated assessment of progress in ending homelessness, especially long-term homelessness</p>	<p>Committee convened  Annual Reports issued</p>	<p>9/04  First Report 6/05</p>
<p>Strategy 8.4 In keeping with Strategy 1.2, fully assess the impact of the Policy Academy Action Plan to End Long-term Homelessness on an annual basis, with particular attention to Years 2 and 5</p>	<p>Action 8.4.1 Utilize data from the HMIS, Continuum of Care/ HUD Annual Progress Reports, Policy Academy Data Sharing, Policy Academy Cost-benefit Analysis, Neighborhood Opportunities Program, etc. to assess impact of the Plan on: *Stabilization of Population in Housing *Supportive Housing Development *Mainstream Service Utilization *Corrections Involvement *Health Care System</p>	<p>Policy Academy Co-Chairs</p>	<p>Darlene Price and a committee to be determined</p>	<p>Annual assessment of progress and impact of the Action Plan to End Long-Term Homelessness</p>	<p>Committee convened  Annual Reports issued</p>	<p>9/04  First Report 4/05</p>
<p>Strategy 8.5 Ensure accountability to the Office of Homelessness Services and Emergency Assistance and the RI Interagency Council on Homelessness</p>	<p>Action 8.5.1 Provide biannual written progress reports to the Office of Homelessness Services and Emergency Assistance and the Interagency Council on Homelessness</p>	<p>Policy Academy Co-Chairs</p>	<p>Darlene Price</p>	<p>OHSEA and Interagency Council are up to date on overall progress on plan</p>	<p>Reports begin</p>	<p>Ongoing beginning 6/05</p>

PRIORITY NINE: Enlist Policy Academy Technical Assistance to Support the Implementation Process.						
Strategy (-ies)	Action(s)	Manager	Implementer-	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 9.1 Identify areas of need for technical assistance	Action 9.1.1 Survey policy academy membership	Noreen Shawcross	Tanja Kubas-Meyer	Identify five common priorities	Survey sent and results compiled	Completed 12/11/03
Strategy 9.2 Implement Technical Assistance in Priority Areas:  Housing First SSI Presumptive Eligibility & Medicaid Eligibility Discharge Planning Case Conferencing	Action 9.2.1 Send written plan to national Policy Academy for funding and approval	Noreen Shawcross	Tanja Kubas-Meyer and Noreen Shawcross	Technical Assistance Plan articulated to meet state needs	Plan completed and sent to Washington	Completed 4/9/04
	Action 9.2.2 Begin to implement plan as outlined with stakeholders	Policy Academy Co-Chairs Noreen Shawcross and Susan Bodington	Darlene Price	Technical Assistance underway	Approval and funding received	5/04