10-Year Plan to Respond to Homelessness

Rock Hill/
York County,
South Carolina

ROCKHILL
SOUTH CAROLINA

United Way
United Way of York County, SC

Pathways
to
Housing
York County's Response
to Homelessness
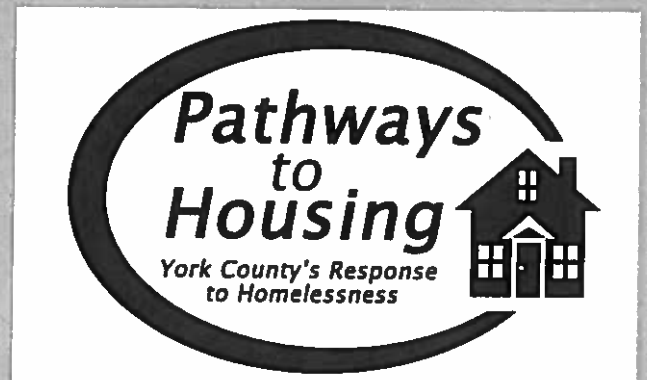
Thank you

The Pathways to Housing Plan would not have been possible without the contributions and support of many people. To each, we extend our sincere thanks.

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ROCKHILL
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United Way
United Way of York County, SC

Catawba Area Coalition for the Homeless

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To Our Community:

First and foremost, we would like to thank the Rock Hill City Council members for their forward thinking and progressive action in their unanimous support of identifying solutions to this community issue. We thank the United Way of York County, SC Board of Directors for their leadership in setting a community impact agenda that targets specific community issues and seeks to create long-lasting changes.

We would also like to extend a special thanks to all the individuals and organizations who have supported this project. Over 350 community members, including some who had experienced homelessness, participated in our focus groups, summits, and workshops to help us develop a strong foundation for the assessment and development of this plan.

We appreciate all of the input from our local service providers who helped us test ideas, evaluate data, and share their ideas for future planning. Many individuals completed surveys sharing their thoughts and extended our reach into the community. To those community partners who hosted summits, or helped with group facilitation, and to our community leaders who shared existing data or served as key informants about various issues, we thank you. With your help, this document has evolved over time to represent our best efforts on this issue and shape our future work.

Pathways to Housing Steering Committee

Letter from Leadership

To the People of York County:

Like many communities across the nation, York County has struggled in its efforts to help those who are homeless. While we have many worthwhile services and supports, our current shelter housing inventory does not meet the needs of the growing number of homeless families and individuals. Many long-term homeless individuals are disabled by mental or physical illness or substance addictions, and most utilize large amounts of public and private crisis care services, including emergency rooms, mental health facilities, police time and jails, without achieving housing or personal stability. They utilize disproportionate amounts of resources yet do not move out of homelessness.

This year, our community began a process of studying York County's current system of services and housing with the goal of bridging the gaps to create a more efficient, effective, and collaborative way to help those who are homeless.

The process of developing a long range plan to respond to the issue of homelessness in York County, South Carolina, has moved forward with a strong commitment to collaboration by numerous community members. The concept of community development of a 10-Year Plan on Homelessness has been championed nationally by private advocacy groups and governmental organizations, most notably the United States Interagency Council on Homelessness (USICH), which includes all major U.S. governmental departments. A Steering Committee, comprised of key community stakeholders, has spearheaded the process.

One key factor driving the development of the plan has been the determination to hear and incorporate into the process the stories of those affected by homelessness. The Steering Committee acted with intention to reach out to the broader community in many ways.

A local Homeless Summit was held at City Hall on March 26, 2009, to officially kick-off public participation in the process. The Summit meeting was addressed by the Honorable Terry M. Bellamy, Mayor of the City of Asheville, NC, and Mr. Steve Berg, Vice President for Programs and Policy with the National Alliance to End Homelessness. Both speakers underscored the importance of a long range plan to take disciplined, directed action on the issues, and also congratulated York County on undertaking the process to address homelessness. Over 75 community members attended this event.

A forum for Faith-Based organizations was held on May 5, 2009, to gather and share information on issues identified by churches and houses of worship and ways their groups

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Letter from Leadership

are represented as part of the solution to homelessness in other communities. 60 churches participated in this event.

Numerous individual and group meetings have also taken place with providers of services and advocates for the homeless to gather and share information, including members of the Catawba Area Coalition for the Homeless. Community surveys were also distributed through community meetings and agencies. We polled and listened to many stakeholders regarding this issue including our local school districts, police, emergency responders, emergency room staff, substance abuse agencies, mental health professionals, social workers, and housing authorities.

The Steering Committee has reviewed information gathered during these meetings, made site visits to community housing and services, and applied national best practice models to develop strategies to utilize community assets to meet our identified needs.

This report represents the end of our initial planning phase. We have learned that the most successful approaches in other communities have been based on helping individuals and families move rapidly to stable, long-term housing, which in turn, decreases their usage of existing resources and makes those resources more available to assist other community members. Our plan builds on the evidence-based practices that are proving successful in other communities. The plan lays out specific recommendations for increasing our inventory of housing and for building our community's capacity to collaborate in providing supportive services. It provides a structural framework and projected budget for implementation of these recommendations.

Building on successful models of community action and partnership, we can make a commitment to a new, evidence-based approach of ensuring that homeless community members are quickly re-housed and receiving the services and support they need to remain in their homes.

On behalf of the York County Steering Committee on Homelessness, we present this plan to you and invite you to be a part of the ongoing response to homelessness in our community.

Lora Holladay, Co-Chair, Steering Committee
Community Outreach Coordinator
United Way of York County, SC

Ray Koterba, Co-Chair, Steering Committee
Director of Housing & Neighborhood Services,
City of Rock Hill

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Executive Summary

In January 2009, our HUD Point in Time count of homeless persons, 236 persons in York County were identified as living in emergency shelter, transitional housing, or without shelter. During the 2008-2009 school year, 405 students in York County schools were documented as lacking a fixed, regular nighttime residence, many of them doubled up with other families, precariously housed, or in hotels. These counts are based on different federal definitions of homelessness, but they indicate the extensive nature of the problem many families and individuals are facing on a day to day basis.

This plan is targeted toward helping homeless persons in our community rapidly achieve stability in housing. Our plan builds on evidence-based practices that are proving successful in cities such as Columbia, South Carolina; Raleigh, North Carolina; Greensboro, North Carolina; and many other communities.

The identified needs and our recommended response strategies are summarized below:

Objective 1: Prevention
Prevent families and individuals from becoming homeless through targeted education to at-risk areas of the community, and through coordinated discharge planning from local institutions.

Identified Need: Prevention/education to prevent homelessness.

Response: Provide a system of targeted education to prevent homelessness.

- Develop a system of address collection and Geographic Information System (GIS) mapping to identify areas of need. Using aggregate data that identify risk factors, use GIS mapping to target high risk neighborhoods in the community.

- Coordinate existing education resources and work through neighborhood associations to provide data on resources to prevent at-risk families or individuals from becoming homeless.

- Create a "Handbook for the Streets" resource guide for community distribution.

Identified Need: Stronger prevention at discharge from institutional settings.

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Executive Summary

Response: Create a model of collaborative discharge planning to prevent individuals from being released directly to the streets from local institutions.

- Meet with local institutions and providers to create a collaborative system for identifying appropriate housing and service options to access for discharge planning

- Implement a pilot program using the collaborative model and services identified.

Objective 2: Community Engagement and Education
Engage and provide educational information to the broader community to increase awareness and understanding of homelessness and develop support for implementation of this initiative.

Identified Need: Community Education on Homelessness.

Response: Develop a system of community engagement and education on homelessness.

- Utilize existing sources to provide education by developing a "Homelessness 101" program to share with community groups.

- Use Project Homeless Connect for outreach by engaging community members as volunteers to meet and work with homeless persons.

The Honorable Doug Echols

Mayor,
City of Rock Hill

"With the development and implementation of this ten year plan, our community now has a strategic process by which to address homelessness in our area."

- Develop landlord outreach (including landlords currently accepting vouchers from the housing authority) to encourage landlords to participate in leasing their properties to homeless families and individuals as part of Housing First and Rapid Re-Housing programs.

- Continue to convene and promote Pathways to Housing trademark events such as the Homeless Summit, Faith-Based Summit, and other community gatherings on homelessness.

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Executive Summary

Objective 3: Single Portal of Entry
Develop a centralized starting place for families and individuals to find assistance in a crisis so that they may be able to retain their current housing or be referred for rapid re-housing or other housing assistance and support services.

Identified Need: Access to a 24/7 single point-of-entry with assessment and placement resources.

Response: Create a single point-of-entry for evaluation and referral.

- Continue and expand outreach through the established seasonal warming center to make referrals to appropriate providers for expanded services.

- Select or develop a physical site to locate the permanent single point-of-entry.

- Design and implement a transportation system for access to the single point-of-entry to ensure that families or individuals in need are able to get to the single point-of-entry.

- Hire staff or contract with an existing community agency to operate the single point-of-entry.

- Establish street outreach to assist in getting those in need to the single point-of-entry.

Objective 4: Support Services
Provide a broad range of coordinated support services to meet the needs of families and individuals, including those in special needs populations, to enable them to obtain and remain in housing.

Identified Need: Coordinated Support Services.

Response: Enhance coordination between service providers, including housing providers, healthcare, police and others and increase capacity to meet the needs of special populations.

- Recruit providers and Faith-Based groups not currently engaged to participate in Catawba Area Coalition for the Homeless (CACH) and 10-Year Plan implementation.

- Create a CACH committee to participate in and report on 10-Year Plan implementation so all providers are informed and engaged.

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- Create a Service Providers Memorandum of Agreement to collaborate through a highly coordinated "No Wrong Door" philosophy.

- Increase the capacity of current non-profit, faith-based and governmental providers to expand services from short-term to permanent housing solutions through training, modeling, and mentoring programs, including programs that build capacity to serve special needs populations.

- Create and sustain an Assertive Community Treatment Team to provide mental health services in York County.

Objective 5: Employment and Income
Ensure that families and individuals have the opportunity to obtain employment and income supports that enable them to afford adequate housing.

Identified Need: Employment Training / Income Obtainment.

Response: Obtain / Sustain Income to support Housing.

- Use models such as Partners in Achieving Independence in Recovery through Self-sufficiency (PAIRS) to develop income assistance through intensive supports with job training, child care, and other support services.

- Reconvene United Way of York County, SC's Workforce Development Impact Team to collaborate on implementation of the 10-year Plan.

- Establish collaborative alliances with the business and education communities to create an Employment Program for homeless persons that provides job readiness and training opportunities to build an established work history.

- Offer accessible and affordable retraining courses to assist homeless people in re-entering the job market.

- Fund and advocate for services that support employment, such as creating additional subsidized childcare openings and expanded public/private transportation options for homeless people returning to job training or employment.

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Executive Summary

- Collaborate with Community Action agency initiatives such as Workforce Investment Act (WIA) and Low Income Home Energy Assistance Program (LIHEAP) to increase family and individual income.

Objective 6: Housing
Ensure that adequate housing and financial assistance is available to rapidly return those who become homeless to housing.

Identified Need: Additional Housing Options.

Response: Identify and develop additional housing options to meet a wide range of needs.

- Begin implementation of the pilot "Homelessness Prevention and Rapid Re-Housing" Program (HPRP) with collaborative partnerships.

- Identify available rental property and work with landlords to utilize existing housing options.

- Develop needed additional emergency, transitional and permanent housing based on outcomes of the pilot and determined availability of other existing resources.

- Develop staffing capacity for permanent supportive housing.

- Develop funding for housing subsidy and staff through creation of York County Housing Alliance Trust Fund.

- Develop funding for housing and services through expanded participation in federal funding including HUD Continuum of Care, Substance Abuse and Mental Health Services Administration, Veterans Affairs, and other available funding to target special needs housing assistance.

Community Conversation: Susan Dean
Executive Director of Pilgrims' Inn

Pilgrims' Inn has been serving the communities of York County for over 25 years. What began as a small church outreach has grown into a non-profit charity with a broad range of programs to help hurting families.

We provide emergency and transitional shelter, as well as subsidized housing services that prevent homelessness by keeping families in their own homes, or emergency services for those who are already without a safe place to live. We also provide important support services such as subsidized day care, counseling, etc.

Pilgrims' Inn has a long history of finding innovative ways to both meet emergency needs and to enable clients to achieve better stability and independence by helping them seek education, job training, and employment as well as affordable housing. There are also programs to help clients access needed health care and mental health care. Although we serve single individuals as well as families, an important focus of all Pilgrims' Inn programs is the protection and nurture of vulnerable children. These children would otherwise be at risk to a large number of potential problems as a result of chronic poverty and homelessness.

Susan Dean

We are so proud that we were selected by HUD to administer York County's pilot program of Rapid Re-Housing. Through this program we will be able to take individuals and families directly from the street or emergency shelter and return them to stable, permanent housing. This three-year grant will also allow us to focus on prevention to keep people in their homes so they will not fall into an episode of homelessness.

"Before we came to Pilgrims' Inn, I had no idea what the future held for me and my children, but it didn't look good. Now, we are about to move into our own apartment, and in a few months I will finish cosmetology school and be able to earn a good living for me and my kids without relying on anyone else. I'm so proud of the barriers I've finally been able to overcome with the help I've received here."

--Michelle McNinch

Local Facts about Homelessness

The baseline number calculated for the number of homeless in this community is calculated primarily on two measurements: The HUD Point in Time Count and the South Carolina Department of Education Homeless Children and Youth Program Data Collection Survey.

Point in Time Count 2009
Every two years the U.S. Department of Housing and Urban Development (HUD) requires communities that receive federal HUD homeless funding to conduct a one-day "count" of people experiencing homelessness during the last two weeks of January. The report offers only a snapshot of homelessness based on the efforts of volunteers and agencies serving homeless people. The report is not intended to be an exact count of the number of homeless people in our community and currently uses a narrow definition of homelessness.

Current HUD definition of "homeless"
- Currently living on the street
- Staying in emergency or transitional shelter
- Living in substandard housing or housing not fit for human habitation, such as housing without running water or electricity
- Temporarily living in a hotel or motel paid by someone else (voucher)
- Temporarily in a hospital or psychiatric hospital that will have nowhere to live upon release

The York County "Count" is done in conjunction with the Midlands Area Consortium for the Homeless (MACH). MACH, a 501 (c) 3 established in 1994, is one of the five homeless con-tinua in the state and covers the 14 counties of: Aiken, Allendale, Bamberg, Barnwell, Calhoun, Chester, Fairfield, Kershaw, Lancaster, Lexington, Newberry, Orangeburg, Richland, and York.

In the 2009 Homeless MACH Count, 1,368 people were identified as homeless using the before mentioned narrow definition. This does not include people who are "doubled-up" or staying in hotels on their own.

The Midlands Area Consortium for the Homeless ranks first in the state for the number of homeless identified under this definition. York County ranks second in this consortium for the number of homeless with a 6% increase since the 2007 HUD Point In Time Count.

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Local Facts about Homelessness

Of these 1,368 people, **236** were located in York County.

Where were they?

- 107 - Emergency Shelter
- 43 - Transitional Housing
- 86 - Unsheltered, including:
  - A building not meant for human habitation
  - Outdoors
  - Car/other vehicle
  - Emergency Room
  - Hotel/motel paid for by voucher

Who were they?

A breakdown of some of these individuals based on local identifiers:

77	Under the age of 17
69	Single Men
66	Victims of Domestic Violence
33	Single Women
25	Identified as having a substance abuse issue
23	Self-reported having a recurring mental illness
13	Veterans

Community Conversation: Peggy Payne
Executive Director of Safe Passage, Inc.

Domestic violence is the immediate cause of homelessness for most women and women with children. Currently, 10/19/2009 we have 20 women and 21 children who are homeless because their home is not safe; two of the women are expecting and are due to deliver any day. All of the people residing in shelter face many obstacles when leaving an abusive relationship; who to tell, who to ask for help, where to go, how long can I/we stay, where will I go when my time in shelter is up, who will watch my children so I can find employment and the list goes on and on and most of the time seems insurmountable. But the main issue that rules their life after deciding to leave is how angry is their abusive partner going to be and will the abuser follow through with one or all of the many threats they have made in the past; deciding to leave is the most dangerous time for a victim and takes a lot of courage.

Since the economy has been on the decline, the number of women and women with children seeking shelter at Safe Passage has increased approximately 36% over the previous year. The number of victim/survivors who are seeking non-residential services has increased approximately 32% over the previous year.

Peggy Payne

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Homeless with Homework

Another measurement of homelessness in a community is the number of students attending school without a fixed, regular, and adequate nighttime residence.

During the 2008-2009 academic school year, **8,728** students in South Carolina were identified under the McKinney-Vento Data Collection Survey through the Department of Education. This number reflects an increase of **18%** from the previous year. Out of the 85 school districts in South Carolina, the four districts in York County reported **405** homeless students. The majority of these students were in grades **1-5.**

The definition of homeless students under the McKinney-Vento Act of 2001 is as follows:
(1) individuals who lack a fixed, regular, and adequate nighttime residence and includes:
(2) children and youth who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;
(3) children and youths who have a primary nighttime residence that is a public or private place not designed for use as regular sleeping accommodations for human beings;
(4) children and youth living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and
(5) migratory children who qualify as homeless for the purpose of this part because children are living in circumstances described in clauses (1) through (4)

Where were these children?
367 - doubled up or precariously housed
 19 - in hotels
 21 - in shelters
 13 - were also identified as unaccompanied youth

According to the National Center on Family Homelessness, the turmoil of being homeless often hinders a child's ability to learn and socialize with others in the classroom setting. Many are plagued by hunger, exhaustion, abuse and insecurity. They have a hard time performing at grade level and are about 50 percent less likely to graduate from high school than their peers.

Consider that, on average, of 100% of our homeless students:
- 41% attend 2 or more schools in an academic year
- 28% attend 3 or more schools in an academic year

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Homeless with Homework

It is estimated that with each school change, a student can be set back academically by an average of four months.

"Homeless children are confronted daily by extremely stressful and traumatic experiences that have profound effects on their cognitive development and ability to learn, " Ellen Bassuk, a Harvard Medical School psychiatry professor and the president of the nonprofit National Center on Family Homelessness. *"They tend to have high rates of developmental delays, learning difficulties and emotional problems as a product of precarious living situations and extreme poverty."*

Community Conversation: Serena Williams
Rock Hill Schools McKinney-Vento Representative

The number of homeless students have increased over the past few years - your thoughts?

We have noticed a significant increase in the number of students moving in and out of school attendance zones during one academic school year. We realized that many of these students stay with relatives or other friends because they have lost their housing because of economic reasons, live in emergency transitional shelters, motels, and are sometimes youth who are unaccompanied by a parent or custodial guardian. The federal McKinney-Vento Homeless Education Act protects the rights of children and youths in homeless situations to attend and succeed in school.

The McKinney-Vento Act applies to children and youths who do not have a fixed, regular, adequate residence.

How is your district responding to these growing needs?

As homeless students are identified, Home School Workers employed by Rock Hill Schools offer continuous case management services in an effort to ensure that student's basic, social, and emotional needs are taken care of so that they can come to school each day, prepared to learn. We work hard at trying to keep homeless students enrolled in one school for the entire school year so no matter how transient the family living situation may be, the child has a stable and secure academic year at school. We work with United Way and many community agencies to provide the best possible support system for homeless students.

Serena Williams

How can the community at large help with this growing need?

Homeless students often need support with basic, social, and emotional needs in order to be successful in school. With the help of the community, we are able to provide resources such school supplies, toiletries, non-perishable food through the Back the Pack program, clothing, and other basic needs items. School Volunteers interested in tutoring and mentoring may assist with academic and emotional support for homeless students. Community members may also donate towards school field trips, athletic programs, or other school extracurricular activities that offer unique learning experiences that Homeless students may not otherwise be able to participate.

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Vision, Mission, Guiding Principles

Vision:
Individuals and families facing homelessness in York County will have access to a coordinated and sustained community-based system of services that will connect them to housing as well as reduce the rate of chronic and episodic homelessness in York County.

Mission:
Pathways to Housing is a new community collaborative working to reduce the rate of chronic and episodic homelessness in York County.

Guiding Principles:
- Commitment to a coordinated, collaborative strategy
- Commitment to a client-centered focus
- Commitment to incorporating best practices (Rapid Re-Housing, Single Portal of Entry)
- Commitment to accountability of implementation
- Commitment to provide a collaborative pathway to housing for every person who is willing to work toward achieving that goal
- Commitment to an implementation process that continually evaluates outcomes, makes necessary changes to target funding to successfully achieve desired outcomes

A New Approach: Maximize Outcomes, Maximize Resources
Homelessness is a problem in every community. Nationally, approximately 1.6 million persons are homeless on any given night, and as many as 2.5 million to 3 million people experience homelessness over the course of a year.

Homelessness can be temporary - due to job loss, domestic violence, or natural disasters - or it can be chronic, usually long term situations linked to challenges such as mental illness, substance abuse, or physical disabilities. Anyone can become homeless, but those in poverty are at the highest risk for homelessness. Those who are disabled are the most likely to remain homeless for very long periods of time.

Historically, the "first responders" to homelessness in most communities were faith-based groups that established emergency shelters, food banks and other crisis response programs. As the need continued to grow, calls began for government assistance. In 1987, Rep. Stewart McKinney (R-Connecticut) and Rep. Bruce Vento (D-Farm Labor, Minnesota) were strong advocates for providing federal help. The subsequent legislation was named in their honor. The McKinney-Vento Act of 1987 provided for federal funding to assist local communities with homelessness. It has been supported by all sitting Presidents and all HUD

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Vision, Mission, Guiding Principles

Secretaries since, and has enjoyed broad bi-partisan support.
For over two decades, federal involvement and academic research has resulted in a new approach to the issue of homelessness.

Research demonstrates that reducing homelessness improves a community's quality of life and social order. It also offers a more fiscally responsible approach than simply allowing the problem to persist. Homelessness often presents as a crisis situation in which individuals access expensive community resources without achieving stability in housing and health.

Studies show that persons without stable housing have more health issues than those with housing; one-third to one-half of the homeless population has a chronic illness, compared to less than one-fourth of the housed population (Zerger, 2002). Mortality rates for homeless persons are three times higher than for housed persons of the same age (O'Connell, 2005). Homeless persons have higher rates of hospitalization and emergency department use than the general population (O'Connell, 1999). A report prepared in 2006 by the New York Department of Homeless Services and Department of Health found that health disparities between the homeless population and the housed population were "huge." For example, new HIV diagnoses among the homeless population were 16 times higher than among the housed population.

Individuals who were homeless at the time of arrest are over-represented in the prison population (Ditton, 1999). Homeless populations have higher rates of former prisoners than the general population (Burt et al, 1999). The association between homelessness and imprisonment is bi-directional: imprisonment disrupts family and community relationships and decreases employment and housing prospects, while homelessness increases the likelihood of arrest and imprisonment (Kushel et al, 2005). There are also linkages between imprison-ment and severity of mental illness and substance abuse in homeless individuals (McGuire, 2004).

When homeless persons use crisis resources repeatedly, the costs can mount exponentially while no positive outcome is achieved. In Reno, police officers tracked the cost to their community in services for one chronically homeless man and found that over a decade, he had cost the community more than one million dollars. The community's considerable investment in this man yielded no return; he died on the streets. One officer stated, "It cost us a million dollars to do nothing about Murray." (This chronically homeless individual, dubbed "Million Dollar Murray" was the subject of a highly publicized New Yorker article by Malcolm Gladwell that highlighted the problems and costs of homelessness.)

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Vision, Mission, Guiding Principles

A 2002 University of Pennsylvania study of homelessness in New York City, the most definitive done to date, tracked 4,679 homeless persons with psychiatric disabilities and a control group with similar psychiatric disabilities over a four year period. The study found that a homeless mentally ill person in New York used an average of $40,449 in public services over the course of a year. When placed in service-enriched housing, the cost in public services decreased by an average of $12,145 per person, per year (Culhane et al, 2002).

In recent years, new and innovative ideas in some cities have dramatically reduced the number of persons remaining homeless by refocusing services around more efficient and effective approaches. Most of these are modeled on the "Rapid Re-Housing" approach, also called "Housing First." This approach emphasizes placing homeless persons in safe, permanent housing as quickly as possible and then ensuring their access to the services necessary to remain housed. Research and applied practice shows that rapid placement into permanent housing with support services delivered in home provides physical and mental stability that assists in resolving other life issues.

Pathways, an organization in New York City, has developed a program of housing and services that achieved an 88% success rate in keeping the homeless successfully housed over the past five years. Since adopting this new approach New York has documented a 13% decrease in chronic homelessness. Other communities which have adopted this approach have also documented dramatic decreases in homelessness. According to data from the U.S. Interagency Council on Homelessness, Denver has shown an 11% decrease; San Francisco a 28% decrease; Portland a 20% decrease, Miami a 30% decrease. Closer to home, Asheville, NC, has shown a 26% decrease.

This year, building on these successes, Congress passed and the President signed the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. This legislation is a re-authorization of the McKinney-Vento Act, based on the Housing First model endorsed by the National Alliance to End Homelessness and the U.S. Interagency Council on Homelessness. The new HEARTH legislation focuses federal funding on Prevention, Diversion and Rapid Re-Housing. Prevention serves a high number of people at risk and is less expensive than other interventions. Diversion serves people who apply for shelter and is more intensive than prevention. Re-Housing is the most intensive level of services. The national goal, stated in the HEARTH act, is to ensure that "families who become homeless return to permanent housing within 30 days."

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Vision, Mission, Guiding Principles

The HEARTH model is illustrated below.

Prevention

Diversion

Rapid Re-Housing
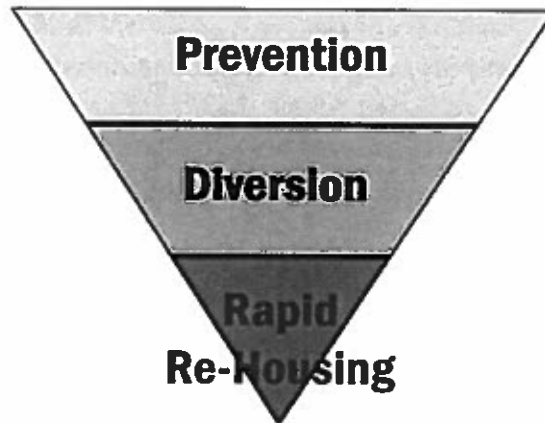
More communities are moving to this new approach. Instead of building additional, larger shelters, they are refocusing their efforts toward prevention, diversion through emergency assistance, and rapidly moving people into permanent housing, providing shallow subsidies and supportive services as needed.

The U.S. Conference of Mayors, National Association of Counties, National League of Cities, and National Governor's Association have all endorsed this concept and encouraged their members to undertake a planning process. Toward that end, our York County Steering Committee members, service providers, and other community members began developing our Ten Year Plan to respond to homelessness in York County.

Community Conversation: Jessica Lynn
Executive Director, The Haven Men's Shelter

As the newly appointed director of The Haven, I am excited to be part of the changes and revitalization within the homeless assistance community in York County.

I see an overwhelming need for increased collaboration and efficiency in helping individuals and families to overcome hardships, regain stability, and achieve a sense of empowerment. Through the Rapid Re-Housing program and other proposed plans, The Haven will be able to offer sustainable housing options to the men we serve. They are truly taking the necessary steps to make positive changes in their lives.

Other "Pathways to Housing" initiatives have been successful across the country and can only serve to enhance the plight of agencies in our community in preventing and addressing the issues of homelessness.

Jessica Lynn

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Objectives, Strategies, Action Steps

Objective 1: Prevention
Prevent families and individuals from becoming homeless through targeted education to at-risk areas of the community, and through coordinated discharge planning from local institutions.

Outcome: A significant reduction in the number of people with identified risk factors who become homeless by 2019.

Identified Need: Prevention/education to prevent homelessness. 405 children and their families have been identified by the school system as being at risk of homelessness due to being doubled up, in substandard housing, in motels, or otherwise precariously housed. Many more are at risk due to low income levels or unemployment. Prevention is better for those at risk and more cost effective for the community than allowing people to become homeless.

Response: Provide a system of targeted education to prevent homelessness. Working with local agencies and school districts, use aggregate data to identify areas of our community that have a high percentage of at-risk residents and work with neighborhood associations to provide education on resources available to assist at-risk families and individuals and prevent homelessness.

Action Steps:
• Develop a system of address collection and Geographic Information System (GIS) mapping to identify areas of need. Using aggregate data that identify risk factors, use GIS mapping to target high risk neighborhoods in the community.

  Benchmark: High risk areas are identified by GIS.

• Coordinate existing education resources and work through neighborhood associations to provide data on resources to prevent at-risk families or individuals from becoming homeless.

  Benchmark: At least thirty neighborhoods have received information.

• Create a "Handbook for the Streets" resource guide for community distribution.

  Benchmark: Guide is completed and ready for distribution.

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Objectives, Strategies, Action Steps

Identified Need: Stronger prevention at discharge from institutional settings such as jails, emergency room, or other public institutions to prevent homelessness.

Response: Create a model of collaborative discharge planning to prevent individuals from being released directly to the streets from local institutions.

Action Steps:
- Meet with local institutions and providers to create a collaborative system for identifying appropriate housing and service options to access for discharge planning

  Benchmark: A model is developed to assist discharge planners to obtain housing and services for individuals being discharged.

- Implement a pilot program using the collaborative model and services identified.

  Benchmark: Pilot program begins.

Objective 2: Community Engagement and Education
Engage and provide educational information to the broader community to increase awareness and understanding of homelessness and develop support for implementation of this initiation.

Outcome: Increase community knowledge of resources to help homeless persons and gain broad support for initiatives targeting homelessness by 2019.

Identified Need: Community Education on Homelessness. Many community members are unfamiliar with homelessness and unaware of the needs and resources in the community related to homelessness.

Response: Develop a system of community engagement and education on homelessness. Develop programs, provide targeted engagement efforts, and continue and promote community events that bring people together around homelessness.

Action Steps:
- Utilize existing sources to provide education by developing a "Homelessness 101" program to share with community groups.

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Objectives, Strategies, Action Steps

Benchmark: Program is developed and community groups are scheduled to receive information.

- Use Project Homeless Connect for outreach by engaging community members as volunteers to meet and work with homeless persons.

  Benchmark: Project Homeless Connect is carried out annually and attendance and volunteering increase.

- Develop landlord outreach (including landlords currently accepting vouchers from the housing authority) to encourage landlords to participate in leasing their properties to homeless families and individuals as part of Housing First and Rapid Re-Housing programs.

- **Benchmark:** Initial meeting is held with potential landlords participating.

- Continue to convene and promote Pathways to Housing trademark events such as the Homeless Summit, Faith-Based Summit, and other community gatherings on homelessness.

- **Benchmark:** At least two large community events are held each year.

Objective 3: Single Portal of Entry

Develop a centralized starting place for families and individuals to find assistance in a crisis so that they may be able to retain their current housing or be referred for rapid re-housing or other housing assistance and support services.

Outcome: Establish a single point-of-entry for homeless families and individuals by end of Phase I, 2012.

Identified Need: Access to a 24/7 single point-of-entry with assessment and placement resources. There is currently no assistance available for families or individuals when crises occur during the evenings (with the exception of those affected by fire/ domestic violence). There is currently no single starting place for families and individuals to go for assistance.

Response: Create a single point-of-entry for evaluation and referral.

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Objectives, Strategies, Action Steps

Create a single starting point for emergency needs that will offer or be connected to a 24/7 system of assessment and placement.

Action Steps:

- Continue and expand outreach through the established seasonal warming center to make referrals to appropriate providers for expanded services.

  Benchmark: Expand seasonal warming center to a year-round point-of-entry.

- Select or develop a physical site to locate the permanent single point-of-entry.

  Benchmark: Site is identified and confirmed as available for operation.

- Design and implement a transportation system for access to the single point-of-entry to ensure that families or individuals in need are able to get to the entry point.

  Benchmark: A transportation system is ready for use.

- Hire staff or contract with an existing community agency to operate the single point-of-entry.

  Benchmark: Staff is hired or agency is contracted and operations begin.

- Establish street outreach to assist in getting those in need to the single point-of-entry.

  Benchmark: Street outreach begins.

Objective 4: Support Services

Provide a broad range of coordinated support services to meet the needs of families and individuals, including those in special needs populations, to enable them to obtain and remain in housing.

Outcome: Providers of services and housing develop a collaborative partnership to provide a full-range of supports to families and individuals, including those with special needs by end of Phase I, 2012.

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Objectives, Strategies, Action Steps

Identified Need: Coordinated Support Services. Existing providers of services and housing are community assets that can meet the need for supportive services but providers indicate that service delivery is fragmented and needs closer coordination. The Point in Time count indicates that 23 self-reported a mental illness, 25 reported a substance abuse issue, 66 were affected by domestic violence, 13 were veterans, and 7 were chronically homeless. These individuals may need specialized services to ensure their ability to obtain and remain in stable housing.

Response: Enhance coordination between service providers, including housing providers, healthcare, police and others to increase capacity to meet the needs of special populations. Enhance and strengthen current collaborations and engage providers not currently involved in a strong collaborative effort to ensure a full and seamless continuum of supportive services. Build capacity to meet special needs.

Action Steps:
- Recruit providers and faith-based groups not currently engaged to participate in CACH and 10-Year Plan implementation.

   Benchmark: At least four new groups engaged.

- Create a CACH committee to participate in and report on 10-Year Plan implementation so all providers are informed and engaged.

   Benchmark: Committee is formed and begins monthly reporting.

- Create a Service Providers Memorandum of Agreement to collaborate through a highly coordinated "No Wrong Door" philosophy.

   Benchmark: Memorandum is signed.

- Increase the capacity of current non-profit, faith-based and governmental providers to expand services from short-term to permanent housing solutions through training, modeling, and mentoring programs, including programs that build capacity to serve special needs populations.

   Benchmark: Boards and staff of major providers of services and housing receive training

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and implement new methods and solutions to grow their established missions.

- Create and sustain an Assertive Community Treatment Team to provide mental health services in York County.

  Benchmark: ACT Team services are provided to persons placed in permanent supportive housing to assist with mental health and substance abuse issues.

Objective 5: Employment and Income
Ensure that families and individuals have the opportunity to obtain employment and income supports that enable them to afford adequate housing.

Outcome: Decrease the number of families and individuals who lose their housing due to lack of adequate income by 2019.

Identified Need: Employment Training / Income Obtainment. Many families and individuals are unable to maintain stable housing because their income is not sufficient. Fair Market Rent according to HUD for a 1-bedroom apartment in York County is $682 a month; a 2-bedroom apartment is $714 a month. Even if a household can afford to pay 50% of their monthly income in rent, they would need an income of more than $16,000 annually to support a one-bedroom rent level. In York County, over 12% of households have less than $15,000 annual income. In Rock Hill, over 16% of households have less than $15,000 annual income.

Response: Obtain and sustain income to support housing need. Provide intensive self-sufficiency support services and strong linkages with employment training, placement and other income supports to enable long-term attainment of stable, sufficient income.

Action Steps:
- Use models such as Partners in Achieving Independence in Recovery through Self-sufficiency (PAIRS) to develop income assistance through intensive supports with job training, child care, and other support services.

  Benchmarks: 80% of families and individuals experiencing homelessness and 60% of those at-risk of homelessness will be offered self-sufficiency programs with similar models.

- Reconvene UWYC Workforce Development Impact Team to collaborate on implementation of the 10-year Plan.

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Objectives, Strategies, Action Steps

Benchmark: Workforce Development is convened and participating.

- Establish collaborative alliances with the business and educational communities to create an Employment Program for homeless persons that provides job readiness and training opportunities to build an established work history.

  Benchmark: Employment Program for homeless persons is launched.

- Offer accessible and affordable retraining courses to assist homeless person in re-entering the job market.

  Benchmark: A minimum of 25 homeless or formerly homeless persons are enrolled in job training corps.

- Fund and advocate for services that support employment, such as creating additional subsidized childcare openings and expanded public/private transportation options for homeless persons returning to job training or employment.

  Benchmark: Affordable transportation is available to 50% of homeless persons returning to job training or employment.

- Collaborate with local Community Action agency initiatives such as Workforce Investment Act (WIA) and Low Income Home Energy Assistance Program (LIHEAP) to increase family and individual income.

  Benchmark: Agencies are collaborating with plan implementation.

Objective 6: Housing
Ensure that adequate housing and financial assistance is available to those who become homeless to rapidly return them to housing.

Outcome: Increase in the number of homeless families and individuals who are able to obtain housing with financial assistance and decrease the amount of time they spend without housing by Phase I, 2012.

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Objectives, Strategies, Action Steps

Identified Need: Additional Housing Options. The latest HUD Point in Time Count of homeless persons in York County showed that there were 236 adults and children in shelters, transitional housing, on the streets, or in other places not meant for human habitation.

Approximately 18% of those counted had disabilities, and 7% (including those with disabilities) were chronically homeless. Those with disabilities are most likely to need permanent housing with supportive services provided to ensure they maintain housing stability (often called "Housing First" because the focus is on providing housing first, then wrapping other supportive services around the person where they are housed). The 82% of those counted who did not have disabilities are likely candidates for Rapid Re-Housing, in which they are assisted with locating permanent housing and provided with shallow subsidies and support services as needed to remain housed.

Response: Identify and develop additional housing options to meet a wide range of needs. Using HUD formulas based on national averages, the number counted suggests there is a need to locate or develop approximately 13 units of short term emergency housing (shelter or transitional housing), approximately 25 units of "Housing First" permanent supportive housing, and approximately 130 units of Rapid Re-Housing permanent housing with shallow subsidies.

Type / number	Short-term housing (emergency/transitional)	Permanent supportive housing for persons with disabilities (Housing First)	Permanent housing for Rapid Rehousing with subsidies / services
Total needed by 2019	10 single units 3 family units	25 single units	130 single units 30 family units
Needed per year 2009 - 2019	1 single unit 1 family unit (first three years only)	2-3 single units	10 single beds 3 family units

The current local unoccupied rate for rental properties was 15% at the time this plan was developed, suggesting potential availability of 225 units, some of which may be appropriate for use to rehouse homeless persons if landlords are willing to accept them.

A pilot "Homelessness Prevention and Rapid Re-Housing" program will be implemented to begin the process of identifying appropriate properties and willing landlords, to create a collaborative housing and supportive services partnership between community stakeholders. This three-year pilot is expected to serve approximately 60 families with Rapid Re-Housing and approximately 200 with Homelessness Prevention emergency financial assistance.

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Objectives, Strategies, Action Steps

Action Steps:

- Begin implementation of the pilot "Homelessness Prevention and Rapid Re-Housing" program (HPRP) with collaborative partnerships.

  Benchmarks: During Phase I, twenty families per year are assisted with re-housing and 65 are assisted with prevention.

- Identify available rental property and work with landlords to utilize existing housing options.

  Benchmarks: Properties are identified and landlords engaged to participate in HPRP.

- Develop needed additional emergency, transitional and permanent housing based on outcomes of the pilot program and determined availability of other existing resources.

  Benchmarks: 2 units of short term (emergency/transitional) housing are identified or developed per year; 2 - 3 units of permanent supportive housing are identified or developed per year; 13 units of permanent housing are identified or developed for Rapid Re-Housing per year.

- Develop staffing capacity for permanent supportive housing.

  Benchmark: Staffing capacity is available.

- Develop funding for housing subsidy and staff through creation of a York County Housing Alliance Trust Fund.

  Benchmark: Fund is established to be administered by United Way of York County, SC.

- Develop funding for housing and services through expanded participation in federal funding including HUD Continuum of Care McKinney-Vento funding, and Substance Abuse and Mental Health Services Administration, Veterans Affairs, and other available funding to target special needs housing assistance.
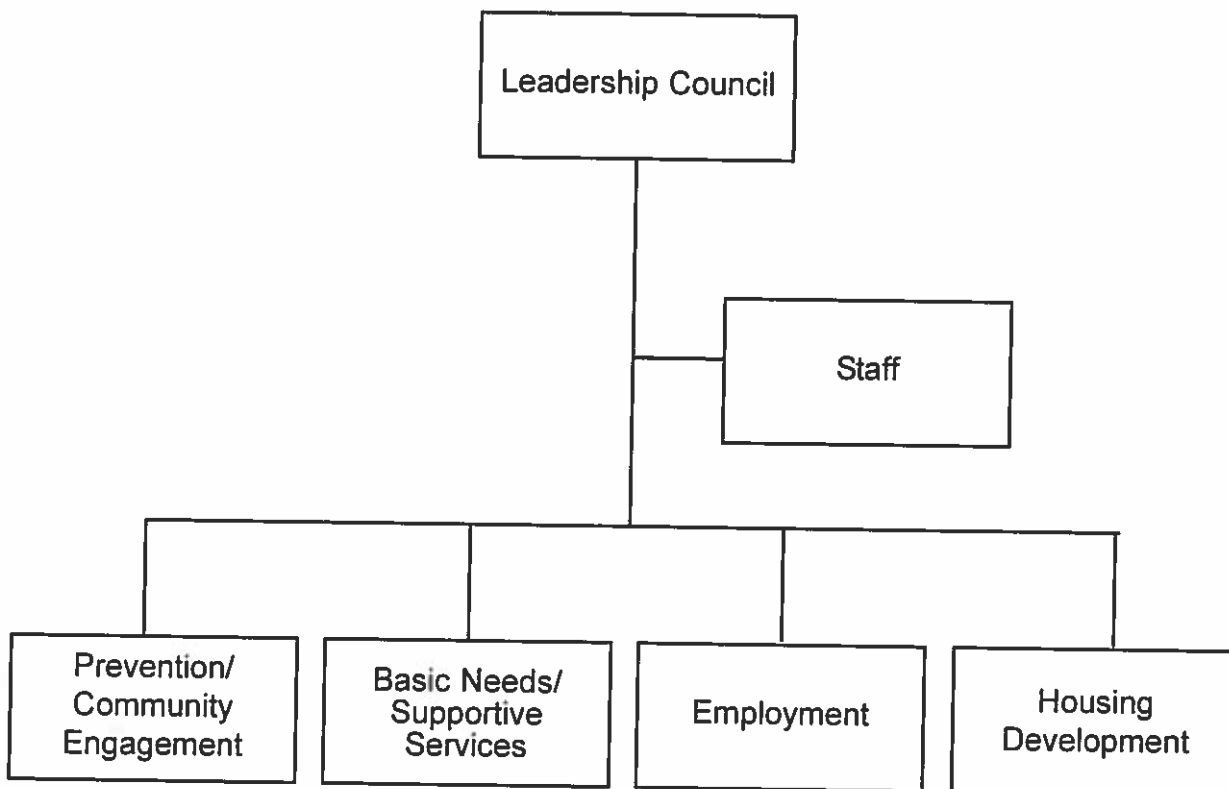
  Benchmark: Establish a multi-year Continuum of Care project in York County.

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Implementation

Public Communications and Evaluation:

The proposed implementation leadership, staffing structure, and budget, as well as plans for public communication and evaluation, will ensure that implementation stays on track.

Leadership and Staffing Structure:

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                    ┌─────────────────────┐
                    │ Leadership Council  │
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                              │
                              │        ┌──────────────┐
                              ├────────│    Staff     │
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  ┌──────────────┐ ┌──────────┐ ┌──────────┐ ┌──────────────┐
  │ Prevention/  │ │Basic Needs│ │Employment│ │   Housing    │
  │  Community   │ │Supportive │ │          │ │ Development  │
  │ Engagement   │ │ Services  │ │          │ │              │
  └──────────────┘ └──────────┘ └──────────┘ └──────────────┘
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Leadership Council: Responsible for oversight of all plan implementation activities. To include representatives of City Council, County Council, United Way of York County, SC, business, major funders, Faith-Based groups, Catawba Area Coalition for the Homeless, chair of each Action Team.

Prevention and Community Engagement Action Team: Responsible for Objectives 1 and 2. To include representatives of the school system, City of Rock Hill, Neighborhood Associations, Rock Hill Police Department, United Way of York County, shelter providers participating in a HPRP pilot program, faith-based groups.

Basic Needs and Supportive Services Action Team: Responsible for Objectives 3 and 4. To include Catawba Area Coalition for the Homeless, United Way of York County, SC's Basic Needs Impact Team, Faith-Based Groups.

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Implementation

Employment and Income Obtainment Action Team: Responsible for Objective 5. To include Workforce Development, WIA.

Housing Development Action Team: Responsible for Objective 6. To include City of Rock Hill, Rock Hill Housing Authority, participants in HPRP pilot, Faith-Based groups.

B. Implementation Budget Phase I: Total Three-Year Costs FY 2009-10 to FY 2012-13

Activity	Funding Awarded	Funding Pending	Funding Needed	Source
Prevention and Rapid Re-Housing Pilot	$555,000	0	0	HUD ARRA Homeless Prevention and Rapid Re-Housing grant through Governor's Office for Economic Opportunity
Permanent Supportive Housing	0	$210,000	0	HUD Continuum of Care Annual Grants - based on York pro-rata (must be matched by in-kind services - often Medicaid, etc.); York County included as CoC bonus project
Plan Implementation Staffing and Resource Costs	0	0	$41,048 first year estimate	

C. Communications Plan

Regular and consistent communications with key stakeholders and the community at large will be a vital part of the implementation strategy, both to share information and to gain continuing community feedback.

The Implementation Team will continue to follow the principle of an open and collaborative process, and will develop a detailed communications plan, incorporating suggestions received during the planning process. Among the strategies anticipated will be:

- Community Report Card: presentation of the benchmarks established in this plan will be incorporated into United Way of York County, SC's Community Report Card.

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- Project Homeless Connect: Project Homeless Connect is a one-stop shop outreach model for delivering services to homeless persons, which was successfully begun in York County in 2009. Public agencies, service providers, businesses, faith communities, and other citizens partnered to bring multiple resources to one location on one day where people can come and find the services that they need. This event not only provides a way to connect with and communicate with homeless persons but also gives community volunteers an opportunity to better understand homelessness and to be a part of the solution.

D. Evaluation and Reporting to the Community

Evaluation will be another key aspect of implementation. Ongoing assessment will provide accountability to the community. This will enable the Implementation Team to adjust and update the plan as needed to improve performance toward objectives. There will be several major components to the evaluation work:

- Use of HMIS. This Internet-based information system is currently implemented by many local providers of housing and services for the homeless. Use of this system will be a part of coordinating agencies into a seamless system for homeless consumers, easing access to housing and services. Participation in the system will also enable better reporting.

- Bi-annual HUD Point in Time Count. The Point in Time Count is an bi-annual, unduplicated count of sheltered and unsheltered homeless individuals and families in York County and serves as a census of the homeless population in the county. Participation by service providers, government and local volunteers will ensure that York County has a representative sample of the homeless population. This count can help establish trends in the rates of homelessness and determine if they are moving in the desired direction.
PLEASE NOTE: *With the passage of the 2009 HEARTH Act the official HUD definition of who is considered homeless could change dramatically and may include persons "doubled up."*

- Community Report Card. A full and complete evaluation process is essential for successfully reporting outcomes to the community and for future planning. This report will be incorporated into the United Way of York County, SC's current Community Report Card and will measure outcomes defined in this plan.

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Recognizing Success

York County is fortunate to currently have many resources available to serve the homeless. In fact, six of our major shelter providers, all located in York County, provided over 34,000 nights of occupancy last year alone.

We have a very active homeless coalition in York County. The Catawba Area Coalition for the Homeless (CACH) meets monthly to discuss emerging issues, promote awareness, and advocate for the homeless. Every year, during National Hunger and Homeless Awareness Week, the CACH holds several signature events such as the Annual Hunger Banquet, a Community-Wide Thanksgiving Meal, and a candlelight vigil to honor the homeless.

Because of this planning process, many new events have been held and new partnerships forged to create public and political will to raise awareness of the issue of homelessness in York County.

Some of these include:

- York County Project Connect: This national project took root in York County this year thanks to the partnership of United Way of York County, SC and the Council of Chambers 2008-09 Leadership York County Class. The one-day service event involved more than 80 volunteers who helped 161 homeless individuals from York County. Knowing that transportation is a key barrier in access to critical services, participants were able to gain access to services all under one roof and all in one day. Many positive outcomes were achieved: signing up for federal benefit programs, receiving a flu shot, getting a haircut, clothing and coaching for a job interview. A second Project Connect event is scheduled for January 2010.

- Voices of Homelessness: A collaboration of United Way of York County, SC and Winthrop University's Undergraduate Juried Art Exhibition at Winthrop University Galleries enabled students to address, through their art, an important social issue affecting so many in our community. Throughout the 2008-2009 school year, student-artists and faculty worked closely with area service providers such as Pilgrim's Inn, Salvation Army, Interfaith Hospitality Network, A Place for Hope and Dorothy Day Soup Kitchen on curriculum and program-based projects that helped give a voice to issues of homelessness and poverty. Over 80 student projects were submitted and the exhibition was well received by the community at large. Art work featured in this publication was part of this exhibit.

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Recognizing Success

Community Conversation: Jennifer Coye
President, Catawba Area Coalition for the Homeless
Executive Director, Interfaith Hospitality Network

Please tell us about the increase in family homelessness in York County.

We have experienced a significant increase across the board in all types of homelessness. We have seen a shift in the numbers of those who are precariously housed or doubled up moving into homelessness for the first time. Many families who were barely hanging on have been hit hardest by the downturn in the economy.

Who is homeless in York County?

In a community like ours, many faces of homelessness are hidden. The stereotypical male homeless person out under an underpass is not typical in a suburban area. However, that does not mean that the homeless are not here. I refer to it sometimes as a problem that is too big to see. It is our "invisible community" of homeless families with children living in hotels, single men and women cycling through jails and emergency rooms, and unaccompanied youth attending school while "couch surfing"

with friends. Many homeless people hold down minimum wage jobs that fall short of a living wage.

What is the CACH?

The Catawba Area Coalition for the Homeless is a group of community volunteers and service providers who meet monthly to advocate and raise awareness for the homeless. We are a part of the Midlands Area Consortium for the Homeless, which covers 14 counties in the upstate area of South Carolina.

Jennifer Coye

How can people get involved in the CACH?

The CACH meets the second Tuesday of each month. Anyone interested in attending can find more information by calling our office at (803) 329-2456

Sylvia Echols and Gail DiGiorgio appreciate the Voices of Homelessness art exhibit, displayed at Winthrop University Galleries.

A Project Connect volunteer completes health screenings for a local homeless individual at the first Project Connect event.

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Glossary

Affordable Housing - Housing for which the occupant is paying no more than 30 percent 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.

At Risk of Homelessness - People who have incomes below 30% of area median, have insufficient resources to obtain housing stability, and live in an unstable or risky situation.

Chronically Homeless - Individuals or families with a disabling condition who have been continuously homeless for one year or more or who has had four or more episodes of homelessness in the past three years.

Continuum of Care - A local consortium of agencies that HUD requires be formed by community organizations and stakeholders to apply for and receive HUD funding through its annual competitive process. In York County, this continuum is the Catawba Area Coalition fo the Homeless (CACH).

HEARTH Act of 2009 - The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 reauthorizes federal McKinney-Vento programs and funding for homelessness and incorporates new policies and methods of serving homeless individuals and families that are based on best practice research from the last two decades. The bill establishes a national goal of "ensuring that families who become homeless return to permanent housing within 30 days." It focuses federal resources on prevention and rapid rehousing, and redefines the eligible activities for federal funding to target those areas.

Housing First - A model of homeless services that involves moving persons directly from the streets and placing them into permanent housing accompanied by intensive services. 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.

Homeless - (HUD definition) (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 (1) 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; (2) an institution that provides a temporary residence for individuals intended to be institutionalized; or (3) a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for humans.

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Glossary

HUD - United States Department of Housing and Urban Development.

Rapid Re-Housing - Reducing as much as possible the length of time an individual or family is un-housed.

Shelter - Housing with varying levels of services for people who are homeless. Emergency shelter is usually considered to last six months or less.

Supportive Housing - Permanent housing with services. The type of services depends on the need of the individuals. Services may be short-term, sporadic, or ongoing indefinitely. The housing is usually affordable, or intended to serve persons with 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 a person's stability and independence.

Transitional Housing - Usually considered temporary supported housing - housing with services - where individuals or families live for six months to two years. During that time they receive intensive case management services that prepare the household for independent living.

United States Interagency Council on Homelessness ("USICH" or"ICH") - Coordinates the federal response to homelessness and works to build partnerships at every level of government and with the private sector to reduce and end homelessness. The ICH is charged with maximizing the effectiveness of the Federal Government in contributing to the end of homelessness. Includes the Secretaries of the U.S. Departments of Housing and Urban Development, Labor, Agriculture, Commerce, Defense, Energy, Health and Human Services, Homeland Security, Interior, Justice, Transportation, and Veterans Affairs, as well as representatives of the Social Security Administration, Corporation for National and Community Service, General Services Administration, Office of Management and Budget, U.S. Postal Service, and White House Office of Faith-Based and Neighborhood Partnerships.

National Alliance to End Homelessness - The Alliance is a nonprofit, nonpartisan organization that works to prevent and end homelessness through research, policy advocacy, capacity building assistance, and education.

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References & Resources

Online resources:

National Center of Family Homelessness, www.familyhomelessness.org
U.S. Interagency Council on Homelessness, www.usich.gov
U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services, www.samhsa.gov
U.S. Department of Housing and Urban Development, www.hud.gov
National Alliance to End Homelessness, www.endhomelessness.org

Mentoring Cities/Agencies

We would like to thank the following cities and respective planning agencies for their leadership as we embarked upon the task of formulating our 10 year Plan to address homelessness. Their leadership and best practices act as the framework of the York County Plan.

Cathy ten Broeke, Coordinator, Heading Home Hennepin, Minneapolis, Minnesota
Matthew M. Ayers, Project Manager, Heading Home Hennepin, Minneapolis, Minnesota

The Honorable Terry M. Bellamy, Mayor of Asheville, North Carolina
Looking Homeward: The Ten Year Plan to End Homelessness in Asheville and Buncombe County

Steve Berg, Vice-President for Programs and Policy
National Alliance to End Homelessness, Washington, D.C.

Photo Credits

Dustin Shores, *Voices of Homelessness*, Undergraduate Juried Art Exhibition, Winthrop University, April 2009

Cameron Bunce, *Voices of Homelessness*, Undergraduate Juried Art Exhibition, Winthrop University, April 2009

Call to Action. Be Part of the Change.

As we embarked upon the journey to develop our long range plan to respond to homelessness, we knew success would depend solely on the broad-based collaboration of our entire community. This planning process has been mindful to keep that as our touchstone throughout. The objectives and strategies outlined in this plan are built on these important varied perspectives and input. We coupled that with national best practices and research from successful communities around the country. The end result is an action plan that is ambitious, yet realistic.

As we begin to implement the strategies outlined in our plan, we will need continued support from our entire community. Each of the six strategies outlined in the Strategies and Action Steps section of the plan, will be addressed by an Action Team whose members will work together to organize and ensure the benchmarks are met.

Your help is needed!

To join us as a partner to end homelessness in York County, please contact United Way of York County, SC at 803-324-2735. You will be able to get more information about upcoming meetings, schedules, and volunteer opportunities on our website www.unitedwayofyc.org

Our planning process is coming to a close but, our work is just beginning. We invite you to help us to make lasting and measurable positive change for the homeless in our community.

A Place for Hope
Catawba Mental Health Center
The Haven Men's Shelter
Interfaith Hospitality Network
Keystone Substance Abuse Center
Pilgrim's Inn
Safe Passage
The Salvation Army
Tender Hearts House of Hope

Meet Roger, a local man who was homeless for many years. Thanks to a small group of caring people who believed his life could be different, Roger celebrated his birthday in his new home in 2009. There are more people like Roger in need of stable housing. Please get involved. Call United Way of York County, SC at 803.324.2735 or visit their website at www.unitedwayofyc.org.

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