

SSVF: Community Plan Summary

Date Completed/Revised: 9/15/2015

Continuum of Care Name:	Baltimore City CoC	CoC Number:	MD-501
CoC Representative:	Danielle Meister	Title:	Continuum of Care Coordinator
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Person Completing this Summary:	Mr. Charles A. Culver, Sr.	Title:	SSVF Project Director, New Vision House of Hope, Inc.
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1. **Primary Planning and Coordination Group:** Identify the primary group responsible for planning and coordinating efforts to prevent and end homelessness among Veterans in the CoC. List the principal members of this group and their affiliation.

Primary Group Name:	Baltimore City Coordinated Access Workgroup	
Principal Members	Affiliation	
Danielle Meister	Baltimore City, Journey Home Program	
Adrienne Melendez	VA	
Amy Kleine	Weinberg Foundation	
Andrea Fyffee	HEESU	
Andrew Timleck	AIDS Interfaith Residential Services, Inc.	
Brandi Nieland	2-1-1 Maryland	
Carolyn Johnson	HPRP	
Colleen Valez	CSH	
Craig Cook	VAMHCS	
Danielle Meister	City of Baltimore, Mayor's Office of Human Services (MOHS)	
Diana Hood	Project PLASE	
Dimitrios Cavathas	People Encouraging People	
Gabby Knighton	City of Baltimore, MOHS, Homeless Services Program	
Victoria Wynn	New Vision House of Hope, Inc.	
John Pomory	Alliance, Inc.	
Kelley Camarote	VAMHCS	
Michael Brown	Project PLASE	
Jackie Adams	VAMHCS	

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

This group meets on a quarterly basis. During the meetings, the following information is reviewed: MOHS Data Unit; ClientTrack/HMIS; which reports are due and when; the Point In Time Survey; APRs; HIC forms; updating client data (data that was collected on paper, clients enrolled at any point after 10/01/2014; checking in and out clients into beds and units for housing projects; HMIS new user training; HMIS refresher training; transitioning the PMCP to HMIS; getting permission for the VA to share data through HMIS; revised pre-screening process to ensure clients cannot be inappropriately screened out and/or are referred to legal services, when appropriate; meeting with the Housing Authority of Baltimore City to identify strategies to accelerate the lease-up process; creation of "how to explain Coordinated Access to clients;" facilitating a brainstorming meeting with PSH providers to improve match and intake process; and facilitating a landlord forum to identify issues that landlords have in placing homeless Veterans and other homeless individuals.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	830
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	338	35	373
Of number above, how many will also be counted as chronically homeless:	50	6	56

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Yes
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

The definition of Functional Zero in Baltimore City is:

- There will be zero unsheltered homeless Veterans in Baltimore City;
- Veterans homelessness in Baltimore City will be rare and brief;
- Every homeless Veteran will be housed within 60 days of entry to the homeless system; and
- Every homeless Veteran will have a housing plan within two weeks of entry in the homeless services system.

Other issues:

- Identification of every Veteran who is homeless right now by name: The current Master List of Veterans in Baltimore City was created by the Mayor’s Office of Homeless Services. This list is not complete, in that there are agencies and organizations that have not been a part of the Baltimore CoC’s Veterans Case Conferencing committee meetings. These groups are needed to complete the Master List of Veterans. The current List is updated or reviewed on a weekly basis, as the COC continues to reach out to community groups that are not a part of the Veterans Case Conferencing Committee to secure a more complete list of homeless Veterans.
- Homeless Veterans Housing Plans: This strategy is still under development across the entire Baltimore CoC. Although SSVF providers work with each homeless Veteran served to develop a Housing Plan within one week of enrollment into each respective SSVF program, the CoC and HUD-VASH are still working on a coordinated housing plan process.

STRENGTHS: 1) Excellent community partners and networking between and among agencies and the CoC; 2) Excellent collaboration among the three Baltimore City SSVF programs (e.g., weekly meetings at Project PLASE; referrals; performance improvement methodology; and technical assistance and training); 3) Use of ClientTrack (HMIS) to share data, tracking Veterans experiencing homelessness and their housing placements (VA and HUD-VASH will have capability for data sharing); 4) working on Standards of Care for Rapid Re-housing for all homeless providers.

CHALLENGES: a) Finding a pool of landlords to accept HUD-VASH Vouchers and to provide affordable, decent housing for homeless Veteran families; b) Assisting Veteran families to overcome housing placement barriers (i.e., bad credit history; criminal background; mental health and substance use disorders issues; negative rental history; and lack of resources to pay for furniture, furnishings, and household goods); c) lack of employment opportunities for Veterans with mental health and substance use disorders issues and Veterans with criminal backgrounds (more short-term job training programs for these Veterans are needed); and d) lack of subsidized housing for the population, despite HUD-VASH and SHP, for those very low-income or ineligible for VA benefits, etc. (both individuals and families)

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance has routinely conducted outreach in this area, attending resources fairs, homeless assistance, and other related community services events and meetings in general as well as veterans-based meetings and events in particular. Additionally, Alliance's case managers and intake personnel regularly meet directly with individuals who have been identified as being at-risk, including those are referred as result of the team's other outreach efforts and reputation for responsive, quality service. Our case Managers, intake personnel, and other representatives from Alliance will continue to interact with other agencies, faith-based organizations, and local officials in an effort to educate the community about how the SSVF program can help the veteran population. As a matter of general practice, intake personnel and case managers regularly go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance so that the entire process of intake through housing stabilization is as efficient and as comfortable as possible for the the veterans and their families.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	27
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	5	0	5
Of number above, how many will also be counted as chronically homeless:	2	0	2

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Alliance's case managers and intake personnel have worked diligently to establish themselves in the community and have succeeded to such a degree that we regularly receive referrals from that area. That said, Case managers, intake personnel, and other Alliance representatives, will continue to increase their efforts in terms of working towards formalizing the relationships that we have established in this area as part of developing a more unified plan for combatting veteran homelessness. Functional zero for Harford County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. During the third quarter of the SSVF Fiscal Year (i.e., April, May, and June 2015) 11 veterans households were discharged from our program; 5 of those were in our rapid-rehousing program and all 5 of those exited into permanent housing. In July and August, only 1 veteran household has been discharged with that household being in our eviction prevention program; however, more veteran households that have not yet been discharged continue to be served in Harford County.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance routinely conducts outreach in this area including going to resource events and other veteran activities related to the American Legion or the VFW. Alliance also interacts with other agencies, faith-based organizations, and local officials as part of trying to educate the community as a whole and individuals facing homelessness in particular about how the SSVF program can help the veteran population. Additionally, intake personnel and case managers from Alliance regularly go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance in order to help expedite the process of intake through housing stabilization.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	78
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	22	0	22
Of number above, how many will also be counted as chronically homeless:	7	0	7

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Although Alliance has been able to make considerable inroads in terms of being recognized by and getting referrals from various agencies, faith-based groups, and local officials, more effort on our part needs to be devoted to formalizing more of those relationships in order to have a more inclusive and comprehensive community plan going forward from this point. With that in mind, Alliance has recently taken on several new case managers and intake personnel in order to make sure that we can devote increased time and focus to spearheading these efforts and leading the community towards a more unified approach to combatting veteran homelessness. Functional zero for Anne Arundel County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. Along those lines, 12 veteran households were discharged during the third quarter of this SSVF Fiscal Year (i.e., April, May, and June); 7 of these were in our rapid-rehousing program and 6 of those exited into permanent housing. In July and August 2015 (i.e., the first two months of this quarter), 11 veteran households have been discharged; 7 of those were in our rapid-rehousing program and all 7 exited into permanent housing. Despite these individual successes we are continuing our efforts to bring community partners together in order to get to the point in which each homeless veteran can be identified by name.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance routinely conducts outreach in this area including going to homeless assistance events and other meetings related to at-risk individuals in the area. Alliance also interacts with other agencies, faith-based organizations, and local officials as part of trying to educate the community as a whole and individuals facing homelessness in particular about how the SSVF program can help the veteran population. Additionally, intake personnel and case managers from Alliance go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance in order to help expedite the process of intake through housing stabilization.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	12
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
 Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	4	0	4
Of number above, how many will also be counted as chronically homeless:	1	0	1

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Under Dev
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Alliance has been successful in getting referrals from various agencies, faith-based groups, and local officials; however, more effort on our part needs to be directed towards formalizing more of those relationships. This will enhance our efforts to establish a more comprehensive community plan going forward from this point. With that in mind, Alliance has recently taken on several new case managers and intake personnel in order to allow increased time and focus to leading the community towards a more unified approach to combatting veteran homelessness. Functional zero for Howard County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. During the third quarter of this SSVF Fiscal Year (i.e., April, May, and June 2015), 4 veteran households were discharged with 2 being in our rapid-rehousing program, both of which exited into permanent housing. So far this quarter, only 1 veteran household has been discharged with that veteran being in our eviction prevention program. Although this has historically been an area with less veteran homelessness being reported to Alliance, the low numbers reinforce the continuing need to bring together community partners on a regular basis in order to work towards a "by name" identification list to make sure that no veterans can fall through any cracks.

2. **Ongoing Review and Coordination:** Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Planning/Coordination Group meets on a quarterly basis. Thus far, the group has discussed how to expand on the current coordinated assessment system and retool the emergency shelter system, focusing prevention services on those most at risk of homelessness through careful selection and connection to mainstream resources, how to create a “housing first” approach that combines affordable and permanent housing with supportive services, increase connections to mainstream resources in order to create a means for housing and self-sufficiency, create new permanent supportive housing units Countywide, building on the existing performance measurement structure through the creation of system-wide data standards and reporting requirements and aligning funding sources around common outcomes including housing and supportive services.

3. **Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero:** Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. **Estimated Annual Number of Homeless Veterans:** Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	43
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3B. **Community/CoC Goals:** Identify your community’s/CoC’s key goals and targets.

A. **Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:**
 Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC’s January 2016 PIT count:	43	0	43
Of number above, how many will also be counted as chronically homeless:	16	0	16

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

STRENGTHS: An excellent team of diverse professionals committed to ending homelessness in Baltimore County. Strong political leadership that continues to play a pivotal role in advocating for resources to address homelessness in the County. The County has provided funding for a Career Navigator, through the Department of Economic and Workforce Development. The Career Navigator will work primarily at the shelters and focus solely on employment. Increased funding will also allow for the addition of 1.5 outreach workers to provide outreach and case management, and for the Outreach Center to be open an additional day.

CHALLENGES: There is a need to focus almost all RRH assets towards the need because other permanent housing assets are extremely limited. Almost half of the SSVF eligible veterans are NOT qualified for VHA care/housing resources (i.e. contract housing, HUD/VASH), which also strains capacity of already limited community resources. These veterans are being counted within PIT counts but then being shown as unserved because of their eligibility challenges. Chronic clientele, typically post-Vietnam era, with multiple and/or complex problems have less resources than newly returning service-connected veterans. This is believed to be related to the reasons for these veterans to have entered service initially (i.e. military service vs. going to jail). Life skills training services are being explored. Lack of affordable housing is a large barrier. Chronically homeless is estimated at less than 33%. Self-resolving is likely lower than 25%. HMIS data breaks down by total client's served within the household rather than number of veterans served. Will need to shift more focus from prevention to RRH in order to ensure there are no gaps or turn-aways, but there are limited alternative prevention resources in the area.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance continues to conduct outreach in this area, attending homeless assistance and other related community services meetings as well as meeting directly with at-risk individuals. Case Managers and intake personnel from Alliance also interact with other agencies, faith-based organizations, and local officials in an effort to educate the community about how the SSVF program can help the veteran population. Additionally, intake personnel and case managers from Alliance continue to go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance in order to make the entire process of intake through housing stabilization as efficient and comfortable as possible for the those in need and their families.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	10
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	2	0	2
Of number above, how many will also be counted as chronically homeless:	1	0	1

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Although Alliance has helped 6 veteran households this year, our second quarter exits were zero. Although this area does tend to report smaller numbers of homeless veterans, we have been able to get referrals from various agencies, faith-based groups, and local officials and we will continue to seek more out on an on-going basis. That said, seeing the number zero is concerning for this writer (i.e., the program director) and more resources will be devoted to outreach in this area going forward from this point. More time will be directed to allowing case managers, intake personnel, and other Alliance representatives to include this director, to attend community-based meetings in general and veteran activities in particular. Moreover, additional effort on our part will be given to formalizing the relationships that we have established in this area. Along those lines, Alliance has recently hired several new case managers and intake personnel in order to enhance our efforts in leading the community in developing a more unified and comprehensive plan for combatting veteran homelessness. Functional zero for Carroll County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. During April, May, and June 2015 (i.e., the third quarter of the SSVF Fiscal Year), 5 veteran households were discharged from our program with 2 being in our rapid rehousing program, both of which were exited into permanent housing. During the current quarter, there have been 2 discharges from Carroll County so far and both were in our eviction prevention programs. Despite this historically being an area with less veteran homelessness, efforts will continue to be made to bring community partners together to establish a "by name" list of homeless veterans.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance routinely conducts outreach in this area, attending homeless assistance and other related community services meetings in general as well as veterans-based meetings and events in particular while also meeting directly with individuals who have been identified as being at-risk. Case Managers and intake personnel from Alliance continue to interact with other agencies, faith-based organizations, and local officials in an effort to educate the community about how the SSVF program can help the veteran population. Additionally, intake personnel and case managers regularly go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance in an effort to make the entire process of intake through housing stabilization as efficient and comfortable as possible for the the veterans in need as well as their families.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	231
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	20	5	25
Of number above, how many will also be counted as chronically homeless:	6	2	8

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Alliance has established itself in the community to such a degree that we receive referrals from that area on a regular basis and has served 29 veterans overall this fiscal year. Nonetheless, the GAPS Analysis tool indicates a significant disparity in the number of veterans served as opposed to the those who will still require assistance in this regard in this area. With this in mind, Alliance will continue to seek referrals from various agencies, faith-based groups, and local officials on an on-going basis while also directing additional resources towards those outreach efforts. In short, more time and personnel will be directed towards establishing, re-establishing, or re-invigorating our relationships with local officials, veterans organizations, and other service providers. Case managers, intake personnel, and other Alliance representatives, to include this director, will carve out even more time to attend community-based meetings in general and veteran activities in particular. Moreover, additional effort on our part will be given to formalizing the relationships that we have established in this area. These enhanced pursuits are possible because Alliance has recently hired several new case managers and intake personnel as part of our efforts to lead the community towards developing a more unified and comprehensive plan for combatting veteran homelessness. Also, additional allocation of staff and further hiring will be re-assessed on a regular basis as part of eliminating the gaps that currently appear to exist. Functional zero for Cecil County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. During the third quarter of the SSVF Fiscal Year (i.e., April, May, and June 2015) 9 veteran households were discharged from our program; 6 of those were in our rapid rehousing program and all 6 exited to permanent housing. In July and August, 3 veteran households were discharged with 2 being in our rapid rehousing program, both of which were exited to permanent housing.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Strategic Planning Committee of the Charles, Calvert, St. Mary's Counties Continuum of Care (CoC) meets on a monthly basis. Quarterly, the Veteran Services Planning Subcommittee, which includes members of the Strategic Planning Committee and individuals who provide direct services to veterans, meets to discuss the current list of homeless veterans who have been identified. The list is stored and maintained in the HMIS system. Data in the HMIS system is gleaned from SSVF, Maryland's Commitment to Veterans, VASH, street outreach, and referrals from other social services agencies. The list and other information associated with the veterans on the list enables the committee to determine if the planning mechanisms and supportive systems are being applied effectively and adequately addressing needs. It is the explicit intention of the Veteran Services Subcommittee and the Continuum of Care to manage our Veterans Services System in a manner that will support elimination of veteran homelessness in our region by making instances of Veteran homelessness rare and brief.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	126
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	16	5	21
Of number above, how many will also be counted as chronically homeless:	6	3	9

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Yes
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

The Charles, Calvert, St. Mary's Counties CoC is a well organized consortium of social services providers, faith groups, local governments, the local Military community, and a growing number of businesses committed to ending homelessness in this region of Maryland. While resources still fall short of needs, we are fortunate to have access to Federal, state, local, and foundation support for ending homelessness in the area. Our support includes contributions and grants from organizations including SSVF, VASH, HUD, HHS, Department of Labor, and Maryland's Commitment to Veterans Programs. Additionally, we are fortunate to have access to emergency/crisis and transitional beds across numerous nonprofit programs that provide a temporary solution to cover the time period between identification of a homeless veteran and/or family and moving that individual or family into permanent housing. The CoC subscribes to a "Housing First" best practice approach focused on finding permanent housing as an integral foundation for ending homelessness. While our planning and processes are not yet fully formalized, our road map and community-wide plan to end homelessness, including Veteran homelessness, is fully documented and will be implemented by the end of calendar year 2015. The ability to meet our goal of functional zero and to permanently house each homeless veteran in 60 days or less is achievable within the construct we have implemented. We will continue to make adjustments in order to reduce the number of days it takes to rehouse. A key element of the roadmap is our Interdisciplinary Team (IDT/Rapid Rehousing) approach. The Rapid Rehousing Team builds a collaboration system among diverse service providers, making Veteran support more integrated and holistic. Rapid Response is obliged to manage "the list", the plan, and the assurance that veterans receive sufficient housing opportunities and services. Some challenges do exist. Homeless veterans are sometimes difficult to locate due to the fact that they are geographically dispersed. Additionally, Veteran access to services can be challenging since the region is largely rural and anywhere from 50 to 120 miles from the nearest VAMC. Housing and behavioral health organizations believe that Veterans find it difficult to navigate the VA medical system and would benefit greatly from a more community-based approach to managing

SSVF: Community Plan Summary

Date Completed/Revised: 9/1/2015

Continuum of Care Name:	Frederick City & County CoC	CoC Number:	MD-509
CoC Representative:	Mike Spurrier	Title:	Director, Frederick Community Action Agency
Phone/Email:	Phone: 301-600-3955, Email: mspurrier@cityoffrederick.com		
Person Completing this Summary:	Jonathan J. Whitted	Title:	Project Coordinator, Friendship Place
Phone/Email:	Phone: 202-380-5167, Email: jwhitted@friendshipplace.org		

1. **Primary Planning and Coordination Group:** Identify the primary group responsible for planning and coordinating efforts to prevent and end homelessness among Veterans in the CoC. List the principal members of this group and their affiliation.

Primary Group Name:	The Frederick County Coalition For The Homeless	
Principal Members	Affiliation	
Jonathan Whitted	Friendship Place	
John Pomory	Alliance Inc.	
Ken Allread	Advocates for Homeless Families	
Rev. Julie Wilson	Calvary/Centennial United Methodist Church	
Betsy Day	The Community Foundation of Frederick County	
Todd Johnson	Frederick Community Action Agency	
Kathy Schey	Frederick County Dept of Aging	
Mary Beth Johnson	Frederick County Dept of Housing & Community Development	
Kathleen Hartsock	Frederick County Public Schools	
Lt. Jason Keckler	Frederick Police Department	
Janet Harding	Frederick Regional Health System	
Tommy Skaggs	Frederick Rescue Mission	
Mike Spurrier	Friends of Neighborhood Progress	
Marte Birnbaum	Gale Recovery	
Beth Farlow	Interfaith Housing Alliance	
Ron Cramer	Habitat for Humanity	
Sharon DeAngelo	Mental Health Association of Frederick County	
JoyceAnn Sundergill-Schmid	Mental Health Management Agency	
Brooke Grossman	Potomac Case Management Services, Inc.	
Josh Pedersen	United Way of Frederick County	

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Frederick County Coalition for the Homeless (FCCH) meets on a monthly basis on the third Tuesday of the month. The FCCH is comprised of individuals who represent public and private agencies and organizations that provide homeless services, affordable or subsidized housing, or other related services. Also included at the meetings are elected officials, representatives of faith-based organizations, and representatives of other coalitions. The Coalition discusses common concerns regarding homelessness amongst the CoC. Much of what is discussed is ways of obtaining more housing resources for the homeless population. Using the information gathered at PIT Counts, they establish what resources are needed in regards to housing and other community resources. The Coalition has been working to create a comprehensive strategic plan such as the HUD Continuum of Care Plan, a Ten-Year Plan to reduce homelessness, and other such efforts. The goal is to have the 10 year plan developed over the next 12 months. **Notes:** The Coalition currently does not have a goal for "length of time homeless" or this was not shared with the SSVF Providers. Information pertaining to goals for 2016 PIT Count were also not provided. A default goal of 90-days has been inserted at this time, and zeros placed for 2016 PIT Count goals as the FCCH has a goal of reaching "functional zero" for veterans by the end of 2015. (Section 3) **Updated Notes (6/26/15):** Reaching the goal of achieving a "functional zero" of homeless veterans in the community, has been defined as every homeless veteran should be identified and connected with the resources that will ensure stable housing for an individual within a 60 to 90 day period by the end of 2015. **Update on 3B (B):** 90 days is the maximum length of time housing goal for homeless veterans. This number has been selected due to the fact that VASH resources are not available and there are only two SSVF providers available to cover such a large area with not an abundant amount of resources.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	29
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	90	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	0	0	0
Of number above, how many will also be counted as chronically homeless:	0	0	0

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Strengths: Frederick County has a very low number of homeless veterans. Emergency shelter for homeless veteran's is available. The CoC has assistance from two SSVF providers, Alliance Inc. and Friendship Place, that have enough resources to assist the current number of homeless vets in the community. RRH providers in other counties have also provided assistance. The community has also accessed services and residential placements from the Way Station through the vets program located in Hagerstown. The community has some other resources that vulnerable individuals facing homelessness may access while experiencing homelessness or after they are already housed. The Coalition has created sub committees to help with developing local events, raising public awareness, creating strategies, and organizing PIT Counts to help combat veteran homelessness. **Challenges:** The CoC is not fully aware of the SSVF providers in the community and the assistance SSVF provides. Also the SSVF providers do not have consistent representation at the FCCH meetings. Currently, the CoC is ineligible for VASH. **Notes:** Friendship Place and Alliance Inc. will collaborate with the FCCH in order to explain the resources available to them and establish a stronger relationship with the CoC. **Updated Notes (6/26/15):** The SSVF providers (Friendship Place and Alliance Inc.) have agreed to have more representation in the FCCH meetings. SSVF staff have already begun to meet with the members of the CoC in order to explain the resources available to them through their rapid rehousing programs. SSVF providers will continue to give presentations on their programs for veterans for the Frederick County community. The SSVF providers will also coordinate with the FCAA case managers and outreach workers in order to discuss some specific client situations and try to identify/develop a list of homeless vets for outreach purposes. The community is still without VASH support. During the CoC meetings, other programs geared towards assisting homeless veterans have been able explain to the CoC how veterans can be connected with other much needed resources that can create stability for them. **Updated Notes (9/01/2015):** FCCH has been involved in strategic planning around resolving issues of affordable housing in the area. They plan on developing a report by the spring of 2016 with the help of specialist. This research is to help the homeless population discover ways to find and maintain stable housing. **Update on 3C (E):** SSVF has representation at the CoC meetings and given presentations on services to combat veteran homelessness in the area. The FCCH has been working closely with SSVF providers in order to get identified homeless veterans housing assistance since VASH is not available in the county.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Planning/Coordination Group meets on a monthly basis. Initially, this meeting focused on grantees reviewing the number of veteran households served, proportions of Rapid Rehousing/Prevention assistance, funding updates, and successes/challenges experienced. The group has since expanded its participation to include additional key stakeholders, while continuing development and monitoring of the community plan. As part of the community plan, the group has established goals and objectives pertaining to membership/structure, development/monitoring of the by-name homeless veteran list, a definition of functional zero, an identification and strategic planning of community assets, identification of the maximum acceptable length of time homeless, and establishment of preventative measures to ensuring future episodes of homelessness are rare and brief.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	16
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
 Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	6	3	9
Of number above, how many will also be counted as chronically homeless:	1	3	4

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

The community planning workgroup continues to meet on a monthly basis and is currently addressing our goal to develop a by name list of homeless veterans. A by name list has been created by the HMIS administrator, however, the utilization of this list is currently limited to this administrator alone because the HMIS releases on file do not provide explicit consent to share the names of veterans with the workgroup members for discussion. The list is, however, being used as a means of targeting outreach efforts with organizations that are serving homeless veterans and ensuring each one present has access to immediate shelter and a housing plan in place. The group is also considering the feasibility of each agency using their own release of information that would allow for the creation of a by name list separate and distinct from HMIS. With regard to item 3CB and 3CC, during the July update responses were changed to "yes" with the understanding that "every Veteran who is homeless" is defined as the ones of whom we are aware.

Our Community Definition for Functional Zero: Every accessible homeless Veteran, both sheltered and unsheltered, will be identified, rapidly engaged, sheltered and housed, if desired, within 60 days. Our system, which includes local VA, CoC partners, and community service providers, will also be prepared to effectively serve any veteran who was initially unidentified, becomes at risk for homelessness, or experiences a future episode of homelessness.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

Alliance has been routinely conducting outreach in this area, meeting with at-risk individuals and attending homeless assistance and other related community services meetings and events. Alliance also interacts with other agencies, faith-based organizations, and local officials in an effort to educate the community as a whole and individuals facing homelessness in particular about how the SSVF program can help the veteran population. Additionally, intake personnel and case managers from Alliance continue to go to the identified veterans as opposed to making that veteran have to arrange transportation to Alliance as part of trying to make sure that the entire process of intake through housing stabilization is as efficient and comfortable as possible for the those in need and their families.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	38
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	11	0	11
Of number above, how many will also be counted as chronically homeless:	3	0	3

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Unfortunately, Alliance's second quarter numbers are not felt to be accurate in terms of fully reflecting our efforts in this area. This is to say that while we had zero exits during this particular period this is felt to be more of a timing "quirk" as we have helped 17 veteran households in Washington County so far this year. We have been able to get referrals from various agencies, faith-based groups, and local officials and these referrals continue to come in to our program. Nevertheless, seeing the number zero is concerning for this writer (i.e., the program director) and more resources will be devoted to outreach in this area going forward from this point. Among other steps, we will assign additional case management and intake assets to work with a Service Coordinator in this area and carve out more time for that Service Coordinator and other Alliance representatives, to include this director, for attending community-based meetings in general and veteran activities in particular. Likewise, more effort on our part will be directed towards formalizing the relationships that we have established as part of spearheading an effort to develop a more comprehensive community plan. With that in mind, Alliance has recently hired several new case managers and intake personnel in order to increase the direct time and focus devoted towards leading the community to an increasingly unified approach to combatting veteran homelessness. Functional zero for Washington County has been defined in the following manner: There will be zero unsheltered veterans and homelessness for veterans will be rare and brief as each time this arises a housing plan will be developed within two weeks of that veteran being identified and housing will be secured within 60-days. During April, May, and June of 2015 (i.e., the third quarter of the SSVF Fiscal Year), 8 veterans households were discharged from our program, one of which was in our rapid rehousing program and this household was exited into permanent housing. In July and August, all three discharged households were in our rapid rehousing program and exited into permanent housing.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Planning/Coordination Group meets on a monthly basis. Initially, this meeting focused on grantees reviewing the number of veteran households served, proportions of Rapid Rehousing/Prevention assistance, funding updates, and successes/challenges experienced. The group has since expanded its participation to include additional key stakeholders, while continuing development and monitoring of the community plan. As part of the community plan, the group has established goals and objectives pertaining to membership/structure, development/monitoring of the by-name homeless veteran list, a definition of functional zero, an identification and strategic planning of community assets, identification of the maximum acceptable length of time homeless, and establishment of preventative measures to ensuring future episodes of homelessness are rare and brief.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	95
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	15	0	15
Of number above, how many will also be counted as chronically homeless:	5	0	5

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Under Dev
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

The community planning workgroup continues to meet on a monthly basis and is currently addressing our goal to develop a by-name list of homeless veterans. A by-name list has been created by the HMIS administrator, however, the utilization of this list is currently limited to this administrator alone because the HMIS releases on file do not provide explicit consent to share the names of veterans with the workgroup members for discussion. The list is, however, a means to target outreach efforts with organizations that are serving homeless veterans and ensuring each one present has access to immediate shelter and a housing plan in place. The group is also considering the feasibility of each agency using their own release of information that would allow for the creation of a by-name list separate and distinct from HMIS. With regard to item 3CB and 3CC, during the July update responses were changed to "yes" with the understanding that "every Veteran who is homeless" is defined as the ones of whom we are aware.

Our Community Definition for Functional Zero: Every accessible homeless Veteran, both sheltered and unsheltered, will be identified, rapidly engaged, sheltered and housed, if desired, within 60 days. Our system, which includes local VA, CoC partners, and community service providers, will also be prepared to effectively serve any veteran who was initially unidentified, becomes at risk for homelessness, or experiences a future episode of homelessness.

SSVF: Community Plan Summary

Date Completed/Revised:	9/11/2015
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Continuum of Care Name:	Prince George's County/Maryland CoC	CoC Number:	MD-600
CoC Representative:	Contessa Riggs	Title:	DSS Planner, Prince George's County
Phone/Email:	301-909-6333 / contessa.riggs@maryland.gov		
Person Completing this Summary:	Emily Bell	Title:	Project Coordinator - Friendship Place
Phone/Email:	202-536-9210 / Ebell@friendshipplace.org		

1. Primary Planning and Coordination Group: Identify the primary group responsible for planning and coordinating efforts to prevent and end homelessness among Veterans in the CoC. List the principal members of this group and their affiliation.

Primary Group Name:	Veterans Work Group		
Principal Members	Affiliation		
Emily Bell	Friendship Place		
Layla Wynn	Housing Counseling Services		
Contessa Riggs	DSS		
Dennis Lewis	DSS		
Michael Strong	DSS		
Linda Holland	US Vets		
Debra Truchon	US Vets		
Gay Shane	Operation Renewed Hope Foundation		
Nancy Espinal	VA		
Connie Denmark	Vesta, Inc.		
Justin Willis	MD Commitment to Veterans (DHMH)		
Dwayne Burgeois	Prince George's Community College		

2. **Ongoing Review and Coordination:** Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

The Prince George's County Continuum of Care (CoC) for people experiencing homelessness is coordinated through the County's Homeless Services Partnership (HSP) and addresses issues of homelessness through on-going coordination, collaboration, planning, development, and evaluation. The Prince George's County Department of Social Services serves as the lead administering agency for the CoC. The Homeless Veterans' workgroup is a sub-committee of the HSP. The workgroup now meets biweekly to identify veterans experiencing homelessness in Prince George's County and to work on connecting them to community providers. The workgroups receives an updated list of homeless veterans in the County on a biweekly basis. The list includes veterans who contacted the County's Homeless Hotline in search of shelter, those currently residing in the County's shelters, veterans located through street outreach and church feeding programs, homeless veterans temporarily detained at the county's correctional facility, and veterans identified through Veteran Court. Progress reports are provided for those veterans who have been linked to providers and veterans new to the list will be assigned a provider in order to coordinate services. **Update (9/1):** The county's hypothermia shelters will be opening on October 2nd. With the opening of the hypothermia shelters outreach workers and case managers will be better able to identify veterans, develop housing plans and match veterans with housing providers. The veteran workgroup continues to meet biweekly to work on identifying and connecting veterans with appropriate housing providers. The veteran workgroup is working to combine their meetings with the street outreach team to better coordinate locating harder to reach veterans.

3. **Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero:** Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. **Estimated Annual Number of Homeless Veterans:** Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	167
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3B. **Community/CoC Goals:** Identify your community's/CoC's key goals and targets.

A. **Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:**
 Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	15	15	30
Of number above, how many will also be counted as chronically homeless:	3	12	15

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Yes
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Under Dev
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Under Dev
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

The veteran workgroup of Prince George's County is committed to using coordinated entry in order to end veteran homelessness. Strengths: There is strong collaboration between the workgroup and its community partners including: local government agencies, street outreach and ACT teams, and church and community groups. Most recently, the Department of Corrections began identifying pre-trial and short-term detainees who are veterans and were homeless at intake. These veterans are then referred to the veteran's workgroup and linked to community resources prior to discharge. Prince George's county also opened the first veteran's court in Maryland on April 16, 2015 and the veteran workgroup is working on identifying veterans for services who come through this court. Weaknesses: There is a problem with information sharing because the SSVF providers enter data about the Prince George's county veterans they serve into Washington, D.C.'s HMIS; this makes it difficult for the county's other homeless service providers to know which veterans in the county receive what services from SSVF providers. The HSP has worked to overcome this challenge by providing a central office space inside the County's Department of Social Services that all SSVF providers can utilize and one of the SSVF providers now has an office located in Prince George's County. The veteran's workgroup is also working on an MOU with DC to share HMIS data. Additionally, it has been challenging for Prince George's county to identify veterans experiencing homelessness in their community because, due to the lack of low barrier shelters in the community, many veterans experiencing homelessness stay in DC or one of the other surrounding counties. There also needs to be more permanent supportive housing that uses the Housing First model in the County. **Additional update:** Functional zero for the County will be reached when all veterans experiencing homelessness in the community have been identified and rapidly rehoused and there are supportive services in place to continue to identify veterans as they become homeless, develop a housing plan, and to rapidly rehouse them using the appropriate intervention.

2. Ongoing Review and Coordination: Briefly describe how often (e.g., monthly) the above group meets to review progress and coordinate efforts. Include a summary of what information is reviewed during these meetings.

This planning group meets at minimum on a monthly basis. Also participating in this meeting are representatives from county organizations that serve homeless veterans including shelters, transitional housing programs, and SSVF providers. During this meeting participants review the county's consolidated list of homeless veterans known through outreach, residence in shelter or transitional housing, and the 2015 PIT efforts. For each veteran identified as homeless, known barriers to stable housing are discussed, eligibility for veteran and county housing programs are assessed, and appropriate housing service providers are assigned to engage each veteran towards reaching the goal of securing permanent housing.

Note: In regards to 3A, Estimated Number of Homeless Veterans the CoC has identified, although the SSVF Veteran Gap Analysis Tool estimates that 122 veterans will be homeless during 2015, the Montgomery County CoC has estimated that only 56 veterans will be homeless in 2015 based on their evaluation of homeless veterans data, trends, and service utilization within the county. Additionally, as a result of this CoC's strategy and effort to reach the goal of Functional Zero homeless by 2016, its estimates for the number of homeless veterans to be identified as homeless (3B.C) during the 2016 PIT to be less than 5.

3. Annual Demand, Goals, and Strategies for Achieving and Sustaining Functional Zero: Identify the estimated number of Veterans who are homeless annually and the community/CoC goals and strategies for achieving a functional end to Veteran homelessness by the end of 2015 (overall community/CoC goals, not just SSVF grantees). If one or more of the goals and strategies below have not yet been established for the community, leave blank and identify the date by which they will be established. See the *Ending Homelessness Among Veterans Overview* for additional guidance.

3A. Estimated Annual Number of Homeless Veterans: Identify the total unduplicated number of Veterans expected to be homeless in 2015 using data from the SSVF Edition of the Veteran Homelessness Gaps Analysis Tool FY15Q3 or data assumptions that have already been adopted by the community, such as the *VA CoC Gaps Analysis Tool (GAT)*.

Estimated Annual Total:	122
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3B. Community/CoC Goals: Identify your community's/CoC's key goals and targets.

A. Permanent Housing Placement Target & SSVF Rapid Re-Housing Placement Target:
Complete and attach *SSVF Edition of Veteran Homelessness Gaps Analysis Tool FY15Q3 OR an CoC Gaps Analysis Tool – Strategy 4 (SSVF) Worksheet*

B. Length of Time Homeless Goal (max or average days):	60	days
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C. January 2016 Point-in-Time (PIT) Count Goal	Sheltered	Unsheltered	Total
Number of Veterans expected to be counted as homeless during the CoC's January 2016 PIT count:	2	2	4
Of number above, how many will also be counted as chronically homeless:	1	2	3

3C. Implementation Strategies: What strategies are being used to achieve and sustain functional zero?

	Yes/No/Under Dev
A. Has your community identified every Veteran who is homeless right now by name?	Yes
Is this list updated regularly?	Yes
Is this list reviewed at least bi-weekly by key community partners to ensure Veterans have a permanent housing plan and those plans are achieved?	Yes
B. Does every Veteran who is homeless now have a Housing Plan and access to safe (and low barrier as needed) shelter and/or permanent housing?	Yes
C. Is every Veteran who becomes homeless rapidly engaged and offered shelter and/or housing that meets their needs?	Yes
If so, is this true no matter where they are initially engaged in your community or what shelter or unsheltered location they may be in?	Yes
D. Are sufficient SSVF resources allocated to ensure there are no RRH gaps or turn-aways?	Yes
E. Are you using SSVF to rapidly re-house Veterans who are waiting on VASH or other PSH assistance if VASH/PSH is not available immediately or in near future?	Yes

4. Other Strengths and Challenges: Briefly describe any additional strengths and/or challenges relevant to your achieving VA and local goals.

Montgomery County Maryland is making significant progress towards reaching the goal functional zero for veteran homelessness by the end of 2015. Major strengths of our approach to accomplish this goal include all major housing stakeholders who serve veterans in the county are actively involved in the planning and coordination process; the CoC has aligned its service delivery system towards the prioritization of veterans for permanent housing placements; and adequate SSVF resources are available to serve veterans identified as appropriate for Rapid Rehousing as well as to serve those who may awaiting entry into another permanent housing program. Also as a member of the Zero: 2016 campaign, the county is committed to allocating the necessary resources to reach the goal of functional zero homelessness for veterans by the end of the year *and* going forward. Current challenges faced by the county related to service delivery include difficulty tracking some homeless veterans due to our close proximity to the District of Columbia and other counties in the metropolitan region as homeless veterans may migrate to a contiguous jurisdiction and obtaining necessary documentation from persons identifying themselves as homeless veterans towards ensuring all appropriate and available housing interventions can be identified and offered.

July 1, 2015 Update: Definition of Functional Zero: the number of veteran households experiencing homelessness will not be greater than the county's monthly housing placement rate into housing options of homeless veterans. Regarding 3Bb, the CoC's goal is ultimately to reach 30 days however it is still in the process of developing an appropriate strategy towards reaching that goal. A major barrier to the goal of 30 days is the limited availability of VASH and PSP housing placements within the county. Regarding 3Cc, although every veteran known to be homeless is rapidly engaged and offered appropriate services, the CoC continues to work to improve its ability to identify all homeless veterans in the county. All identified homeless veteran are now being screened using the SPDAT tool to determine the most appropriate intervention. Also, the CoC has established a process to