

Menominee County - Michigan
10-Year Plan to End Homelessness by 2016

Final Plan

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10-Year Plan to End Homelessness by 2016**

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Menominee County – Michigan 10-Year Plan to End Homelessness by 2016

I. Narrative – Homelessness in Menominee County, Our Vision and Our Mission, Overview, Our Planning Response and a General Description of the County

A. Homelessness in Menominee County

“Homelessness in Menominee County?” “Really?” “We have people who are homeless?” “Here?” “Homeless kids in the UP?” “Where are they?” “I don’t see people begging on the streets?” “There are no shelters or tent cities like I see on TV?”

These are typical of responses heard by members of our Committee to End Homelessness 10-Year Plan Advisory Board (known as CEH10P), as we worked through our planning process over the last several months. The face of homelessness in Menominee County is not as observable as that of large urban areas, however, our statistics compared equally with the relative size of our population. Today in Menominee County, homelessness is a reality for many and a growing concern as our economy worsens, fuel costs rise and winter approaches across the Upper Peninsula of Michigan.

When we began work on our 10-Year Plan in April, 2006, it seemed that only staff working in direct service programs or those providing poverty assistance were aware, but as our Committee further investigated, homelessness was touching every point of service and awareness was reaching the tipping point across Menominee County.

B. Our Vision and Mission

Our Vision:

Homes for all people in Menominee County by 2016

Our Mission:

We believe that safe affordable housing is a right for all people in Menominee County. No man, woman or child should be forced to sleep in the streets, in the woods, in any inhabitable shelter, or with no place of permanent residence. We also believe that the elimination of homelessness in Menominee County is achievable by 2016.

C. Overview

This document presents Menominee County's 10-Year Plan to End Homelessness. Our Plan document consists of three parts. Part I presents an overview, our vision and mission, and our planning process to end homelessness in Menominee County. Part II offers a description identifying the scope of the homelessness problem, past responses, changes needed, our visions for the future and our strategic response. Finally, Part III outlines our strategic plan for ending homelessness by 2016.

In Part III, 12 goals are set forward with accompanying objectives, which are followed by the strategies and activities planned. Our 10-Year Plan is organized into three sections: Implementing the Planning Process (Section 1), Creating Our 10-Year Plan (Section 2) and Implementing Our 10-Year Plan (Section 3). Using a table format, our specific Strategic Plan is outlined. Here we delineate the strategies and activities, the resources needed, performance measures/outcomes, targeted timelines, responsible entities and projected cost categories for ending homelessness in Menominee County.

Our key entity for developing our Strategic Plan was a dedicated group of primary stakeholders, who formed the Committee to End Homelessness 10-Year Plan Advisory Board (CEH10P). Since receiving grant funds to create a county-wide strategic plan to end homelessness from the Michigan State Housing Development Authority (MSHDA) in April, 2006, this group of 19 people spearheaded Menominee County's effort. Using the guidance provided through the MSHDA planning grant process and input from numerous others, we diligently completed the planning process. Though additional information received from the United States Interagency Council on Homelessness, we also incorporated the "Good...to Better...to Great - Innovations in 10-Year Plans to End Chronic Homelessness in Your Community" principles set forth by Jim Collins, as well as several additional references. The Appendices present several documents that support sections of our 10-Year Plan, such as our Clock-Work of Services, a description of Menominee County, our Road Map of Services, and the summary of our planning retreat.

Because this Plan is for the people of Menominee County, we have embraced a "people first" concept in our thought and product creation, we use the language "people who are homeless" versus the "the homeless" or "homeless people".

We understand that this is a dynamic process and our current 10-Year Plan will change and grow as we move forward. We have learned much about the face and infrastructure of homelessness in our area by engaging in this intense planning process over the past several months. We remain steadfast in our commitment to ending homelessness in Menominee County by 2016!

D. Our Planning Response

In April, 2006, Menominee County was awarded a grant through Michigan State Housing Development Authority (MSHDA) under the “Campaign to End Homeless in Michigan”. The purpose of these grant funds was to have all counties in Michigan prepare a plan to end homeless in their area by 2016. Menominee County was awarded \$10,000 to be utilized for this process. Our grant fiduciary agency is the Tri-City Area United Way, located in Marinette, Wisconsin, our sister city just across the Menominee River. The grant had specific and tight timelines that required a draft 10-Year Plan be completed by August, with a final plan submitted to MSHDA in October, 2006.

Our vehicle to steer the development of our Plan consisted of the most knowledgeable and vested individuals in Menominee County. These members are listed in Appendix A. Our first meeting was on April 18, 2006, and we have convened regularly since that date. Appendix D contains the summary of our accomplishments to date. Menominee County Collaborative Board appointed Mark Kwarciany, of Menominee Department of Human Services, to lead the process and Rose O’Hara, of the M&M Housing Network Continuum of Care (CoC), as the facilitator of the process.

Over the past six months the CEH10P Advisory Board has met regularly to identify our needs, gather information and create a Strategic Plan that addresses the unique needs and circumstances of Menominee County. Our planning activities culminated in a Planning Retreat convened in July, 2006. To assist us in this visioning process, the CEH10P contracted with Carol Bergquist, Ph.D. During this event we identified issues, brainstormed solutions and created the footprint of our vision to end homeless by 2016. The results of our Planning Retreat are summarized in Appendix G. Subsequent to our Retreat, Carol has worked with the CEH10P and others to facilitate the design of our Strategic Plan.

E. General Description of Menominee County

To understand the amelioration of homelessness in Menominee County, knowledge of our social demographics and physical geography is critical. What follows is an overview of Menominee County with a more detailed description located in Appendix E of this document. Brief highlights of the County are presented in terms of location, climate, population characteristics, educational attainment, housing, employment, health insurance coverage, income levels and poverty status. Data were accessed from the United States Census Bureau, Census 2000 as well as other sources (see Appendix E).

Located on the northern shores of Lake Michigan, Menominee County is the most southern reaching county in the Upper Peninsula of Michigan, with the western boundary separated from the state of Wisconsin by the Menominee River. The natural beauty of the County with its Lake Michigan coastline, numerous inland lakes, rivers and streams, and large tracts of open and forested land including parts of the Escanaba River State Forest,

provide year-round recreational opportunities for the citizenry and visitors from the region and abroad.

The County (population of 25,326) is mostly rural with several small communities, the largest city being Menominee with a population of 9,131. With large tracts of undeveloped land, the population density is quite small at 24.3 persons per square mile compared to 175.0 as a whole for the state of Michigan. Because of this sparse population and rural environment, people who are homeless are often hidden from view. In some ways, the challenges of poverty and homelessness can be tempered when living in a rural landscape where one can hunt, fish, garden, build a shelter beyond the view of onlookers, find odd jobs and secure other needed resources to get by. However, being in a northern climate, the cold temperatures and the appreciable amount of snowfall each year in the area can add to the difficulty experienced by people that are homeless. The most recent recorded 30-year low temperature average was 30.4° F and the high temperature average was 53.5° F. With 30 years on record, the average number of days each year with temperatures falling below the freezing mark (32° F.) was 179 and for 33 days of each year on average, the temperatures have dipped below 0° F. The average yearly snowfall is 64.3 inches.

Approximately three-quarters (76.0%) of the Menominee County population are 18 years or older and one in five (20.2%) are at least 62 years in age. Based on the 80.5% of the population that were 15 years and older, 57.9% were currently married and 10.1% were divorced. The racial distribution of the County is noticeably different than that for the United States. In the U.S., racial percentages are approximately 75.1% White, 12.5% Hispanic or Latino, 12.3% African American, 3.6% Asian and 0.9% Native American. In Menominee County, White represents the clear majority (96.2%) with very small percentages of Native American (2.3%, 576 people), Hispanic or Latino (0.8%, 190 people), Asian (0.2%, 54), African American (0.1%, 25) and others. Contributing to the Native American presence in the County is the Michigan Potawatomi Indian Reservation/Hannahville.

Education and skills training are factors tied to homelessness. Based on the County population that was at least 25 years of age, the highest educational level achieved by 46.4% of the citizens was a high school diploma or earning an equivalency. An additional 20.2% attended some college but did not earn a degree, while 16.9% have earned some type of college degree. The 83.5% who have graduated from high school or achieved a higher level of education was slightly greater than the 80.4% seen nationwide. However, only 11% of the county's citizens have earned a Bachelor degree or higher, which is much lower than the 24.4% national average.

Having consistent employment and earning a supportable wage is a big part of avoiding homelessness, although it does not guarantee such security. Employment status for the population aged 16 years and older (20,023 people) showed that 62.3% were in the labor force, with 3.2% unemployed. For those that were employed, the occupation category for the highest percentage (31.3%) was production, transportation and material moving occupations. The next highest percentage of workers (21.3%) were in management,

professional or related occupations, followed by sales and office occupations (19.8%), service occupations (16.1%), construction, extraction and maintenance occupations (9.7%) and the remaining 1.9% employed in farming, fishing and forestry occupations. Industry specific areas that were the leaders in employment were: 1) manufacturing (32.6%), 2) educational, health and social services (17.2%), 3) retail trade (8.8%), 4) arts, entertainment, recreation, accommodation and food services (7.9%), 5) construction (6.1%) and 6) transportation, warehousing and utilities (5.3%). The Chip-In Casino and Island Hotel owned and operated by the Michigan Potawatomi Indian Community at Hannahville is the largest employer in the County.

Today in Menominee County, homelessness is a reality for many, and an increasing risk for others when the economy worsens across the Upper Peninsula of Michigan. This is particularly true for the working poor and single female heads of households. The per capita income in 1999 dollars for Menominee County (population: 25,326 people) was \$16,909 compared to \$21,587 earned nationwide. When males and females were compared, the full-time, year round median income for males was much higher than for that earned by females (\$31,975 versus \$21,837). Based on 10,541 households, the median household income in 1999 dollars was \$32,888 in Menominee County, nearly \$9,000 less than the U.S. average (\$41,994). In 1999, 11.5% of the county population (2,855 people) lived below the poverty level. Of the 7,016 families, 8.0% (559) were living below the poverty level, including: 1) 13.1% (412) of the 3,145 families with children under 18 years of age and 2) 19.4% (225) of the 1,160 families with children under 5 years of age. In families with a female householder and no husband, 30.9% (273) lived below the poverty level. Furthermore, 40.0% (243) of those with children younger than 18 years of age and 55.2% (155) of those with children younger than 5 years of age lived in poverty.

In Menominee County, the Fair Market (FMR) for a two-bedroom apartment is \$503.00. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn \$1,676 monthly or \$20,120 annually. Assuming a 40-hour workweek is 52 weeks per year, this level of income translates into a Housing Wage of \$9.67 per hour. Until the recent enacted increase in the State's minimum wage, in Michigan a minimum wage worker earned an hourly wage of \$5.15. In order to afford the FMR for a two-bedroom apartment, a minimum wage earner had to work 75 hours per week, 52 weeks per year. Or, a household must include 1.3 minimum wage earner(s) working 40 hours per week year-round in order to make the two bedrooms FMR affordable. Monthly Supplemental Security Income (SSI) payments for an individual are \$579 in Michigan. If SSI represents an individual's sole source of income, \$174 in monthly rent is affordable, while the FMR in Menominee County for a one-bedroom is \$419.

The housing stock in the County consists of 13,639 total housing units in the year 2000, 77.2% of the housing was occupied either by the owner or by a renter. The remaining 22.8% were vacant housing units. Nationwide, occupied housing ran about 91.0%, while 9.0% remained vacant. One factor contributing to the high vacancy rate in Menominee County is that many of the housing units are for seasonal, recreational or occasional use

such as cottages or hunting camps. In fact, 76.3% (2,374) of the vacant housing units were of this type. The median value in 1999 dollars of these owner-occupied housing units in Menominee County was \$63,400 compared to \$115,600 for Michigan and \$119,600 for the U.S. Of the 2,022 renter-occupied units, the median monthly cost for rent was \$353, with the highest single percentage (43.8%, 886 units) costing \$300 to \$499. Approximately 29.5% or 598 rental units were priced at less than \$300 per month.

In many situations, a person who is homeless also may lack basic health insurance coverage. Being without a home and lacking financial security can lead to unhealthy living conditions resulting in injury or illness, or exacerbating a once managed health condition. Examples may include: continual exposure to extreme weather, experiencing poor sanitary conditions, stress, inadequate nutrition and rest, exposure to unwarranted violence and criminal activities against the person, and forgoing needed medications, medical treatments or preventative health services. In such situations, the hospital may serve as a safe haven and provide security from the challenges faced during the homeless crisis, resulting in the overuse or misuse of such services. The use of medical services, particularly emergency rooms by those who are uninsured or underinsured is a common problem cited by many hospitals. In Menominee County for instance, the Emergency Room at Bay Area Medical Center (BAMC) has a base service cost of \$260 to \$450. Depending on the level of medical attention required such as ambulatory services (\$575), common laboratory work (\$67), metabolic tests (\$100), blood draw (\$33 each time), Tetanus shot (\$40) and any additional testing (\$12 to \$60) or services such as radiographs or fluid therapy, the costs could escalate even further. A typical bill for a visit to the emergency room at BAMC is estimated to be between \$1,142 and \$1,380 per visit. If the hospital serves just one uninsured or underinsured person each month at these typical rates, whether homeless or not, it will cost the hospital approximately \$13,700 to \$16,500 per year.

As with communities throughout Michigan and the nation, the issue of homelessness is a growing concern in Menominee County demanding additional attention and devotion of needed resources. Every area of the country including Menominee County has a unique combination of circumstances which can contribute to the problem of homelessness such as geographic location, climatic factors, population characteristics including sex, age and race, the level of educational attainment, housing stock, household types, marital status, employment characteristics, health insurance coverage, income levels and poverty status.

II. General Description – Scope of the Problem, Current Status and Changes Needed, Visions for the Future and Our Strategic Response

A. Scope of the Problem

When our CEH10P members met in April, 2006 to begin the planning process to end homelessness in Menominee County we had more questions than answers. Most of our members are frontline workers dealing directly with people, and painfully aware of the high levels of need and the general lack of resources. We found ourselves faced with critical questions and we had a little over six months to find the answers.

Number of People Who are Homeless

As we began planning, it was immediately evident that we had little reliable and valid data about the scope of homelessness in Menominee County. Each of our respective agencies had some information, but no one had the answer. On December 29, 2005, the Menominee Housing network Continuum of Care did a homeless “Point in Time” count. On that day we had 16 adults and 12 children who were counted as homeless. Locations where the count was taken were the Rainbow House Domestic Violence Shelter, Salvation Army’s Christian Manner nightly meal, Twin counties Free Clinic and one family who had been just evicted from their home.

We were in the initial stages of utilizing the Michigan’s Homeless Management Information System (HMIS) Service Point. We received our first HMIS report which provided the data in Table 1 below.

Table 1: Menominee County’s Unduplicated Counts of Persons who are Homeless Served and Coverage Estimates by CoC. January – June 2006

Q2 HMIS Coverage Estimate	Total Homeless	Chronic Homeless	Adults in Families	Single Adults	Children in Families	Unaccompanied Youth
None	47	5	11	23	11	1

As the CEH10P Advisory Board reviewed these data, it was immediately apparent that we were only counting the “tip of the homelessness iceberg”. Clearly, we are not collecting, accessing, or utilizing pertinent data.

Our 10-Year Plan addresses the issue of collecting and using reliable and valid data under several goals and objectives. See Goal 6.

B. Current Status and Changes Needed

Presented below are several Menominee County issues pertinent to reducing and ultimately ending homelessness. The issues are summarized followed by the corresponding goal and objective that will address these issues in our 10-year Strategic Plan. These descriptions are not inclusive of all issues and underserved groups.

- ◆ There is no shelter facility in Menominee County. People who are homeless do not congregate in one location, but are dispersed among service providers or go without. We have investigated building a shelter to solve immediate needs, but costs are prohibitive. More importantly why would we want to build a shelter if we are ending homelessness? We have also discussed some type of transition center that would serve as a “one stop” for services and a “No Wrong Door” approach. What we need is more housing options based on individual needs and more affordable housing. See Goals 6, 8 and 9.
- ◆ People who are homeless in Menominee County are less evident because of the low population density and our physical remoteness. People “double up”, “couch surf”, commit a crime to go to jail, stay in vacant trailers and deer camps, live in makeshift shelters deep in the woods, use kinship placement, or access hospital emergency rooms or access our few motel vouchers in order to avoid the streets. What we need is prevention and intention services, and housing options. See Goals 6, 8 and 9.
- ◆ Our jail in the city of Menominee is a 50-bed facility. Many homeless people are picked up as vagrant or commit crimes to get there. Service providers say jail inmates are released to the streets with only the belongings they had at arrest. Other people who are chronically mentally ill and “off their meds”, end up in jail. Michigan Rehabilitation Services has a new early referral Wrap-Around program that is successful. What we need are discharge protocols and partnerships with early intervention and service delivery. See Goal 8.
- ◆ Victims of domestic violence do have an array of immediately available services. There is a shelter in Marinette, Wisconsin, where women and children can stay for up to 60 days. However, after that time housing services may be needed as well as employment, transportation and child care. See Goals 6, 8 and 9.
- ◆ Families with children and unaccompanied youth were identified as the top priorities for services by members of the CEH10P. Concerns here focused on the children getting the care they needed, keeping children in school during frequent moves and periods of homelessness, keeping children safe, and creating a generational cycle of poverty and homeless. Although each school district has a staff person who monitors and identifies children at risk of or presently homeless, we have no accurate numbers. One school district reported 18 children, and we are waiting call from the other 5 districts. We need Wrap-Around services for these families and a Housing First approach. See Goals 6, 8 and 9.

- ◆ There are several groups of adolescent youth who are homeless or at risk of homelessness. These include high school dropouts, youth with disabilities, youth exiting foster care at age 18, pregnant teens, youth who abuse substances, youth abandoned by their parents, and youth involved in the juvenile justice system. We do have a SHYP program in the city of Menominee that provides effective assistance to many, but most youth remain unidentified and not served. There is a GED, Adult Education and Alternative School programs in the town of Powers, Michigan; however, this is 50 miles away from our largest population center, the city of Menominee. We need more service options, early identification and prevention services, increased educational options, follow-up with school drop outs, transition planning, substance abuse treatment, discharge protocols, and housing options. See Goals 6, 8 and 9.

- ◆ Single adult women are an emerging group requesting services according to Menominee County providers. One group is women who previously received “welfare” due to dependent children. Now the children are gone and they have little work history and not enough work quarters for Social Security. Another group is “older” married women homemakers with little work experience, now divorced, abandoned or widowed, with no work skills and not enough work quarters for Social Security. There are no financial support programs for single adults, these women have no means of support and they have difficulty finding employment. See Goals 6, 8 and 9.

- ◆ Public transportation does not exist in Menominee County. There is no bus system and no cabs. People need transportation for employment and to access services. The Salvation Army does have a yellow bike program where donated bicycles are painted yellow and are free to use and return. However, this is only in the southern part of our County. We need to explore transportation options for people to access work and services. See Goal 8.

- ◆ People with disabilities may experience various forms of homelessness - chronic, transitional and episodic, depending upon the type of disability. The most frequent presenting problems are people with chronic mental illness who are “off their meds”, people with physical disabilities who need accessible housing, people who abuse substances and are in need of treatment, Veterans with disabilities, people receiving SSI who go to jail and lose their benefits, people who have applied for SSI or SSDI and are waiting for approval which takes about 18 months, or people applying to State disability which reportedly takes 45 days. Additionally, many people with disabilities who are homeless or at risk are dually diagnosed. We need partnerships with MRS and CMH to address these complex issues. We need a variety of housing option, transition services for youth receiving special education services, vocational rehabilitation services for employment, and independent living services. Our closest center for independent living is in Marquette, over 100 miles away. See Goals 6, 8 and 9.

- ◆ Substance abuse is a chronic problem for many people who are homeless. Although use of alcohol and drugs is relatively common, providers are reporting increases in prescription drug abuse and methamphetamines. Substance abuse is increasing across a range of groups and we are concerned about “meth labs” reported in our rural area. We need available treatment programs, discharge protocols and flexible housing options. See Goals 6, 8 and 9.
- ◆ Consumers need to be involved in designing programs that meet their needs and by informed choice about the types of services they want. We have trouble getting people who are currently or previously homeless to participate in our planning efforts. Our 10-Year Plan addresses this issue through numerous outreach activities and a multi-method approach at getting input. See Goal 5.
- ◆ Several other contributing factors were identified through our planning process. Some of these issues include break down of family structure, gambling addiction, lack of knowledge about responsibilities of renting or home ownership, lack of energy assistance programs, money management and planning, conflicting guidelines for State programs, need to wait for eviction or shut off notice to get assistance, increasing cost of medications – so people chose meds over rent, lack of emergency relief programs, availability of legal services, the need for local community involvement and others. See Goals 5, 6, 8 and 9.
- ◆ Lack of housing options was the most complex and expensive topic we addressed. Issues we identified here are the lack of affordable, safe and available housing; lack of accessible housing, need for the Housing First approach and permanent supportive housing, and facilitating the a variety of housing options for people who are transitionally, episodically and chronically homeless. Addressing housing options will require a systemic approach and the funding necessary to make these options feasible. See Goals 6, 8 and 9.
- ◆ Incorporating innovation into service delivery was an exciting topic of discussion throughout our planning process. We identified several strategies already existing in Menominee County such as our Clock-Work of Services model, our road Map of Services, and our 211 Info Link. We also have a cadre of service providers and agencies who are excited about working together to end homelessness. Additional innovations we plan to include are Wrap-Around services and No Wrong Door. We have embraced the strategies of closing the front door and opening the back door of homelessness, and offering a balance between prevention and intervention services. See Goals 6, 8 and 9.
- ◆ Several issues unique to Menominee County needs to be addressed in order to implement a county-wide plan. These include a long history of “polarization between the northern and southern parts of our County, issues of “border busting” for service delivery along the Michigan-Wisconsin border, inclusion of the Hannahville Indian Community and reservation lands, and coordinating our 10-Year Plan with adjacent Michigan and Wisconsin counties. See Goal 4.

C. Visions for the Future

Our vision for the future is to end homeless in Menominee County by 2016. We are excited about our 10Year Plan and have learned much through the planning process. We know that we have a lot of work to do to insure a home for all. However, we have the enthusiasm to move forward. Menominee County is big enough to implement our plan effectively and small enough to make a true difference, and assess the difference we make in ending homelessness by 2016.

D. Our Strategic Response

Menominee County's strategic response is presented in the Strategic Plan that follows. Section III presents our Goals and Objectives, followed by a comprehensive 10-Year Plan in table format. We have engaged in a six-month intensive planning process that has culminated with the completion of this planning document. However, as this initial process ends, we now embark on the implementation of our 10-year Plan. Our overall goal is:

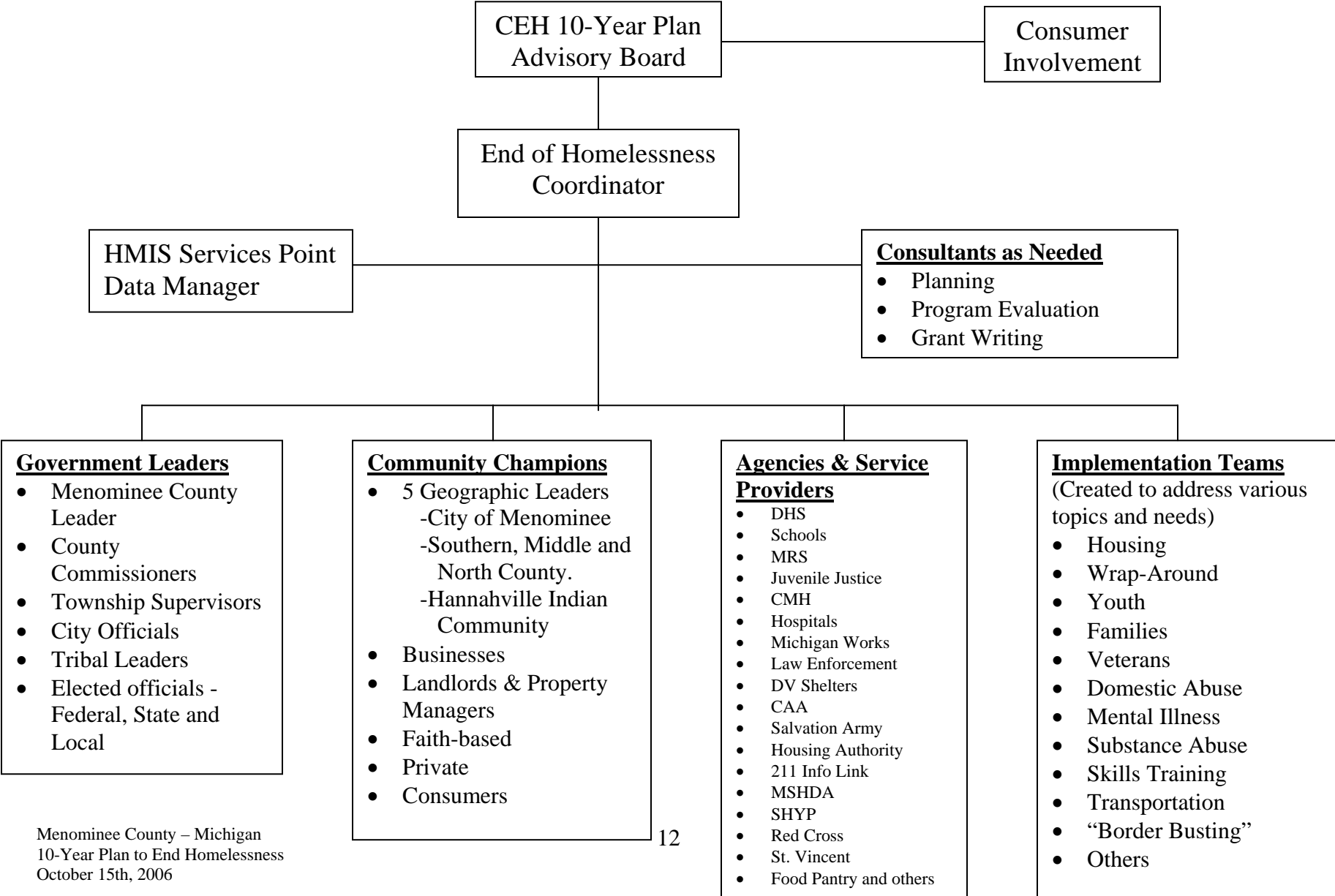
To create and implement an innovative and dynamic 10-Year Plan utilizing the “Good to...Better to...Great Concepts” to end homelessness in Menominee County by 2016.

We utilized the SMART approach in creating our Plan, so that each goal area is Specific, Measurable, Achievable, Realistic and Timely. To delineate our 12 SMART Goals, the key areas we are addressing, each is presented followed by one or more Objective. Each Objective appears in a separate table and is numbered consecutively under its goal, for example Goal 1, Objective 1.1, 1.2, etc. Included in each Objective table are the Strategies and Activities needed to accomplish that objective and ultimately reach the goal, Resources Needed to address costs, Performance Measures and Outcomes, which will monitor progress and product development, Outcome Status and Target Dates that note current status and anticipated completion, Person or Entity Responsible for implementing the strategy, and the estimated Cost categories associated with implementation. Goals and Objectives will be implemented simultaneously across the areas of our Strategic Plan.

Our Strategic Plan is written for a 10-year timeline. Each year, we will develop an Annual Work Plan, which will provide direct focus and specific targets for that year. Annual Work Plans are our management tool and will be reviewed quarterly.

The chart on the following page visually displays the people and entities that are presented in our Strategic Plan. Ending homeless in Menominee County by 2016 will require dedicated people, willing to engage in innovations, new practices, and who are committed to the work at hand.

Implementation Process and the People and Entities Involved



III. Goals and Strategic Plan for Ending Homelessness by 2016

A. Goals for Ending Homelessness in Menominee County by 2016

Overall Goal: To create and implement an innovative 10-Year Plan utilizing the “Good to...Better to...Great Concepts” to end homelessness in Menominee County by 2016.

Section 1 – Implementing the Planning Process

Goal 1: Implement an outcome focused planning process to develop a 10-Year Plan to End Homelessness in Menominee County

Objective 1.1: Get the right people at the planning table and implement the process through the Committee to End Homelessness 10-Year Plan – Advisory Board (CEH10P)

1. Create an inclusive CEH10P Advisory Board to implement the process and to oversee the development of our 10-Year Plan. Include homeless service providers, governmental elected officials, mainstream state and local agencies, and people who are homeless and their advocates
2. Select a facilitator
3. Establish a work plan for completing activities
4. Hold regular CEH10P Advisory Board meetings
5. Conduct activities to implement the planning process

Objective 1.2: Synthesize Menominee County, township, city and Indian reservation data that identifies the number of people who are homeless by various groups, to establish baseline data

1. Gather information through a variety of methods including interviews, discussions focus groups, census data, agency records
2. Conduct interviews, focus groups, discussions, etc.
3. Review census data, agency reports and other records
4. Prepare a narrative description about the face of homelessness in Menominee County

Objective 1.3: Synthesize local level data that describes the current support systems and services available to end homelessness, and identifies system gaps and needs

1. Gather information through a variety of methods that identifies the needs of people who are homeless, services available, gaps in services, and the status of affordable housing and alternative housing options in Menominee County
2. Document the current status of systems and services available to people who are homeless in Menominee County
3. Prepare a narrative description of the systems and services available to people who are homeless in Menominee County

Objective 1.4: Identify possible solutions, develop strategies, and set priorities to end homelessness

1. Utilize the expertise of the CEHP10 Advisory Board and other stakeholder experts
2. Contract with a facilitator to assist the CEHP10 Advisory Board in a visioning process utilizing a retreat format
3. Review all current information and identify issues, solutions and strategies, assess the mix of initiatives needed to end homelessness in Menominee County, and set priorities
4. Prepare a summary report

A. Goals for Ending Homelessness in Menominee County by 2016

Section 2 – Creating Our 10-Year Plan

Goal 2: Plan for outcomes

Objective 2.1: Create an outcome driven 10-Year Plan to end rather than manage homelessness in Menominee County

1. Synthesize information about the scope of homelessness, support systems and services, needs and strategies through a visioning process
2. Create a draft of Menominee County's 10-Year Plan to End Homelessness
3. Bring the right people to the table to complete a working version of our Plan; including homeless assistance providers, mainstream state and local agencies, elected government officials, business leaders, landlords, consumers and advocates
4. Instill a dynamic process to continually review, assess and revise our Plan throughout its 10-year implementation

A. Goals for Ending Homelessness in Menominee County by 2016

Section 3 – Implementing Our 10-Year Plan

Disciplined People

Goal 3: Create political and community “Will” for achieving our 10-Year Plan throughout Menominee County.

Objective 3.1: Engage leadership and sponsorship by governmental and elected officials (jurisdictional leaders) including our County Commissioners, Township Supervisors, city officials, tribal leaders and others.

1. Get governmental leaders on board the “10-Year Plan to End Homelessness Bus”
2. Announce the 10-Year Plan by the Menominee County Board Chairperson (Bernie Lang) and County Administrator (Brian Neumeier) who “owns” it and commits to implementation
3. Demonstrate support for our Plan by all County Commissioners
4. Demonstrate support for our Plan by all Township Supervisors
5. Demonstrate support for our Plan by Hannahville’s tribal leaders
6. Demonstrate support for our Plan by other governmental and elected officials
7. Demonstrate support for our Plan by social services, employment and workforce development, , behavioral health, mental health, public health, housing, transportation and educational agencies
8. Sustain the 10-Year Plan through changes in political leadership and priorities
9. Report progress on a regular basis to the public throughout Menominee County

Objective 3.2: Incorporate leadership from “Community Champions” throughout Menominee County.

1. Engage a high standing individual to lead our 10-Year Plan
2. Engage one community leader from each of the five key geographic regions of Menominee County (the southern, middle, and northern sections; the city of Menominee and the Hannahville Indian Reservation) to coordinate our Plan
3. Create and maintain public awareness of the impact of homelessness and the need for our Plan throughout our County and within each community through the personal commitment from Community Champions
4. Draw new stakeholders and untapped resources to support implementation throughout our 10-year scope
5. Encourage Community Champions throughout our County to build and sustain public and private partnerships that support our Plan

Goal 4: Develop and sustain partnerships to successfully implement our 10-Year Plan.

Objective 4.1: Get the right people throughout Menominee County on our “10-Year Plan to End Homeless Bus”.

1. Include governmental and tribal leaders and decision-makers at every level throughout Menominee County, as early as possible
2. Include social agency leaders and service providers
3. Include Community Champions and other local area leaders
4. Include faith based leaders and area churches
5. Include private sector and business stakeholders
6. Include law enforcement agencies
7. Include landlords and property owners
8. Include current and former people who are homeless and their advocates
9. Include domestic violence, Veteran’s, substance abuse and emergency service providers
10. Include hospitals, medical services and treatment providers
11. Include the public schools - MCISD and the five LEAs – Menominee, Stephenson, Carney Nadeau, North Central (Powers, Spalding), and Bark River - Harris.
12. Include the private schools and Charter Schools – Catholic (Menominee), Seventh Day Adventist (Wilson), Nah Tah Wahsh (Hannahville)
13. Include the Alternative High School and the Adult Education/GED programs at North Central Schools
14. Include post secondary institutions that serve Menominee County residents; such as Bay de Noc Community College (Escanaba), University of Wisconsin – Marinette Extension, Northeast Wisconsin Technical Center, and the M-Tec Center (Escanaba)

Objective 4.2: Create Community “Will” for ending homelessness by involving, coordinating efforts and sustaining partnerships with key private sector and business stakeholders throughout our 10-Year Plan implementation.

1. Involve private sector stakeholders from the City of Menominee
2. Involve private sector stakeholders from southern Menominee County
3. Involve private sector stakeholders from mid Menominee County
4. Involve private sector stakeholders from northern Menominee County
5. Involve stakeholders from the business enterprises of the Hannahville Indian Community
6. Involve other entities such as: United Way, philanthropy organizations, banks, chambers of commerce/downtown associations, housing developers/authorities, landlords and property owners, tourism officials, hospitals, transportation services, etc.

Objective 4.3: Address issues unique to Menominee County to successfully implement our 10-Year Plan

1. Address issues of polarization between southern and northern Menominee County
2. Insure the inclusion of the Hannahville Indian Reservation in the development and implementation of our 10-Year Plan
3. Coordinate our Plan and form partnerships to accomplish goals with our adjacent Michigan counties of Delta and Dickinson, and Marinette, Wisconsin
4. Coordinate our 10-Year Plan and form partnerships to accomplish goals with entities across the Upper Peninsula of Michigan
5. Address issues of “Border Busting” (Michigan/Wisconsin) for Plan implementation and service delivery

Goal 5: Create Consumer-centric solutions to end homelessness.

Objective 5.1: Create strategies that identify and respond to each Consumer’s (people who are homeless) preferences for housing, treatment and services

1. Utilize the “people first” concept in all thought and product creation (e.g. “people who are homeless” versus “the homeless” or “homeless people”)
2. Gain knowledge of Consumers wants and needs through interviews, focus groups, surveys and through advocates/ombudsmen on a continuing basis
3. Offer Consumers informed choice about their housing and services options
4. Include Consumers and their advocates on Implementation Teams

Disciplined Thought

Goal 6: Incorporate business planning and implementation management methods.

Objective 6.1: Utilize a business orientation and principles such as data driven investments with quantifiable results, return on investment outcomes, etc. to reduce homelessness in Menominee County

1. Collect data on all aspects of homelessness
2. Utilize data in planning and decision making
3. Develop strategies with quantifiable results
4. Document return on investments throughout 10-Year Plan implementation

Objective 6.2: Gather yearly baseline, quarterly and annual data and related information to quantify the number of people who experience all forms of homelessness across Menominee County and their needs

1. Identify the number of persons entering the “Front Door” of homelessness each quarter and year
2. Document the sources of those entering the “Front Door” of homelessness each quarter and year (e.g., discharged from other systems, unemployed, substance abuse, domestic violence, veteran, evicted, etc)
3. Document the needs and services required of people entering the “Front Door”
4. Identify the number of people currently living in all forms of homelessness
5. Document the needs and services required of people living in all forms of homelessness
6. Identify people exiting the “Back Door” of homelessness
7. Document the needs and services required for people as they exit the “Back Door” of homelessness
8. Document success and recidivism, people returning to homeless and cyclical patterns
9. Implement to full capacity and utilize the statewide HMIS Service Point system and other data to verify, monitor and evaluate recidivism and/or successful outcomes

Objective 6.3: Utilize incremental benchmarks (quantifiable goals) for various geographic and political regions of Menominee County to show reductions, increases or changes in populations of people who are homeless and measure progress over the span of the 10-Year Plan.

1. Develop and utilize benchmarks for each entry point into homelessness (Coordinate with Goal 6, Objective 6.2)
2. Develop and utilize benchmarks for people experiencing all forms of homelessness (e.g. living on the streets, doubling up, couch surfing, etc.) (Coordinate with Goal 6, Objective 6.2)

3. Develop and utilize incremental benchmarks for our five geographic regions to show reductions or changes in various populations of people who are homeless, over time (Coordinate with Goal 6, Objective 6.2)
4. Set reasonable and achievable goals that can be met, particularly early on in the Plan

Objective 6.4: Incorporate “best practices” strategies for reducing homelessness in Menominee County

1. Research and identify “best practice” strategies that are effective in reducing homelessness throughout Menominee County
2. Draw upon research and results achieved by innovation and practice elsewhere through practicing the “art of legitimate larceny” by “stealing” the best ideas from other communities and adapting them to meet our local needs
3. Identify and implement the “best practice” strategies with the most promise for implementation in Menominee County by maintaining local practices that work and by adapting effective strategies learned elsewhere

Goal 7: Conduct a cost benefit analysis, identify the savings resulting from reducing homelessness, budget the costs for implementing the 10-Year Plan, and commit to and implement our Plan in a cost efficient and effective manner

Objective 7.1: Identify and reveal to the community the overt and “hidden” costs of homelessness and identify the savings opportunities

1. Research cost benefit studies conducted in other communities to establish a basis for the estimating the costs of homelessness in Menominee County
2. Identify and analyze the financial costs to systems associated with homelessness across Menominee County (e.g., costs for emergency rooms, law enforcement, behavioral health, incarceration, lost productivity, etc).
3. Analyze the estimated “costs” of lost potential and human suffering associated with homelessness
4. Prepare a report presenting the cost benefit analyses of reducing and ending homelessness
5. Present results in various formats and locations to garner community support for ending homelessness

Objective 7.2: Commit to a budget to solidify intent to end homeless in Menominee County in 10 years.

1. Identify costs by each goal, objective, strategy and the overall costs to implement our 10-Year Plan
2. Identify gaps in funding and resource allocations
3. Execute the 10-Year Plan in a cost effective and efficient manner

Goal 8: Offer a balanced approach between the prevention of and intervention into homelessness through the creation of systems to prevent, shorten the experience, and ultimately end homelessness in Menominee County

Objective 8.1: Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless.

1. Provide a variety of prevention strategies targeted for each specific group of people (e.g. youth, families, single women, veterans, violence victims, ex-offenders, substance abusers, elderly, foster care, etc.)
2. Provide a variety of prevention strategies targeted at each contributing source of entry into homelessness (e.g., discharged from other systems, unemployment, substance abuse, domestic violence, veteran, evicted, etc)
3. Build a systems and services infrastructure that supports housing for all
4. Increase supply of affordable, available and safe housing
5. Preserve housing tenancy through a variety of methods that keep people currently housed in their homes
6. Develop results oriented discharge planning protocols from jails, substance abuse and mental health treatment facilities, foster care, etc.
7. Establish intergovernmental and community partnerships to establish “best practices” and achieve positive discharge outcomes
8. Help the people with the most complex problems through a variety of strategies (e.g. Wraparound services, etc.)
9. Work with mainstream poverty programs to provide a more seamless and integrated approach to service delivery
10. Provide extra incentives to programs that reduce the number of people who are homeless
11. Assist people at risk of homelessness to earn adequate incomes to pay for life necessities

Objective 8.2: Open the “Back Door” of homelessness by providing effective intervention through an array of services that assist people who are homeless to move into and maintain permanent housing

1. Provide a variety of services and intervention strategies specifically designed for and proven effective with each group of people who are homeless (e.g. youth, families, single women, veterans, violence victims, ex-offenders, substance abusers, elderly, etc.)
2. Provide a variety of solution-focused intervention strategies targeted at issues that maintain or encourage homelessness (e.g. employment assistance, substance abuse services, financial planning, relationship counseling, tenant education, etc.)
3. Assist people who are homeless to earn adequate incomes to pay for life necessities

4. Provide case management and supportive services that link people who are homeless to the services they need
5. Build the systems and services infrastructure that supports housing for all
6. Increase the supply of affordable, safe and available housing for people who are homeless
7. Adopt the Housing First approach so that most people exit homelessness quickly and get into permanent housing
8. Facilitate the accommodation for people who are transitionally homeless (short stays and infrequent returns) into affordable housing (e.g. Housing First)
9. Provide flexible strategy housing for people who are episodically homeless (treatment/relapse alternatives)
10. Create permanent supportive housing alternatives for people who are chronically homeless (chronically ill, mentally ill) (e.g. helter Plus vouchers)

Goal 9: Incorporate Innovative Ideas

Objective 9.1: Include the latest research-based, results-oriented innovations, and re-tooled best practices.

1. Keep abreast of new research and innovative practices that might benefit Consumers in Menominee County throughout Plan implementation
2. Analyze probable effectiveness and cost of innovative practices and specific strategies for Menominee County, including:
 - a. Housing First
 - b. 211 Info Link
 - c. Clock-Work of Services Tool
 - d. Wraparound Services
 - e. No Wrong Door
 - f. Zero tolerance for discharge to homelessness
 - g. Project Homeless Connect
 - h. Permanent supportive housing
 - i. Clearinghouse of Affordable Housing
 - j. Assertive Community Treatment (ACT) Teams
 - k. Others
3. Decide what strategies might work best in Menominee County and incorporate new innovations as appropriate and evaluate results

Disciplined Action

Goal 10: Utilize a Coordinator and Implementation Teams to conduct the work of the 10-Year Plan

Objective 10.1: Identify accountability and achieve outcomes of our 10-Year Plan implementation with results oriented Implementation Teams

1. Hire or contract a 10-Year Plan Coordinator to direct the effort, report progress and manage office
2. Create and utilize Implementation Teams for each of the five geographic areas of our County consisting of a cross section of stakeholders, particularly Consumers
3. Create and utilize Implementation Teams for specific populations of people who are homeless (e.g. youth, families with children, single adults, etc.) consisting of a cross section of stakeholders, particularly Consumers
4. Maintain open dialog and communication among the Teams and the 10-Year Plan leaders, and the CEH10P Advisory Board
5. Establish, monitor and report Implementation Team priorities, timelines, benchmarks, roles and responsibilities, performance measures, outcomes and costs, at regular intervals.

Goal 11: Secure a broad base of resources to successfully implement and accomplish our 10-Year Plan

Objective 11.1: Secure funds to implement our Plan and accomplish results through an aggressive grant writing and resource development effort targeting traditional and non-traditional funding resources and investing those dollars in innovations and results.

1. Identify new and existing sources of funding from the public and private sectors
2. Research and involve federal and mainstream government resources (e.g. the Departments of Labor, Health and Human Services, Education, Rehabilitation Services, Juvenile Justice, Corrections, Public Health and Agriculture, Veteran's Administration, HUD, Public Health, Bureau of Indian Affairs, HOME, Workforce Investment, Block Grants, McKinney-Vento Homeless Assistance etc.)
3. Research and involve State of Michigan resources and funding
4. Research and involve national, Michigan based, local and community foundations
5. Research and involve business/corporate investments (e.g. incentives, philanthropic giving)
6. Research and involve faith-based organizations
7. Engage in aggressive strategies to get the funds and resources needed to execute the 10-Year Plan

Goal 12: Create living documents

Objective 12.1: Keep the momentum going by including schedules to monitor, review, evaluate and update our 10-Year Plan on a regular basis

1. Assess progress according to benchmarks on a regular basis (Coordinate with Goal 6, Objective 1, 2, 3 & 4)
2. Modify strategies and tactics based on a continual assessment of progress and outcomes (Coordinate with Goal 6, Objective 1, 2, 3 & 4)
3. Apply “legitimate larceny” on a continuous basis (Coordinate with Goal 6, Objective 4 and Goal 9, Objective 1)
4. Share ideas and lessons learned by meeting with other cities and counties
5. Add innovations that demonstrate the results we want in Menominee County and discard strategies that do not (Coordinate with Goal 6, Objective 4)
6. Hold public events to mark visible progress (Coordinate with Goal 3, Objectives 1 & 2, Goal 7, Objective 1 and Goal 10, Objective 1)
7. **Celebrate our successes as we go!**

B. Strategic Plan for Ending Homelessness by 2016

Our Vision

Homes for All People in Menominee County by 2016

Our Mission

We believe that safe affordable housing is a right for all people in Menominee County. No man, woman or child should be forced to sleep in the streets, in the woods, in any inhabitable shelter, or with no place of permanent residence. We also believe that the elimination of homelessness in Menominee County is achievable by 2016.

Overall Goal: To create and implement an innovative 10-Year Plan utilizing the “Good to...Better to...Great Concepts” to end homelessness in Menominee County by 2016.

The following section presents our Strategic Plan in table format. We utilized the SMART approach in creating our Plan, so that each goal area is Specific, Measurable, Achievable, Realistic and Timely. To delineate our 12 SMART Goals, the key areas we are addressing, each is presented followed by one or more Objective. Each Objective appears in a separate table and is numbered consecutively under its goal, for example Goal 1, Objective 1.1, 1.2, etc. Included in each Objective table are the Strategies and Activities needed to accomplish that objective and ultimately reach the goal, Resources Needed to address costs, Performance Measures and Outcomes, which will monitor progress and product development, Outcome Status and Target Dates that note current status and anticipated completion, Person or Entity Responsible for implementing the strategy, and the estimated Cost categories associated with implementation. Goals and Objectives will be implemented simultaneously across the areas of our Strategic Plan.

Our Strategic Plan is written for a 10-year timeline. Each year, we will develop an Annual Work Plan, which will provide direct focus and specific targets for that year. Annual Work Plans are our management tool and will be reviewed quarterly.

Strategic Plan to Ending Homelessness in Menominee County by 2016

Section 1 – Implementing the Planning Process

Goal 1: Implement an outcome focused planning process to develop a 10-Year Plan to end homelessness in Menominee County

Objective 1.1: Get the right people at the planning table and implement the process through the Committee to End Homelessness - 10 Year Plan –Advisory Board

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Create an inclusive CEH10P Advisory Board	<ul style="list-style-type: none"> ◆ Community interest ◆ Key stakeholders identified & agree ◆ Meeting space ◆ MSHDA Grant 	<ul style="list-style-type: none"> ◆ Member list of key stakeholders ◆ CEH10P member participation 	<ul style="list-style-type: none"> ◆ April 2006 CEH10P established ◆ Completed 	<ul style="list-style-type: none"> ◆ Rose O’Hara-Coordinator ◆ Mark Kwarciany – Lead Contact ◆ United Way – grant fiduciary 	<ul style="list-style-type: none"> ◆ In-kind Member time ◆ Coordinator salary
2. Select a CEH10P facilitator	<ul style="list-style-type: none"> ◆ Rose O’Hara agrees ◆ Mark Kwarciany agrees 	<ul style="list-style-type: none"> ◆ Meetings arranged ◆ Minutes of meetings 	<ul style="list-style-type: none"> ◆ Completion of responsibilities April 2006-present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary
3. Establish a work plan for completing CEH10P activities	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Information 	<ul style="list-style-type: none"> ◆ List of accomplishment to date (appendices) ◆ Quarterly grant reports 	<ul style="list-style-type: none"> ◆ April 2006 – present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Lead Contact 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary

Objective 1.1 continues on the next page.

Objective 1.1 (continued): Get the right people at the planning table and implement the process through the Committee to End Homelessness - 10 Year Plan –Advisory Board

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
4. Hold regular CEH10P meetings	<ul style="list-style-type: none"> ◆ CEH10P participation ◆ Meeting space at MCISD & DHS 	<ul style="list-style-type: none"> ◆ Meetings arranged and held ◆ Minutes of meetings ◆ Quarterly grant reports 	<ul style="list-style-type: none"> ◆ 80% member attendance ◆ April 2006 – present ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary
5. Conduct activities to implement the planning process	<ul style="list-style-type: none"> ◆ CEH10P participation ◆ Planning Facilitator Carol Bergquist 	<ul style="list-style-type: none"> ◆ Minutes of meetings ◆ Products developed ◆ Quarterly grant reports (appendices) ◆ 10-Year Plan 	<ul style="list-style-type: none"> ◆ April 2006-present ◆ Interim documents ◆ 10-Year Plan created ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract

Objective 1.2: Synthesize Menominee County, township, city and Indian reservation data that identifies the number of people who are homeless by various groups to establish baseline data

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Gather information about people who are homeless in Menominee County	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Agency reports ◆ HMIS Service ◆ Point 211 Info Link ◆ Point-in-time data ◆ MSHDA Grant 	<ul style="list-style-type: none"> ◆ Quarterly grant reports ◆ Interim documents ◆ 10-Year Plan ◆ Unduplicated homeless count 1/1/06-6/30/06 	<ul style="list-style-type: none"> ◆ April 2006 - present ◆ Completed 	<ul style="list-style-type: none"> ◆ United Way – Grant ◆ CEH10P members ◆ Coordinator ◆ HMIS Users ◆ Human service agencies 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract
2. Conduct interviews, focus groups, discussions, etc.	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Various supplies 	<ul style="list-style-type: none"> ◆ Meeting minutes ◆ Reports 	<ul style="list-style-type: none"> ◆ April 2006 - present ◆ Completed ◆ Need More Input 	<ul style="list-style-type: none"> ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time
3. Review census data, agency reports and other records	<ul style="list-style-type: none"> ◆ HMIS Administrator ◆ CEH10P members ◆ Coordinator ◆ Planning Facilitator 	<ul style="list-style-type: none"> ◆ Information documents ◆ Meeting minutes ◆ Summary reports 	<ul style="list-style-type: none"> ◆ April 2006 - present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Planning Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract
4. Prepare a narrative description about the face of homelessness in Menominee County	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Planning Facilitator ◆ HMIS Administrator 	<ul style="list-style-type: none"> ◆ Narrative report 	<ul style="list-style-type: none"> ◆ April 2006 - present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Lead Contact ◆ Planning Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract ◆ Member time

Objective 1.3: Synthesize local level data that describes the current support systems and services available to end homelessness, and identifies system gaps and needs

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Gather information through a variety of methods	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Agency reports ◆ 211 Info Link ◆ MSHDA Grant 	<ul style="list-style-type: none"> ◆ Quarterly grant reports ◆ Interim documents ◆ Clock-Work of Services ◆ Road Map of Services ◆ 10-year Plan 	<ul style="list-style-type: none"> ◆ April 2006-present ◆ Completed 	<ul style="list-style-type: none"> ◆ United Way Grant ◆ CEH10P members ◆ Coordinator ◆ Lead Contact ◆ MICAH 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary
2. Document the current status of systems and services available in Menominee County	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ 211 Info Link ◆ Other Stakeholders ◆ Service provider and agency descriptions 	<ul style="list-style-type: none"> ◆ Information documents ◆ Meeting minutes ◆ Clock-Work of Services ◆ Road Map of Services ◆ Summary reports 	<ul style="list-style-type: none"> ◆ April 2006-present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Planning Facilitator ◆ MICAH 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract
3. Prepare a narrative description about the systems and services available	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Plan Facilitator 	<ul style="list-style-type: none"> ◆ Narrative report ◆ Clock-Work of Services ◆ Road Map of Services 	<ul style="list-style-type: none"> ◆ April 2006-present ◆ Completed 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Planning Facilitator ◆ MICAH 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator contract

Objective 1.4: Identify possible solutions, develop strategies, and set priorities to end homelessness

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Utilize the CEH10P Advisory Board and other stakeholder experts	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Key Stakeholders ◆ Coordinator ◆ MSHDA Grant 	<ul style="list-style-type: none"> ◆ Participation of CEH10P and other Stakeholders 	<ul style="list-style-type: none"> ◆ Retreat Completed July 2006 	<ul style="list-style-type: none"> ◆ Facilitator ◆ Lead Contact 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Stakeholder time
2. Conduct a visioning process utilizing a facilitator in a retreat setting	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Key Stakeholders ◆ Coordinator Facilitator ◆ Meeting Room ◆ Supplies 	<ul style="list-style-type: none"> ◆ Participation of CEH10P and other Stakeholders ◆ Vision and Mission statements ◆ Retreat summary document (appendices) 	<ul style="list-style-type: none"> ◆ Retreat Completed July 2006 	<ul style="list-style-type: none"> ◆ Carol Bergquist – Planning Facilitator 	<ul style="list-style-type: none"> ◆ Facilitator contract ◆ Meeting costs ◆ Member time ◆ Coordinator salary ◆ Stakeholder time
3. Review current information, identify issues and set priorities	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Key Stakeholders ◆ Coordinator ◆ Facilitator ◆ Meeting Room ◆ Supplies 	<ul style="list-style-type: none"> ◆ Participation of CEH10P and other Stakeholders ◆ Retreat summary document (appendices) 	<ul style="list-style-type: none"> ◆ Retreat Completed July 2006 	<ul style="list-style-type: none"> ◆ Carol Bergquist – Planning Facilitator 	<ul style="list-style-type: none"> ◆ Facilitator contract ◆ Member time ◆ Coordinator salary ◆ Stakeholder time
4. Prepare a summary report	<ul style="list-style-type: none"> ◆ Planning Facilitator 	<ul style="list-style-type: none"> ◆ Retreat summary document (appendices) ◆ Vision and Mission statements 	<ul style="list-style-type: none"> ◆ Retreat Completed July 2006 ◆ Reported submitted with August draft 10-Year Plan 	<ul style="list-style-type: none"> ◆ Carol Bergquist – Planning Facilitator 	<ul style="list-style-type: none"> ◆ Facilitator contract

Section 2 – Creating Our 10-Year Plan

Goal 2: Plan for outcomes

Objective 2.1: Create an outcome driven 10-Year Plan to end rather than manage homelessness

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Synthesize information about support systems, services, needs and strategies	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Key Stakeholders ◆ Facilitator ◆ Meeting space ◆ MSHDA Grant 	<ul style="list-style-type: none"> ◆ CEH10P member, Stakeholder, and Coordinator participation ◆ Interim documents 	<ul style="list-style-type: none"> ◆ Interim documents ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact ◆ Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Stakeholder time ◆ Facilitator contract
2. Bring the right people to the table to complete a working version of the Plan	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Key Stakeholders ◆ Facilitator ◆ Meeting space 	<ul style="list-style-type: none"> ◆ CEH10P member, Stakeholder, and Coordinator participation ◆ Interim documents 	<ul style="list-style-type: none"> ◆ Interim documents ◆ Draft 10-Year Plan submitted to MSHDA August 2006 ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Stakeholder time ◆ Facilitator Contract
3. Create a draft of Menominee County's 10-Year Plan to End Homelessness	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Coordinator ◆ Facilitator ◆ Supplies 	<ul style="list-style-type: none"> ◆ CEH10P member, Stakeholder, and Coordinator participation ◆ Interim documents 	<ul style="list-style-type: none"> ◆ Draft 10-Year Plan submitted to MSHDA August 2006 ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact ◆ Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator Contract
4. Instill a dynamic process to continually assess and revise our Plan	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Stakeholders ◆ Coordinator ◆ Plan document 	<ul style="list-style-type: none"> ◆ CEH10P member, Stakeholder, and Coordinator participation ◆ Interim documents 	<ul style="list-style-type: none"> ◆ Final 10-Year Plan ◆ Submitted to MSHDA October 2006 ◆ Completed 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Lead Contact ◆ Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Facilitator Contract

Section 3 – Implementing Our 10-Year Plan

Disciplined People

Goal 3: Create political and community “Will” for achieving our 10-Year Plan throughout Menominee County.

Objective 3.1: Engage leadership and sponsorship by governmental and elected officials (jurisdictional leaders) including our County Commissioners, Township Supervisors, city officials, tribal leaders and others

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Get the governmental leaders on board to end homelessness	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	◆ March 2007	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage
2. Announce the 10-Year Plan by the Menominee County Board Chairperson and County Administrator	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Media access ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Formal announcement made by Chairperson and Administrator 	◆ November 2006	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ PR materials ◆ Plan copies ◆ Media access
3. Demonstrate support for our Plan by all County Commissioners	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	◆ March 2007	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage

Objective 3.1 continues on the next page.

Objective 3.1 (continued): Engage leadership and sponsorship by governmental and elected officials (jurisdictional leaders) including our County Commissioners, Township Supervisors, city officials, tribal leaders and others

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
4. Demonstrate support for our Plan by all Township Supervisors	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	<ul style="list-style-type: none"> ◆ March 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage
5. Demonstrate support by Hannahville’s tribal leaders	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	<ul style="list-style-type: none"> ◆ March 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Facilitator 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage
6. Demonstrate support by other governmental and elected officials	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested governmental leaders 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	<ul style="list-style-type: none"> ◆ March 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage

Objective 3.1 continues on the next page.

Objective 3.1 (continued): Engage leadership and sponsorship by governmental and elected officials (jurisdictional leaders) including our County Commissioners, Township Supervisors, city officials, tribal leaders and others

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
7. Demonstrate support by social services, health services and others	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Public relations materials ◆ Personal contacts made by CEH10P ◆ Interested agency-leaders & staff 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to 10-year Plan ◆ Resolution of Support passed ◆ Resources identified 	<ul style="list-style-type: none"> ◆ December 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Plan copies ◆ Mileage
8. Sustain the 10-Year Plan through changes in leadership and priorities	<ul style="list-style-type: none"> ◆ Committed governmental & agency leaders ◆ Committed public 	<ul style="list-style-type: none"> ◆ Signed support and/or Resolution ◆ On-going involvement & resource allocation 	<ul style="list-style-type: none"> ◆ Oct 2006-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Annual budget
9. Regularly report progress to the public throughout Menominee County	<ul style="list-style-type: none"> ◆ Updated 10-Year Plan ◆ Multi-media PR materials ◆ Public service Advertisements 	<ul style="list-style-type: none"> ◆ Copies of information ◆ Documentation of PR releases ◆ Schedule of events 	<ul style="list-style-type: none"> ◆ Quarterly reports ◆ Starting Jan 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Annual budget

Objective 3.2: Incorporate leadership from “Community Champions” throughout Menominee County

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Engage a high standing individual to lead our 10-Year Plan	<ul style="list-style-type: none"> ◆ Interested and committed person ◆ Personal contacts made by CEH10P 	<ul style="list-style-type: none"> ◆ Verbal commitment made by MC leader ◆ Sign-on to Plan 	<ul style="list-style-type: none"> ◆ March 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Board Chairperson 	<ul style="list-style-type: none"> ◆ Member time
2. Engage one community leader from each of the 5 geographic regions of Menominee County to coordinate our Plan	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ Personal contacts made by CEH10P 	<ul style="list-style-type: none"> ◆ Verbal commitment made ◆ Sign-on to Plan ◆ Participation in Implementation Teams 	<ul style="list-style-type: none"> ◆ March 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader 	<ul style="list-style-type: none"> ◆ Member time ◆ Mileage
3. Create and maintain public awareness of homelessness and the need for our Plan through the commitment of community members	<ul style="list-style-type: none"> ◆ 10-Year Plan & revisions ◆ PR materials ◆ Media access ◆ Documented progress 	<ul style="list-style-type: none"> ◆ Copies of information released ◆ List of events ◆ Documentation of on-going communication 	<ul style="list-style-type: none"> ◆ Releases starting October 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Media costs
4. Draw new stakeholders and resources to support implementation for the 10-year scope	<ul style="list-style-type: none"> ◆ 10-Year Plan & revisions ◆ Communication of Progress ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Documentation of outreach activities ◆ Participation records ◆ Documented progress 	<ul style="list-style-type: none"> ◆ As needed through October 2006-2016 ◆ Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials
5. Encourage citizens to build and sustain public and private partnerships that support our Plan	<ul style="list-style-type: none"> ◆ 10-Year Plan & revisions ◆ Communication of Progress ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Documentation of partnership activities ◆ Documented progress 	<ul style="list-style-type: none"> ◆ As needed through October 2006-2016 ◆ Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials

Goal 4: Develop and sustain partnerships to successfully implement our 10-Year Plan.

Objective 4.1: Get the right people throughout Menominee County on our “10-Year Plan to End Homeless Bus”

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Include governmental and tribal leaders and decision-makers at every level throughout Menominee County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting February 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
2. Include social agency leaders and service providers	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting November 2006 ◆ Oct 2006-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
3. Include Community Champions and other local area leaders	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Oct 2006-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
4. Include faith based leaders and area churches	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting January 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage

Objective 4.1 continues on the next page.

Objective 4.1 Continued: Get the right people throughout Menominee County on our “10-Year Plan to End Homeless Bus”

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
5. Include private sector and business stakeholders	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting March 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
6. Include law enforcement agencies	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting January 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
7. Include landlords and property owners	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting November 2006 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
8. Include current and former homeless and their advocates	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting November 2006 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
9. Include domestic violence, Veteran’s, substance abuse and emergency providers	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting December 2006 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage

Objective 4.1 continues on the next page.

Objective 4.1 Continued: Get the right people throughout Menominee County on our “10-Year Plan to End Homeless Bus”

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
10. Include hospitals, medical services and treatment providers	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting January 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
11. Include the public schools - MCISD and the five LEAs	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting February 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
12. Include the private schools and Charter Schools	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting March 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
13. Include the Alternative HS and the Adult Ed/GED programs at North Central Schools	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting March 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
14. Include post secondary institutions that serve Menominee County residents	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ First meeting April 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage

Objective 4.2: Create Community “Will” for ending homelessness by involving, coordinating efforts and sustaining partnerships with key private sector and business stakeholders throughout our 10-Year Plan implementation.

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Involve private sector stakeholders from the City of Menominee	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
2. Involve private sector stakeholders from southern Menominee County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
3. Involve private sector stakeholders from mid County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
4. Involve private sector stakeholders from northern Menominee County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
5. Involve stakeholders from the business enterprises of Hannahville	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage
6. Involve entities such as United Way, chamber of commerce, etc.	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Partnership agreements ◆ Participation records ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meetings by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Materials ◆ Mileage

Objective 4.3: Address issues unique to Menominee County to successfully implement our 10-Year Plan

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Address issues of polarization between southern and northern Menominee County	<ul style="list-style-type: none"> ◆ Committed leaders ◆ ID common issues ◆ Coordinator time ◆ Member time ◆ Meeting space ◆ Materials 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment 	<ul style="list-style-type: none"> ◆ First meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ 5 Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Materials ◆ Mileage
2. Insure the inclusion of Hannahville in the implementation of our 10-Year Plan	<ul style="list-style-type: none"> ◆ Committed leaders ◆ ID common issues ◆ Coordinator time ◆ Member time ◆ Meeting space ◆ Materials 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment 	<ul style="list-style-type: none"> ◆ First meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ 5 Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Materials ◆ Mileage
3. Coordinate our Plan and form partnerships to accomplish goals with our adjacent counties	<ul style="list-style-type: none"> ◆ Committed leaders ◆ ID common issues ◆ Coordinator time ◆ Member time ◆ Meeting space ◆ Materials 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment 	<ul style="list-style-type: none"> ◆ First meeting by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ 5 Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Materials ◆ Mileage

Objective 4.3 continues on the next page.

Objective 4.3 (continued): Address issues unique to Menominee County to successfully implement our 10-Year Plan

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
4. Coordinate our 10-Year Plan and form partnerships across the Upper Peninsula	<ul style="list-style-type: none"> ◆ Committed leaders ◆ ID common issues ◆ Coordinator time ◆ Member time ◆ Meeting space ◆ Materials 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment 	<ul style="list-style-type: none"> ◆ UP-wide Summit Summer 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ 5 Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Materials ◆ Mileage
5. Address issues of “Border Busting” (MI/WI) for Plan implementation/delivery	<ul style="list-style-type: none"> ◆ Committed leaders ◆ ID common issues ◆ Coordinator time ◆ Member time ◆ Meeting space ◆ Materials 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment 	<ul style="list-style-type: none"> ◆ First meeting by June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ 5 Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Coordinator salary ◆ Materials ◆ Mileage

Goal 5: Create Consumer-centric solutions to end homelessness.

Objective 5.1: Create strategies that identify and respond to each Consumer’s (people who are homeless) preferences for housing, treatment and services

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Utilize the “people first” concept in all thought and product creation	<ul style="list-style-type: none"> ◆ Committed and interested people ◆ Coordinator time 	<ul style="list-style-type: none"> ◆ Review of all developed materials 	<ul style="list-style-type: none"> ◆ October 2006 through October 2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary
2. Gain knowledge of consumers wants and needs through various routes and sources	<ul style="list-style-type: none"> ◆ Interviews ◆ Focus Groups ◆ Surveys ◆ Staff time ◆ Data analysis 	<ul style="list-style-type: none"> ◆ Results of interviews, Focus Groups, surveys and discussions ◆ Summary Report 	<ul style="list-style-type: none"> ◆ January 2007 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Agency staff 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Staff time ◆ Materials
3. Offer Consumers informed choice about their housing and services options	<ul style="list-style-type: none"> ◆ Committed service ◆ Delivery staff ◆ Supportive policies & procedures 	<ul style="list-style-type: none"> ◆ List of service options ◆ Written policies & procedures ◆ Consumers talking about their involvement 	<ul style="list-style-type: none"> ◆ In place by January 2007 ◆ Oct 2007-2016 Annual goals & review ◆ 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Agency staff ◆ Consumers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Staff time ◆ Materials
4. Include Consumers and their advocates on Implementation Teams	<ul style="list-style-type: none"> ◆ Committed and Interested ◆ Consumers ◆ Implementation ◆ Team meetings 	<ul style="list-style-type: none"> ◆ Team membership rosters ◆ Team products that reflect consumer input ◆ Participation records 	<ul style="list-style-type: none"> ◆ In place by March 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Agency staff ◆ Consumers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Staff time ◆ Materials

Disciplined Thought

Goal 6: Incorporate business planning and implementation management methods.

Objective 6.1: Utilize a business orientation and principles such as data driven investments with quantifiable results, return on investment outcomes, etc. to reduce homelessness in Menominee County

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Collect data on all aspects of homelessness for planning and decision making	<ul style="list-style-type: none"> ◆ HMIS Service Point data ◆ 211 Info Link ◆ Point-in-time data ◆ CEH10P reports ◆ Agency reports ◆ Staff time 	<ul style="list-style-type: none"> ◆ Quarterly data reports ◆ Summary reports on various populations ◆ Evaluation reports ◆ Consumer stories ◆ Updates to Goal 1 data on annual basis 	<ul style="list-style-type: none"> ◆ First update October 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Materials
2. Utilize data in planning and decision making	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Implementation Teams ◆ Valid and reliable data ◆ Meetings 	<ul style="list-style-type: none"> ◆ Minutes of meetings ◆ Annual Work plans ◆ Documentation of decisions made & their outcomes 	<ul style="list-style-type: none"> ◆ First update October 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Team time ◆ Materials
3. Develop strategies with quantifiable results	<ul style="list-style-type: none"> ◆ Best practice strategies ◆ Measurable benchmarks ◆ CEH10P time ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Annual Work Plans ◆ Implementation ◆ Team Action Plans 	<ul style="list-style-type: none"> ◆ 2007 Work Plan ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Team time ◆ Materials
4. Document return on investments throughout 10-Year Plan implementation	<ul style="list-style-type: none"> ◆ Annual evaluation of Plan progress ◆ Monitoring of activities & effort ◆ Coordinator time 	<ul style="list-style-type: none"> ◆ Annual evaluation report ◆ Monitoring reports 	<ul style="list-style-type: none"> ◆ 2007 Work Plan ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time

Objective 6.2: Gather yearly baseline, quarterly and annual data and related information to quantify the number of people who experience all forms of homelessness across Menominee County and their needs

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Identify the persons entering the “Front Door” of homelessness each quarter and year	<ul style="list-style-type: none"> ◆ ID of all entry points ◆ ID of people ◆ Key service providers ◆ HMIS Service Point ◆ Coordinator 	<ul style="list-style-type: none"> ◆ List of entry points ◆ List of people at risk ◆ Involvement of key service providers ◆ Service Point reports 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials
2. Document the sources of those entering the “Front Door” of homelessness each quarter and year	<ul style="list-style-type: none"> ◆ ID of all entry points ◆ ID of people ◆ Key service providers ◆ HMIS Service Point ◆ Coordinator 	<ul style="list-style-type: none"> ◆ List of entry points ◆ List of people at risk ◆ Involvement of key service providers ◆ Service Point reports 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials
3. Document the needs and services required of people entering the “Front Door”	<ul style="list-style-type: none"> ◆ Key service providers ◆ Coordinator ◆ Needs assessment data 	<ul style="list-style-type: none"> ◆ List of entry points ◆ List of people at risk ◆ Involvement of key service providers ◆ Service Point reports ◆ Needs assessment results 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 6.2 continues on the next page.

Objective 6.2 (continued): Gather yearly baseline, quarterly and annual data and related information to quantify the number of people who experience all forms of homelessness across Menominee County and their needs

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
4. Identify the number of people currently living in all forms of homelessness	<ul style="list-style-type: none"> ◆ Key service providers ◆ HMIS Service Point ◆ Coordinator 	<ul style="list-style-type: none"> ◆ List of people ◆ List of living situations ◆ Service Point reports ◆ Involvement of key service providers 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials
5. Document the needs and services required of people living in all forms of homelessness	<ul style="list-style-type: none"> ◆ Key service providers ◆ Coordinator ◆ Needs assessment data 	<ul style="list-style-type: none"> ◆ List of living situations ◆ List of people ◆ Involvement of key service providers ◆ Service Point reports ◆ Needs assessment results 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials ◆ Report Preparation
6. Identify people exiting the “Back Door” of homelessness	<ul style="list-style-type: none"> ◆ Key service providers ◆ HMIS Service Point ◆ Coordinator 	<ul style="list-style-type: none"> ◆ List of entry points ◆ List of people at risk ◆ Involvement of key service providers ◆ Service Point reports 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials

Objective 6.2 continues on the next page.

Objective 6.2 (continued): Gather yearly baseline, quarterly and annual data and related information to quantify the number of people who experience all forms of homelessness across Menominee County and their needs

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
7. Document the needs and services for people as they exit the “Back Door” of homelessness	<ul style="list-style-type: none"> ◆ Key service providers ◆ Coordinator ◆ Needs assessment data 	<ul style="list-style-type: none"> ◆ List of exit strategies ◆ List of people at risk ◆ Involvement of key service providers ◆ Service Point reports ◆ Needs assessment report 	<ul style="list-style-type: none"> ◆ First report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials ◆ Report Preparation
8. Document success and recidivism, people returning to homeless and cyclical patterns	<ul style="list-style-type: none"> ◆ Key service providers ◆ Coordinator ◆ CEH10P members ◆ HMIS Service Point 	<ul style="list-style-type: none"> ◆ Evaluation data ◆ Consumer outcome stories 	<ul style="list-style-type: none"> ◆ First report March 2007 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Service providers ◆ Service agencies ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Provider time ◆ Materials ◆ Report Preparation
9. Implement and utilize the HMIS Service Point system and other data to monitor outcomes	<ul style="list-style-type: none"> ◆ Key service provider data ◆ Coordinator ◆ Data system ◆ Data Manager 	<ul style="list-style-type: none"> ◆ Data Manager hired ◆ Data entered ◆ Service Point reports 	<ul style="list-style-type: none"> ◆ Report December 2006 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Data Manager 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Data Manager salary

Objective 6.3: Utilize incremental benchmarks (quantifiable goals) for various geographic and political regions of Menominee County to show reductions, increases or changes in populations of people who are homeless and measure progress over the span of the 10-Year Plan.

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Develop and utilize benchmarks for each entry point into homelessness (Coordinate with Goal 6, Objective 6.2)	<ul style="list-style-type: none"> ◆ Reports from Objective 6.2 ◆ HMIS Service Point ◆ Service providers ◆ Coordinator ◆ Baseline data 	<ul style="list-style-type: none"> ◆ Benchmarks developed for each entry point in Year 1 ◆ Benchmarks utilized in Year 1 Work Plan ◆ Continue this process annually using outcome data from previous year 	<ul style="list-style-type: none"> ◆ First report March 2007 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
2. Develop and utilize benchmarks for people experiencing all forms of homelessness (Coordinate with Goal 6, Objective 6.2)	<ul style="list-style-type: none"> ◆ Reports from Objective 6.2 ◆ HMIS Service Point ◆ Service providers ◆ Coordinator ◆ Baseline data 	<ul style="list-style-type: none"> ◆ Benchmarks developed for each entry point in Year 1 ◆ Benchmarks utilized in Year 1 Work Plan ◆ Continue this process annually using outcome data from previous year 	<ul style="list-style-type: none"> ◆ First report March 2007 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time

Objective 6.3 continues on the next page.

Objective 6.3 (continued): Utilize incremental benchmarks (quantifiable goals) for various geographic and political regions of Menominee County to show reductions, increases or changes in populations of people who are homeless and measure progress over the span of the 10-Year Plan.

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
3. Develop incremental benchmarks for our five geographic regions to show trends over time (Coordinate with Goal 6, Objective 6.2)	<ul style="list-style-type: none"> ◆ Reports from Objective 6.2 ◆ HMIS Service Point ◆ Service providers ◆ Coordinator ◆ Baseline data 	<ul style="list-style-type: none"> ◆ Benchmarks developed for each entry point in Year 1 ◆ Benchmarks utilized in Year 1 Work Plan ◆ Continue this process annually using outcome data from previous year 	<ul style="list-style-type: none"> ◆ First report March 2007 ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
4. Set reasonable and achievable goals that can be met, particularly early on in the Plan	<ul style="list-style-type: none"> ◆ 1-Year Plan ◆ Annual Work Plan ◆ CEH10P members ◆ Coordinator ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ Goals and outcome measures for Year 1 ◆ Goals and outcome measures for years 2-10 developed annually 	<ul style="list-style-type: none"> ◆ Year I goals and outcomes set by March 2007 ◆ Oct 2007-2016 Quarterly and annual reports 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time

Objective 6.4: Incorporate “best practices” strategies for reducing homelessness in Menominee County

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Research and identify “best practice” strategies that are reducing homelessness in Menominee County	<ul style="list-style-type: none"> ◆ Service providers ◆ Program and innovation descriptions ◆ Outcome data ◆ Consumer input ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ List of MC best practices ◆ Programs descriptions and outcome data ◆ Consumer based results ◆ Year 1 Work Plan 	<ul style="list-style-type: none"> ◆ List of MC “best practices” by June 2007 ◆ Description and past outcome data by August 2007 ◆ On-going process Oct 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
2. Draw upon research and results achieved by innovation and “best practice” elsewhere	<ul style="list-style-type: none"> ◆ Research articles ◆ Program and innovation descriptions ◆ Outcome data ◆ Stakeholder input ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Descriptions of innovations ◆ Description of adaptation needed for MC ◆ Documentation of stakeholder support 	<ul style="list-style-type: none"> ◆ List of “best practices” for current issues by June 2007 ◆ Description and past outcome data by August 2007 ◆ On-going process Oct 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
3. Implement the “best practice” strategies with the most promise for implementation in Menominee County	<ul style="list-style-type: none"> ◆ MC needs assessments ◆ ID innovations and strategies ◆ CEH10P members ◆ Service agencies ◆ Stakeholder support 	<ul style="list-style-type: none"> ◆ Annual Work Plans that detail implementation of “best practice” strategies ◆ Outcome data showing impact 	<ul style="list-style-type: none"> ◆ Decision and process to implement ◆ Implementation detailed in Work Plan ◆ Evaluation of outcomes ◆ On-going process Oct 2006-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time

Goal 7: Conduct a cost benefit analysis, identify the savings resulting from reducing homelessness, budget the costs for implementing the 10-Year Plan, and commit to and implement our Plan in a cost efficient and effective manner

Objective 7.1: Identify and reveal to the community the overt and “hidden” costs of homelessness and identify the savings opportunities

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Research cost benefit studies in other areas to estimate the costs of homelessness in Menominee County	<ul style="list-style-type: none"> ◆ Research studies on cost benefits ◆ Extrapolate data to MC ◆ CEH10P ◆ Coordinator 	<ul style="list-style-type: none"> ◆ Summary report on cost benefits ◆ Analysis of application to MC 	<ul style="list-style-type: none"> ◆ Initial report June 2007 ◆ Additional reports as needed 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
2. Identify the financial costs associated with homelessness across Menominee County	<ul style="list-style-type: none"> ◆ Service agencies ◆ Service providers ◆ HMIS Service Point ◆ Coordinator 	<ul style="list-style-type: none"> ◆ Summary report on current costs ◆ Additional reports as need 	<ul style="list-style-type: none"> ◆ Initial report June 2007 ◆ Additional reports as needed 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
3. Analyze the “costs” of lost potential and suffering associated with homelessness	<ul style="list-style-type: none"> ◆ Research studies on cost of lost potential ◆ Extrapolate data to MC ◆ CEH10P ◆ Coordinator 	<ul style="list-style-type: none"> ◆ Summary report on costs of lost potential ◆ Report of application to MC 	<ul style="list-style-type: none"> ◆ Initial report August 2007 ◆ Additional reports as needed 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time

Objective 7.1 continues on the next page.

Objective 7.1 (continued): Identify and reveal to the community the overt and “hidden” costs of homelessness and identify the savings opportunities

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
4. Prepare a report on the cost benefit of reducing and ending homelessness	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P 	<ul style="list-style-type: none"> ◆ Cost benefit report 	<ul style="list-style-type: none"> ◆ September 2007 ◆ Update report as needed 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
5. Present results to garner community support for ending homelessness	<ul style="list-style-type: none"> ◆ Cost benefit report ◆ Multi-media messages ◆ MC Leader ◆ Geographic Leaders ◆ Implementation Teams ◆ Coordinator ◆ CEH10P 	<ul style="list-style-type: none"> ◆ Multi-media messages ◆ Forums to present results ◆ Community support enlisted ◆ People throughout MC show support 	<ul style="list-style-type: none"> ◆ October 2007 ◆ Update as needed 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Geographic leaders 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time

Objective 7.2: Commit to a budget to solidify intent to end homeless in Menominee County in 10 years

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/Target Dates	Person or Entity Responsible	Costs
1. Identify costs by each goal, objective, strategy and total costs to implement our Plan	<ul style="list-style-type: none"> ◆ 10-Year Plan cost estimates ◆ Year 1 Work Plan ◆ In-kind costs ◆ Actual costs 	<ul style="list-style-type: none"> ◆ Cost estimate for 10-Year Plan ◆ Cost estimate for Year-1 Work Plan 	<ul style="list-style-type: none"> ◆ Jan 2007 Year-1 Work Plan costs ◆ Annual budget allocation 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
2. Identify gaps in funding and resource allocations (See Goal 11 for resource development strategies)	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Year -1 Work Plan ◆ Annual Work Plans 	<ul style="list-style-type: none"> ◆ List of 10-Year Plan needs ◆ List of Year-1 needs ◆ List of resources available and amounts 	<ul style="list-style-type: none"> ◆ Initial list Jan 2007 ◆ Jan 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
3. Execute the 10-Year Plan in a cost effective and efficient manner	<ul style="list-style-type: none"> ◆ 10-Year Plan ◆ Accounting system ◆ Financial expenditure records ◆ Staff time & expertise 	<ul style="list-style-type: none"> ◆ Annual program evaluation report ◆ Annual audit report ◆ Quarterly and annual reports 	<ul style="list-style-type: none"> ◆ Year 1 Work Plan ◆ Implementation Team Action Plans ◆ 10-Year Plan strategy implementation 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time

Goal 8: Offer a balanced approach between the prevention of and intervention into homelessness through the creation of systems to prevent, shorten the experience, and ultimately end homelessness in Menominee County

Objective 8.1: Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>1. Provide a variety of prevention strategies targeted for each specific group of people (Coordinate with Goal 6, Objective 2)</p>	<ul style="list-style-type: none"> ◆ Consumers wanting change ◆ Proven strategies that work ◆ Agencies & service providers wanting to end homelessness ◆ ID people with high risk of becoming homeless & needs assessments 	<ul style="list-style-type: none"> ◆ Report describing current practices & innovations to address key issues ◆ Prioritization by need and current resource availability ◆ Implementation of Wrap-Around, Clock Work of Services & No Wrong Door by January 2007 ◆ Implementation details in annual Work Plan 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
<p>2. Provide prevention strategies for each contributing source of entry into homelessness (Coordinate with Goal 6, Objective 2)</p>	<ul style="list-style-type: none"> ◆ Consumers wanting change ◆ Proven strategies that work ◆ Agencies & service providers wanting to end homelessness ◆ ID entry points & needs assessment 	<ul style="list-style-type: none"> ◆ Report describing current practices & innovations to address key issues ◆ Prioritization by need and current resource availability ◆ Implementation of Wrap-Around, Clock Work of Services & No Wrong Door by January 2007 ◆ Implementation details in annual Work Plan 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.1 continues on the next page.

Objective 8.1 (continued): Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>3. Build a systems and services infrastructure that supports housing for all</p>	<ul style="list-style-type: none"> ◆ Needs Assessments ◆ Array of support services for all needs & forms of homelessness ◆ Plan of prevention through early intervention ◆ Housing options for all forms of homelessness 	<ul style="list-style-type: none"> ◆ Description of support services & contacts ◆ Implementation of No Wrong Door approach ◆ Individual prevention plans ◆ Implementation of Wrap Around ◆ Description of available housing options ◆ Funds for housing assistance 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
<p>4. Increase supply of affordable, available and safe housing for people at risk of homelessness</p>	<ul style="list-style-type: none"> ◆ Report on current status of affordable housing in MC ◆ Interested landlords ◆ Funding for development & rehabilitation ◆ Funding for subsidies 	<ul style="list-style-type: none"> ◆ List of affordable & safe housing units ◆ List of landlords ◆ Landlord Forum ◆ List of resources & funds for subsidies ◆ List of funds and access for housing development & rehabilitation 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.1 continues on the next page.

Objective 8.1 (continued): Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
5. Preserve housing tenancy via a variety of methods that keep people in their homes	<ul style="list-style-type: none"> ◆ Early identification of people at risk ◆ Funds to maintain housing ◆ Interested managers and landlords 	<ul style="list-style-type: none"> ◆ Protocols for early intervention ◆ Proactive outreach efforts to maintain housing ◆ Necessary funds available 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
6. Develop results oriented discharge protocols from jails, treatment facilities, etc.	<ul style="list-style-type: none"> ◆ ID of specific programs ◆ Protocols for discharge with housing ◆ Wrap-Around Services 	<ul style="list-style-type: none"> ◆ Protocols in place with all MC programs ◆ Funds available for housing ◆ Immediate housing options available ◆ Wrap Around services to prevent homelessness 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.1 continues on the next page.

Objective 8.1 (continued): Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
7. Establish partnerships to establish “best practices” and achieve positive discharge outcomes	<ul style="list-style-type: none"> ◆ Interested programs ◆ Partnership agreements ◆ Funds for immediate housing options ◆ ID of innovative practices 	<ul style="list-style-type: none"> ◆ Protocols in place with all MC programs ◆ Partnership agreements in place with all MC programs ◆ Pilot programs on innovative practices ◆ Evaluation of results ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
8. Help the people with the most complex problems through a variety of strategies	<ul style="list-style-type: none"> ◆ Interested agencies & service providers ◆ ID of most severe cases ◆ Models of successful innovation 	<ul style="list-style-type: none"> ◆ Description of successful models for addressing chronic homelessness ◆ Agency agreement to pilot test models ◆ Evaluative results ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.1 continues on the next page.

Objective 8.1 (continued): Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>9. Work with mainstream poverty programs for and integrated approach</p>	<ul style="list-style-type: none"> ◆ Interested agencies & service providers ◆ Agency ID of issues ◆ Models of successful innovation ◆ Protocols for No Wrong Door, Clock work of Services, & Wrap Around 	<ul style="list-style-type: none"> ◆ Implementation of No Wrong Door, Clock Work of Services, & Wrap Around ◆ Pilot test of innovative models ◆ Evaluative results ◆ Full implementation of practices that work 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
<p>10. Provide extra incentives to programs that reduce the number of people who are homeless</p>	<ul style="list-style-type: none"> ◆ Interested agencies & service providers ◆ Resources and funding for incentives ◆ Innovative and effective practices 	<ul style="list-style-type: none"> ◆ Pilot test of innovative models ◆ Evaluative results ◆ Full implementation of practices that work ◆ Distribution of incentives 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.1 continues on the next page.

Objective 8.1 (continued): Close the “Front Door” to homelessness by providing an array of services that prevent people from becoming homeless

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>11. Assist people at risk of homelessness in earning adequate incomes to pay for life necessities</p>	<ul style="list-style-type: none"> ◆ People wanting to work ◆ Interested agencies & available job placement services and supports ◆ ID and engagement of employment services ◆ ID of training , transportation & child care options ◆ Funds for needed services 	<ul style="list-style-type: none"> ◆ List of Menominee County programs and their eligibility ◆ Funds for services ◆ MI Rehabilitation Services, MI Works, & Community Mental Health Program CEH10P members ◆ Evaluative results ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2: Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>1. Provide a variety of services and intervention strategies for each group of people who are homeless</p>	<ul style="list-style-type: none"> ◆ Consumers wanting change ◆ Proven strategies that work ◆ Agencies & service providers wanting to end homelessness ◆ ID service needs of people exiting homelessness 	<ul style="list-style-type: none"> ◆ Report describing current practices & innovations to address key issues ◆ Prioritization by needs and current resource availability ◆ Implementation of Wrap-Around, Clock Work of Services & No Wrong Door by Jan 2007 ◆ Implementation details in Year 1 Work Plan 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
<p>2. Provide solution-focused intervention strategies targeting contributing factors to homelessness</p>	<ul style="list-style-type: none"> ◆ Consumers wanting change ◆ Proven strategies that work ◆ Agencies & service providers wanting to end homelessness ◆ ID service needs to end the cyclical nature of homelessness 	<ul style="list-style-type: none"> ◆ Report describing current practices & innovations to address key issues ◆ Prioritization by needs and current resource availability ◆ Implementation of Wrap-Around, Clock Work of Services, etc. by Jan 2007 ◆ Implementation details in Year 1 Work Plan 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>3. Assist people who are homeless to earn adequate incomes to pay for life necessities</p>	<ul style="list-style-type: none"> ◆ People wanting to work ◆ Interested agencies & available job placement services and supports ◆ ID and engagement of employment services ◆ ID of training , transportation & child care options ◆ Funds for needed services 	<ul style="list-style-type: none"> ◆ List of Menominee County programs and their eligibility ◆ Funds for services ◆ MI Rehabilitation Services, MI Works, & Community Mental Health programs CEH10P members ◆ Evaluative results ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>4. Provide case management and supportive services that link people who are homeless to the services they need</p>	<ul style="list-style-type: none"> ◆ Consumers wanting change ◆ Proven strategies that work ◆ Agencies & service providers willing to change practices ◆ Design Wrap Around & Clock Work of Services ◆ Design No Wrong Door access to services 	<ul style="list-style-type: none"> ◆ Description of current case management process ◆ Description of proposed changes to case management ◆ Plan for implementation based on resource availability ◆ Implementation of Wrap-Around, Clock Work of Services, etc. by January 2007 ◆ Implementation details in annual Work Plans 	<ul style="list-style-type: none"> ◆ First implementation Jan 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>5. Build the systems and services infrastructure that supports housing for all (Coordinate with Goal 8, Objective 3)</p>	<ul style="list-style-type: none"> ◆ Needs Assessments ◆ Array of support services for all needs & forms of homelessness ◆ Plan of prevention through early intervention ◆ Housing options for all forms of homelessness 	<ul style="list-style-type: none"> ◆ Description of support services & contacts ◆ Implementation of No Wrong Door approach ◆ Individual prevention plans ◆ Implementation of Wrap Around ◆ Description of available housing options ◆ Funds for housing assistance 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation
<p>6. Increase the supply of affordable, safe and available housing for people who are homeless (Coordinate with Goal 8, Objective 4)</p>	<ul style="list-style-type: none"> ◆ Report on current status of affordable housing in MC ◆ Interested landlords ◆ Funding for development & rehabilitation ◆ Funding for subsidies 	<ul style="list-style-type: none"> ◆ List of affordable & safe housing units ◆ List of landlords ◆ Landlord Forum ◆ List of resources & funds for subsidies ◆ List of funds and access for housing development & rehabilitation 	<ul style="list-style-type: none"> ◆ First implementation March 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>7. Adopt the Housing First approach so that most people exit homelessness quickly</p>	<ul style="list-style-type: none"> ◆ Description of Housing First approach ◆ Strategies in place so that people access housing quickly that is not time limited ◆ Strategies in place that deliver the services needed following a stable housing placement ◆ Strategies that make housing non-contingent upon compliance 	<ul style="list-style-type: none"> ◆ Assessment of what is needed to adapt current approach to Housing First in various areas of MC ◆ Plan for implementing Housing First in MC ◆ ID resources needed to implement ◆ Implement Housing First as resources allow 	<ul style="list-style-type: none"> ◆ Assessment completed by June 2007 ◆ Additional implementations in Work Plans ◆ Quarterly reports ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Service providers ◆ Service agencies 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Provider time ◆ Materials ◆ Report Preparation

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/Target Dates	Person or Entity Responsible	Costs
<p>8. Facilitate the accommodation for people who are <i>transitionally homeless</i> (People who are transitionally homeless have relatively short stays, exit and return infrequently. These are the majority. They have a housing crisis and need help accessing affordable housing.)</p>	<ul style="list-style-type: none"> ◆ ID of numbers of people who are transitionally homeless in MC ◆ ID units of affordable housing in MC ◆ ID gaps in housing units ◆ ID resources and funds to close the gaps 	<ul style="list-style-type: none"> ◆ Report describing the current needs and gaps in services ◆ Plan to provide access to affordable housing to those in need ◆ Develop funds to assist access to affordable housing ◆ Evaluate success of services ◆ Utilize Housing First approach 	<ul style="list-style-type: none"> ◆ Initial report on needs by March 2007 ◆ Plan to provide access to housing due June 2007 ◆ Plan implemented based on funding 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Team ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Members time ◆ Team time ◆ Service provider time ◆ Funds to provide access to flexible housing & treatment
<p>9. Provide flexible strategy housing for people who are <i>episodically homeless</i> (People who are episodically homeless use services repeatedly. They are relatively young and many abuse substances. This is a high public cost group who also use jails, prisons and hospitals. They need flexible strategies that address housing and treatment needs.)</p>	<ul style="list-style-type: none"> ◆ ID of numbers of people who are episodically homeless in MC ◆ ID units of flexible strategy housing in MC ◆ ID gaps in housing units ◆ ID resources and funds to close the gaps 	<ul style="list-style-type: none"> ◆ Report describing the current needs and gaps in services ◆ Plan to provide access to flexible strategy housing to those in need ◆ Develop funds to assist access to flexible housing & treatment ◆ Evaluate success of services 	<ul style="list-style-type: none"> ◆ Initial report on needs by March 2007 ◆ Plan to provide access to housing due June 2007 ◆ Plan implemented based on funding 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Team ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Members time ◆ Team time ◆ Service provider time ◆ Funds to provide access to flexible housing & treatment

Objective 8.2 continues on the next page.

Objective 8.2 (continued): Open the “Back Door” of homelessness by providing an array of services targeted at interventions that assist people who are homeless to move into and maintain permanent housing

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>10. Create permanent supportive housing alternatives for people who are <i>chronically homeless</i> (People who are chronically homeless are seldom likely to generate significant earnings and will often need permanent supported housing – housing with appropriate and available supports.)</p>	<ul style="list-style-type: none"> ◆ ID of numbers of people who are chronically homeless in MC ◆ ID units of permanent supported housing in MC ◆ ID gaps in housing units ◆ ID resources and funds to close the gaps 	<ul style="list-style-type: none"> ◆ Report describing the current needs and gaps in services ◆ Plan to provide supportive housing to those in need ◆ Develop funds for supportive housing ◆ Provision of supportive housing 	<ul style="list-style-type: none"> ◆ Initial report on needs by March 2007 ◆ Plan to provide housing due June 2007 ◆ Supportive housing available based on funding 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Implementation Team ◆ Housing providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Members time ◆ Team time ◆ Housing providers time ◆ Funds to provide supportive housing

Goal 9: Incorporate Innovative Ideas

Objective 9.1: Include the latest research-based, results-oriented innovations, and re-tooled best practices

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>1. Keep abreast of new research and innovative practices that might benefit Consumers (Coordinate with Goal 6, Objective 4)</p>	<ul style="list-style-type: none"> ◆ Research articles ◆ Program and innovation descriptions ◆ Outcome data ◆ Stakeholder input ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Descriptions of innovations ◆ Description of adaptation needed for MC ◆ Documentation of stakeholder support 	<ul style="list-style-type: none"> ◆ List of “best practices” for current issues by June 2007 ◆ Description and past outcome data by August 2007 ◆ On-going process Oct 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
<p>2. Analyze probable effectiveness and cost of innovative practices and specific strategies for Menominee County, including: (Coordinate with Goal 6, Objective 4)</p> <ul style="list-style-type: none"> a. Housing First b. 211 Info Link c. Clock-Work of Services Tool d. Wraparound Services e. No Wrong Door f. Zero tolerance for discharge to homelessness g. Project Homeless Connect h. Permanent supportive housing i. Clearinghouse of Affordable Housing j. Assertive Community Treatment (ACT) Teams k. Others 	<ul style="list-style-type: none"> ◆ MC needs assessments ◆ ID innovations and strategies ◆ Assessment of probable impact in MC ◆ Assessment of opportunities and threats ◆ CEH10P members ◆ Service agencies ◆ Stakeholder support 	<ul style="list-style-type: none"> ◆ Analysis of implementation effectiveness and costs ◆ Assessment of threats and opportunities ◆ Assessment of willingness to adopt innovation 	<ul style="list-style-type: none"> ◆ Decision and process to implement ◆ On-going process Oct 2006-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers ◆ Implementation Teams 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time ◆ Team member time

Objective 9.1 continues on the next page.

Objective 9.1 (continued): Include the latest research-based, results-oriented innovations, and re-tooled best practices

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>3. Decide what strategies might work best in Menominee County and incorporate new innovations (Coordinate with Goal 6, Objective 4)</p>	<ul style="list-style-type: none"> ◆ Analysis of implementation effectiveness and costs ◆ Assessment of threats and opportunities ◆ Assessment of willingness to adopt innovation ◆ CEH10P members ◆ Service agencies ◆ Stakeholder support 	<ul style="list-style-type: none"> ◆ Annual Work Plans that detail implementation of “best practice” strategies ◆ Outcome data showing impact ◆ Annual program evaluation ◆ Consumer Successes 	<ul style="list-style-type: none"> ◆ Decision and process to implement ◆ Implementation detailed in Work Plan ◆ Evaluation of outcomes ◆ On-going process Oct 2006-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time ◆ Team member time

Disciplined Action

Goal 10: Utilize a Coordinator and Implementation Teams to conduct the work of the 10-Year Plan

Objective 10.1: Identify accountability and achieve outcomes of our 10-Year Plan implementation with results oriented Coordinator and county-wide Implementation Teams

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Hire a 10-Year Plan Coordinator to direct the effort, report progress and manage office	<ul style="list-style-type: none"> ◆ Funds for salary & benefits ◆ Operational funds for position ◆ Office space and equipment ◆ Fiduciary organization ◆ Interested applicant 	<ul style="list-style-type: none"> ◆ Position description ◆ Fiduciary agreement ◆ Combine with current part time position ◆ Person hired ◆ Funds available 	<ul style="list-style-type: none"> ◆ Funds in place by Jan 2007 ◆ Annual performance evaluation 2007-2016 ◆ Annual funding 2007-2016 	<ul style="list-style-type: none"> ◆ CEH10P members ◆ Fiduciary organization 	<ul style="list-style-type: none"> ◆ Coordinator salary & benefits ◆ Office space and set up ◆ Operational funds to support position
2. Create and utilize Implementation Teams for each of the five geographic areas in Menominee County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ Design for Team structure ◆ Leader for each of 5 geographic areas ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Team structure design ◆ Team agreements ◆ Team Leaders and member rosters ◆ Annual goals and implementation plans ◆ Participation records ◆ Meeting minutes ◆ Evaluation of progress & barriers 	<ul style="list-style-type: none"> ◆ Meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Leader time ◆ Materials ◆ Mileage ◆ Meeting expenses

Objective 10.1 continues on the next page.

Objective 10.1 (continued): Identify accountability and achieve outcomes of our 10-Year Plan implementation with results oriented Coordinator and county-wide Implementation Teams

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
3. Create and utilize Implementation Teams for specific populations of people who are homeless in Menominee County	<ul style="list-style-type: none"> ◆ Interested and committed people ◆ Design for Team structure ◆ Teams for each unique group ◆ Leader for each Team ◆ PR materials ◆ Personal contact 	<ul style="list-style-type: none"> ◆ Team structure design ◆ Team agreements ◆ Team Leaders and member rosters ◆ Participation records ◆ Meeting minutes ◆ Evaluation of progress & barriers ◆ Annual goals & Implementation Plan 	<ul style="list-style-type: none"> ◆ Meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Team Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ Leader time ◆ Materials ◆ Mileage ◆ Meeting expenses
4. Maintain open dialog and communication among the Teams and the 10-Year Plan leaders	<ul style="list-style-type: none"> ◆ Design for Team structure ◆ Meetings & open dialog ◆ Coordinator 	<ul style="list-style-type: none"> ◆ Meeting minutes ◆ Copies of communications 	<ul style="list-style-type: none"> ◆ Meeting by May 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Team Leaders 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leader time ◆ Materials ◆ Mileage ◆ Meeting expenses
5. Establish, monitor and report Implementation Team priorities, timelines, benchmarks, roles, responsibilities, achievements, etc. at regular intervals	<ul style="list-style-type: none"> ◆ Updated 10-Year Plan ◆ Team Implementation Plans ◆ Multi-media PR materials ◆ Public service advertisements 	<ul style="list-style-type: none"> ◆ Copies of information ◆ Documentation of PR releases ◆ Schedule of events ◆ Progress of Team Implementation Plans 	<ul style="list-style-type: none"> ◆ Quarterly reports starting June 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Team Leaders 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leader time ◆ Materials ◆ Mileage ◆ Meeting expenses

Goal 11: Secure a broad base of resources to successfully implement and accomplish our 10-Year Plan

Objective 11.1: Secure funds to implement our Plan and accomplish results through an aggressive grant writing and resource development effort targeting traditional and non-traditional funding resources and investing those dollars in innovations and results

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
1. Identify new and existing sources of funding from the public and private sectors	<ul style="list-style-type: none"> ◆ MSHDA Planning Grant ◆ Federal Register ◆ Grants.gov ◆ State grants ◆ Foundation grants ◆ Philanthropic giving ◆ Faith-based 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Annual work plans ◆ Grant Writing Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2006-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
2. Research and involve federal resources and mainstream government resources (e.g. the Departments of Labor, Health and Human Services, Education, etc.)	<ul style="list-style-type: none"> ◆ Federal Register ◆ Grants.gov 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Resource Development Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time

Objective 11.1 continues on the next page.

Objective 11.1 (continued): Secure funds to implement our Plan and accomplish results through an aggressive grant writing and resource development effort targeting traditional and non-traditional funding resources and investing those dollars in innovations and results

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
3. Research and involve State of Michigan resources and funding	<ul style="list-style-type: none"> ◆ MSHDA ◆ State agencies 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Resource Development Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
4. Research and involve national, Michigan based, local, and community foundations (e.g. pilot projects)	<ul style="list-style-type: none"> ◆ City of Menominee ◆ Tribal 2% monies ◆ National, Michigan and local Foundations 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Resource Development Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
5. Research and involve business/ corporate investments (e.g. incentives, philanthropic giving)	<ul style="list-style-type: none"> ◆ Menominee County business ◆ Businesses located elsewhere serving Menominee County 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Resource Development Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time

Objective 11.1 continues on the next page.

Objective 11.1 (continued): Secure funds to implement our Plan and accomplish results through an aggressive grant writing and resource development effort targeting traditional and non-traditional funding resources and investing those dollars in innovations and results

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
6. Research and involve faith-based organizations	<ul style="list-style-type: none"> ◆ Area churches ◆ Religious organizations ◆ Native American societies 	<ul style="list-style-type: none"> ◆ Detailed list of all funding opportunities ◆ Year 1 Work Plan strategies ◆ Resource Development Plan 	<ul style="list-style-type: none"> ◆ Initial list January 2007 ◆ January 2007 Year-1 Work Plan ◆ Annual Work Plans 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time
7. Engage in aggressive strategies to get the funds and resources needed to execute the 10-Year Plan	<ul style="list-style-type: none"> ◆ Grant applications ◆ Program fund reallocation ◆ Grant writing assistance 	<ul style="list-style-type: none"> ◆ Submitted grant applications ◆ Funded grant applications ◆ Partnership agreements and MOUs for resource allocation 	<ul style="list-style-type: none"> ◆ Grant submission as opportunities are identified Oct 2006-2016 ◆ Agency & program meetings beginning November 2006 	<ul style="list-style-type: none"> ◆ Coordinator ◆ Grant Writer ◆ Accountant ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Accountant time ◆ Member time ◆ Grant writer contract

Goal 12: Create living documents

Objective 12.1: Keep the momentum going by including schedules to monitor, review, evaluate and update our 10-Year Plan on a regular basis

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>1. Assess progress according to benchmarks on a regular basis (Coordinate with Goal 6, Objective 1, 2, 3 & 4)</p>	<ul style="list-style-type: none"> ◆ Quarterly reports ◆ Annual reports ◆ Multi-year reports 	<ul style="list-style-type: none"> ◆ Analysis of progress based on data ◆ Review of 10-Year Plan reports ◆ Program evaluation results ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First quarterly report January 2007 ◆ Oct 2007-2016 all program reports 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leaders time ◆ Service providers time
<p>2. Modify strategies and tactics based on a continual assessment of progress and outcomes (Coordinate with Goal 6, Objective 1, 2, 3 & 4)</p>	<ul style="list-style-type: none"> ◆ Quarterly reports ◆ Annual reports ◆ Multi-year reports 	<ul style="list-style-type: none"> ◆ CEH10P review of implementation and progress ◆ Stakeholder review of implementation and progress ◆ Program evaluation results ◆ Written description of modifications and justification ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ First quarterly report January 2007 ◆ Oct 2007-2016 all program reports 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leaders time ◆ Service providers time

Objective 12.1 continues on the next page.

Objective 12.1 (continued): Keep the momentum going by including schedules to monitor, review, evaluate and update our 10-Year Plan on a regular basis

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>3. Apply “legitimate larceny” on a continuous basis (Coordinate with Goal 6, Objective 4 and Goal 9, Objective 1)</p>	<ul style="list-style-type: none"> ◆ Research articles ◆ Program and innovation descriptions ◆ Outcome data ◆ Stakeholder input ◆ CEH10P members 	<ul style="list-style-type: none"> ◆ Descriptions of innovations ◆ Description of adaptation needed for Menominee County ◆ Documentation of stakeholder support 	<ul style="list-style-type: none"> ◆ List of “best practices” for current issues by June 2007 ◆ Description and past outcome data by August 2007 ◆ On-going process Oct 2007-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
<p>4. Share ideas and lessons learned by meeting with other cities and counties</p>	<ul style="list-style-type: none"> ◆ State Conferences ◆ MSHDA Conference calls and updates ◆ Interested leaders ◆ Identify common issues ◆ Meeting space and time 	<ul style="list-style-type: none"> ◆ Verbal agreement to work together ◆ Action Plan for common issues ◆ Documentation of resource commitment ◆ Search for opportunities and forums to met with others 	<ul style="list-style-type: none"> ◆ UP-wide Summit Summer 2007 ◆ Oct 2006-2016 Annual goals & review ◆ Documentation of meetings, other communications and their outcomes 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ Menominee County Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leaders time ◆ Meeting expenses ◆ Travel expenses

Objective 12.1 continues on the next page.

Objective 12.1 (continued): Keep the momentum going by including schedules to monitor, review, evaluate and update our 10-Year Plan on a regular basis

Strategies and Activities	Resources Needed	Performance Measures/Outcomes	Outcome Status/ Target Dates	Person or Entity Responsible	Costs
<p>5. Add innovations that demonstrate the results we want in Menominee County and discard strategies that do not (Coordinate with Goal 6, Objective 4)</p>	<ul style="list-style-type: none"> ◆ Menominee County needs assessments ◆ ID innovations and strategies ◆ CEH10P members ◆ Service agencies ◆ Stakeholder support 	<ul style="list-style-type: none"> ◆ Annual Work Plans that detail implementation of “best practice” strategies ◆ Outcome data showing impact ◆ Consumer successes 	<ul style="list-style-type: none"> ◆ Decision and process to implement ◆ Implementation detailed in Work Plan ◆ Evaluation of outcomes ◆ On-going process Oct 2006-2016 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P Members ◆ Service providers 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Service provider time ◆ Member time
<p>6. Hold public events to mark visible progress (Coordinate with Goal 3, Objectives 1 & 2, Goal 7, Objective 1 and Goal 10, Objective 1)</p>	<ul style="list-style-type: none"> ◆ 10-Year Plan & revisions ◆ PR materials ◆ Media access ◆ Documented progress 	<ul style="list-style-type: none"> ◆ Copies of information released ◆ List of events ◆ Documentation of on-going communication 	<ul style="list-style-type: none"> ◆ Releases starting October 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Member time ◆ PR materials ◆ Media costs
<p>7. Celebrate our successes as we go!</p>	<ul style="list-style-type: none"> ◆ Quarterly reports ◆ Annual reports ◆ Multi-year reports ◆ Communication to all entities about progress and what is working in MC ◆ PR releases 	<ul style="list-style-type: none"> ◆ Time taken at every meeting to document progress and celebrate outcomes ◆ Meeting minutes ◆ Copies of communications ◆ Copies of PR releases 	<ul style="list-style-type: none"> ◆ Releases starting October 2007 ◆ Oct 2007-2016 Annual goals & review 	<ul style="list-style-type: none"> ◆ Coordinator ◆ CEH10P members ◆ MC Leader ◆ Geographic Leaders 	<ul style="list-style-type: none"> ◆ Coordinator salary ◆ Member time ◆ Leaders time

Appendix: 10-Year Plan to End Homelessness

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A. Menominee County Committee to End Homelessness Campaign to End Homelessness in 10 Years

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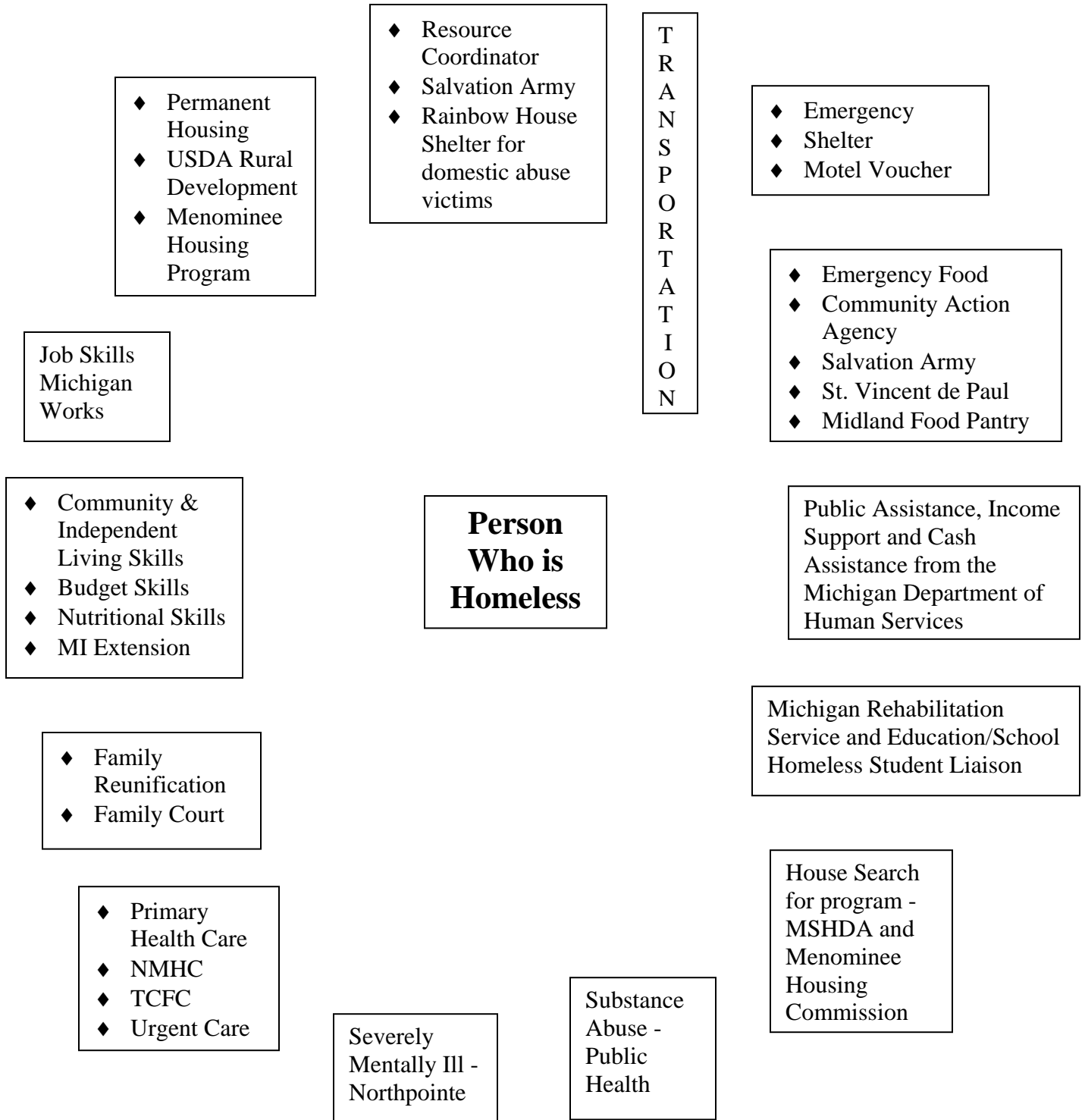
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**B. Menominee County Homeless Continuum of Care Plan
Housing Network
Clock-Work of Services**



C. Menominee County Roadmap of Services for People who are Homeless

Homeless Emergency

- Department of Human Services (DHS) 906-863-9965
2612 10th St. Menominee
Resident homeless motel vouchers

- Salvation Army 715-735-7448
80 Russell St. Marinette
Transient homeless motel vouchers

- Sheriff Menominee Co. 906-863-4441
831 10th Av. Menominee

- Police City of Menominee 906-863-5568
2509 10th St. Menominee

- American Red Cross 715-735-6062
1651 Ludington Marinette
Disaster homeless motel vouchers

- MI State Police 906-863-4400
W5420 County Rd 354 Stephenson

- Salvation Army, Delta/Schoolcraft 906-786-0590
3001 5th Ave South Escanaba

- St. Vincent de Paul 906-863-6613
Menominee

Domestic Violence

- Rainbow House 715-735-6656
Marinette
Emergency domestic violence shelter 800-956-6656

- Alliance Against Violence 906-789-9207 (Bus. Line)
1100 Ludington St. Escanaba
906-789-1166 (24 hr Crisis Line) 800-682-1649 (U.P. Only)

First Point of Contact

- Salvation Army 715-735-7448
80 Russell St. Marinette
Resource Coordinator

Salvation Army may need to send person to DHS on Michigan side to get resources that can only be obtained in Michigan.

Emergency Food

- Salvation Army 715-735-7448
80 Russell St., Marinette
- St. Vincent de Paul 906-863-6613
Menominee
- Community Action Agency 906-863-3042
N1329 Hwy 41, Menominee
- Mid County Food Pantry 906-222-4338
St. Stephens Lutheran Church
Stephenson

Entitlement

- Department of Human Services (DHS) 906-863-9965
2612 10th St., Menominee
Food stamps, Cash assistance, Medical assistance, MI Child, SSI
- Community Action Agency 906-863-3042
1329 Hwy 41, Menominee
TANF

Homeless Prevention (Security deposit, rent, utility arrears)

- Menominee DHS 906-863-9965
2612 10th St., Menominee
- Community Action Agency 906-863-3042
N1329 Hwy 41 Menominee
- Rainbow House 715-735-6656
Marinette
Prevention funds for all Menominee Co. residents
- St Vincent de Paul Stephenson 906-753-2728
W620 Weber , Stephenson

Homeless Subsidized Housing

- Shelter Plus Care 906-863-2315
- S.H.Y.P. 906-792-5106
1200 11th Ave, Menominee

Subsidized Housing

- Menominee Housing Commission 906-863-8717
1801 8th Av., Menominee
- Broadway Realty 906-863-4484
1600 13th St., Menominee
MSHDA (Sec. 8)
- Stephenson Housing Corp. 906-753-4611
E838 Gerue St, Stephenson
- Hermansville Housing Commission 906-498-2141
W5577 129W 3rd St., Hermansville
- Hay Creek 906-863-8903
1110 38th Av., Menominee
- Interfaith Manor 906-863-2211
1220 9th Ave, Menominee
- Pleasant Acres 906-497-5274
N-15967 US 41, Powers

Permanent Housing

- Habitat for Humanity 715-732-6280
P.O. Box 304, Marinette
- Menominee Housing Programs 906-863-6554
P.O. Box 802, Menominee
- HomeLINKS-- MSU Ext. 906-753-2209
Stephenson
- ◆ Green Path 866-354-7158
Iron Mt.
- USDA Rural Development 800-944-8119
Gladstone

Medication

- DHS 906-863-9965
2612 10th St., Menominee
- Twin County Free Clinic 906863-7965
3130 Shore Dr. Marinette
- Community Action Agency 906-863-3042
N1329 Hwy 41, Menominee
- Partnership For Prescription Asst. MI 888-477-2669
Lansing
- The Medicine Program 573-996-7300
Missouri
- Needymeds 215-625-7609
Philadelphia
- Northern Menominee Health Center 906-497-5263
Spalding
- Northern Menominee Health Center (South)906-863-2315
805 1st St, Menominee
- Menominee CO Prescription Drug 906-863-7779
839 10th Ave Menominee

D. Campaign to End Homelessness in 10 Years **Advisory Board Planning Structure**

Timeline of Accomplishments to Date

Meeting Dates

April 18, 2006

- The Menominee County Collaborative Board and the Menominee County Housing Network Continuum and the new CEH10 Advisory Board decided that this planning project would take priority over the regular Continuum of Care meetings. As a team we would commit to all time lines requested at the state level.
- The CEH10P Advisory Board needs to have key players from our community to enhance the planning process.
- Menominee County Housing Network CoC has already developed a “Clock-Work of Services for homeless individuals and/or families. 211 Info Link of WI has produced a road map of services.
- Kathy Scoggins and Larry Wall have agreed to be the liaisons to the local landlords. Rose O’Hara would provide a list of the landlords.

May 2, 2006

- It was discussed that we need to update and prioritize the services on the Road Map of Services. Salvation Army will be contacting the Menominee Sheriff’s and Police Department to update the emergency motel voucher system Salvation Army uses.
- Landlords are business owners that will need to be convinced that housing the homeless is a practical business transaction. The CEH10P will develop a clearinghouse for landlords to list their apartments as they become vacant. There will be a pre-screening application developed for all homeless clients. This would be an added incentive to the local landlords.
- Wrap Around – This group would make the decision on which homeless clients will obtain housing in the “Housing First” program. Clients will be assessed of the problems that made them homeless. This assessment will prioritize their needs and match the resources to help with those needs.
- Three stages to obtaining housing:
 - Stage one would be immediate emergency housing, using motel vouchers
 - Stage two would be short-term efficiency housing
 - Stage three would be either subsidized apartment or permanent housing
- Challenges facing the CEH10P were discussed.

May 17, 2006

- Rose send a copy of the fiduciary request form. Discussion on using the money to hire a facilitator for our working retreat, expenses for the retreat, sending a board member to the Affordable Housing conference, open house for the landlords
- Caution that we do not prematurely introduce the CEH10P to the community before we are prepared to answer most of the questions.

May 31, 2006

- Incentive for landlords to rent to homeless were: contract agreements with tenants, master leasing, clearinghouse for the landlords
- HMIS will play a major factor in determining how we measure our outcomes. It is noted that the members of the Advisory Board plus other agencies that work with prevention or homeless client will need to establish similar language in developing a common bench mark tool to use as guidance to show success.

June 13, 2006

- Decision was made that the vision that MSHDA was using says everything that we believe in. We believe housing should be a right, and the elimination of homelessness is an achievable goal; no man, woman or child should be forced to sleep on the streets, in the woods or in a shelter on any given night in Menominee County.
- We are planning on CEH10P Working Day Retreat on July 26, 2006. Utilizing a facilitator our intent is to focus on a restrictive agenda, using a time allowance on each item. The one day retreat approach will enhance our ability to stay focused with needed discussion in developing our 10-Year Plan to End Homelessness.
- The CEH10P Advisory Board has developed an outline that will expand into a 10-Year Plan using short-term and long-term goals.

July 20, 2006

- Final preparations were made for our working retreat.
- The retreat would be full day with two breaks plus lunch.
- We utilize the temporary web-site that was set up. Good to Great Plan by Jim Collins was a resources that was suggested we used as a guide line in writing our plan.
- Disciplined People, Disciplined Thought, Disciplined Action
- It was noted that contact needs to be made to local and state-wide politicians. Rose volunteered to handle those calls.
- Discussion on who would be going to Michigan Homeless Summit in October.

August 15, 2006

- Contact local and state legislators to let them know that a letter would be arriving from MSHDA, MICAH, DHS and CMH inviting them to the Michigan Homeless summit in October. Rose O'Hara would handle that.
- Carol Bergquist summarized our CEH10P Working Retreat and discussed the format she would be using in writing the plan.

- Every goal needs an outcome. Details are not as important in a draft. The finish product should be a marketing tool to the community. An executive summary needs to get to the point of the plan and read friendly to the community.
- RFP will be made available at the end of September. There will be one grant for four different homeless populations.
- We need to start working on the cost of services used for our clock work of services.

September 26, 2006

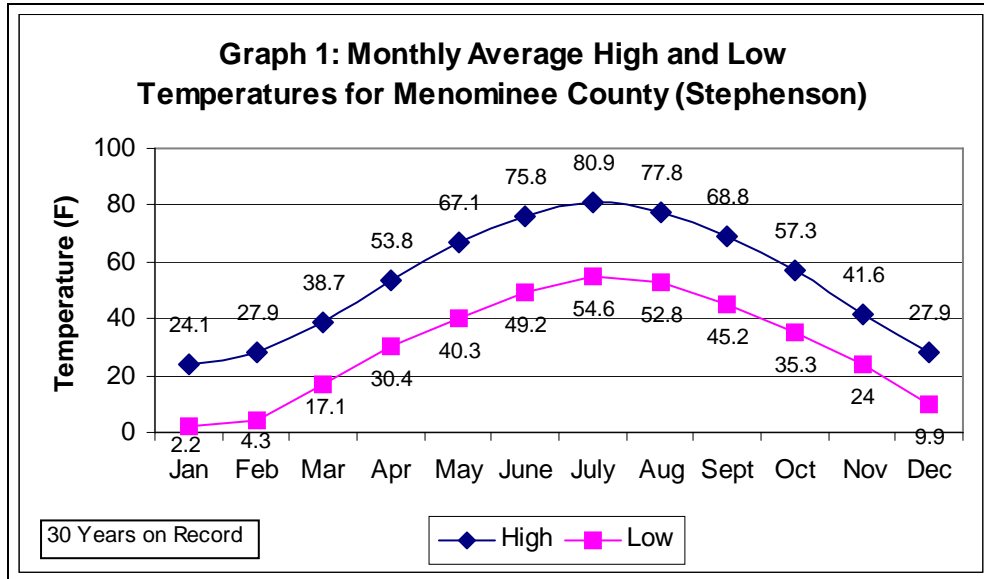
- Our second draft of our 10 year plan was discussed. Each goal has objectives with an action plan. We need to decide on dates and responsibilities of the each objective.
- We proof read the data of each advisory board
- Decision to have another meeting on October 2 to further discuss the plan. This will give us a week end to study it.
- Four members of our advisory board will be going to the Michigan Homeless Summit.
- Fran Foley contacted our county administrator to inform him about the CEH10P and to invite him to be an advisory member
- Menominee County CoC hired a data entry person to put information about our local homeless and at risk of being homeless clients into service point.
- Project Connect – Stand Down. This was mentioned on our last conference call with the state. We decided to look into doing something like this for Homeless Awareness Week.

E. Description of Menominee County - Michigan

This section offers a description of Menominee County, Michigan in terms of geographic location and land area, climate, population characteristics including sex, age and race, the level of educational attainment, housing, household types, marital status, employment characteristics, income levels, poverty status and law enforcement. The source of this demographic, social, economic and housing data was the United States Census Bureau, Census 2000 - Tables DP-1, DP-2, DP-3 and DP-4 for Menominee County (<http://www.census.gov>). Information was also obtained from the United States Census Bureau "State & County QuickFacts" sheet for Menominee County (<http://www.quickfacts.census.gov>). It must be noted that census data are derived from a sample of the population. More recent population estimates for the year 2005 are also provided. Unless otherwise noted, all monetary amounts were based on 1999 dollars. Finally, the climatic information was obtained from Weatherbase (<http://www.weatherbase.com>), which accesses data from public sources such as the National Climatic Data Center. A weather monitoring station in Stephenson, Michigan, located in south-central Menominee County, served as the source of the climatic data. The written descriptions, data tables and graphical illustrations that follow were assembled from the raw data obtained from the three sources cited above.

Location and Land Area: Menominee County is the most southern reaching county in the Upper Peninsula of Michigan, with the western boundary separated from the state of Wisconsin by the Menominee River. To the northwest is Dickinson County, to the north is Marquette County, to the east is Delta County and along the southern boundary is Lake Michigan, specifically Green Bay. With 9,131 people, the city of Menominee is the largest city in the County (and serves as the County Seat). It is located on the shores of Green Bay and across the Menominee River from the slightly more populated city of Marinette, Wisconsin (with a year 2000 population of 11,749). The city of Menominee is approximately 60 miles from two larger cities outside of the County – Escanaba, Michigan and Green Bay, Wisconsin. Menominee County has three primary double lane highways, US-41, US-2 and M-35, which are routed through most of the County's primary municipalities. These include: Hermansville, Powers, Spalding, Carney, Stephenson and Cedar River. M-35 is designated as a national scenic route that runs northeast along the coast of Lake Michigan from Menominee towards Escanaba. The County also is home to the Michigan Potawatomi Indian Reservation and its Chip-In Casino and Island Hotel. The total footprint for Menominee County is 1,338 square miles. Approximately 78% of the County is land (1,044 square miles), while bodies of water cover 294 square miles or 22%. The natural beauty of the County with its nearly 40 miles of Lake Michigan coastline, numerous inland lakes, rivers and streams, and large tracts of open and forested land including parts of the Escanaba River State Forest, provide year-round recreational opportunities for the citizenry and visitors from the region and abroad.

Climature: Menominee County (Stephenson weather monitoring station) is located further north than many of the familiar “cold weather cities” such as Buffalo, Detroit, Chicago, Milwaukee, Green Bay and Minneapolis/St. Paul. The most recent recorded 30-year low temperature average was 30.4° F and the high temperature average was 53.5° F. Graph 1 plots the average high and low temperatures for each month.



With 30 years on record, the average number of days each year with temperatures falling below the freezing mark (32° F.) was 179. For 33 days of each year on average, the temperatures have dipped below 0° F. Table 1 lists these averages. As listed in Table 2, Menominee County receives an appreciable amount of snowfall each year, which can add to the difficulty of managing the cold winters. The average yearly snowfall is 64.3 inches. The average yearly precipitation for the 30 years on record was 32.4 inches.

Table 1: The average number of days each year below 32° F. (179) and 0° F. (33)*

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Days Below 32° F.	30	27	27	18	7	0.9	---	0.1	2.8	13	24	30
Days Below 0° F.	12	9.8	3.6	---	---	---	---	---	---	---	0.6	6.4

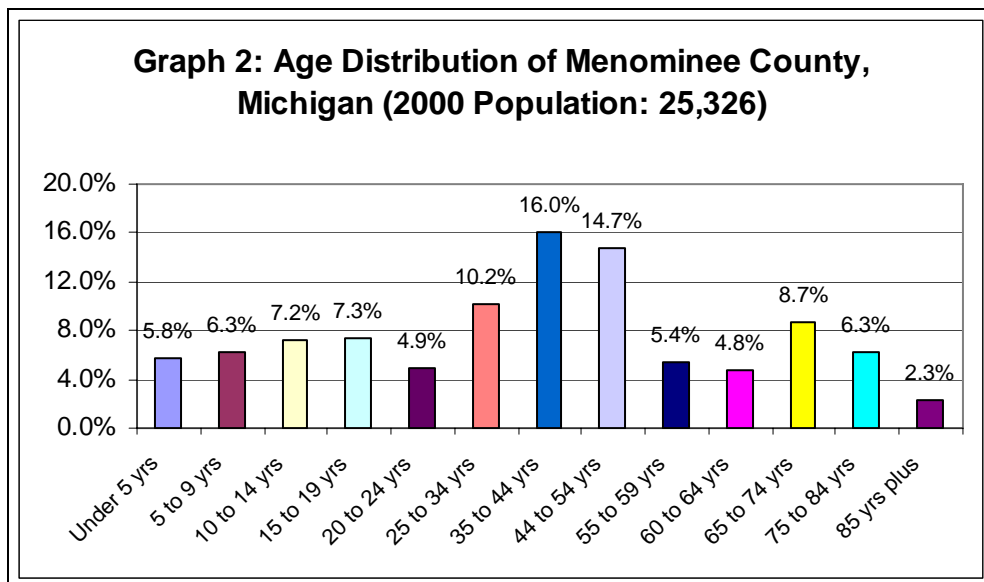
*30 years on record

Table 2: The average snowfall per month* and year (64.3 inches)

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Average Snowfall (inches)	16.1	10.1	11.7	3.1	0.5	---	---	---	---	0.5	5.4	16.3

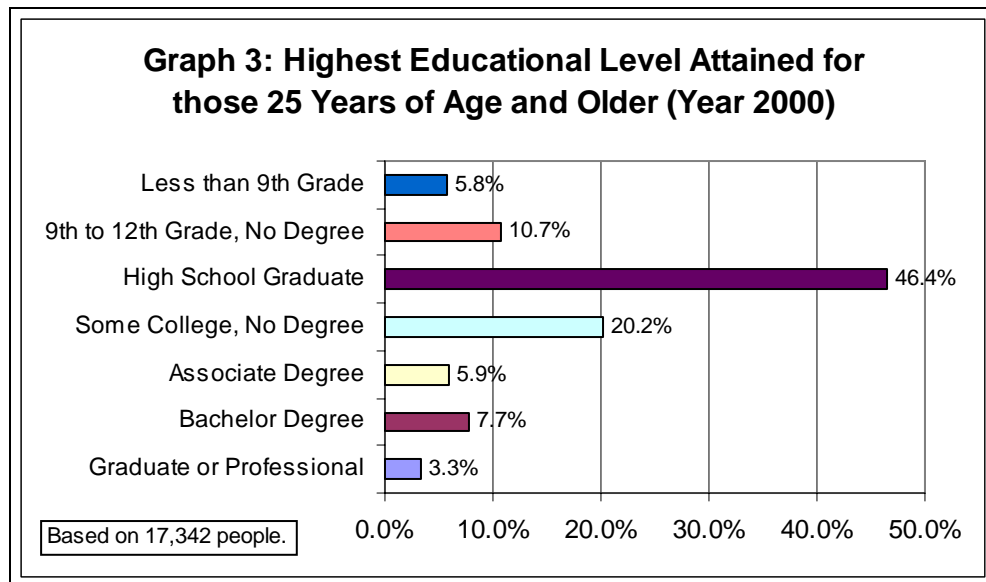
*30 years on record

Population (sex, age, race): The total population in the year 2000 for Menominee County was 25,326 people with nearly equal percentages of males (49.7%) and females (50.3%). The estimated population for the year 2005 was 24,996 people. Comparing the 1990 census population of 24,920 people with the year 2000 and year 2005 figures, the population count for the County has been static. Based on the year 2005 population estimates, out of the 83 counties in Michigan, Menominee County ranks as the 59th most populated. It has fewer people than all of the adjacent Michigan counties of Marquette (64,760 people, #29), Delta (38,347 people, #43) and Dickinson (28,032 people, #52). With large tracts of undeveloped land, the population density is quite small at 24.3 persons per square mile compared to 175.0 as a whole for the state of Michigan. The age distribution is illustrated below in graph 2. About three-quarters (76.0%) of the population are 18 years or older and one in five (20.2%) are at least 62 years in age.



The racial distribution of the County is noticeably different than that for the United States. In the U.S., racial percentages are approximately 75.1% White, 12.5% Hispanic or Latino, 12.3% African American, 3.6% Asian and 0.9% Native American. In Menominee County, White represents the clear majority (96.2%) with very small percentages of Native American (2.3%, 576 people), Hispanic or Latino (0.8%, 190 people), Asian (0.2%, 54), African American (0.1%, 25) and others.

Level of Educational Attainment: Based on the population that was at least 25 years of age in Menominee County in the year 2000 census- a total of 17,342 people - the highest educational level achieved by 46.4% of the citizens was a high school diploma or earning an equivalency. An additional one in five (20.2%) attending some college but did not earn a degree. About equal percentages of people have never earned a high school diploma (16.5%, 2,866 people) as have earned some type of college degree (16.9%, 2,924 people). The 83.5% who have graduated from high school or achieved a higher level of education was slightly greater than the 80.4% seen nationwide. However, only 11% of the County's citizens have earned a Bachelor degree or higher, which is much lower than the 24.4% national average. The level of educational achievement is illustrated below in Graph 3.



Housing: In the year 2000, there were 13,639 total housing units in the County. Just over three-quarter of these units (77.2%, 10,529) were occupied either by the owner or by a renter. The remaining 22.8% (3,110) were vacant housing units. Nationwide, occupied housing ran about 91.0%, while 9.0% remained vacant. One factor contributing to the high vacancy rate in Menominee County is that many of the housing units are for seasonal, recreational or occasional use such as cottages or hunting camps. In fact, 76.3% (2,374) of the vacant housing units were of this type, leaving 5.4% (736) as vacancies that were potentially available for occupancy. The typical homeowner vacancy rate in Menominee County was 1.2% and the rental vacancy rate was 9.4%.

The ratio of owner-occupied housing units to renter-occupied housing units in Menominee County was 4 to 1 (79.5% to 20.5%) compared to only 2 to 1 (66.2% to 33.8%) recorded nationwide. The median value in 1999 dollars of these owner-occupied housing units in Menominee County was \$63,400 compared to \$115,600 for Michigan and \$119,600 for the U.S. Of the 2,022 renter-occupied units, the median monthly cost for rent was \$353, with the highest single percentage (43.8%, 886 units) costing \$300 to \$499. Approximately 29.5% or 598 rental units were priced at less than \$300 per month.

Household Types and Marital Status: Again, the total number of households in Menominee County as of the year 2000 was 10,529, with an average of 2.36 persons per household. Two-thirds (66.5%) of these were classified as family households and the remaining one-third (33.5%) as non-family. A family could refer to a married couple with or without children or a single female parent with or without children. Thirty-one percent of the households had children younger than 18 years of age. In the non-family households, 87.3% of these were someone living alone. Marital status was based on those 15 years and older which represented 20,408 individuals or 80.5% of the County population. Most of these people were currently married (57.9%) with some (0.9%) married but separated. One in ten (10.1%) were divorced, 8.7% were widowed and 22.3% were never married. Nearly one-half (49.3%) of those divorced were females and of the 1,776 people that were widowed, 78.7% were female.

Employment Characteristics: Employment status for the population 16 years and older (20,023 people) showed that 62.3% (12,481 people) were in the labor force, with 3.2% unemployed. For those that were employed (11,839 people), the occupation category for the highest percentage (31.3%) was production, transportation and material moving occupations. The next highest percentage of workers (21.3%) were in management, professional or related occupations, followed by sales and office occupations (19.8%) and service occupations (16.1%). Construction, extraction and maintenance occupations employed 9.7%, while farming, fishing and forestry occupations accounted for 1.9%.

Industry specific areas that were the leaders in employment were: 1) manufacturing (32.6%), 2) educational, health and social services (17.2%), 3) retail trade (8.8%), 4) arts, entertainment, recreation, accommodation and food services (7.9%), 5) construction (6.1%) and 6) transportation, warehousing and utilities (5.3%).

Finally, the classes of workers found in the County were predominately private wage and salaried workers (81.6%), followed next by government workers (11.2%), self-employed workers (6.7%) and very few unpaid family workers at (0.6%).

Income: The per capita income in 1999 dollars for Menominee County (population: 25,326 people) was \$16,909 compared to \$21,587 earned nationwide. When males and females were compared, the full-time, year round median income for males was much higher than for that earned by females (\$31,975 versus \$21,837). Based on 10,541 households, the median household income in 1999 dollars was \$32,888 in Menominee County, nearly \$9,000 less than the U.S. average (\$41,994). Table 3 shows the distribution of household wages.

Table 3: Household income by wage for Menominee County

Household Income (in 1999 dollars)	Number	Percentage
Less than \$10,000	1,209	11.5%
\$10,000 to \$14,999	811	7.7%
\$15,000 to \$24,999	1,853	17.6%
\$25,000 to \$34,999	1,667	15.8%
\$35,000 to \$49,999	1,934	18.3%
\$50,000 to \$74,999	2,071	19.6%
\$75,000 to \$99,999	647	6.1%
\$100,000 to \$149,999	251	2.4%
\$150,000 to \$199,999	43	0.4%
\$200,000 or more	55	0.5%
Total	10,541 Households	100.0%

Median Household Income: \$32,888

The median family income calculated for the 7,016 families in Menominee County are shown in Table 4. The median family income was \$40,268 in the County, almost \$10,000 less than that earned nationwide (\$50,046)

Table 4: Family income by wage for Menominee County

Family Income (in 1999 dollars)	Number	Percentage
Less than \$10,000	385	5.5%
\$10,000 to \$14,999	298	4.2%
\$15,000 to \$24,999	1,100	15.7%
\$25,000 to \$34,999	1,170	16.7%
\$35,000 to \$49,999	1,410	20.1%
\$50,000 to \$74,999	1,749	24.9%
\$75,000 to \$99,999	602	8.6%
\$100,000 to \$149,999	226	3.2%
\$150,000 to \$199,999	41	0.6%
\$200,000 or more	35	0.5%
Total	7,016 Families	100.0%

Median Family Income: \$40,268

Poverty Status: The poverty data revealed that in 1999, 11.5% of the County's population (2,855 people) lived below the poverty level. Of the 7,016 families, 8.0% (559) were living below the poverty level, including: 1) 13.1% (412) of the 3,145 families with children under 18 years of age and 2) 19.4% (225) of the 1,160 families with children under 5 years of age. In families with a female householder and no husband, 30.9% (273) lived below the poverty level. Furthermore, 40.0% (243) of those with children younger than 18 years of age and 55.2% (155) of those with children younger than 5 years of age lived in poverty.

Law Enforcement: The Menominee County Sheriff's Department was first established in 1861 by order of the Menominee County Board of Commissioners. The Sheriff's Department and Correctional Facility are located at 831 Tenth Avenue in the City of Menominee. Brett J. Botbyl serves as the Sheriff and Thomas A. Hayward as the Undersheriff. The Sheriff's Department has a 24-hour road patrol with 16 sworn officers and a 50 bed correctional facility staffed by 21 Correctional Officers. The Mission of the Menominee County Sheriff's Department is to provide effective and efficient law enforcement services to the people who live in and visit Menominee County, with the goal being an identifiable reduction in crime attributed to our crime prevention programs. The Department's statutory obligations are to maintain a correctional facility and serve civil process. In addition, the Sheriff's Department maintains a K-9 drug dog, a marine patrol, a snowmobile patrol, an ORV patrol, a school resource officer, an animal control officer, a search and rescue team, an emergency response team and a criminal investigator. Each of these programs provides an essential service for ensuring the safety and well-being of those people who live in and visit Menominee County. Because the police officers often come into contact with those who are homeless and the correctional facility holds and eventually releases some of these same people into the community, the Department serves as an essential contact point for identifying those people currently homeless and those individuals at risk of becoming homeless.

**F. 10-Year Plan to Eliminate Homelessness in Menominee County
Planning Retreat – July 26, 2006**

Topic Outline

1. Vision and Mission Statements

- A. Mission**
- B. Vision**
- C. Name for our 10-Year Plan**

2. Demographics and Needs

- A. General**
- B. Prisoners/Jail Releases**
- C. Domestic Violence Victims**
- D. Families with Children**
- E. Adolescent Youth**
- F. Youth Exiting Foster Care**
- G. Single Adults**
- H. People with Disabilities**
- I. People who Abuse Substances**

3. Services

- A. What Homeless People Want**
- B. Needed Services**

4. Housing

- A. Lack of Housing Options**
- B. Housing First, Transitional and Temporary**
- C. Building a Shelter Facility**

5. Ideas and Strategies for Solutions

- A. General Ideas**
- B. No Wrong Door**
- C. Closing the Front Door**
- D. Opening the Back Door**
- E. Establishing a Priority for Services**
- F. Connecting People to Resources**
- G. Providing Wraparound**

6. Systems Issues

- A. General Issues**
- B. Transportation**
- C. Education**
- D. County-Wide Representation and Planning**
- E. Address Border Buster Issues (MI/WI)**

7. Community Involvement

8. Media and Awareness – 10-Year Plan

9. Next Steps – We can do now

G. 10-Year Plan to Eliminate Homelessness in Menominee County Planning Retreat – July 26, 2006

1. Vision and Mission Statements

A. Mission

- ◆ Need to further define vision and mission statements

Working Mission: We believe that in Menominee County housing should be a right, and the elimination of homelessness is an achievable goal; no man, woman or child should be forced to sleep in the streets, in the woods, or in a cot in a shelter on any given night.

- ◆ In Menominee County people are living in cars/vehicles, places that are inhabitable, campgrounds, couch surfing, doubling-up, and no permanent place of residence.

Suggested Mission: Every man, woman and child in Menominee County should have access to a space or place they can call home.

Suggested Mission: Homeless is unacceptable in Menominee County therefore within 10 years every person in Menominee County has the opportunity to access safe and affordable housing.

Suggested Mission: Menominee County will coordinate all available resources to end homelessness in 10 years.

B. Vision

One suggested Vision: End homelessness in Menominee County by 2016, or Homes for All in Menominee County by 2016

C. Name for our 10 –Year Plan

- ◆ Create name for Menominee County’s 10-Year Plan

2. Demographics and Needs

A. General Issues

- ◆ How many people are homeless each week in Menominee County, and the cities of Menominee and Marinette, WI? Only the tip of the iceberg surfaces at agencies.

- ◆ Next year the MI Service Point system website will have data on the number of people who are homeless, based on service agency submissions. Menominee County is hiring a person to manage these data
- ◆ Identify previous sequence of events leading to homelessness, current needs, financial issues, or resources available for counseling and education
- ◆ 90 predators in Menominee/Marinette who are identified and on the computer list. They may be seeking services.
- ◆ People who get kicked out of their temporary shelter
- ◆ Coach surfing – kinship placement – could get services, outreach to providers so person could access services or subsidize relatives so that they could stay there.
- ◆ Poor economy that continues to deteriorate
- ◆ Cost of medications is increasing and people cannot pay, so make choice of meds or rent or utilities or food
- ◆ Women coming in for temporary assistance. In process of eviction and can use all available services. Keep the current place or relocate. Offer educational services.
- ◆ What gets you evicted every year? Get direct services to address root problems.
- ◆ Lack of education, substance abuse, gambling addiction, family structure, and the resources available depends upon agency structure and guidelines.
- ◆ Cost of living is increasing – and many people are on the edge of homelessness now
- ◆ Lack of or inadequate energy assistance programs
- ◆ State emergency relief program – Can we address their guidelines?

B. Prisoners/Jail Releases

- ◆ In jail due to problems and jail nurse contacts Northpointe (CMH), because a person with mental illness is off their meds.
- ◆ Jail releases inmates to the streets, with what they had when they came in, no coat, no money, no services, etc.
- ◆ Some people commit crimes to have a place to stay. - jail

- ◆ New state program for MI prisoners, wraparound to MI Rehabilitation Services and other services prior to release, should be in UP by next year.

C. Domestic Violence Victims

- ◆ Domestic violence victims need emergency and longer term housing
- ◆ Need for housing after 60 days.
- ◆ Good casework and resources while in DV shelter
- ◆ If no job then problems
- ◆ Transportation for employment is needed
- ◆ Childcare vouchers for local provider are available

D. Families with Children

- ◆ Homeless families with children, creating the next generation and a reoccurring cycle,
- ◆ Importance of education not valued by many families, children not encouraged to attend school and families move a lot.

E. Adolescent Youth

- ◆ Youth needs are more and youth move more, doubling up and couch surfing
- ◆ Youth can get out of school at age 16
- ◆ Lack of alternate school options
- ◆ Only GED program is in Powers (north end of County), so transportation issue for rest of the County
- ◆ What are the issues for youth who received Special Education services when they exit school? Check with MCISD.
- ◆ SHYP - Resource Card – Supported Housing for Youth, 17-21 years old, 18 months.

F. Youth Exiting Foster Care

- ◆ Youth exiting the Foster Care system at age 18. We need to learn more about the scope of the problem and issues. Reported to be a significant problem in other communities.
- ◆ Foster Care workers develop a plan for this transition. Can tap into other services.
- ◆ Doubling-up an issue.
- ◆ Often youth tries to return home and find their siblings or birth parents

G. Single Adults

- ◆ No General Assistance programs or other help for singles without children.
- ◆ “Deprivation” due to missing absentee parent no longer applies, to encourage families to stay together.
- ◆ Women in the 40-50 year age range, unemployed, no family system, on welfare and then children move out and now no money. Not eligible for Social Security because not enough work quarters.

H. People with Disabilities

- ◆ People who are mentally ill and undiagnosed or off their meds
- ◆ Physical disabilities – need for accessible housing.
- ◆ People unable to work and apply for SSI or SSDI. They are refused 1-2 times, takes at least 18 months to “get on”, no programs in the mean time.
- ◆ If a person is in jail then they lose SSI, etc. This is a problem for people who are mentally ill.
- ◆ Do homeless people with suspected disabilities ever get to Vocational Rehabilitation or other employment or independent living services?
- ◆ State Disability Program – requirements to get assistance and may take 45 days to get denial.
- ◆ People with disabilities – couch surfing is an issue.

I. People Who Abuse Substances

- ◆ People who abuse alcohol and drugs
- ◆ Number of abusers is increasing with issues like Meth and prescription drug abuse

3. Services

A. What Homeless People Want

- ◆ Ask current and past consumers
- ◆ Ask what happened –how they became homeless - and what would be most helpful.
- ◆ Utilize Info Link Resources

B. Needed Services

- ◆ Money for outreach. Then offer help with expenses and contingent upon personal actions and follow through.
- ◆ Get services to homeless person to help them get back on their feet.
- ◆ Lack of education, substance abuse, gambling addiction, family structure, resources depends upon agency structure.
- ◆ Cost of living – on the fringe of homelessness now
- ◆ Energy assistance.
- ◆ State emergency relief program – guidelines –may be able to address these
- ◆ System failure when people are found in the same situation year after year.
- ◆ Income and benefit loss – no incentive
- ◆ Cash assistance through Community Action Agency
- ◆ Education for financial problems, not plan and not know how to handle money.
- ◆ People need to learn about the realities of home ownership.
- ◆ People need to learn about the realities of renting – paying rent and utility bills.

4. Housing

A. Lack of Housing Options

- ◆ Options for each cycle of housing – emergency, temporary, permanent
- ◆ Lack of affordable housing
- ◆ Lack of available housing
- ◆ Lack of accessible housing
- ◆ Need a transitional housing program. Have required classes such as budgeting, working, tenant rights.
- ◆ Section 8 vouchers – looking at transfer to home ownership.
- ◆ Lack of Bridge View type housing, subsidized housing.
- ◆ Absentee landlords result is substandard housing
- ◆ Need housing options for families and singles. Menominee Housing Commission, HUD, approach about building more units
- ◆ Subsidized housing is mostly for elders and people with disabilities.
- ◆ What are the current vacancies and availability of various housing options?
- ◆ Establish working relationships with landlords before eviction. Such as when someone is in risk of eviction, when they get notices for utility shut-offs, consider privacy laws, maybe inserts in notices about available help.
- ◆ Programs for funds to landlords to make rental more energy efficient. (Some examples like get money they need to rent to low income or five years.)
- ◆ Utility costs are fluctuating so this is an issue for low income.
- ◆ Current weatherization programs are mostly for home owners, not landlords.
- ◆ Get landlords involved in homelessness issues and solutions
- ◆ Educate landlords, “open house” and focus on what we have and what we don’t have.
- ◆ Habit for Humanity – home ownership as an option

B. Housing First, Transitional and Temporary

- ◆ Landlord takes liability
- ◆ Identify an apartment, hold lease and fill as needed.
- ◆ Example in Green Bay – church owns apartment building and consumer needs to follow through with case plan, education, and so on to stay
- ◆ Need for a staff person, maybe use Karen Owens and modify her position.
- ◆ Need agency to hold the lease – with other agency match.

C. Building a Shelter Facility

- ◆ Currently there is no shelter facility in Menominee County or Marinette
- ◆ Salvation Army did a needs study, a supported shelter would cost \$150,000 a year, to start.
- ◆ Temporary shelter for domestic violence and the 4 pm Friday emergencies.
- ◆ Address needs for shelter: immediate/emergency, temporary and permanent.
- ◆ Having a shelter would make it easier: However, there is the cost and then an agency to operate it.
- ◆ Look for other emergency and temporary solutions, as we are eliminating homelessness and then will not need a shelter.
- ◆ Do research on pros and cons of a shelter facility

5. Ideas and Strategies for Solutions

A. General Ideas

- ◆ Could have an “800” call in number for help for homelessness and advertise this county wide. Staff responds to address issues and get services.
- ◆ Program to help family that is hosting homeless person
- ◆ Problem if help the host family, makes the relative the landlord and then same issues may arise that made them homeless.

- ◆ Personal responsibility of the homeless person needs to happen – easy to ask the government for assistance

B. No Wrong Door

- ◆ At first contact, hook them in to resources that are available, responsibility for action to get resources.

C. Closing the Front Door

- ◆ The goal is to prevent homelessness

D. Opening the Back Door

- ◆ The goal is to get the homeless person into permanent housing, supportive or not

E. Establish a Priority for Services

- ◆ An example might be:
 1. Adults with children
 2. 18-30 year olds
 3. Adults with disabilities
- ◆ Address potentially or actually homeless.
- ◆ More service dollars for prevention than for actually homeless.
- ◆ Meet short term needs and follow-up with a planned sequence of events.
- ◆ Who are the biggest group? Size or cost wise?
- ◆ There is a large group of potentially homeless people.

E. Connecting People to Resources

- ◆ 211 Info Link
- ◆ Service Point – web based data system on-line. Hire a person who will help to tie this initiative together.
- ◆ No Wrong door approach for first contact to “system”
- ◆ Develop relationships with other providers and know other systems.

F. Wraparound

- ◆ Two-pronged approach
 1. Wraparound for chronic cases
 2. 3 stages for others – emergency, temporary and permanent to move people out of homelessness
- ◆ Wraparound for 6-8 months for both chronic homelessness and prevention too
- ◆ Establish a Wraparound group that can meet weekly. Get releases to share information and develop a Plan for Services.
- ◆ Work on policy changes to make Wraparound work.
- ◆ Develop Wraparound with accountability using a roundtable format.
- ◆ Wraparound services for young adults with no skills and on the fringe of homelessness.
- ◆ Wraparound for 40-50 year old women who become divorced or widowed with no work history of adequate means of support– DHS, housing, Northpointe do triage. Need for affordable services, Catholic Social Services, sliding scale
- ◆ Youth 18-30 – get them involved in Wraparound, Social Security, housing, MI Works, and education.
- ◆ Person is accountable to actively participate in Wraparound, coordination of services, regular meetings, identify where system fails.
- ◆ Good illustration of how No Wrong Door and Wraparound may work in Menominee County Clock Work Design for services
- ◆ Look at other Wraparound models

6. Systems Issues

A. General Issues

- ◆ What is happening in our system that is causing homelessness?
- ◆ Not necessarily a system issue may be a personal issue.
- ◆ Availability of legal services
- ◆ Low income medical care

B. Transportation

- ◆ Transportation for people is an issue. They need to get to work and to services.
- ◆ One example is the program to donate bikes to the Salvation Army for giving to people for employment and appointments, etc.
- ◆ No public transportation in Menominee County, like a DATA bus
- ◆ Check about dollars available for county transportation
- ◆ Information may be available through CUPPAD
- ◆ No cabs, bikes, or public transit

C. Education

- ◆ Education issues with homeless children entering and re-entering school. Need information about the prevalence from the local school districts and MCISD
- ◆ School Programs
- ◆ Children attend school while in shelter
- ◆ Keeping older youth in school
- ◆ Limited availability of GED and adult education options
- ◆ No HS diploma or GED. Now new state grad requirements may make it worse.
- ◆ Only Adult Education program is in Powers – 50 miles from City of Menominee

D. County-wide Representation and Planning

- ◆ Address County geographic unity issue
- ◆ Meet in various locations throughout the county.
- ◆ Need more County-wide representation for planning and Plan implementation
- ◆ Use MSU Extension office in Stephenson for meetings
- ◆ Plan needs to address all sections of the County
- ◆ Need to include the Hannahville Indian Reservation

E. Address “Border” Buster Issues

- ◆ Communities on the other side of the Menominee River, the Michigan – Wisconsin border
- ◆ People move back and forth
- ◆ Need service agreements between state and county agencies

7. Community Involvement

- ◆ We need input, endorsement and support at all levels
- ◆ Support from local government.
- ◆ Support from service organizations (Lions, Rotary, etc.)
- ◆ Faith-based organizations and local churches
- ◆ Chamber of Commerce
- ◆ County Commissioners
- ◆ Community leaders
- ◆ Representation of each political entity in the county, townships, etc.
- ◆ Faith-based organizations and clergy council
- ◆ Law enforcement
- ◆ United Way
- ◆ Foundations
- ◆ Federal and state agencies
- ◆ Involve business leaders

8. Media and Awareness – 10-Year Plan

- ◆ Homelessness Awareness Week – November 14th
- ◆ Submit insert or articles in newspaper.
- ◆ Create general public awareness of homelessness
- ◆ Open public forum
- ◆ Write letters to political types in MI
- ◆ Area political reps - Tom Casperson, Bart Stupak, Levin, Stabenow and their legislative committees
- ◆ Develop Talking Points about problem to distribute a common message.

9. Next Steps – We can do now

1. Put “888” call in number out in the media, through agencies, on billboards
2. Develop a flyer and other media releases about available assistance
3. What happens when a person calls? Create a response and tracking process.
4. Create the first contact – No Wrong Door
5. Give resource information and conduct intake. Salvation Army does not have the Resources.
6. Put information releases in area newspapers.
7. Involve County Executive – Brian Neumeier
8. Develop and release public service ads for radio and TV
9. Check out motel voucher availability
10. Check out Wraparound options
11. Add to Clock Work Design
 - DLEG-MRS – Sue Carrow
 - St Vincent’s and Food Pantry
 - Schools – LEAs and MCISD

H. References

1. A Plan: Not a Dream – How to End Homelessness in Ten Years, National Alliance to End Homelessness, Washington, DC, no date.
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3. Good to Great and the Social Sectors, Jim Collins, monograph, 2005.
4. “Good...to Better...to Great- Innovations in 10-Year Plans to End Chronic Homelessness in Your Community”, US Interagency Council on Homelessness, Washington, DC, 2006.
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