

“UNDER ONE ROOF”

*...the Coalition to End Homelessness
in Newaygo County*

10 YEAR PLAN

*Coordinated and submitted on behalf of a
consortium of Newaygo County agencies and stakeholders by:*

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I. SUMMARY

“Common wisdom says people are homeless because of poverty, unemployment, addiction, or mental illness. The reality is far more complex. Homeless people are primarily homeless because they lack any FUNCTIONAL HUMAN RELATIONSHIPS . When that is combined with poverty, unemployment, addiction, and/or mental illness, homelessness is bound to occur.”(1.)

A. DESCRIPTION OF THE PROBLEM

1. Nature of the Problem: To the vast majority of citizens of Newaygo County, homelessness is largely an invisible and misunderstood issue. The predictable response is: *“Homeless people in Newaygo County? Where? We don’t see people sleeping on park benches, or panhandling at intersections, or shuffling around in ragged clothes lugging a plastic bag of their possessions. Homeless may be a big problem in Grand Rapids or Muskegon but not here in our area.”* And yet, workers in the County’s human service community daily encounter adults, youth, and families who do not have a permanent nighttime address and who face the devastating realities of not knowing exactly where they will sleep the next night.

Homelessness in Newaygo County (and other rural areas) is a hidden, disguised, and insidious social problem that prevents countless people from living safe and productive lives. Because rural areas lack concentrated population centers and the resources for homeless shelters, homelessness in Newaygo County is more likely to be manifested by people living in abandoned cars, trailers, or camping out in the National Forests. Others take up temporary shelter in substandard or condemned houses. Many impoverished families double and triple up in crowded conditions with friends or family, while many teens and young adults *“couch-surf”* from home to home. All of these temporary shelter arrangements tend to be scattered, remote, and *“out-of-sight”* thus making an exact count of the actual number of homeless people in Newaygo County extremely difficult to ascertain thus contributing to the *“invisible”* nature of the problem.

A myriad of factors contribute to rural homelessness in Newaygo County: depressed economic conditions, lack of jobs that pay a *“living wage,”* over-priced and escalating housing costs, lack of decent and affordable housing units, multi-generational poverty, limited education and training, poor family role models and fragmented support systems, and lack of reliable transportation. Situational factors often precipitate a person or family’s fall into homelessness such as incidents of domestic violence, divorce, alcohol and addiction, mental illness, criminal behavior and incarceration, inadequate preparation for the realities of adult living, loss of a job, on-set of health problems and inability to afford medical care, and home foreclosure or eviction. People who are exiting institutional settings are particularly at-risk of homelessness, including

felons re-entering communities from prisons, youth aging out of foster care placements, or mentally-ill patients being discharged from psychiatric facilities.

2. Impact on the Community: The hidden tragedy of homelessness in Newaygo County extracts a high human and social cost that is subsequently borne by the entire community. Without the assurance of predictable housing, people facing homelessness are subjected to unstable, unsafe, unsanitary, and dangerous influences and living environments not intended or unfit for human habitation. The result is increased monetary costs and economic burden on the human service system that picks up the pieces in the after-math of homelessness.

- ✓ Medical: higher medical costs, lack of insurance, increased risk/exposure to disease, lack of access to preventive medical care, poor hygiene, deficiency in diet and nutrition, reliance on emergency/acute care.
- ✓ Education: increased school absences, frequent changes in schools, lost days of educational instruction, higher drop out rates, under-achievement/failure to realize student potential, inadequate preparation to enter the job market.
- ✓ Child Welfare/Family Violence: higher levels of family stress, prolonged duration of living with an abusive spouse, increased exposure to unsavory people, increased single parent families, increased child abuse/neglect, dysfunctional/broken families.
- ✓ Criminal Justice: increased “survival” behavior, poor-judgment/decisions based on temporary needs or desperation, increased criminal behavior, higher incarceration rates, inability to pay fines, fewer living/employment options due to criminal record.
- ✓ Mental Health/Addictions: increased psycho-emotional stress, poor self-esteem, higher incidence of depression/mental breakdowns, dependence on alcohol/substances to mask pain, patterns of self-destructive/self-defeating behavior.
- ✓ Social Services: increased poverty, cycles of multi-generational poverty, sub-standard living conditions, decreased employability/financial independence, poor household management skills, decreased self-care capacity.

B. THE VISION TO END HOMELESSNESS

1. VISION STATEMENT: The vision of the “*Under One Roof*” campaign is:

*to eradicate homelessness in Newaygo County within ten (10) years
by insuring that every individual and family in the area has
immediate access to safe and affordable housing and
the functional human relationships to achieve and sustain it.*

The “*Under One Roof*” Plan in Newaygo County has been developed by a coalition of local organizations in response to the statewide call-to-action to end homelessness that was made

by the Michigan State Housing Development Authority (MSHDA), the Department of Human Services (DHS), and Department of Community Mental Health (DMH).

2. IMPLICATIONS OF THE VISION: The “*Under One Roof*” vision fundamentally changes how homelessness will be viewed and addressed in Newaygo County. The “*Under One Roof*” metaphor reflects the emerging paradigm that will drive the 10 Year Plan in Newaygo County:

Different types of organizations

Different professional disciplines

Different segments of the broader community

Different sources of categorical and shared funding streams

Different target populations who face the reality of homelessness

All these differences converge “*Under One Roof*” to share and pool resources that are structured around 3 unifying and evidence-based service strategies:



- ❖ “*Housing First*” means that moving homeless people into permanent shelter is the most important first step of all intervention efforts.
- ❖ “*Service Enriched Housing*” means that a continuum of family and/or person-centered resources must be mobilized to enable homeless people to overcome the complex circumstances that perpetuate cycles of homelessness.
- ❖ And “*Functional Human Relationships*” affirms the primary human need to have other caring and trusted people provide hands-on guidance, support, and encouragement to obtain and sustain permanent, safe, and affordable housing.

No single organization or small group of professionals can hope to end homelessness in isolation. “*Under One Roof*” requires that a pro-active commitment to eliminate homelessness be integrated into the service-delivery mentality of professional agencies throughout Newaygo County. It also requires changes in the attitudes, perspective, culture, and involvement of the surrounding Newaygo County community in order to firmly assert that poverty and homelessness are simply unacceptable conditions for a vibrant, democratic community.

“*Under One Roof*” replaces short-term “band-aid” solutions with systematic approaches that make long-term sustainable changes in the hearts and living conditions of people and families. It transforms fragmented service delivery efforts into a unified approach that increases efficiency, reduces duplication, leverages needed financial resources, and improves access to critical housing and services for all people at risk of homelessness.

C. THE RESPONSE IN NEWAYGO COUNTY

In April, 2006, seventeen social service and community organizations convened to begin work on the “*Under One Roof*” strategic plan for Newaygo County. In five short months, the framework of the comprehensive 10 Year Plan to end homelessness has been developed (see Attachment #A for the outline of the planning structure). But this successful work is only the first small step. The coalition’s members are adamant that “*Under One Roof*” not be a plan that sits on a shelf gathering dust. Instead it is being designed as a dynamic blueprint to mobilize professional and community action to combat homelessness and poverty in Newaygo County. The Plan perpetuates mechanisms and strategies that broaden the involvement of the coalition’s founding members to enlist other diverse segments of Newaygo County’s business, civic, faith-based, and social community in the effort to continue momentum and increase longer-term sustainability.

As a fluid document, the 10 Year Plan strengthens promising and successful intervention approaches but also envisions innovative “*out-of-box*” programming ideas that are likely to be effective in Newaygo County’s unique environment and culture. The Plan encourages innovation and trial and error. A strong evaluation component will be built into the Plan to provide specific measurement/outcome criteria by which to gauge success and impact in order to make adjustments in the Plan and adapt to changing political, funding, and demographic context and realities.

II. GENERAL

A. ANALYSIS OF THE PROBLEM

1. Frequency and Scope: The national literature on homelessness makes it clear that since the late 1990’s, there has been a surge in the rates of homeless people within rural communities across the country.(2.) The absence of major population centers means that homeless people in rural areas are not overtly evident and the lack of shelter facilities means that homeless people in rural areas are not gathered at any central location. These rural realities make it very difficult to count the numbers of homeless persons.

Newaygo County shares this documentation challenge. Anecdotal and case-specific experiences of all major service providers provide convincing evidence about the prevalence of homelessness in the area. The last attempt to make cross-county count of the number of homeless people living in Newaygo County was a “point-in time” survey in 2005. The survey revealed a total of 81 people served by social service agencies fit the HUD definition for homelessness.(3.) This included individuals and persons in homeless families, however at the time of the survey, all agreed that this figure was a gross under-representation of the real numbers because not all organizations submitted data. In addition, many homeless families (not counted in the survey) were known to be doubled or tripled up in households and significant numbers of single homeless men routinely take up “shelter” in the surrounding national forests.

In August, 2006, the “*Under One Roof*” planning team surveyed the five major service providers who touch homeless populations in Newaygo County to obtain both a point-in-time and a three year aggregate of homeless people receiving services through the formal agency system. In addition, the planning team polled the U.S. Forest Service to ascertain how many single men were observed to be “camping out” in the Manistee National Forest in Newaygo County. The following chart summarizes this data.

Source/Provider	Category of Homeless People Counted	2003	2004	2005	Single point in time (7/2006)
Bethany Christian Services	Homeless Youth	23*	24*	33*	52 runaway + homeless youth**
Community Mental Health	Mentally Ill & Developmentally Disabled	5*	3*	6*	20 adults & 6 children**
Department of Corrections	Felons Exiting Prisons & Adults on Parole	Not available	Not available	Not available	25 active clients**
Newaygo County Community Services (NCCS)	Homeless Families Seeking Emergency Services	Not available	45*	55*	18**
Women’s Information Services (WISE)	Victims of Domestic Violence/Battered Women	30*	41*	36*	7 adults & children*
US Forest Service	Adult Men Living in Nat’l Forests	Not available	Not available	Not available	38 men*

* Narrow HUD definition of “homeless”; ** Expanded rural definition of “homeless”

The project planners agree that the above figures under-count the actual numbers of homeless people in Newaygo County, although they recognize that the numbers may include duplicate or double-counted people since some homeless clients may access services at more than one agency. With the exception of the U.S. Forest Service figure, the statistics do not count homeless people living outside the formal service-delivery system, especially those doubled and tripled up in homes and those purposely avoiding system involvement. Three agencies (Bethany, WISE, and NCCS) are in the early stages of adapting the HMIS system which will improve the accuracy of the homelessness data in the future.

Additional insight into the County’s homelessness problem has recently been gleaned from the five (5) school systems in Newaygo County under a McKinney-Venlo sub-grant. During the 2005-06 school year, a count of homeless students in grades K-12 documented a total of **212 students fit the homeless criteria** defined under the McKinney-Venlo grant: 65 in Fremont; 58 in Newaygo; 68 in White Cloud; and 21 in Hesperia; Grant did not report.(4.)

A final indicator of the growing reality of homelessness is found in the shockingly high frequency of home foreclosures during the past 10 years. Statistics from the Newaygo County Registry of Deeds reveal that the **foreclosure rate has jumped 700% in 10 years**):

1996: 23 Recorded Foreclosures
2001: 92 Recorded Foreclosures
2006 (YTD-9 months): 171 Recorded Foreclosures (5.)

2. Contributing Dynamics: National data suggests that large numbers of homeless people in rural areas, like their urban counterparts, suffer from substance abuse and mental health conditions that contribute to their homelessness and compound their response to intervention. One study concludes that more than 2/3 of all rural homeless clients had experienced an alcohol, drug, or mental health problem in the last 30 days. Alcohol usage was a significant problem among almost 50 percent of all rural clients and more than 25% suffer from mental health problems.(6.) Agency representatives agree that Newaygo County’s experience likely mirrors these national homeless figures, and in fact, the local Mental Health Department’s survey of its current caseload of 26 homeless clients revealed that alcohol abuse was a contributing dynamic in 50% of the adults and 33% of the children.(7.)

The northern half of Newaygo County and all of Lake County represent one of the most economically and socially depressed regions of rural Michigan. Encompassed within the Manistee National Forest, nearly every demographic risk indicator of the region (i.e. family poverty, childhood safety, childhood health, teen births, and educational performance) consistently ranks in the worst 15% among Michigan counties.(8.)

Newaygo County has a population of 47,874 comprised of 94.8% white and 1.1% African-American with 3.9% of the population Hispanic. In 2002, Newaygo County had a per capital personal income of \$21,375 ranking it 58th in the State. Unemployment has ranged between 10% and 6% in the past 10 years. Health care is a major concern as illustrated by death rates in several disease categories that are significantly higher than state or national rates: cancer

224.5 (per 100,000) vs MI’s rate of 194.4; diabetes 40.1 vs MI’s rate of 29.2, and Alzheimer’s disease 46.1 vs MI’s rate of 22.1 (more than double the state rate.)(9.)

A study conducted by the Department of Community Health in 2002 provides further insight into the social detriments that contribute to homelessness in the greater Newaygo County area. The study assembled and correlated 19 social risk constructs that showed Lake County ranked third highest in the state in its overall risk score profile (the factors include rates of suicide, substance abuse, crime, community disorganization, sexual behavior, economics, family conflict/violence, school drop-outs.) Since the northern half of Newaygo County shares the same social-economic demographics of Lake County, it is not surprising that Newaygo County (as a whole) ranked among 19 counties in the second highest quartile of risk factors in the Community Health study.(10.)

3. Assessment of Housing Needs: People and families in Newaygo County encounter serious obstacles in finding and retaining safe and affordable housing. This situation was clearly documented in a comprehensive assessment of housing needs in the county commissioned by the NCCS Center for Non-Profit Housing and performed by Gourdie-Fraser, Inc. in 2002. Several noteworthy “*findings*” included:

- “The overall housing gap is largest in Newaygo County for those earning less than 50% of the area’s median income (AMI). Even if all of the existing housing was put on the market today (for rent or purchase), only 35% of the households earning 50% of AMI or less could be matched to housing in their affordability range. For households earning less than 30% AMI, this figure plummets to 14%.
- “For the County’s 1,273 owner households earning 50% of AMI or less, less than 25% could afford to finance their home today based on their income. In fact, 39% of the County’s households earning 80% of AMI or less – equal to about \$30,000 in annual income – have reported in the 2000 Census that they have unaffordable homeownership costs. For owner households earning 50% or less, almost half (47%) have unaffordable housing.
- “Thirty-two percent (32%) of all renters in the County reported having unaffordable rent. For renter households earning 50% AMI or less, 61% have unaffordable rent.
- “It is estimated that in the next five years, there will be a need for 770 affordable owner units (priced under \$91,000) and 1,121 affordable rental units (below \$640 in monthly rent) in Newaygo County.
- “Projections indicate that 1,300 new permanent households will be formed in Newaygo County in the next five years. Because current vacancies are under 2% for owner units and 5% for rental units, it is expected that new housing will likely be developed to supply the increase in population. If new housing is brought on line by the marketplace to supply new households, most will continue to be priced at the upper end, especially owner units.

- “The marketplace in Newaygo County will fulfill only a small portion of the needed affordable housing in the next five years. For many, especially those earning less than 50% of AMI, affordable housing will remain out of reach.”(11.)

4. Impact on People: Perhaps the most compelling source of information about the impact and affects of homelessness comes from the personal experiences of those who have actually been homeless. In July, 2006, a group of homeless youth and adults convened as the coalition’s Consumer Committee and shared their own encounters with homelessness. A series of consistent themes about the impact on homelessness are reflected by their stories and accounts (paraphrased below):

- ✓ ***Self Image Issues:*** I never actually considered myself “homeless”...it’s not like I was sleeping under bridges, begging money on the streets; couldn’t admit failure or that I couldn’t do it on my own; it was a blow to my confidence, pride; was in denial that I needed help; feel like I am aggravating and imposing and mooching off people when I ask for their help...feel like I am wearing out your welcome; some people need to hit rock bottom before they can receive help.
- ✓ ***Dangers of Slipping into “Criminality”:*** We tend to make bad choices/judgments due to my immediate need to get by; didn’t think about the longer term consequences; got into trouble; got a ticket for a beat up old car; couldn’t pay the fine; resorted to stealing something; abused alcohol (to stay warm); some get hooked on drugs to disguise or ease their problems/pain; some actually try to be arrested to get shelter, food, warmth (especially in the winter months) in jail; can’t take care of your kids and face abuse/neglect charges or accusations of being an unfit parent.
- ✓ ***Patterns of Avoidance & “Flight”:*** If you are homeless you are probably “on-the-run” from something, especially the law; always wary of the police showing up to enforce a bench warrant, missed court dates, parole violations; hesitant about having contact with agencies or programs that might expose your criminal record; always looking over your shoulder for the Law; many of us are running from an abusive spouse.
- ✓ ***Vulnerability to Dangerous Influences:*** The people who help you and who will accept you (just as you are) often are the ones who use or sell drugs; you are often forced to live in unsafe places with unsafe people in unsanitary conditions; you are exposed to lots of health concerns; poor diet, poor hygiene; cold weather; concerns for physical safety.
- ✓ ***Patterns of Downwardly Spiraling Life Styles:*** Every time I seem to finally start to make progress something happens to push me back down...two steps forward three steps back; the worry and stress can be overwhelming; causes depression; I had 2 mental breakdowns; hard to maintain employment or to follow through with things; sometimes people have to hit bottom before they are able to admit they need help and take responsibility for their decisions and actions and to responsibly use the sources of help that are available.

- ✓ **Patterns of Sub-Standard Living:** When you are homeless, you are always dirty, smelly, don’t have decent clothes; when you look like crap, people tend to treat you like crap; you feel inhuman, embarrassed and shameful; guilty for not doing right by my kids; it is “hell” trying to raise kids when you don’t know where you might be sleeping that night or where your next meal will be found.

B. HISTORICAL RESPONSE

1. Inventory of Current Services: There are at least eight (8) area organizations that directly and intentionally provide services, shelter/housing, and/or case management services with individuals, youth, or families who are homeless or at-risk of homelessness.

<p>Bethany Christian Services: counseling & shelter for runaway youth; counseling, housing, mentor homes for homeless youth; life skills groups, transitional living assistance, & case-management for homeless youth and youth exiting foster care.</p> <p>Center for Non-Profit Housing: 50 Section 8/Housing Choice Vouchers; homebuyer assistance program; home construction, renovation, acquisition program; 12 unit townhouse program; senior housing; housing education, homeowner/household management classes, counseling, & family self-sufficiency services.</p> <p>Community Mental Health: treatment for mentally-ill & developmentally disabled; limited transitional housing; discharge planning from institutional care; emergency needs fund.</p> <p>Department of Corrections: prisoner re-entry program; financial assistance for transitional living</p>	<p>Department of Human Services: Financial assistance programs; Medicaid; emergency assistance; Child Protective Services; discharge planning for youth exiting foster care.</p> <p>Dispute Resolution Center: mediation for tenant-landlord disputes; mediation for eviction prevention.</p> <p>Newaygo County Community Services: 10 HARP Vouchers for MI/DD; 9 TSHLAP rental assistance; RIP House for 90 day shelter for families; emergency housing, rental assistance; food depot; food pantry; household & nutrition services; volunteer programs</p> <p>Women’s Information Services (WISE): 19 bed domestic violence shelter; counseling; planning for permanent housing</p>
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2. What Needs to be Changed: Historically, each agency whose service mission charges them with responsibilities for serving a specific segment of the homeless population (i.e. youth, the mentally ill, substance abusing clients, battered women, prisoners/parolees, impoverished families) independently would pursue its own funding resources and deliver its own homeless services to clients. This fragmented approach shifted in Newaygo County in 1993 when three agencies (NCCS, Bethany, and WISE) came together and developed a joint funding proposal for emergency shelter funds from MSHDA to serve 3 specific segments of the area’s homeless population (i.e. families, homeless youth, and domestic violence victims.) This successful coalition (and subsequent funding) has continued and forms the basis for the expanded efforts through the current planning process.

The “Under One Roof” planning process carries inter-agency collaboration to new levels of integration and system change. Planning has revealed serious gaps and inefficiencies in the area’s current service system for addressing homelessness. Though some funding has been consolidated, most service delivery is still implemented to the various target groups by single

agencies working in isolation from other potential partners. There is little centralized case planning for intake, permanency planning, and service delivery. Delivery of emergency shelter is also pursued in a fragmented manner, and bureaucratic and categorical funding restrictions often interfere with access to the county’s full spectrum of services.

Newaygo County also needs improved resources for decent, affordable, and sustainable housing for homeless and impoverished individuals, families, and youth. The county’s existing housing stock is aging, sub-standard, and limited. Forty-eight percent (48%) of housing units in the County are more than 35 years old and 40% of houses in the cities and townships away from Fremont are nearly 50 years old.⁽¹²⁾ Accessibility to housing by the indigent is severely hampered by landlord stereotypes and reluctance to rent to low-income families. Funding for services, supports, critical needs, and administration is also increasingly difficult to acquire and maintain, while the complexity of client needs continues to escalate. In short, the local service delivery system is continually asked to do more with less.

C. THE VISION FOR CHANGE

1. The Vision & Values: The vision of the “*Under One Roof*” campaign is *to eradicate homelessness in Newaygo County within ten (10) years by insuring that every individual and family in the area has immediate access to safe/affordable housing and the functional human relationships to achieve and sustain it.*

The planning coalition has established a set of ten (10) fundamental principles and core values that will guide the implementation of the “*Under One Roof*” vision over the next ten years in Newaygo County:

- a. The realities of *rural* homelessness present unique challenges and opportunities in providing safe and affordable housing to all people of Newaygo County.
- b. The disgrace of homelessness in Newaygo County can be eliminated in ten (10) years through a concentrated plan orchestrated by a committed group of community stakeholders and organizations.
- c. Only when a person’s need for safe and secure housing is addressed can they effectively utilize other supportive resources to pursue higher levels of personal and family security and well-being.
- d. The most viable ways of ending the institution of homelessness involve an outcome-based planning and implementation process that employ a “*Housing First*” approach and “*Services Enriched Housing*” strategies.
- e. Homelessness prevention and intervention in Newaygo County will hinge on “*person-centered*” and “*family-centered planning*” strategies that actively engage clients as active partners and helps each person develop meaningful and functional sets of human relationships to support their efforts to end their homeless condition.

- f. A cooperative and interlaced partnership among a coalition of public and private organizations, other community stakeholders, and the ideas of people who are homeless will be mobilized to plan and provide a continuum of care and an array of services to address the complex factors that contribute to rural homelessness.
- g. An effective plan to end homelessness must be targeted to specific disadvantaged and marginalized groups of individuals and families who are, or who have a strong likelihood of becoming homeless, including difficult-to reach and serve groups such as victims of domestic violence, homeless and “throw-away” youth, mentally ill and disabled adults, and incarcerated and/or institutionalized populations who are re-entering their communities.
- h. Multiple strategies will be designed and delivered to homeless people in highly accessible ways and through locations that insure a continuum of emergency and temporary shelter resources, permanent supportive housing, financial resources, and a wide range of support services.
- i. The planning process and on-going roles of the partners affirm the responsibility of the local planning body to advocate on behalf of the homeless, change institutional policies and practices that sustain homelessness, and develop legislative and educational initiatives to inform professionals and the public.
- j. Newaygo County’s 10 Year Plan will not discriminate against any individual because of race, disability, color, creed, religion, sex, national origin or ancestry, age, non-job related factors, or any other protected characteristics.

2. The Target Population:

Definition of Rural Homelessness: A review of the literature makes it clear that *“inefficiency is widely considered to be the common failing of local homeless intervention, and prevention strategies with poor targeting (of clients) leads to an inefficient strategy, and inefficient strategies are rarely effective.”* (13.)

Under One Roof will seek to avoid this potential pitfall by building its implementation plan around specific definitions for homelessness that are relevant to homeless people who reside in a rural context. This definition utilizes both the HUD definition of homelessness and a series of Non-HUD definitions/criteria to take into consideration issues and characteristics found in rural areas like Newaygo County:

The project targets individual(s) who lack a fixed, regular and adequate nighttime residence. This may include an individual who has a primary nighttime residence that is: a.) a supervised publicly or privately operated shelter designed to provide temporary living accommodations; b.) an institution that provides a temporary residence for individuals intended to be institutionalized, c.) a public or private place not designed for, or ordinarily used as regular sleeping accommodations for human beings (cars, parks, sidewalks, woods, camping); or

d.) a household designed as a single family residence that accommodates two, three, or more families who are living in “doubled” or “tripled-up” living space.

This definition targets homeless people who fit into three basic (and sometimes overlapping) categories:

- homeless families and seniors;
- single homeless adults;
- homeless youth.

3. Opportunities and Benefits: Newaygo County is uniquely positioned to develop and implement a collaborative vision for ending homelessness. Inter-agency collaboration has long been part of the “*culture*” of the county’s human service system and has involved strong and long-standing partnerships between public and private agencies dating back long before collaboration was fashionable and mandated. This spirit of cooperation, relationship, and mutual respect among organizations enhances the county’s capacity for developing model programs and innovative programming such as is represented by the “*Under One Roof*” vision.

The fact that the area is blessed with two significant charitable foundations (i.e. the Fremont Area Community Foundation and the Gerber Foundation) is a further set of resources on which the “*Under One Roof*” initiative can capitalize. Both foundations have demonstrated major commitments to human services and improving the social welfare and quality of life for at-risk populations in the area. These supplemental funding resources can help the coalition to leverage other sources of public and private funding to implement cost-effective service delivery structures that make a substantial return-on-investment (note: a more detailed cost-benefit analysis of the proposed strategic plan will be part of the evaluation goals.)

D. THE STRATEGIC PLAN

1. Participating Organizations & Planning Structure: Seventeen (17) different public and private community organizations involving over thirty (30) social service professionals participated in the “*Under One Roof*” planning effort that initially convened in April, 2006. In subsequent months, a structural arrangement emerged for the development of the 10 Year Plan to end homelessness in the greater Newaygo County area. Please refer to ***Attachment #A for an Organizational Chart*** that outlines the planning structure and partners of the *Under One Roof* coalition.

As illustrated in the Organizational Chart, *Under One Roof* is set up as an off-shoot of the ***Newaygo County Continuum of Care (COC)*** collaborative that has been meeting for several years to coordinate and address issues of housing, poverty, and emergency needs in Newaygo County. COC serves as a general umbrella for *Under One Roof* and this continued linkage with COC will insure that the 10 Year Plan compliments and becomes integrated into the service-delivery efforts of this broader continuum of social services for housing and related services. The *Under One Roof* coalition will also maintain indirect connections to the ***Newaygo County Community Collaborative (NC3)*** which is made up of representatives of the county’s entire spectrum of human service organizations.

Under One Roof has accomplished its planning objectives through a **Leadership Team** that consists of all the public and private organizations that have a vested stake or interest in the homelessness issue in Newaygo County. A smaller group of key stakeholders meets as the coalition’s **Advisory Board** to organize and coordinate the Leadership Team’s planning and implementation activities.

During the planning stages, *Under One Roof* set up four (4) standing sub-committees or work teams. Three of the committees (i.e. **Committee on Homeless Families and Seniors**, **Committee on Single Homeless Adults**, and **Committee on Homeless Youth**) were made up of the professionals and organizations that are currently providing services for that particular group of homeless people. The fourth work group is the **Consumer Committee of Homeless People** which consisted of an ad hoc representative sample of clients who are (or were previously) facing homelessness. This consumer committee has put a personal “face” on the plight of those grappling with rural homelessness and is being used as a “sounding board” for the ideas and plans being considered by the *Under One Roof* initiative to insure the Plan is responsive to “real-life” needs of the people being served.

2. Structure for Implementation: Now that the planning phase for the 10 Year Plan is nearly complete, the *Under One Roof* coalition will begin shifting its inter-agency structure slightly to begin the implementation phases of the 10 Year Plan. Please refer to **Attachment #B for the Organizational Chart for Implementation**.

Administration and coordination of the coalition will continue to be driven by the same *Under One Roof Advisory Board* and the **General Membership Leadership Team** that guided the planning process. Similarly, additional input will continue to be provided by the **Homeless Consumer Committee**. It is expected that the Membership Team will meet 3 to 4 times per year and the Advisory Board will meet 6-8 times a year for regularly scheduled meetings. The Advisory Board will also convene at short notice to respond to new developments and opportunities to keep the momentum moving forward.

Four (4) implementation teams will be utilized to implement the various objectives and action steps that are defined in the 10 Year Plan and summarized in **Attachment #C** of this document. These teams include:

- a. **Outcome & Evaluation Team** will gather data, oversee the HMIS system, track and analyze data and outcomes, and make recommendations for continuous quality and system improvements. The Team will likely include a member who has experience in program evaluation and outcome measurement.
- b. **Consumer Services Strategy Team** will oversee the activities of two separate work teams (i.e. **Housing First Services** and **Prevention/Supportive Services**) to implement the array of direct services that directly benefit consumers and clients who are homeless (or at-risk of homelessness.) Each work team will be integrated into two existing and long-standing inter-agency bodies (i.e. the Inter-Agency Service Team and the Newaygo County

Continuum of Care) to insure longevity, reduce duplication, and promote coordination with existing services.

- c. **Program Development & New Initiative Team** will coordinate the development of new programs, address policy and administrative system issues and barriers, and spearhead planning and implementation of new programs through collaborative grant writing and securing other funding resources.
- d. **Community Education & Awareness Team** will engage in efforts to expand coalition membership with representatives of other community sectors, plan and conduct educational events to raise homeless awareness, and advocate on behalf of zoning and attitudinal changes in cities and townships.

3. Engaging the Community: The high level of interest and investment by the planning partners is viewed as a direct indication of the timeliness and importance that the homeless problem represents to the Newaygo County area. This high energy and involvement is reflected in consistently high attendance in monthly membership meetings (exceeding 80% even through the summer months) and active participation in the committee structure. A guided round-table group process has stimulated a highly inter-active process to generate the substantive data and ideas for the formulation of a dynamic long-range plan. The fluid process and the utilization of additional task-force committees will contribute to efforts to continually engage additional segments of the community in the up-coming implementation phases of the 10 Year Plan.

III. THE GOALS

A. GOALS, OBJECTIVES, AND ACTIVITIES:

1. OVER-ARCHING GOAL: “*Under One Roof*” seeks to eradicate homelessness in Newaygo County within ten (10) years by ensuring that every individual and family in the area has maximum access to safe/affordable housing and the functional human relationships to achieve and sustain it.

2. GOALS, OBJECTIVES, & ACTIVITIES: The “*Under One Roof*” plan proposes to develop a comprehensive continuum of homelessness strategies that are clustered around five (5) primary goals. The goals, and their corresponding objectives and activities, outlined in the following pages represent the Coalition’s projection of what it will take to end homelessness in Newaygo County. Please also refer to the grid in **Attachment #C** for a detailed description of the Work Plan and outcome criteria that will be utilized for implementing this strategic plan.

Some of the Plan’s objectives and activities represent the expansion and continuation of existing programs while others stand as emerging concepts and new programming approaches. It is important to note that many of the strategies will NOT begin until new funding or other resources are identified and captured to enable implementation. The intent is to use the comprehensive and inter-connected scheme to leverage potential funding sources to carry out specific parts of the Plan.

Goal #1: Create the framework for an inter-agency system-of-care that facilitates a coordinated, cost-efficient, and compassionate approach for ending homelessness in Newaygo County

Objective 1.1: Develop an administrative infrastructure of professional and community stakeholders to plan, fund, and deliver an integrated system-of-care for people who face the reality or threat of homelessness.

- Convene a coalition of agencies that utilizes 4 standing committees (Homeless Families, Single Homeless Adults, Homeless Youth, and Homeless Consumers) to identify needs and plan strategies for the 10 Year Plan
- Selectively set up teams of coalition members to implement different phases or elements of the 10 Year Plan (e.g. data collection/evaluation team; client triage and emergency assessment team; wraparound & barrier buster team; permanent housing planning team)
- Collaborate with MSHDA for direction, technical support, and financial resources to insure Newaygo County’s 10 Year Plan compliments the best-practice and evidence-based strategies being implemented throughout Michigan and beyond
- Integrate the “*Under One Roof*” system of care into the other collaborative planning efforts and bodies within Newaygo County to insure proper service coordination and effective mobilization of all resources
- Provide opportunities for all Coalition members to attend training, workshops, and conferences to strengthen planning and service delivery structures.

- Pool ideas, staff, and resources to develop a grant writing team that plans and pursues new funding streams for collaborative proposals and the implementation of specific components of Newaygo County’s 10 Year Plan.

Objective 1.2: Design an outcome-based system-of-care that addresses the realities of rural homelessness through a clearly-defined continuum of homeless prevention, emergency shelter, permanent housing, and supportive services.

- Adapt the “*Housing First*” methodology by utilizing multiple points of client entry (for emergency shelter services) and quickly channeling clients into a centralized collaborative case planning body to develop viable permanent housing options
- Employ “*Service-Enriched Housing*” interventions to help clients operationalize the short and long term housing goals and enable them to sustain permanent housing for themselves and their families
- Ensure that each client facing or dealing with homelessness gains access to at least one trusted person or functional human relationship (e.g. peer, mentor, kinship/family member, or professional) to assist them obtain support, services, and housing.
- Develop written materials, video/DVD presentations, and web resources that communicate to potential clients (in language they can understand) the scope of “*Under One Roof*” services and how to access and utilize these resources.

Objective 1.3: Study and implement accurate methodology and approach for documenting and tracking the actual, “real-time” incidence of rural homelessness in Newaygo County and for evaluating the impact the “Under One Roof” 10 Year Plan makes on ending homelessness.

- Adapt a meaningful and functional definition for “rural homelessness” that is accurately portrays and describes the scope and realities of homelessness as it actually exists in Newaygo County.
- Explore, test-out, and develop multiple indicators and instruments for establishing a baseline and on-going evaluation criteria, including consideration of the HMIS system, “point-in-time” homeless survey instruments, McKinney homelessness school count census.
- Define a series of “benchmark,” intermediary, and end outcome indicators by which to gauge the progress and effectiveness of the various objectives, components, and action steps of the 10 Year Plan.
- Explore the feasibility of contracting with an outside, experienced evaluator to lead, set up, and carry out the project’s evaluation plan.
- Develop a cost-benefit analysis to project and track the “return-on-investment” of the “*Under One Roof*” approach and services.
- Conduct an annual evaluation of the impact and effectiveness of the 10 Year Plan and use the results to make programmatic and strategic adjustments to the plan.
- Publish and distribute the results to all stakeholders.

Goal #2: Prevent individuals and families from slipping into homelessness by offering easily accessible and person-sensitive services that address the precipitating factors that contribute to their homeless condition

Objective 2.1: Simplify and streamline the Newaygo County’s response and intake system for serving people at-risk of homelessness.

- Design a common intake and release-of-information form that can be used by all agencies
- Develop a system of inter-agency communication at the point of intake to gather client information, to prevent duplication, improve stewardship, and insure client access to the full range of available services
- Streamline the process of obtaining a “*decision-notice*” from DHS in order to expedite assessment of client eligibility and standardize the process to enhance access for referral, resources, and services among service agencies
- Improve client and agency access to the 2-1-1 system for a directory of up-to-date services and resources for homeless people
- Establish a “*Barriers Buster*” consultation team (based on a Wrap-Around Service model) that can be consulted at short notice to address the homelessness crisis posed by more complex case situations or to brainstorm/mobilize resources to overcome bureaucratic or other obstacles for clients accessing needed services

Objective 2.2: Expand services for housing retention and foreclosure prevention.

- Develop services and processes to help resolve landlord-tenant disputes through mediation, problem-solving sessions, and other strategies
- Develop resources to link clients with legal services and consultation to formally contest unwarranted or unjustified evictions
- Assist clients avoid eviction or foreclosure with funds for rent, utility, and fuel arrearages that might lead to homelessness
- Develop strategies and resources to help indigent homeowners and their landlords to repair aging and sub-standard housing units to keep them fit for human habitation

Objective 2.3: Broaden local resources to provide structured and skill-based training in homeowner/household management.

- Expand curriculum-based homeownership classes
- Expand classes for budgeting and basic household management
- Provide counseling and mentoring services to train clients in home acquisition, up-keep, household budgeting,
- Develop transitional living and life skills classes for youth who are exiting the public foster care system

Objective 2.4: Increase client access to a wide range of supportive services to improve their capacity to address emergent and basic human needs.

- Expand access to basic and nutritious foods by improving the availability and quality of food resources through better coordination among the food pantries and programs administered by public, private, and faith-based organizations.
- Expand access of low income people to the food programs available through publicly-funded programs such as WIC and DHS assistance programs
- Expand client access to resources for emergency and on-going medical, dental, and prescription care, including access to Medicaid and services through the Health Department and Family Health Care
- Expand client access to clothing resources through better supplies and coordination among organizations that make new and used clothing available to low income children, individuals, and families.
- Ensure that all eligible low income clients are informed and are able to access public assistance resources for income and financial aid to address factors contributing to homelessness.

Objective 2.5: Expand services to increase clients’ employment readiness, income enhancement, and employment opportunities.

- Strengthen the area’s system of welfare to work services and programming to prepare clients for entrance into the workforce and transitioning out of public assistance dependence
- Expand supplemental resources needed by people seeking to obtain and sustain gainful employment including child care, day care, and pre-school opportunities
- Expand the quantity and diversity of job training opportunities for youth and adults seeking to enter the workforce for the first time and those seeking to upgrade job skills to obtain high-paying jobs.

Objective 2.6: Develop a continuum of transportation options for low-income and indigent people to overcome the barriers posed by isolated and scattered rural communities.

- Set up a car pooling system to link homeless people with people in their workplace who have transportation
- Explore the creation of “donate a vehicle” program to enable homeless people obtain a reliable vehicle
- Expand the number of volunteer drivers and payment resources to pay mileage to transport people to critical services and appointments
- Explore feasibility of developing a public transportation or bus system

Objective 2.7: Ensure that each person threatened with homelessness has at least one person or trusting relationship they can rely on for support, advise, mentoring, or consultation.

- Modify client assessment protocols to include specific questions about the client’s support network and purposefully build this component in the service plans of each homeless client being service.
- Develop new resources for recruiting, training, and matching community volunteers and mentors with homeless clients who lack functional human relationships and need positive role models, coaches, and advocates.
- Develop specific case-related strategies for engaging the client’s family, kinship network, and peers in active support roles to help clients overcome homelessness.

Goal #3: Ensure homeless people gain immediate access to emergency shelter, safe housing, and personalized support resources that specifically address the client’s unique homelessness needs and circumstances

Objective 3.1: Expand funding resources and increase local “bed-space” and capacity for emergency shelter options for homeless people through specialized, multiple points-of-entry for special populations with targeted needs.

- Expand permanent housing resources for domestic violence victims to 19 units to serve women and children in the 5-county region served by the Women’s Information Service (WISE)
- Develop 4 additional RIH Houses for homeless families for 90 day maximum placements through Newaygo County Community Services (NCCS)
- Expand emergency foster and host-home shelter options for youth who have runaway or been pushed out of homes or who are already homeless
- Assist Community Mental Health to develop realistic shelter options for clients facing addiction issues and dual-diagnosis cases
- Develop housing and shelter options for mentally ill/developmentally disabled persons who become homeless

*Objective 3.2: Develop a common and centralized point-of-entry and/or planning mechanism to provide emergency shelter to homeless clients who do **not** fall under the service umbrella of one of the special population groups who enter the system met under Objective 3.1.*

- Explore the use of mobile response or triage team to assess client needs and identify emergency placement options for this general target group of homeless individuals and families
- Explore the use of the “Barrier Busters” team (using a Wrap Around approach) to develop emergency placement options and services
- Expand the availability of a centralized/shared pool of emergency rental assistance funds (for motel and other placements) that are assessable to all agencies for homeless populations.

Objective 3.3: Initiate creative planning and funding for “outside-the-box” approaches that specifically address the survival needs of individuals and families who are homeless and not

yet ready or willing to accept shelter and/or formal programming from established agencies and organizations.

- Establish a network of “*safe-places*” or drop-in sites in each community where homeless individuals can meet basic needs for a shower, laundry, bathroom facilities, food and clothing supplies, hygiene products, homeless survival kits, lockers, and “informal” conversation with mentors who can encourage linkage with resources from the formal system.
- Establish a mobile food pantry and/or meals-on-wheels van that maintains a scheduled route to serve meals at key spots (forest service campgrounds, parks) where homeless people tend gather.
- Establish “*message pick-up sites*” in each community (at agencies, churches, civic centers) where homeless individuals can make and receive calls and messages from prospective employers and other
- Establish a network of “*hostels*” in private homes in all communities that offer temporary overnight shelter and a hot meal to homeless individuals

Goal #4: Empower homeless individuals and families to enter permanent and affordable housing resources through the combined use of “*Housing First*” and “*Service-Enriched Housing*” strategies

Objective 4.1: Develop a centralized, inter-agency planning team (with a Wraparound Team for complex cases) to coordinate client assessment, home-finding activities, transitional preparation, and support services for clients moving from temporary shelter to permanent housing,, especially for higher-risk target groups.

- Develop protocols for the assessment of family needs that includes outcome and tracking instruments to document client progress in attaining permanent housing.
- Develop and continually up-date a housing resource listing that includes specific rental and housing opportunities, landlords, and contact information
- Improve discharge planning for individuals who are exiting mental health institutions and correctional facilities to enhance their movement into permanent housing situations.
- Enhance permanency planning for youth exiting the public foster care system to develop housing resources that enable them to make a smooth transition into adult living situations.

Objective 4.2: Increase the number and quality of safe and affordable permanent housing units that are available for homeless populations in Newaygo County through the expansion of existing housing programs and resources.

- Increase the number of rental units in CNH-built apartments from 22 to 44 in the next 5 years
- Expand the number of clients who participate in CNH-constructed and/or preserved homes/home buying program from 230 to 325 in the next 5 years

- Negotiate exclusive contracts with private landlords to rent housing units to homeless individuals and families in exchange for guaranteed rental payments channeled through the agency and access to a fund for damages and repairs (CNH-preserved rental units).
- Advocate and support the expansion of privately-built public housing apartments in communities throughout Newaygo County to increase subsidized housing in the next 5 years.
- Support and promote the efforts of Habitat for Humanity to build homes for low-income families with the goal of one housing unit per year being awarded to a previously homeless family.
- Encourage non-profit organizations (and Non-Governmental Organizations) to pursue ownership and administration of any HUD or other subsidized housing units that may be at-risk of being taken over by private developers to ensure their continued availability as housing for low-income people.

Objective 4.3: Increase the amount of funds available for housing and rental assistance to enable individuals and families to move into affordable permanent housing.

- Expand the funds and programs that provide payments for security deposits and first month’s rent including increasing TSHLAP vouchers from 10 vouchers to 30 vouchers in the next 5 years
- Expand the availability of subsidies for long term housing assistance including increasing Housing Choice Vouchers (previously Section 8 vouchers) from 56 to 300 in the next 5 years.
- Expand the availability of housing assistance subsidies for homeless people with mental or developmental handicaps by increasing HARP vouchers from 10 to 35 vouchers in the next 5 years.
- Develop supportive multi-family housing units, with on-site “houseparent” support resources, to provide transitional living and build skill-based household management capacity of residents.

Objective 4.4: Explore and facilitate the creation of “informal” community-based housing resources (both shelter and permanent) in “natural” and non-threatening rural settings that are outside the “formal” venue of the agency system.

- Utilize or convert older motels, resorts, or homes into congregate living or dormitory-style facilities that offer housing, informal support, and mentoring for groups of homeless individuals and families.
- Reintroduce the Civilian Conservation Corp concept as a rustic, camp-based setting to provide safe housing, public employment, training, and services to single homeless individuals
- Reinvent the traditional “work farm” or migrant camp concept to provide housing, employment, and support networks to families.
- Establish a network of “host homes” in private mentor families in all communities that offer stable housing, hands-on modeling/training in basic life

skills, and linkages to community resources for younger individuals, pregnant, or single parents

Goal #5: Engage the greater Newaygo County community in practical strategies to eliminate the attitudes, conditions, and factors that contribute to their neighbors and fellow-citizens becoming homeless

Objective #5.1: Expand the membership in the “Under One Roof” coalition and redefine the coalition’s longer-term role and responsibilities.

- Invite un-represented segments of the Newaygo County community to attend meetings and play roles in the coalition, including city and county officials, state legislators, law enforcement, ministers, business and industry, and members of fraternal/civic organizations
- Use the existing “*landlord luncheons*” as a springboard for recruiting area landlords and tenants to serve in an advisory capacity or task force for coalition ideas and initiatives for expanding housing opportunities in the county
- Shift the role of the coalition from primarily a planning body to roles involving homeless advocacy, new program development, collaborative grant writing, inter-agency communication, and problem solving of barriers.

Objective #5.2: Conduct a series of events and strategies to raise public awareness of homelessness in Newaygo County and to educate people about ways they can help end homelessness.

- Sponsor a kick-off event in November to introduce the “*Under One Roof*” 10 Year Plan in conjunction with state-level homelessness awareness events
- Utilize the measurable evaluation and outcome data as a major focus or tool for communicating to the entire community the coalition’s effectiveness/progress in ending homeless in Newaygo County.
- Organize a Speakers Bureau (made up on previously homeless people, professionals, and other stakeholders) to make presentations on homelessness to civic groups, schools, and churches.
- Develop experiential activities and hands-on simulations about what it is like to be homeless in a rural area and provide leadership in a workshop or retreat format for youth and school groups to build sensitivity about homelessness and its solutions.
- Organize community forums and information nights in neighborhoods where subsidized or low-income housing units are being considered in order to reduce anxiety, dispel inaccurate stereotypes about the poor, and prevent “*not-in-my-backyard*” attitudes from prevailing.
- Develop a media campaign to raise public awareness about rural poverty, homelessness, and housing needs in Newaygo County.
- Add the topic of homelessness to the annual “*Empty Bowls*” luncheons to raise awareness and funds to combat homeless, hunger, and poverty.

Objective #5.3: Advocate for and provide technical support to townships and municipal bodies to adopt and enforce housing/rental codes to ensure that all rental and housing units meet basic standards for safety and habitability.

- Partner with the City of Newaygo (which has adopted a uniform rental code) and explore ways this code can be used to improve sub-standard housing in other areas of the county.
- Target 12 townships in Newaygo County who have demonstrated openness to rental and housing codes and work pro-actively to help them implement these ideas in their jurisdictions
- Mobilize the coalition’s proposed landlord sub-committee/consultation group to help educate townships, municipal officials, and fellow landlords about the need and usefulness of uniform rental and housing codes.

Objective #5.4: Engage in vigorous and organized advocacy at State and Federal levels to encourage compassionate public policies and adequate funding levels to end homelessness.

- Establish regular communication linkages with Newaygo County’s state and federal congressional officials to insure they are aware the “Under One Roof” 10 Year Plan.
- Provide congressional representatives with accurate information, data, and input concerning homelessness and poverty issues in Newaygo County that can guide their deliberations and decisions.
- Keep abreast of pending legislation at State and Federal levels and advocate for policies that will improve the plight of the poor and help end homelessness

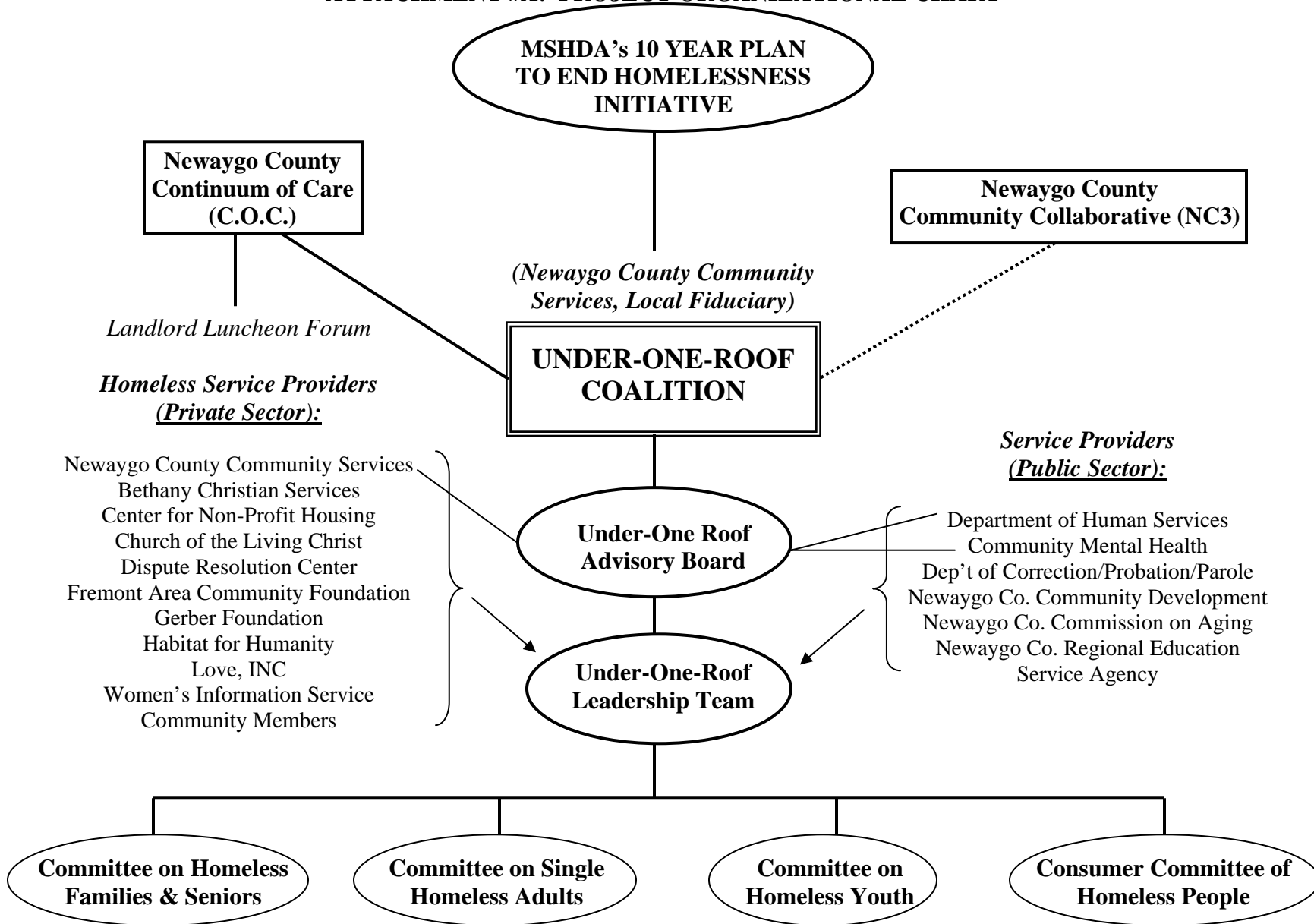
B. WORK PLAN FOR THE 10 YEAR PLAN

Attachment #C outlines the Work Plan that will be used to implement the “Under One Roof” initiative. The Work Plan identifies each goal, objective, and activity (described in the above section) and provides specific indicators for the end outcomes and intermediate benchmarks by which results and progress can be gauged. The Work Plan also summarizes the current “status” of each activity, identifies the lead agency (advocate) that will “drive” each activity, the estimated costs of each activity (when possible), and the target dates for implementation (by phase).

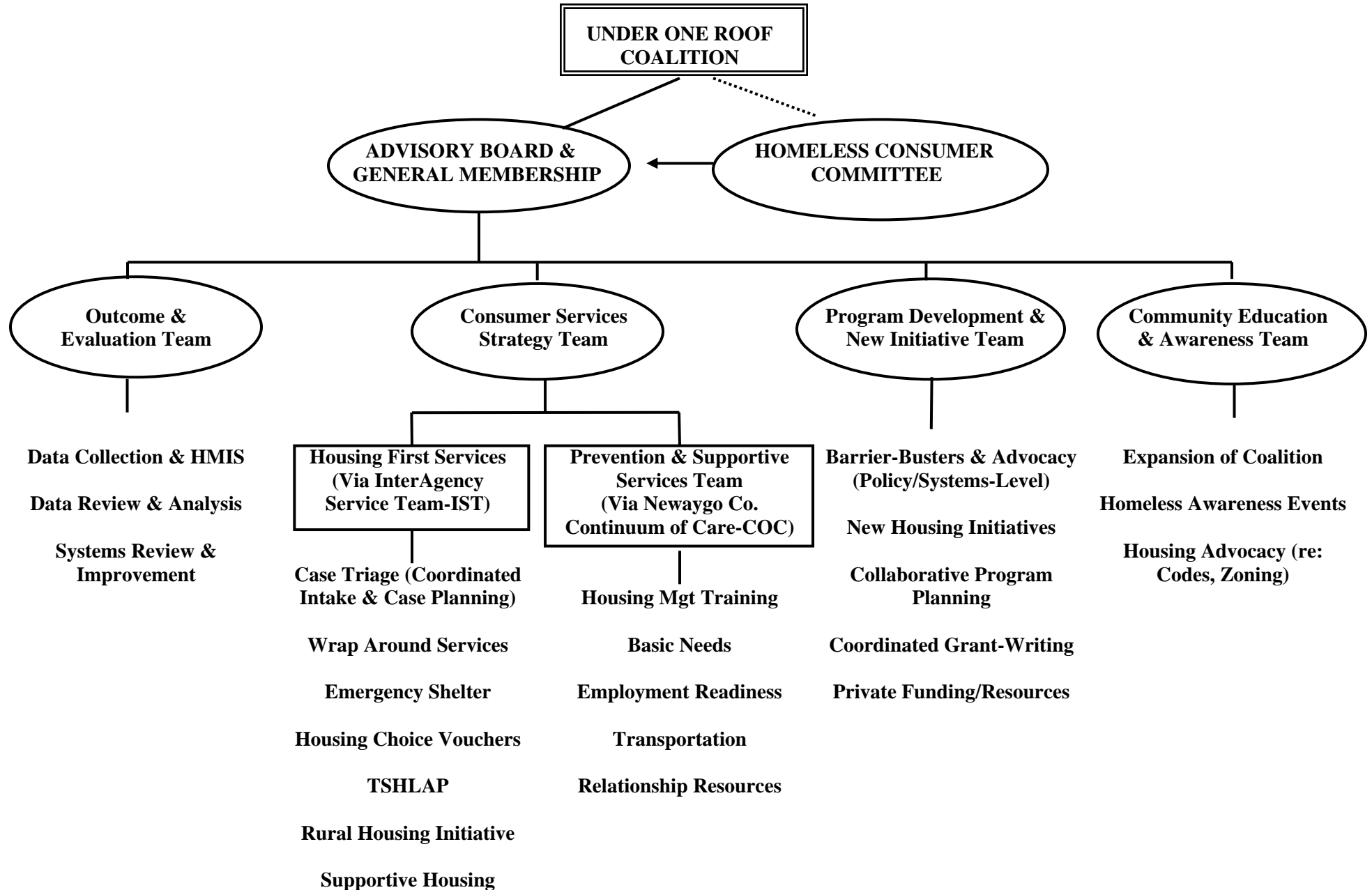
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ATTACHMENT #A: PROJECT ORGANIZATIONAL CHART



**ATTACHMENT #B: ORGANIZATIONAL CHART
(FOR IMPLEMENTATION OF 10 YEAR PLAN)**



**“UNDER ONE ROOF”
WORK PLAN TO END HOMELESSNESS IN NEWAYGO COUNTY**

GOALS, OBJECTIVES, & ACTIVITIES	INDICATORS FOR OUTCOMES & BENCHMARKS	STATUS OF ACTIVITY (see <u>key</u> for details of status)	LEAD ADVOCATE (see <u>key</u> of abbreviations)	ESTIMATED COSTS (for up-coming initiatives)	PRIORITY & TARGET DATES (see <u>key</u>)
Goal 1: Framework for the System of Care	<i>Strengthened capacity to plan & address problems of homelessness</i>		Advisory Board & UIR Coalition		
<i>Objectives & Activities:</i>					
1.1: Develop the administrative structure					
Convene the UIR Coalition + 4 committees	# of meetings & # participants	Started-continue	NCCS, DHS		Phase 1
Set up strategy teams for implementation	# of active implementation teams	Started-continue	NCCS, DHS		Phase 1
Collaborate with MSHDA on the 10 Yr Plan	Expanded MSHDA funding resources	Started-continue	NCCS		Phase 1
Integrate the Plan into local collaboratives	Increased local collaboration	Groundwork laid	DHS, CMH		Phase 1
Send members to training, conferences	Increased service competencies	Ground work laid	NCCS		Phase 2
Pursue collaborative grant writing	Increased funding resources	Ground work laid	NCCS		Phase 2
1.2: Design a continuum of services					
Adapt “Housing First” model for N. Co.	# of agencies using Housing 1 st model	New initiative	NCCS		Phase 2
Use “Services-Enriched Housing” approach	# agencies using Serv-Enriched model	New initiative	NCCS		Phase 2
Link each client w/a functional relationship	# of clients linked w/ mentors/peers	Limited-expand	NCCS		Phase 2
Develop program materials for clients	Increased clarity of available services	New initiative	NCCS		
1.3: Set up evaluation methodology					
Adopt a definition for “rural homelessness”	Improved definition of target groups	Groundwork laid	NCCS		Phase 1
Develop ways to “count” the homeless	Increased accuracy of homeless #'s	Limited-expand	DHS, NCCS		Phase 1
Define baseline, intermediate, end outcomes	Measurable sets of indicators	New initiative	PC, EV		Phase 1
Explore contract w/outside evaluator	Improved capacity to measure impact	New initiative	NCCS		Phase 2
Conduct annual evaluation of results/impact	Improved capacity to gauge progress	New initiative	EV		Phase 2
Publish/disseminate results to stakeholders	Increased awareness of homelessness	New initiative	NCCS		Phase 2
Goal 2: Homelessness Prevention	<i>Reduction in the numbers of people who become homeless; Improvement in economic & well-being indicators</i>		Consumer Services Strategy Team (via IST)		
<i>Objectives & Activities:</i>					
2.1: Streamline/simplify intake & response					
Design common intake/release forms	Increased coordination in assessment	Groundwork laid	CMH		Phase 1
Develop communication system on clients	Increased levels of shared services	Limited-expand	NCCS, DHS		Phase 2
Streamline DHS “decision-notice” process	Reduced delays in starting services	Started	DHS		Phase 2
Enroll in the 211 directory system	Increased info on available resources	New initiative	DHS		Phase 2
Establish “barrier-busters” team	# of situations resolved	New initiative	CMH, DHS		Phase 2

Adapt Wrap-Around process for intake	# clients receiving WrapAround intake	Limited-expand	NCCS		Phase 2
2.2: Expand housing retention services					
Develop landlord-tenant dispute resolution	Improved landlord-tenant relations	New initiative	DRC		Phase 2
Use mediation for eviction prevention	Reduced rates of client evictions	New initiative	DRC		Phase 2
Link clients with legal services	# of tenants accessing attorneys	Limited-expand	DRC		Phase 3
Expand funds for rent, utilities, heat	Reduced arrearages	In-place-expand	NCCS, DHS		Phase 2
Develop resources to repair aging homes	Improved quality of housing	Limited-expand	NCOCD		Phase 3
2.3: Expand home management training					
Expand homeowner management classes	#of clients benefiting from classes	In-place-expand	CNH		Phase 2
Expand budgeting/household mgt classes	# of clients benefiting from classes	Limited-expand	CNH		Phase 2
Expand counseling for home finding	# of clients benefiting from counseling	Limited-expand	CNH		Phase 2
Provide classes for youth exiting foster care	# of youth benefiting from classes	Limited-expand	BCS		Phase 2
2.4: Expand services to meet basic needs					
Expand food resources via area pantries	Increased quantity & quality of foods	In-place-expand	NCCS/L-INC		Phase 2
Improve citizen use of public food programs	Increase # of clients using WIC		DHS/DOHD		Phase 2
Expand resources for medical/dental care	Improved health outcomes	In-place-expand	DOHD		Phase 3
Expand clothing resources	Increased access to clothing	In-place-expand	NCCS/L-INC		Phase 2
Increase client access to public assistance	Improved access to public assistance	In-place-expand	DHS		Phase 2
2.5: Expand employment readiness services					
Expand welfare to work services	Increased employment & income	In-place-expand	DHS/MWA		Phase 2
Expand child care resources and supports	Improved child care	Limited-expand	DHS		Phase 2
Expand job training resources	# of clients trained in job skills	In-place-expand	NCRESA		Phase 2
2.6: Develop transportation resources					
Set up car pooling systems	Improved reliability of transportation	New initiative	TBD		Phase 2
Explore “donate-a-vehicle” program	Improved reliability of transportation	New initiative	TBD		Phase 3
Expand access to volunteer drivers	Improved reliability of transportation	In-place-expand	TBD		Phase 2
Explore a public transportation system	Improved reliability of transportation	New initiative	TBD		Phase 3
2.7: Link clients w/ a trusted person for help					
Evaluate relationship-support at assessment	Increased emphasis on relationships	Limited-expand	NCCS		Phase 2
Recruit, train, match volunteer mentors	# of volunteer mentors	Limited-expand	NCCS,BCS,L-INC		Phase 2
Engage client’s kin/peers as mentors	# of clients benefiting from mentors	New initiative	NCCS		Phase 2
Goal 3: Emergency & Shelter Strategies	Reduction in the length of time spent in a homeless condition		Consumer Services Strategy Team (via COC)		
Objectives & Activities:					
3.1: Use multi-entry shelter(targeted clients)					
Expand housing for DV victims	Increased to 19 units in 5 yrs	In-place-expand	WISE		Phase 3
Develop new RIH House options for families	Increased from 2 to 4 homes in 5 yrs	In-place-expand	NCCS	\$30,000/year	Phase 2
Expand foster/host homes for youth	Increased from 8 to 15 homes in 5 yrs	In-place-expand	DHS, BCS		Phase 2

Develop options for substance abuse clients	# of SA clients benefiting from shelter	Limited-expand	CMH		Phase 3
Develop housing options for MI/DD clients	# MI/DD cl.s benefiting from shelter	In-place-expand	CMH		Phase 2
3.2: Use central-entry shelter (other cases)					
Explore use of mobile response/triage team	# of clients benefiting from triage	New initiative	NCCS		Phase 2
Explore “barrier-buster” team (wrap around)	# of clients benefiting from “busters”	New initiative	CMH, DHS		Phase 2
Expand pool of emergency shelter funds	# of clients benefiting from funds	Limited-expand	NCCS, DHS		Phase 2
3.3: Out-of-box options for “survival” needs					
Establish network “safe-places” drop-in sites	# of drop-in sites developed	New initiative	TBD		Phase 2
Establish mobile food pantry to remote sites	# of clients receiving food	New initiative	NCCS		Phase 3
Establish “message pick up” sites	# of clients benefiting from service	New initiative	TBD		Phase 2
Establish network of home “hostels”	# of home hostels developed	New initiative	TBD		Phase 3
Goal 4: Permanent Housing Strategies	Reduction in the length of time spent in temporary shelter; Improvement in child & family well-being indicators		Consumer Services Strategy Team (via IST)		
Objectives & Activities:					
4.1: Central planning for high-risk cases					
Convene team for permanent home planning	Increased resources for perm housing	New initiative	NCCS		Phase 2
Develop outcome-based assessm’t protocols	Increased capacity to track results	New initiative	PC, EV		Phase 2
Develop rental/housing listing/directory	Increased scope of housing options	Limited-expand	DHS		Phase 2
Improve hospital discharge planning for M.I	# of MI clients benefiting	In-place-expand	CMH		Phase 2
Improve prison discharge planning on felons	# of felons benefiting from planning	In-place-expand	DOC/P/P		Phase 2
Improve exit planning on foster care youth	# of youth benefiting from planning	In-place-expand	DHS, BCS		Phase 2
4.2: Expand permanent housing units					
Increase CNH-built apartment units	Increased from 22 to 44 units in 5 yrs	In-place-expand	CNH	\$1.2 million	Phase 2
Increase CNH-built/preserved family homes	Increased from 230 to 325 in 5 yrs	In-place-expand	CNH	\$2.5 million	Phase 2
Contract directly w/landlords for rental units	Increased from 0 to 100 in 5 yrs	Limited-expand	CNH, NCCS		Phase 2
Increase supportive housing rentals	Increased from 2 to 10 units in 5 yrs	Limited-expand	CNH		
Advocate for increased public housing units	Increased availability of units	Limited-expand	TBD		Phase 2
Support new Habitat for Humanity homes	# of families awarded a new home	In-place-expand	HFH		Phase 2
Encourage NGO development of housing	# of HUD units preserved for low income	Limited-expand	DHS		Phase 3
4.3: Increase funds for housing assistance					
Expand TSHLAP vouchers for rent/deposits	Increased from 10 to 30 in 5 yrs	In-place-expand	NCCS	\$144,000 per year	Phase 2
Expand HCV’s (Section 8) perm. vouchers	Increase from 56 to 300 in 5 yrs	In-place-expand	NCCS	\$1.7 million	Phase 2
Expand HARP voucher for MI/DD clients	Increase from 10 to 50 in 5 yrs	In-place-expand	NCCS	\$192,000 per year	Phase 3
Develop supportive housing rental units	Build 2 multi-family units/3 families ea	New Initiative	NCCS	\$1.25 million	Phase 2
4.4: Explore non-traditional housing options					
Explore congregate living at motels/resorts	# of new housing units developed	Limited-expand	TBD		Phase 2
Reintroduce CCC concept in camp-settings	# of clients benefiting	New initiative	TBD		Phase 3
Reinvent “work farms” or migrant camps	# of clients benefiting	New initiative	TBD		Phase 3

Establish network of mentor homes	# of new homes developed	Limited-expand	TBD		Phase 2
Goal 5: Community Engagement Strategies	<i>Increased community participation in activities to end homelessness; Increased funding to combat poverty and homelessness</i>		Community Education & Awareness Team		
<i>Objectives & Activities:</i>					
<i>5.1 Expand Coalition (membership & roles)</i>					
Invite new members to join the Coalition	Increased membership	Groundwork laid	NCCS		Phase 1
Develop an advisory council of landlords	# of landlords and # of meetings	New initiative	NCCS		Phase 2
Shift U1R roles from planning to advocacy	Increased relevance of Coalition	Groundwork laid	NCCS, DHS		Phase 1
<i>5.2: Conduct homeless awareness events</i>			NCCS		
Sponsor a kick-off event to intro 10 Yr Plan	# of people attending event	Groundwork laid	NCCS		Phase 1
Use outcome data to communicate need	Annual evaluation data	New initiative	NCCS		Phase 2
Organize a homelessness Speakers Bureau	# of events and # people	New initiative	NCCS		Phase 2
Conduct homeless simulation experiences	# of events and # people	New initiative			Phase 3
Do forums to pave the way for new units	# of events and # people	New initiative	CNH		Phase 2
Develop a media campaign on homelessness	# of PR activities & # of people reached	New initiative	TBD		Phase 3
Add homelessness to Empty Bowls lunches	# of people attending & \$'s raised	In-place-expand	NCCS		Phase 3
<i>5.3: Advocate for rental/housing codes</i>					
Partner w/ Newaygo to replicate their code	# of rental units improved	In-place-expand	DHS		Phase 2
Target 8 townships to develop rental code	# of townships adopting codes	New initiative	DHS		Phase 2
Use landlord council to promote rental codes	Increased leverage to get codes passed	New initiative	NCCS		Phase 2
<i>5.4: Advocate for wise policies & funding</i>					
Establish linkages w/ the area's legislators	Increased communication w/legislators	Limited-expand	TBD		Phase 2
Provide legislators w/ info on homelessness	# of times info is passed to legislators	Limited-expand	TBD		Phase 2
Advocate for adequate anti-poverty funding	Increased levels of funding	In-place-expand	TBD		Phase 2

KEY TO “STATUS CODES,” ABBREVIATIONS FOR “LEAD ADVOCATES,” AND TARGET DATES	
<p><u>Status Codes</u></p> <p>“Started-Continue” = Activity is set up and operating effectively</p> <p>“Groundwork Laid” = Infrastructure for the activity has been established but has not yet become fully operational</p> <p>“Limited-Expand” = Activity is performed on a limited, scattered basis; needs to be expanded/improved in an organized manner</p> <p>“In-place-Expand” = A formal program(s) is currently being administered by a local organization; needs to be expanded to reach to a larger number or be more readily available to clients</p>	<p><u>Lead Advocate (abbreviations)</u></p> <p>UIR = “<i>Under One Roof</i>” Coalition to End Homelessness</p> <p>BSC = Bethany Christian Services</p> <p>CMH = Community Mental Health</p> <p>CNH = Center for Non-Profit Housing</p> <p>COC = Newaygo County Continuum of Care</p> <p>DHS = Department of Human Services</p> <p>DOC/P/P = Department of Corrections/Probation/Parole</p> <p>DOHD = District #10 Health Department</p> <p>DRC = Dispute Resolution Center</p> <p>EV = Evaluator</p> <p>HFH = Habitat for Humanity</p> <p>IST = Inter-Agency Service team</p> <p>L-INC = Love, INC</p> <p>MWA = Michigan Works Agency</p> <p>NCCS = Newaygo County Community Services</p> <p>NCOCD = Newaygo Co. Office of Community Development</p> <p>NCRESA = Newaygo Co. Regional Educational Service Agency</p> <p>PC = Planning Consultant/Plan Author</p> <p>WISE = Women’s Information Service</p> <p>TBD = To Be Determined</p>
<p>Target Dates: (all target dates are contingent on obtaining adequate funding or other resources for implementation):</p> <p>Phase 1 = The activity is Already Set-Up or Underway</p> <p>Phase 2 = The activity is High Priority; target to Start-up or Expand in the <u>1st - 2nd</u> Years (of the 10 Year Plan)</p> <p>Phase 3 = The activity is Moderate Priority; target to Start-Up or Expand in the <u>3rd - 5th</u> Years (of the 10 Year Plan)</p>	