

**FLINT/GENESEE COUNTY COLLABORATIVE  
TEN YEAR PLAN  
TO END  
HOMELESSNESS**

**Co-Chairs**

**Steve Walker – Executive Director, Genesee County Community Action Resource  
Department**

**Pete Hutchison – Director, Bridges to the Future**

**TEN YEAR PLAN OUTLINE**

In the process of developing the plan, the Collaborative will use the following goals and objectives as a starting point to articulate community actions that will be taken to ameliorate homelessness within 10 years. These goals along with the 2004 Policy Academy on Homeless Families and Children goals and objectives align local action with statewide initiative.

To end homelessness the Flint/Genesee Continuum of Care in partnership with United Way of Genesee County, Committee Concerned with Housing and with facilitation by Michigan State University has developed the following CoC goals for Flint/Genesee:

- Identify existing resources and gaps in the community;
- Creation of affordable housing units, permanent supportive housing and group homes for the chronically homeless
- Establishment of substance abuse treatment programs targeted to homeless population;
- Establishment of job training programs that will provide opportunities for economic self-sufficiency;
- Establishment of counseling programs that assist homeless persons in finding housing, managing finances;
- Provision of supportive services such as health care assistance that will permit homeless individuals to become productive members of society;
- Provision of service coordinators or one-stop assistance centers that will ensure that chronically homeless persons have access to a variety of social services - Support the efforts of United Way's System of Care work groups to utilize existing information hubs such as the Resource Center to develop a more efficient, more effective human services system for Genesee County;
- Eliminate duplication and develop a seamless provision of housing/homeless related services;
- Ensure leveraging of mainstream and private sector resources;
- Maximize development of community partnerships;
- Increase the capacity of community support services;
- Address barriers to affordable housing;
- Increase permanent supportive housing stock; and
- Plan, implement and maintain the HMIS

# **The Campaign to End Homelessness in Michigan**

## **A Ten Year Plan to End Homelessness in Flint/Genesee County**

### **Executive Summary**

#### **The Problem:**

Ending Homelessness is a challenge in Flint/Genesee County, as it is for many communities in the United States. The economic conditions continue to decline, as the community struggles with an increase in unemployment, a dilapidated housing stock, and a shortage of decent affordable housing. Flint/Genesee County continues to face a crisis with the declining job market due to the closing and relocating of jobs within General Motors and Delphi plants located within the county. In July 2006, Michigan had the second highest unemployment rate in the country. Other challenges faced by individuals and families include a lack of coordination of discharge policy between the State and County, insufficient safe and affordable housing in the City of Flint (more than 30% of housing stock is in dilapidated condition), cuts in funding, decline in private resources (especially from the United Way, Community Foundation of Greater Flint, and businesses), limited resources for essential services and a lack of commitment by the local government.

#### **Our Vision:**

Residents of Flint/Genesee County will have the knowledge, skills, and resources to access and maintain permanent housing

#### **Our Mission:**

The mission of the Flint/Genesee County Ten Year Plan to End Homelessness is threefold:

1. **Our desired impact at the community level-** Our approach is to change the community's consciousness and perception of homelessness, and to realign resources so that our vision may be realized and attained throughout our community. The cycle of homelessness needs to be and will be broken.
2. **Our desired impact at the client/consumer level-** All persons in Flint/Genesee County, regardless of age, gender, race, sexual preference, disability, or familial status, meet their basic needs resulting in obtaining safe, secure, accessible and affordable housing. All homeless persons have dignity and feel respected, and have the tools to achieve well-being.
3. **Our desired impact at the system level-** Public and private service providers will organize into a comprehensive and interconnected network of advocacy, no wrong door, and wrap around services aimed at eliminating the cycle of homelessness. This network incorporates and values the contributions of both the homeless themselves and the community in the effort to break the cycle of homelessness.

## **Our Values**

- Prevention from a wider perspective
- CASH – Clean, Affordable & Accessible, Safe, Housing
- Empowering people to maintain permanent housing
- Systematically and quickly re-house those who lose their housing
- Increase the voice of the consumer and the community at large in all aspects of program development, service delivery and assessment

## **Our Guiding Principals**

- Integrate a holistic depiction (for example United Way's approach) of well-being for families and individuals into this planning process:
- Understand & outline families and individuals journeys into and out of homelessness (the socioeconomic, health, and effective journey's from homelessness to permanent housing)
- We are consumer (client)-centered and develop consumer driven processes
- Work collaboratively to utilize resources effectively
- Strategies include collaboration, continuous updating, and we're open to innovation & new ideas
- Evaluate and analyze our progress on an ongoing basis
- Work together to create community support and political will to accomplish this plan

## **Our Response:**

Flint/Genesee County has prepared a Ten Year Plan to create an action oriented blueprint to end homelessness in our Flint/Genesee County. The planning process identifies the problem, articulates a value-driven vision and mission and defines the strategic community response. Efforts on quantifying the problem (how many, who, at what cost) is being examined to look at the national data, local data, and research on how many people are impacted, what the systemic contributions to homelessness, the infrastructure issues, historical response, and what else contributes to the problem of homelessness in our city. The Flint/Genesee County Continuum of Care, Community Collaborative, Department of Human Services, Genesee County Community Mental Health, and United Way of Genesee County have partnered together, with the facilitation of Michigan State University's Outreach and Engagement Office and coordination by Metro Housing Partnership, Inc., to lead the planning process. Monthly community dialogues have been held to make this a community driven process, with over 50 local agencies and community advocates meeting to make this plan a success. The plan has the commitment and support of the Genesee County Board of Commissioners, which is articulated through a resolution adopted at the Community and Economic Development Committee of the Commission.

**Local Data:**

In Flint/Genesee County, the implementation of the Homeless Management Information System (HMIS) has captured many characteristics of the homeless population in our area. Flint/Genesee County has completed implementation for all mandated agencies in our community: 11 agencies are live with data entry to date. According to the HMIS data, based on the period starting 7/1/2005 and ending 6/30/2006, a recorded 1,172 homeless were living in this community, in which 89% of those individuals are unemployed. The total count for homeless children in Flint/Genesee County equals 699, with 651 of the children being with their family and the remaining 48 being unaccompanied youth. Not included in this count are the beds being run by a large faith-based provider, who has 108 beds for individuals and families that are full nearly year-round. Also not included in the HMIS count are those currently sleeping in places not meant for human habitation such as abandoned buildings, campgrounds or on the street.

According to the United States Census Report, as of August 30, 2006, Michigan had the largest decrease in household median income in the nation, falling 12% in six years. In Flint, 32.5% are now reported to be living below the poverty level, making Flint the most impoverished large city in Michigan.

**Strategies to End Homelessness:**

Goal 1: Increase the quality of data used in local planning; the efficacy of local planning, the impact of local planning; and the alignment of local planning with collaborative federal and state planning for ending homelessness among individuals, families, children and youth.

Goal 2: Expand supply of and ensure access to affordable and safe housing for homeless and/or at-risk individuals, families, children and youth.

Goal 3: Strengthen and expand efforts to prevent homelessness among individuals, families, children and youth.

Goal 4: Increase awareness and utilization of “mainstream” services and community resources for those who are homeless or at risk of becoming.

Goal 5: Build a political agenda and public will to end homelessness for individuals, families, children and youth.

**TIMELINE:**

|                            |               |
|----------------------------|---------------|
| Finalize and Submit Plan:  | October 2006  |
| Present Plan to Community  | November 2006 |
| Form Task Groups           | November 2006 |
| Begin work on Action Steps | December 2006 |
| Evaluate Progress          | July 2007     |
| Realign and begin year 2   | October 2007  |

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## **CHALLENGES:**

Ending Homelessness is a challenge in Flint/Genesee County. The economic conditions continue to decline with increase in unemployment; Per the U.S. Census 2003 data:

**DISABILITY:** In Flint, MI PMSA, among people at least five years old in 2003, 17 percent reported a disability. The likelihood of having a disability varied by age - from 8 percent of people 5 to 20 years old, to 16 percent of people 21 to 64 years old, and to 39 percent of those 65 and older.

**POVERTY AND PARTICIPATION IN GOVERNMENT PROGRAMS:** In 2003, 14 percent of people were in poverty. Twenty-two percent of related children under 18 were below the poverty level, compared with 8 percent of people 65 years old and over. Eleven percent of all families and 36 percent of families with a female householder and no husband present had incomes below the poverty level.

**HOUSING CHARACTERISTICS:** In 2003, Flint, MI PMSA had a total of 192,000 housing units, 12.7 percent of which were vacant.

**OCCUPIED HOUSING UNIT CHARACTERISTICS:** In 2003, Genesee County had 168,000 occupied housing units - 127,000 (76 percent) owner occupied and 41,000 (24 percent) renter occupied. Five percent of the households did not have telephone service and 7 percent of the households did not have access to a car, truck, or van for private use.

In addition the things listed above, the challenges faced by individuals/families experiencing homelessness are:

- Lack of coordination of discharge policy between the State and County;
- Lack of affordable housing in City of Flint, where more than 30% of the housing stock is in dilapidated condition;
- Insufficient resources for mainstream programs;
- Cuts in funding for assistance by Federal and State government;
- Decline in private resources especially from United Way, Community Foundation of Greater Flint and businesses;
- Prolonged length of time to qualify for public benefits; For SSI has an 18 month determination period, in some cases longer;
- Limited resources for essential services such as health care, and transportation;
- Lack of employment opportunities and decline in number of businesses;
- Lack of public awareness and lack of any commitment by local government;

## **The Planning Process**

In 2004, key community members came together with the intention to create an action oriented blueprint to end homelessness that identified the problem, articulated a value-driven vision and mission, and defined the strategic community response. The planning process started in 2004 with a partnership between Continuum of Care, Committee Concerned with Housing, and United Way of Genesee County – Systems of Care. The process focused on identifying the systems in place, the gaps of services, and needs as articulated by the consumers at the annual luncheons hosted by the group at various places in the community.

Responding to the proposal initiated by the Michigan State Housing Development Authority (MSHDA), the Flint/Genesee Continuum of Care, Community Collaborative, Department of Human Services, Genesee County Community Mental Health, and United Way of Genesee County have partnered together with facilitation by Michigan State University's Outreach and Engagement Office and coordination by Metro Housing Partnership to conduct a collaborative planning process.

In April of 2006, concerned agencies & community leaders came together to discuss the 10 Year Planning process. In this process, the following decisions were made:

- Create an MOU between the four key stakeholders-Community Collaborative, Continuum of Care, DHS and Genesee County CMH
- Form a Steering Committee
- Plan a basic process of events developed with time lines

Monthly community dialogues with over 45 local agencies and advocates in attendance were held to make the planning process a community driven one. Community groups met to discuss strategies develop goals and objectives and formalize the plan for adoption. The plan has the commitment and support of the Genesee County Board of Commissioners, which is articulated through a resolution by the Community and Economic Development Committee of the Commission.

The Collaborative subscribes to a planning model that places importance on articulating and connecting values, guiding principles, vision, and mission. Values drive guiding principles which act as guide posts for vision and mission.

**Our Values:**

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- f) Community agrees that homelessness exist and is unacceptable (look at the UN stuff)

**Our Guiding Principles:** Derived from our values

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3. **Our Desired Impact at the System Level** – Public & private service providers will organize into a comprehensive & interconnected network of advocacy, no wrong door, and wrap around services aimed at eliminating the cycle of homelessness. This network incorporates and values the contributions of both the homeless themselves and the community in the effort to break the cycle of homelessness.

## Collaborative Working Structure

The problem of poverty and homelessness cannot be solved by any single organization. Ending homelessness, however, is an achievable goal through well planned, sustained long-term effort with all partners working together toward this common goal. To move with intention to enact an action oriented blueprint to end homelessness, the Collaborative will utilize the following structure:

**Steering Committee:** Manages the community planning and action process to end homelessness, oversees the work of the other teams, marshals' community resources, and periodically reports progress to the community. The Steering Committee is comprised of the chairs (co-chairs) of each team, Metro Housing representatives, and other interested and committed community leaders.

**Housing Access Team:** Develops plans and coordinates action to achieve Goal 2: Expand supply of and ensure access to affordable and safe housing for homeless and/or at-risk individuals, families, children and youth.

**Prevention Team:** Develops plans and coordinates action to achieve Goal 3: Strengthen and expand efforts to prevent homelessness among individuals, families, children and youth.

**Mainstream Utilization Team:** Develops plans and coordinates action to achieve Goal 4: Increase awareness and utilization of "mainstream" services and community resources for those who are homeless or at risk of becoming

**Data Team:** Develops plans and coordinates action to achieve Goal 1: Increase the quality of data used in local planning; the efficacy of local planning, the impact of local planning; and the alignment of local planning with collaborative federal and state planning for ending homelessness among individuals, families, children and youth.

**Evaluation Team:** Develops and implements an evaluation plan to measure the progress and outcomes of the Ten Year Plan.

Consumer luncheon events were done in 2004 and 2005, in addition, the Collaborative to End Homelessness will continue to bring the voice of the homeless into the process through the annual consumer luncheon interviews where the following types of question are asked:

1. How do you find out about what resources/services available to you?
2. What is your current housing condition?
3. What don't you have that you need to improve your life?
4. What is your greatest roadblock in meeting your immediate needs?
5. What can we do to help you get the things you need & develop a plan to improve your life?

## GOALS AND OBJECTIVES

**Goal 1: Increase the quality of data used in local planning; the efficacy of local planning, the impact of local planning; and the alignment of local planning with collaborative federal and state planning for ending homelessness among individuals, families, children and youth.**

Objective 1: Define, identify, and map the current housing stock and service delivery system to include:

- a) Mainstream supportive services providers & their interventions
- b) Other supportive services providers & their interventions
- c) existing/needed housing options and providers (emergency shelters, transitional housing, permanent affordable housing, permanent supportive housing)
- d) Housing search & placement services providers, their interventions, and the point in the continuum of care where housing search & placement takes place
- e) Emergency prevention services providers & their interventions
- f) outreach services providers & their interventions
- g) current barriers to service and permanent housing attainment
- h) transportation
- i) Obtain data on service needs and identify gaps
- j) current capacity of a through i

Objective 2: Enhance quality and availability of data for planning and response to needs of homeless individuals, families, children, and youth

- a) continue to identify practices that research has shown to be particularly effective and promising
- b) continue to identify promising practices from the field
- c) continue to develop descriptive “cost analysis” of services provided to homeless individuals, families, children, and youth

Objective 3: Manage and expand HMIS usage among service delivery system partners

- a) evaluate HMIS system for needed variables and, if necessary, develop HMIS modification plan

Objective 4: Conduct an annual Point-In-Time street counts of unsheltered homeless

Objective 5: Using rigorous methodologies evaluate Ten Year Plan processes and outcomes; modify as necessary

- a) establish clear measures of success at both the client and system levels
- b) identify key “risk factors” for homeless individuals, families, children, and youth

Objective 6: Implement intervention practices that research has shown to be particularly effective and promising

**Goal 2: Expand supply of and ensure access to affordable and safe housing for homeless and/or at-risk individuals, families, children and youth.**

Objective 1: Increase housing stock/options that are affordable to extremely low-income households (focused on the working poor, those who depend on public assistance and/or disability benefits or who are working at or below poverty).

- a) Expand affordable homeownership opportunities and access to low income and at-risk persons, e.g.:
  - DPA
  - IDA
- b) Create of working partnerships with property owners, landlords, local government, land bank, local financial institutions and developers

Objective 2: Integrate “housing first” and “housing plus” (housing + intensive services) approaches to shorten homelessness and match the level of services to the intensity of the need.

- a) Housing services: to clear barriers such as poor tenant history, poor credit history, etc.; identify cooperative landlords; negotiate with landlord; etc.
- b) Case management and legal services: to ensure families are receiving public benefits; to identify service needs; to connect tenants with community-based service, etc.
- c) Follow-Up: To work with tenants after they are in housing to avert crises that threaten housing stability and to problem-solve, etc.

Objective 3: Provide interim housing for those which a “Housing First” strategy is inappropriate (such as the chronically homeless, people in recovery or families fleeing an immediate domestic violence situation).

- a) Identify resources to develop an inventory of 75 units over a period of 5 years for individuals/families in partnership with non-profits and private property owners/developers

Objective 4: Increase permanent supportive housing with appropriate and available services and supports.

- a) Increase the number of permanent supportive housing units to 250 over a period of 10 years for chronic homeless populations and for consumers with Domestic Violence (DV) and/or co-occurring disorders

Objective 5: Link interim housing consumers to placement in permanent housing as soon as is practical for the client.

- a) Link, where appropriate, housing consumers in permanent supportive housing to permanent housing.

**Goal 3: Strengthen and expand efforts to prevent homelessness among individuals, families, children and youth.**

Objective 1: Create a leadership structure that facilitates networking, coordinating, cooperating, and collaborating among funders, government agencies, housing and services providers, homeless persons, advocates, and community volunteers to help assure a unified and targeted approach (planning, financing, and delivery) to ending homelessness.

- a) Facilitate and increase collaborative planning between Committee Concerned with Housing, Continuum of Care, Community Housing Resource Board, and United Way's Basic Needs Systems of Care Group, the Community Collaborative, and other groups.
- b) Facilitate partnerships with Workforce Development Boards
- c) Facilitate increasing linkage between homeless planning and health planning
- d) Build working relationships and trust among all service delivery system partners
- e) Strengthen our comprehensive and interconnected homelessness community system of care

Objective 2: Increase the Homeless Prevention Endowment Fund at Community Foundation of Greater Flint and utilize it to:

- assist individuals and families with children with rent, security deposit, and utilities
- assist with foreclosure and forfeiture prevention
- assist with tax foreclosure prevention

Objective 3: Target comprehensive prevention strategies to special high-risk populations such as:

- Survivors of domestic violence
- Youth aging out of or unattached to foster homes
- Parents exiting prisons

Objective 4: Increase the financial viability of very-low income households by expanding the use of income enhancement strategies such as:

- Earned Income Tax Credit and other tax credits
- Individual Development Accounts
- Section 8 Family Self-Sufficiency
- Employment and training resources

#### **Goal 4: Increase awareness and utilization of “mainstream” services and community resources for those who are homeless or at risk of becoming**

Objective 1: Strengthen our comprehensive and interconnected homelessness community system of care which includes

- a) strategies for prevention
- b) a common vision of the desired impact for homeless populations
- c) agreed upon anticipated client outcomes
- d) a common vision of the desired impact of the system of care
- e) a common understanding of the client flow from homelessness to permanent housing
- f) flexible strategies that address both the housing needs and treatment needs of the episodically homeless
  - Create common protocols for response to “at-risk” populations across systems.
  - Develop and implement systems-wide risk-need screening protocols (no wrong door)
  - Assure follow-up supports for relocated families as appropriate to sustain housing stability
  - Develop early intervention strategies with landlords to minimize evictions
  - Ensure development and implementation of protocols preventing discharge into homelessness from key local institutions.

Objective 2: Increase mainstream usage and community resources

- a) Comprehensive & Wraparound Services (look at consolidating under discharge planning):
  - Assure active outreach and engagement services for hard-to-serve populations.
  - Assure that appropriate services are linked to homeless families at the time they enter into the system
  - Develop and support implementation of common standards for case management in homeless response.
  - Create protocol and system resource training for intake and case workers
  - Strengthen partnerships and linkages with community and faith-based services
  - Increase access to substance abuse treatment for homeless families with children
  - Expand availability of mental health services for parents and children with mild and moderate mental health conditions
- b) Consumer Income:
  - Expand employment initiatives through partnerships targeted to homeless and at-risk households
  - Increase ease of access to workforce development services for homeless families
  - Promote self-sufficiency in all case management and wraparound services models

**Goal 5: Build a political agenda and public will to end homelessness for individuals, families, children and youth.**

Objective 1: Obtain mutual agreement and support among key stakeholders (public officials, funders, relevant public/private institutions, community/neighborhood leaders, spiritual leaders, etc.) for:

- a) the value and scope of the Ten Year Plan
- b) their engagement in developing and implementing the Ten Year Plan
- c) Adoption of a “housing first” approach for homeless families, children, and youth.

Objective 2: Obtain mutual agreement and support among service delivery system players (agencies & organizations) of:

- a) the value and scope of the Ten Year Plan
- b) their engagement in developing and implementing the Ten Year Plan
- c) adoption of a “housing first” approach for homeless families, children, and youth
- d) the need to develop a comprehensive & coordinated system

Objective 3: Increase effectiveness of local planning and build public and political support for ending homelessness

- Identify and address public policies that create unintended consequences exacerbating homelessness among families, adults, children, and youth.
- Identify and eliminate barriers to service and permanent housing attainment, including planning/zoning issues.

Objective 4: Create ongoing structure to advocate for and disseminate information on needs of homeless individuals, families, children, and youth.

- b) Fully promote Homeless Awareness Week
- c) Engage media (print, radio, television, and electronic) in broadening dissemination of stories on homelessness

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3. **Our Desired Impact at the System Level** – Public & private service providers will organize into a comprehensive & interconnected network of advocacy, no wrong door, and wrap around services aimed at eliminating the cycle of homelessness. This network incorporates and values the contributions of both the homeless themselves and the community in the effort to break the cycle of homelessness.

## Collaborative Working Structure

The problem of poverty and homelessness cannot be solved by any single organization. Ending homelessness, however, is an achievable goal through well planned, sustained long-term effort with all partners working together toward this common goal. To move with intention to enact an action oriented blueprint to end homelessness, the Collaborative will utilize the following structure:

**Steering Committee:** Manages the community planning and action process to end homelessness, oversees the work of the other teams, marshals' community resources, and periodically reports progress to the community. The Steering Committee is comprised of the chairs (co-chairs) of each team, Metro Housing representatives, and other interested and committed community leaders.

**Housing Access Team:** Develops plans and coordinates action to achieve Goal 2: Expand supply of and ensure access to affordable and safe housing for homeless and/or at-risk individuals, families, children and youth.

**Prevention Team:** Develops plans and coordinates action to achieve Goal 3: Strengthen and expand efforts to prevent homelessness among individuals, families, children and youth.

**Mainstream Utilization Team:** Develops plans and coordinates action to achieve Goal 4: Increase awareness and utilization of "mainstream" services and community resources for those who are homeless or at risk of becoming

**Data Team:** Develops plans and coordinates action to achieve Goal 1: Increase the quality of data used in local planning; the efficacy of local planning, the impact of local planning; and the alignment of local planning with collaborative federal and state planning for ending homelessness among individuals, families, children and youth.

**Evaluation Team:** Develops and implements an evaluation plan to measure the progress and outcomes of the Ten Year Plan.

Consumer luncheon events were done in 2004 and 2005, in addition, the Collaborative to End Homelessness will continue to bring the voice of the homeless into the process through the annual consumer luncheon interviews where the following types of question are asked:

1. How do you find out about what resources/services available to you?
2. What is your current housing condition?
3. What don't you have that you need to improve your life?
4. What is your greatest roadblock in meeting your immediate needs?
5. What can we do to help you get the things you need & develop a plan to improve your life?

## GOALS AND OBJECTIVES

**Goal 1: Increase the quality of data used in local planning; the efficacy of local planning, the impact of local planning; and the alignment of local planning with collaborative federal and state planning for ending homelessness among individuals, families, children and youth.**

Objective 1: Define, identify, and map the current housing stock and service delivery system to include:

- a) Mainstream supportive services providers & their interventions
- b) Other supportive services providers & their interventions
- c) existing/needed housing options and providers (emergency shelters, transitional housing, permanent affordable housing, permanent supportive housing)
- d) Housing search & placement services providers, their interventions, and the point in the continuum of care where housing search & placement takes place
- e) Emergency prevention services providers & their interventions
- f) outreach services providers & their interventions
- g) current barriers to service and permanent housing attainment
- h) transportation
- i) Obtain data on service needs and identify gaps
- j) current capacity of a through i

Objective 2: Enhance quality and availability of data for planning and response to needs of homeless individuals, families, children, and youth

- a) continue to identify practices that research has shown to be particularly effective and promising
- b) continue to identify promising practices from the field
- c) continue to develop descriptive “cost analysis” of services provided to homeless individuals, families, children, and youth

Objective 3: Manage and expand HMIS usage among service delivery system partners

- a) evaluate HMIS system for needed variables and, if necessary, develop HMIS modification plan

Objective 4: Conduct an annual Point-In-Time street counts of unsheltered homeless

Objective 5: Using rigorous methodologies evaluate Ten Year Plan processes and outcomes; modify as necessary

- a) establish clear measures of success at both the client and system levels
- b) identify key “risk factors” for homeless individuals, families, children, and youth

Objective 6: Implement intervention practices that research has shown to be particularly effective and promising

**Goal 2: Expand supply of and ensure access to affordable and safe housing for homeless and/or at-risk individuals, families, children and youth.**

Objective 1: Increase housing stock/options that are affordable to extremely low-income households (focused on the working poor, those who depend on public assistance and/or disability benefits or who are working at or below poverty).

- a) Expand affordable homeownership opportunities and access to low income and at-risk persons, e.g.:
  - DPA
  - IDA
- b) Create of working partnerships with property owners, landlords, local government, land bank, local financial institutions and developers

Objective 2: Integrate “housing first” and “housing plus” (housing + intensive services) approaches to shorten homelessness and match the level of services to the intensity of the need.

- a) Housing services: to clear barriers such as poor tenant history, poor credit history, etc.; identify cooperative landlords; negotiate with landlord; etc.
- b) Case management and legal services: to ensure families are receiving public benefits; to identify service needs; to connect tenants with community-based service, etc.
- c) Follow-Up: To work with tenants after they are in housing to avert crises that threaten housing stability and to problem-solve, etc.

Objective 3: Provide interim housing for those which a “Housing First” strategy is inappropriate (such as the chronically homeless, people in recovery or families fleeing an immediate domestic violence situation).

- a) Identify resources to develop an inventory of 75 units over a period of 5 years for individuals/families in partnership with non-profits and private property owners/developers

Objective 4: Increase permanent supportive housing with appropriate and available services and supports.

- a) Increase the number of permanent supportive housing units to 250 over a period of 10 years for chronic homeless populations and for consumers with Domestic Violence (DV) and/or co-occurring disorders

Objective 5: Link interim housing consumers to placement in permanent housing as soon as is practical for the client.

- a) Link, where appropriate, housing consumers in permanent supportive housing to permanent housing.

**Goal 3: Strengthen and expand efforts to prevent homelessness among individuals, families, children and youth.**

Objective 1: Create a leadership structure that facilitates networking, coordinating, cooperating, and collaborating among funders, government agencies, housing and services providers, homeless persons, advocates, and community volunteers to help assure a unified and targeted approach (planning, financing, and delivery) to ending homelessness.

- a) Facilitate and increase collaborative planning between Committee Concerned with Housing, Continuum of Care, Community Housing Resource Board, and United Way's Basic Needs Systems of Care Group, the Community Collaborative, and other groups.
- b) Facilitate partnerships with Workforce Development Boards
- c) Facilitate increasing linkage between homeless planning and health planning
- d) Build working relationships and trust among all service delivery system partners
- e) Strengthen our comprehensive and interconnected homelessness community system of care

Objective 2: Increase the Homeless Prevention Endowment Fund at Community Foundation of Greater Flint and utilize it to:

- assist individuals and families with children with rent, security deposit, and utilities
- assist with foreclosure and forfeiture prevention
- assist with tax foreclosure prevention

Objective 3: Target comprehensive prevention strategies to special high-risk populations such as:

- Survivors of domestic violence
- Youth aging out of or unattached to foster homes
- Parents exiting prisons

Objective 4: Increase the financial viability of very-low income households by expanding the use of income enhancement strategies such as:

- Earned Income Tax Credit and other tax credits
- Individual Development Accounts
- Section 8 Family Self-Sufficiency
- Employment and training resources

#### **Goal 4: Increase awareness and utilization of “mainstream” services and community resources for those who are homeless or at risk of becoming**

Objective 1: Strengthen our comprehensive and interconnected homelessness community system of care which includes

- a) strategies for prevention
- b) a common vision of the desired impact for homeless populations
- c) agreed upon anticipated client outcomes
- d) a common vision of the desired impact of the system of care
- e) a common understanding of the client flow from homelessness to permanent housing
- f) flexible strategies that address both the housing needs and treatment needs of the episodically homeless
  - Create common protocols for response to “at-risk” populations across systems.
  - Develop and implement systems-wide risk-need screening protocols (no wrong door)
  - Assure follow-up supports for relocated families as appropriate to sustain housing stability
  - Develop early intervention strategies with landlords to minimize evictions
  - Ensure development and implementation of protocols preventing discharge into homelessness from key local institutions.

Objective 2: Increase mainstream usage and community resources

- a) Comprehensive & Wraparound Services (look at consolidating under discharge planning):
  - Assure active outreach and engagement services for hard-to-serve populations.
  - Assure that appropriate services are linked to homeless families at the time they enter into the system
  - Develop and support implementation of common standards for case management in homeless response.
  - Create protocol and system resource training for intake and case workers
  - Strengthen partnerships and linkages with community and faith-based services
  - Increase access to substance abuse treatment for homeless families with children
  - Expand availability of mental health services for parents and children with mild and moderate mental health conditions
- b) Consumer Income:
  - Expand employment initiatives through partnerships targeted to homeless and at-risk households
  - Increase ease of access to workforce development services for homeless families
  - Promote self-sufficiency in all case management and wraparound services models

**Goal 5: Build a political agenda and public will to end homelessness for individuals, families, children and youth.**

Objective 1: Obtain mutual agreement and support among key stakeholders (public officials, funders, relevant public/private institutions, community/neighborhood leaders, spiritual leaders, etc.) for:

- a) the value and scope of the Ten Year Plan
- b) their engagement in developing and implementing the Ten Year Plan
- c) Adoption of a “housing first” approach for homeless families, children, and youth.

Objective 2: Obtain mutual agreement and support among service delivery system players (agencies & organizations) of:

- a) the value and scope of the Ten Year Plan
- b) their engagement in developing and implementing the Ten Year Plan
- c) adoption of a “housing first” approach for homeless families, children, and youth
- d) the need to develop a comprehensive & coordinated system

Objective 3: Increase effectiveness of local planning and build public and political support for ending homelessness

- Identify and address public policies that create unintended consequences exacerbating homelessness among families, adults, children, and youth.
- Identify and eliminate barriers to service and permanent housing attainment, including planning/zoning issues.

Objective 4: Create ongoing structure to advocate for and disseminate information on needs of homeless individuals, families, children, and youth.

- b) Fully promote Homeless Awareness Week
- c) Engage media (print, radio, television, and electronic) in broadening dissemination of stories on homelessness