

Clinton County

Ten Year Plan to End Homelessness

2007 - 2017



Key Steps to Ending Homelessness

Creating a shelter safety net....

The Vision for the Future

Clinton County will be a community where everyone can access safe, decent, affordable housing.

Table of Contents

I.	The Scope of the Problem: Executive Summary.....	page 3
II.	The Capacity of the Community.....	page 4
III.	The Reach of the Opportunity.....	page 8
IV.	The Range of the Solutions.....	page 13
V.	Closing Thoughts.....	page 15
VI.	Appendix A: List of Participants.....	page 16



The Scope of the Problem Executive Summary

The reality of homelessness is invisible to many of the citizens in Clinton County. One problem lies in the long-held stereotypes of homelessness. The picture held in the minds of many is one of a disheveled vagrant residing under a bridge with a bottle of cheap spirits. In years past, the larger culture has romanticized the homeless issue by capitalizing on the image of “The King of the Road” and the Boxcar Children.

The challenges of homelessness are far less idyllic. Nearly forty percent of homeless individuals are victims of domestic violence. The average age of a homeless person is nine years old! The remaining sixty percent of homeless individuals (approximately) often represents people who have lost their primary source of income or cannot make their monthly payments due to high utility costs or medical bills. Others suffer with addiction or persistent mental illness. The faces of homelessness include individuals and families of every age and circumstance. Many community resources exist to assist individuals and families in preventing homelessness. However, shame and ignorance often keep people from seeking help before it’s too late.

On June 16th, 2006, a group of twelve dedicated housing and community resource professionals (See Appendix A for list of participants.) gathered to look at these issues in a systematic way. This document incorporates their vision and ten-year plan for ending homelessness in Clinton County. Our vision captures the importance of, and commitment to, assuring that every citizen, no matter their unique life circumstance, will have housing and equal access to the types of programs that will allow them to maintain that housing.

*Clinton County will be a community where everyone can
access safe, decent, affordable housing.*

The purpose of our strategic planning efforts is to help the general public recognize the existence and challenges of local homeless issues, educate decision-makers on specific avenues to support housing and homeless prevention efforts and expand community capacity to meet the needs of individuals and families who find themselves without a place to live.

One of the challenges that our Coalition has repeatedly faced is the variety of “homeless” definitions within the service community. These definitions change depending on the program or funding source. However, when we speak of a 10-Year Plan to End Homelessness, we cannot be constrained by funding-specific definitions. We need to create a spectrum of ideas that address all three levels of prevention and spans both short-term and long-term solutions.

Definition of Homelessness

For the purpose of this plan, homelessness is the involuntary state of being without a stable, habitable, safe living environment. It can affect families or individuals; male or female; young or old. Homelessness includes people who are temporarily living with family or friends and includes those who are precariously housed.

The Capacity of the Community

Affordable Housing

Since 1998, Clinton County has enjoyed an unemployment rate below and a median income above the State average. Recent numbers (July 2006) would indicate that the County unemployment rate of 7.6% is now above the State average of 7% (Source: United States Department of Agriculture, Economic Research Service). While the median income remains above the State median income level, we may see an increasing disparity between the “haves and have-nots”. Regionally, many automotive industry-related jobs have been downsized. Other factories have moved their operations to less expensive labor climates. Jobs that are being created in our community are primarily retail and do not offer a living wage. These facts coupled with high housing costs underscore the need for more affordable housing options.

For some families, housing must be subsidized to represent a realistic option based on their limited resources. Clinton County needs more subsidized units and greater availability of Section 8 vouchers. This is particularly true for older adults on fixed incomes. The Bath Housing Commission has been trying to achieve this goal for many years.

Sustainable Housing

Dwelling units that are available and moderately priced may not be well insulated or energy efficient. Utility assistance can help to alleviate the impact of rising fuel costs but it is not intended to be a long-term solution. Home weatherization is a better long-term solution for improved energy efficiency but cannot be used for rental housing or mobile homes. Housing Rehab dollars provide another avenue for homeowners to improve their property, lower their monthly operating costs and promote sustainable housing.

Prevention is the key element to ending homelessness. Using existing program funding (as outlined under community-wide strategies below) to pay for evictions, foreclosures, and utility shut-offs is an effective way to keep families housed. Discharge planning is also important for medical and correctional institutions who release people back into the community.

Safe and Stable Housing

In the Strategies for Preventing Homelessness Report (May 2005), the U.S. Department of Housing and Urban Development identified several factors that differentiate adults who have experienced (or are likely to experience) homelessness:

- Income less than 50% of poverty level;
- Presence of mental health, substance abuse and chronic physical health problems; and,
- A history of incarceration.

Additional predictors included adverse childhood experiences like physical or sexual abuse and out-of-home placement. Using the poverty level alone (the easiest number to capture) and data provided through the American Community Survey (U.S. Census, 2005), nearly 4,650 Clinton County residents are at risk of homelessness. Individuals whose income is 50% of poverty and below are at the greatest risk. This is considerably more than we are able to document through current service measures.

Local Continuum of Care planning documents indicate that there were 102 Clinton County individuals considered homeless at any point in time in 2004. In 2005, there were 271 women and children (unduplicated count) in RAVE programs alone. Of this number, 65% were Clinton County residents. These numbers are thought to be very low estimates because our County does not have a shelter to house adult males, a general homeless shelter or a homeless youth program. While shelter-based models are not the goal in providing housing to specific populations, they have served to provide more local data on the demographics of homelessness. The Homeless Management Information System (HMIS) seeks to alleviate these and other data collection issues but at this time only two organizations in Clinton County are participating in data input.

Data from the Volunteers of America (VOA, Lansing Campus) supports the idea that at least 60% of the males who are housed have substance abuse issues. Eighty percent of the men housed in the Veteran's Program have both mental health and substance abuse issues. This level of service availability might be more difficult to create in a more isolated rural setting with limited transportation options like Clinton County.

Transitional Supportive Housing (TSH), funded through the Michigan Domestic Violence Prevention Treatment Board, is limited to ten families (seven families were served in Clinton County in 2005) and consisted of women who were referred through the domestic violence shelter (Relief After Violent Encounter, RAVE). The TSH program provides rent and utilities for a 24-month period.

The Tenant-Based Rental Assistance (TBRA) grant funded through MSHDA ended at the beginning of 2006. It served two Clinton County families in 2005 (11 families total) and was extremely beneficial because it gave participants an 18-month opportunity to increase their wages, maintain stable housing and, if necessary, wait for a Section 8 voucher. The case manager that served this program reported that the balance of support and client responsibility in TBRA facilitated very positive results for the families involved. All eleven families were able to increase their income and thereby increase their opportunities for independent success!

Additional case management is available through the Expanded Homeless Services program (Capital Area Community Services) and targets people who meet the HUD definition of homelessness. The case manager works with clients on his/her identified goals related to obtaining permanent housing including income establishment, education and skill development. Case management continues up to six months after permanent housing is secured. However, this program is also limited by the availability of appropriate rental units.

Supportive housing for Serious and Persistent Mental Illness does not exist in our local service community. This often means that this population cannot live as independently as they might be able to in other communities. Supportive housing services are available to developmentally disabled adults through the Community Mental Health Authority of Clinton, Eaton and Ingham Counties. A CMH team supports individuals within their housing situation and evaluates what they need to maintain their residence. However, the majority of services are based in Ingham County.

Statewide data (Jim Casey Youth Opportunities Initiative) indicates that as many as 30% of youth aging out of the foster care system will become homeless. Clinton County has an active group of human service professionals who are working to assure that this does not happen in our community. While the numbers of youth graduating from foster care may be quite low in our community (less than five youth per year), the long-term impact can be high in terms of teen pregnancy, substance abuse and future child abuse issues. The Foster and Adoptive Family Systems Workgroup has created a system of care designed to equip 14-18 year old youth in foster care with life skills, job experiences and a support network that will allow them to successfully navigate into independent adulthood.

Additional costs of homelessness on children include the four to six months of learning lost each time a student becomes homeless. Educators know that these setbacks coupled with the loss of peer group can be demoralizing for children. Remediation of school content lost is expensive and can ultimately result in youth dropping out altogether.

The consensus of stakeholders present at the June 16th meeting was that our limitations are our limitation. In other words, because most of the regional shelter options are based in the Lansing area, we have difficulty substantiating the numbers that we need to make a case for the homeless in Clinton County. (This is also largely true for emergency room visits as well.) In addition, our collective organizational capacity is limited and results in a loss of opportunity to increase or enhance the services that we could provide.

These facts, coupled with the need for a central clearinghouse that would facilitate information dissemination between human service and housing agencies as well as clients in need of shelter led the group to contemplate a different approach. The group began to consider the formation of a non-profit housing organization. Recognizing that the creation of a 501 c. (3) is not to be undertaken lightly, we asked ourselves the question, "What can a non-profit housing organization do that we cannot do with the resources that we already have in our community?"

The overall response is that a housing non-profit could represent a focused entity that would work with existing community organizations and could create and develop new housing options. In speaking with Chuck Kieffer at MSHDA, we discovered that this could be: 1) A spin-off of a larger organization (community mental health or community action agency); or a Limited License Corporation that is a spin-off of an existing NPO (like the domestic violence program); 2) Augmentation of the current structure of a regional entity that would allow their organization to serve Clinton County; and, 3) Starting a housing non-profit from scratch.

Our group has made some preliminary steps to investigating the formation of a Housing Non-Profit. We have received some guidance from Denise Dunn at Housing Services of Eaton County as well as Linda Schonberg from Shiawassee County Housing Rehab. We have also been in contact with Community Legal Resources (CLR) based out of Detroit and had a tentative commitment from CLR on provision of legal oversight to our efforts. Unfortunately, we are now experiencing second thoughts from some of our members.

One potential option we have is to work with County government to restructure the organizational infrastructure and use administration monies from Housing Rehab funds to leverage additional housing-related funding.

Another option is to explore a partnership with Ingham County and create a regional response to homelessness. Past “partnerships” have not always proved successful because services remain Lansing-centric. However, carefully written Memorandums of Understanding and active advocacy could forge a more balanced partnership.

The Reach of the Opportunity

In the Strategies for Preventing Homelessness Report (May 2005), the U.S. Department of Housing and Urban Development identified that having a community-wide strategy was the best approach to preventing homelessness.

“To prevent something from happening, ideally one would know what causes it. The next best thing is to be able to predict in advance when, or to whom, it will happen. Knowing causes or having the ability to predict causes improves the odds of being able to design effective interventions.” (Ibid, p. xii)

The following organizations represent our community-wide strategy.

American Red Cross: The American Red Cross- Mid-Michigan Chapter based in Lansing. The Red Cross will pay for a motel stay for a homeless individual or family if all other shelter options have been explored. The American Red Cross has an area disaster team that will respond to house fires and will assist the homeowner or the displaced person with clothing, food, or temporarily house them till other housing arrangements can be made.

Capital Area Community Services (CACS): CACS has federal, state, and local dollars available for housing and utility emergencies. In fiscal year 2005, the agency made 41 direct shelter payments to landlords and 211 payments to utility companies. The Emergency Food and Shelter Program is a federal grant, which can pay a month of back rent (no formal eviction required) or first months rent, or a utility shut off. The Michigan State Housing and Development Authority have funded the agency with Emergency Service Dollars, which is used for eviction prevention, first month's rent, or foreclosure prevention. The Michigan Public Service Commission provides additional state dollars for utility assistance to prevent emergency situations for low-income families. Deliverable fuel assistance was available through the Low Income Home and Energy Assistance Program Crisis Assistance, which paid out \$54,000 last year to heating fuel providers. Local dollars were raised to provide heat assistance through Walk for Warmth. In 2005, this fundraiser earned \$4850, which was matched at 100% by the Michigan Public Service Commission and awarded in the fall of 2006.

Clinton Area Transit System (CATS): Clinton Transit is the public transportation system for citizens in Clinton County. CATS is committed to referring (apparent) homeless people to Capital Area Community Services (CACS), Department of Human Services (DHS) and other appropriate human service agencies. The Transit System has committed to train its drivers and dispatch staff to be the “Eyes and Ears” for the homeless in Clinton County in the next ten years.

Clinton County Family Resource Center: The Clinton County Cares Program is a referral program to help Clinton County residents in need. There are no income, age, gender or race limitations. If an individual or family comes in and is currently homeless (or at immediate risk of homelessness), area resources are sought. If shelter services are unavailable in Clinton County, a referral is made to Ingham County. Needs are matched with services available in the community.

Clinton County Juvenile and Family Court: Runaways may be referred to the juvenile justice system by schools or law enforcement agencies. Initially, such cases may be referred to runaway programs like Gateway Community Services (East Lansing), Community Mental Health or private therapists. Inquiries may be held to determine causes or factors that led to the runaway situation and recommendations or referrals will be made according to the identified needs of the youth. As a last resort, incorrigible youth who repeatedly run away may have a petition filed with the court and be placed in the county's youth home or other juvenile facility.

Some youth under the age of 18 are homeless because parents have abandoned them or ordered them to leave home. Abuse and neglect cases are referred to the Department of Human Services. Guardians or Power of Attorneys may also be appointed, either voluntarily by the parents or court ordered.

If the court becomes aware of a parent and child who are homeless because of economic or social conditions (such as abuse or domestic violence by another household member), then referrals are made to RAVE, Capital Area Community Services or the American Red Cross.

Department of Human Services (DHS): All persons with a utility shut off, eviction, foreclosure, or the need for first month's rent, are referred to the Clinton County Department of Human Services. DHS has State Emergency Relief dollars, Emergency Service funds, and monies through Children's Protective Services to pay for those needs, if a household meets eligibility guidelines. If DHS is unable to fully fund the need, clients are referred to Capital Area Community Services (CACS).

Love In the Name of Christ (Love INC): Love INC's mission is to mobilize the church to transform lives and communities. Through a thorough intake process, and after prayer, a decision is made on how to best help the homeless (or potentially homeless) individual. In the past, a one to two night transition place has been made available through one of the Network Partner Churches. Love INC does not provide cash assistance. The purpose is always to find ways in which the Network Partner Churches can assist families and individuals informally that might free up the individuals own resources allowing them to pay their bills. Love INC regularly refers families to existing community resources (like CACS or RAVE) who are better equipped and better funded for long-term solutions.

Relief After Violent Encounter (RAVE): RAVE began in 1983 to provide services to victims of domestic and sexual violence. The program was founded by a local individual who saw the need for service to women and children who sought housing, shelter, and support services. RAVE provides shelter housing to survivors of domestic and sexual assault and the homeless women and children who have not experienced domestic and or sexual violence. RAVE has a staff of 16 people and contracts with local agencies for specific services. Immediate shelter, transitional supportive housing, housing assistance and advocacy, and case management services are available from RAVE. RAVE has the only shelter in the two-county service area.

Saint Johns Ministerial Association: The Saint Johns Ministerial Association is working to prevent homelessness in two ways:

- 1) Provision of motel vouchers for one night's stay to those who may be traveling through the area (non-Clinton County residents). These are administered through the St. Johns Police Department so that background can be checked before putting an individual up for the night. This program has also been utilized in emergency situations for Clinton County residents.
- 2) Occasional assistance with rent when a referral is made through Love INC. The maximum allowable request is \$100 with \$500 being budgeted per year for this type of assistance.

Salvation Army: The Salvation Army is based in Ingham County but has funding for Clinton County families. This funding is for utility emergencies only. Grants are available from the Michigan Public Service Commission and People Care funds from Consumers Energy.

Society of St. Vincent DePaul – St. Joseph Conference in St. Johns: St. Vincent DePaul assists those who request one-time emergency assistance for housing needs, utility bills, prescriptions, auto repairs, household items, clothing and groceries. Referrals are taken through the St. Joseph Catholic Church during office hours.

Cooperative Initiatives:

Michigan Prisoner Re-Entry Initiative (MPRI): MPRI is an integrated approach to reducing recidivism individuals being released from State prison facilities. It includes a Transition Accountability Plan (TAP) for each prisoner that focuses on getting ready for release, re-entry into the community and supports to remain successfully in the community. The Clinton County portion of this program is based in Lansing and is administered through Capital Area Michigan Works.

Clinton County Assistance Network (CCAN): CCAN has been the group responsible for coordinating food distribution activities through the American Red Cross and other community efforts. The group has also organized and implemented information and training sessions called "Poor at Your Door". These training sessions have been aimed at the faith-based community throughout the county. The goal for the training is to educate this service community on resources available to families in need and to coordinate efforts so that the neediest individuals and families can access help.

Ten Essentials to Ending Homelessness

The National Alliance to End Homelessness states that there are 10 essentials to ending homelessness. The Alliance has created a checklist to serve as a guide to help communities identify the minimum requirements for an effective permanent solution to the problem of homelessness.

PLAN: The community has a set of strategies focused on ending homelessness. The Clinton County Housing and Homeless Coalition (CCHHC) has worked to create this 10-Year Plan. The Coalition provides monthly updates to the County Human Service Collaborative (the Building Stronger Communities Council, BSCC) to keep them informed and engaged. The CCHHC is also working to involve other government and

community stakeholders, landlords and developers. These alliances are a key to creating a shelter safety net in Clinton County.

DATA: The community maximizes its use of a homelessness management information system to assess how long people are homeless, what their needs are, what the causes of homelessness are, how people interact with mainstream systems of care, the effectiveness of intervention, and the number of homeless people.

EMERGENCY PREVENTION: The community has a number of strategies to prevent eviction and homelessness. These locally-based strategies are the most cost-effective means to prevent homelessness before it happens. These programs are documented more fully in the section above.

SYSTEMS PREVENTION: Mainstream programs that provide care and services to low-income people and consistently assess and respond to their housing needs. Some of the programs that are available require “systems level” intervention. Federal Emergency Food and Shelter Program (EFSP) funding requirements will allow eviction prevention money to be used when rent is five days past due. On the other hand, MSHDA ESG funding and the Department of Human Services require an eviction notice and a scheduled court hearing. These standards add additional rental expenses and court fees to the cost of prevention.

Another systems-level issue is the creation of a discharge planning protocol for hospitals, shelters and jails. The Clinton County Sheriff has agreed to meet with Coalition members. Our goal is to create this discharge plan in the next few months.

It may be beyond the scope of this document, but public schools have removed life skills and financial management from most general curriculum. Unless parents or caregivers teach children how to manage money so that stable housing is possible, it becomes the community’s responsibility to teach or deal with the consequences.

OUTREACH: The community has an outreach and engagement system designed to reduce barriers and encourage homeless people so that they enter appropriate housing (including safe havens) linked with appropriate services. Service providers are aware of other community resources. Knowledgeable providers can assure that individuals seeking help can target their energies toward the Department of Human Services first. This prevents help-seekers from feeling as though they are getting the runaround.

“Poor at Your Door” programming has helped to educate the faith-based community on resources to prevent homelessness. Churches are often the frontline of help sought by families who are experiencing difficult circumstances.

Networking human service professionals and educators also means optimal stability and service provision for students in the schools. McKinney-Vento advocacy can work to assist homeless children by minimizing school changes. It can also help youth who may be aging out of the foster care system.

SHORTEN DURATION OF HOMELESSNESS: The shelter and transitional housing system in the community is organized to reduce or minimize the length of time people

remain homeless, and the number of times they become homeless. Programs such as the Transitional Supportive Housing (TSH) and Tenant Based Rental Assistance (TBRA) identified above are both “Housing First” efforts that provide shelter first and services second to assure housing stability. Unfortunately, the TSH program is only available for domestic violence clients and the TBRA programs grant cycle has expired. Only the Capital Area Community Services program remains to provide case management for a general homeless population. These types of programs allow participants to remediate some of the problems that caused their homelessness and increase their housing options by increasing their income.

RAPID RE-HOUSING: The community has skilled housing research and housing placement services available to rapidly re-house all people losing their housing or who are homeless and who want permanent housing. Rapid re-housing is a community value for our service providers. This responsibility often falls to the Community Action Agency unless the homeless person is involved with the domestic violence shelter.

SERVICES: When households are re-housed, they have rapid access to funded services, and mainstream programs provide the bulk of these services. This is an area where there is always room for improvement. While Clinton County has an array of services, these need to be expanded to serve a greater range of eligible individuals.

PERMANENT HOUSING:

The community has a sufficient supply of permanent supportive housing to meet the needs of all chronically homeless people. This is an area of great need in our service community and is addressed in our goals. Building relationships with regional efforts may be the best way to serve the chronically homeless and special populations.

The community is implementing a plan to fully address the permanent housing needs of extremely low-income people.

INCOME: When it is necessary in order to obtain housing, the community assists homeless people to secure enough income to afford rent, by rapidly linking them with employment and/or benefits. It also connects them to opportunities for increasing their incomes after housing placement (opportunities provided primarily by mainstream programs).

The Range of Solutions

Based on the outcomes of the June 16th strategic plan and subsequent meetings, we have established both short-term, intermediate (5 years) and long-term (10 years) goals. We need to continue to recruit community participation in the HMIS data collection as well as fine tune our current data collection. This action can only help us as we make the case for all types of housing services.

Our largest short-term goal is the creation of an effective countywide housing collaborative with an active countywide Board of Directors (a non-profit housing organization, expansion of an existing organization or a dedicated partnership with regional efforts) that can increase our community capacity to meet the various housing needs identified in this document and serve as a central conduit of housing information. This leadership role is difficult to accomplish with existing organizations serving at or beyond capacity.

Short-Term Primary Prevention

Goal 1: Raise the community awareness of homeless issues in general.

- a) Capitalize on the opportunity to educate Clinton County citizens during Homeless Awareness Week. Early in 2006, the Housing and Homeless Coalition sponsored a soup and bread luncheon during a Poverty Simulation exercise. We would like to expand this activity to a larger audience during Homeless Awareness Week. We would hope to see a time where elementary students throughout the County will have some exposure to homeless issues during the month of November.
- b) Promote the community action agency's "Walk for Warmth" event in February. Capital Area Community Services sponsors a "Walk for Warmth" fundraiser in each of their four counties each year. The money raised through this event stays in the community where it is raised and is used as direct assistance funds and cash match for many utility assistance and homeless prevention programs.
- c) Dovetail with other community efforts that aim to decrease the stigma of substance abuse and mental illness. This stigma often keeps people from seeking help in the early stages when problems that lead to homelessness are being experienced.

Goal 2: Expand the Clinton County Housing and Homeless Coalition to include the input of more community partners.

- a) Currently our Coalition (which serves as our Continuum of Care body) lacks the involvement of landlords and consumers.
- b) Plans are underway to create a brief community needs survey that could be given to consumers at RAVE, food distribution sites and classes offered through CACS.

Goal 3: Create a census of available rental units indexed by landlord, location and cost.

- a) Establish a vehicle to assist in communicating with landlords and getting communication from landlords.

Short-Term Targeted Prevention

- Goal 1: Secure new MSHDA vouchers that will allow for immediate housing of up to six (6) chronically homeless individuals or twelve (12) homeless families.
- a) Work with MSHDA Homeless Assistance Specialist to make application for these vouchers.
- Goal 2: Reinstate the Tenant Based Rental Assistance (TBRA) program in Clinton County.
- a) Increase the program capacity to serve fifteen (15) families.
 - b) Locally review the service provision under the Transitional Supportive Housing program and bring criteria in line with TBRA (18-months of assistance, provision of 70% of rent, expectation of and support for increased income, and utility assistance only as eviction prevention).
- Goal 3: Work with Office of the Sheriff, Clinton Memorial Hospital and other community partners to create a discharge planning process for those individuals who may be homeless upon release.
- Goal 4: Establish a reporting protocol with the Mid-Michigan District Health Department to gather further data on homeless mothers and children through WIC clinics.

Intermediate Intervention

- Goal 1: Within the next five years, create six (6) units of supportive housing for individuals who experience Serious Persistent Mental Illness (SPMI) or developmental disabilities (DD).
- a) Work with Corporation for Supportive Housing, local churches and parent advocates to make these units a reality for individuals who do not have the opportunity to live independently in their community at this time.

Long-Term Intervention

- Goal 1: Create six (6) to ten (10) permanent supportive housing units that could be used for any individual of family in need of housing.



Closing Thoughts

Moving forward on a plan that spans a decade seems overwhelming at times. Our first tasks are to raise awareness of the salient issues for the general public. We intend to create a PowerPoint presentation that can be tailored to a targeted audience. Our desire is to use these grass-roots presentations to build relationships with government officials, engage community support and identify local champion(s) who can help us further promote the message.

We would also like to encourage input from individuals who are most at risk of becoming, or currently are, homeless. We have anecdotal information from a variety of frontline service professionals but have not captured the consumer directly.

Research tells us that having a pet increases longevity in older adults. Yet local subsidized housing units won't allow pets. Older adults are sometimes forced to make a choice between stable housing and their beloved housemate.

We need to bridge the "disconnect" between just serving people and creating solutions that treat people with respect and dignity. This is the key step to ending homelessness.

Appendix A

Clinton County 10-Year Planning Committee
June 16, 2006

Name	Organization	Phone	E-mail
Ann Schoals	Bath Hsg. Comm.	517 641-6244	bathhc@acd.net
Brian Soderberg	BECKA Mgmt.	517 669-9706	beckamgmtllc@comcast.net
Chris McDaniel	CMH-CCCC	989 224-5300	mcdaniec@ceicmh.org
Courtney Smith Atkins	DHS	989 224-5537	atkinsc2@michigan.gov
Dan Carley	DHS	989 224-5555	carleyd2@michigan.gov
Debby Kloosterman	BSCC	517 668-0185	klooster@edzone.net
Erika Phillips	CCFRC	989 224-1173	ephillip@edzone.net
Hannah Livingston	CCFRC	989 224-1173	hlivings@edzone.net
Jim Ortman	Ortman Marketing	989 224-2400	jimortman@voyager.net
Jody Smith	RAVE	989 224-4662	jsmith@michonline.net
Pauline Baert	CACS	989 224-6702	cacs@mutualdata.com
Rachael Tomlinson	RAVE	989 723-9716	rtomlinson@michonline.net
Steve Wagner	City of St. Johns	989 224-8444	swagner@ci.saint-johns.mi.us