



Ending homelessness:

Connecting people to community

The 10-Year Plan to End Homelessness in Hillsdale County, Michigan

TABLE OF CONTENTS

Preface

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

Why Create a 10-Year Plan to End Homelessness.....	2
Overview of Hillsdale County Plan to End Homelessness.....	2
Hillsdale County Vision for 2016.....	3
Part I: A Call to Action	
Introduction to Hillsdale County Housing Continuum of Care.....	3
Homelessness in Hillsdale County—2006 Fact Sheet.....	3
Core Housing Problems in Hillsdale County—Barriers to Housing.....	4
Future Vision.....	6
Planning Process.....	6
Exhibit 1—The Housing Continuum of Hillsdale County.....	8
Planning to Meet the Needs of Hillsdale County: Populations, Resources and Gaps.....	9
Homeless Shelters/Transitional Housing.....	9
Supportive Housing.....	10
Public Housing.....	10
Subsidized Housing.....	11
Affordable Housing.....	12
Rental Housing.....	13
First-Time Homebuyer.....	13
Move-Up/Long Term Homeownership.....	14
Current vs. Ideal Models for Housing a Homeless Client.....	14
Chart 1: Existing Model for Providing Housing.....	15
Chart 2: Ideal Model for Providing Housing.....	16
Vision for Hillsdale County in 2016.....	17
Part II: Strategic Directions and Work Plans—2006-07 Annual Strategic Plan	
Resources and Funding.....	18
Mobilizing the Community.....	19
Public Policy Options.....	20
Annual Action Plans.....	21
Appendix 1: Hillsdale County Housing Continuum of Care Five Years in Review.....	
Appendix 2: 2005-06 CofC Planning Document: Local Action Strategy—Short-Term.....	22
Appendix 3: 2006-07 Local Action Strategy—Short-Term.....	29
Appendix 4: Glossary of Terms.....	31
Appendix 5: Glossary of Terms.....	33

PREFACE

WHY CREATE A 10-YEAR PLAN TO END HOMELESSNESS?

Over 30,000 Michiganders sleep in emergency shelters or on the streets each night. Of these, 45-50% are persons in families with children.

Approximately 6,000 men and women across the state of Michigan are considered chronically homeless. This population, which comprises 15-20% of the homeless population, uses 75% of the resources committed to homelessness.

In Hillsdale County, our homeless are often hidden; too many men, women, children and unaccompanied youth survive without a permanent, fixed residence. They often do not meet the federal definition of homelessness. The definition of a “homeless person” found in the Stewart B. McKinney Homeless Assistance Act of 1987 shows just how complex the issue is: *An individual who lacks a fixed, regular, and adequate residence or a person who resides in a shelter, welfare hotel, transitional program or place not ordinarily used as regular sleeping accommodations, such as streets, cars, movie theatres, abandoned buildings, etc. In addition, individuals who are staying in their own or someone else’s home but will be asked to leave within the next month are considered homeless. People in jail are not homeless.*

Ending homelessness in Hillsdale County is an achievable goal through a well-planned, sustained long-term effort, with all partners working together toward this common goal.

OVERVIEW OF THE 10-YEAR PLAN TO END HOMELESSNESS IN HILLSDALE COUNTY

Homelessness in Hillsdale County can be eliminated in 10 years through a dedicated and continual assessment of available resources, a thorough analysis of unmet needs and gaps, and the way in which individuals and families are linked to resources.

In order to truly eliminate homelessness in Hillsdale County, prevention activities and resources must be committed toward individuals and families who are at risk of becoming homeless.

Locally, efforts must be directed and resources must be committed toward projects and activities that provide disabled individuals and families with permanent, supportive housing.

Advocacy activities must be directed to the State and Federal governments to change those items that are outside the control of local human service providers.

There must be an adequate supply of safe and affordable housing available for all income ranges in every area of Hillsdale County.

This 10-Year Plan to End Homelessness in Hillsdale County includes the development of an annual strategic plan to identify the specific goals, objectives and action steps that must occur every year to end homelessness.

HILLSDALE COUNTY VISION FOR 2016

Every person who desires to be housed has safe and affordable housing and adequate resources to meet his or her needs.

PART I: A CALL TO ACTION

INTRODUCTION TO HILLSDALE COUNTY HOUSING CONTINUUM OF CARE

In 2000, the Hillsdale County Housing Continuum of Care (HCHCofC) was established. The Continuum is “committed to assisting individuals and families through greater housing opportunities. Toward this end, the Hillsdale County Housing Continuum of Care will encourage improvement of quality of life through community development.” Since its creation, the regular members of the HCHCofC have established a cohesive network of organizations with strong working relationships which ultimately desire an end to homelessness in Hillsdale County. Appendix 1 is a review of the first five years of the HCHCofC.

The members of the HCHCofC meet on a regular basis to coordinate efforts among local service providers in an effort to solve problems and improve the quality of services and resources available to homeless and at risk populations. Several subcommittees were developed for a more specific coordination of efforts toward ending homelessness: Homeless/Runaway Youth, Housing Retention, Transitional Housing, Homeless Management Information System (HMIS), and Discharge Planning.

HOMELESSNESS IN HILLSDALE COUNTY—2006 FACT SHEET

Homeless population data for 2000 indicated that Hillsdale County needed an additional 10 units of Emergency shelter, 15 units of Transitional Housing and 9 units of Permanent Supportive Housing.

EMERGENCY SHELTER

Hillsdale County has three facilities that provide for Emergency Shelter:

1. Domestic Harmony, providing shelter for domestic violence victims and their families.
2. Salvation Army; providing vouchers for motel rooms on an emergency basis.
3. Opportunity House; provides up to 90 days of residential shelter and case management for clients referred by other emergency shelter service providers.

TRANSITIONAL HOUSING

Hillsdale County has one facility that provides Transitional Housing:

1. Trinity Lutheran Church; serving women and children with up to 6 months of transitional housing. Case management services are provided through Community Action Agency.

PERMANENT SUPPORTIVE HOUSING

In 2005, Hillsdale County was selected as a site for the Housing Choice Voucher – Homeless Preference Pilot, providing for Permanent Supportive Housing:

1. Through the Lead Agency, Community Action Agency, five Housing Choice Vouchers will primarily serve adults who are both homeless and disabled. Leasing assistance and case management services are available for qualified individuals, paying up to 70% of housing costs, coupled with intensive case management to address the disability and other needs.

Homeless population data for 2005 indicates that Hillsdale County needs no additional Emergency Shelter units, 5 units of Transitional Housing and no units of Permanent Supportive Housing.

The need for additional units of transitional housing is to serve Homeless (Unaccompanied) Youth.

Homeless population data supports that the collaborative efforts of the member organizations of the Hillsdale County Housing Continuum of Care have served to close the gaps in services for homeless populations in Hillsdale County.

CORE HOUSING PROBLEMS IN HILLSDALE COUNTY—BARRIERS TO HOUSING

Barriers to housing include many factors and variables. These include:

- Age and Condition of Housing
- Lack of Housing Opportunities
- Lack of Community Resources
- Undeveloped Life Skills
- Jobs and Workforce Development

The housing market in Hillsdale County has remained virtually unchanged for the past twenty years. The Hillsdale County Community Housing Assessment Team Report of 1998 identified a number of core, strategic issues that impact both the availability and affordability of housing stock in Hillsdale County:

- *Lack of Subdivisions*; The community lacks buildable lots in subdivisions. The only available resources are infill lots.
- *Housing Production*; The community is not producing housing at levels consistent with project demand.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

- *Shortage of Higher Value Housing*; The community has an unmet demand for higher value housing for professional and managerial staff. (NOTE: This strategic issue has been addressed throughout the county.)
- *Affordable New Housing*; The community is not producing housing that is affordable to production staff and low to moderate income households.
- *Preservation of Existing Housing Stock*; A significant amount of existing housing stock requires some form of moderate rehabilitation.
- *Lack of Development Capacity*; The community lacks adequate numbers of builders and developers involved in the housing market.
- *Intergovernmental Cooperation*; The community has disagreements or competition with townships on annexation and growth issues.
- *Transitional Housing*; The community has a need for transitional housing for new arrivals in the community prior to arranging for permanent housing.
- *Economic Constraints*; The low values of rents make construction of higher cost housing economically unfeasible or difficult.
- *Lack of Rental Housing*; The community has a significant lack of available rental housing. Available rentals are marginal in condition.
- *Senior Housing*; Seniors who stay in town may desire alternative housing settings.
- *Community Value and Marketing*; Other non-housing actions are needed to add value to the community and to attract economic and other growth. Marketing efforts may be needed to promote community as a place to live.

The majority of these core, strategic issues have not been addressed on a countywide basis. However, there has been some effort directed toward the resolution of these issues, with a moderate amount of success.

Other key barriers to housing in Hillsdale County include:

Permanent Supportive Housing: Although emergency housing opportunities exist, the insufficient number of permanent supportive housing options in Hillsdale County limits the community's ability to transition chronically homeless individuals into stability. It is clear that housing alone is insufficient to assist individuals with a disabling condition maintain permanent, affordable housing. On-going, coordinated delivery of services, such as mental health, substance abuse, and medical treatment must be provided.

Lack of Coordination Among Funders: While funders such as HUD and MSHDA require a coordination of effort to address homelessness, other funders do not have the same initiative. Mental health, substance abuse and medical providers are not required to address housing issues among their client populations, in addition to their primary issues. Sustainable housing for homeless populations should be considered a principle component of these providers' overall treatment strategies.

Insufficient Resources for Small, Rural Communities: Rural communities such as Hillsdale County face challenges different than those of large, urban areas. Geographic size, lack of public transportation, isolation of out-county villages and townships and

limited mainstream resources are some of the issues we face. Financial resources available to communities of our size are extremely limited, and are often insufficient to address the scope of problem areas, such as chronic homelessness.

FUTURE VISION—WHAT WILL ENDING HOMELESSNESS LOOK LIKE IN HILLSDALE COUNTY

The HCHCofC believes that every person who desires to be housed has safe and affordable housing and adequate resources to meet his or her needs. To that end, members of the Continuum affirm the following:

- All individuals and families should have safe, affordable housing.
- The existing models of homelessness prevention or transitional-to-permanent-housing successfully adopted and in use in Hillsdale County are the preferred models to keep people housed and out of the shelter system, or to return them to permanent housing as quickly as possible if homeless.
- Prevention programs play a critical role in closing the front door into homelessness. Additional resources are directed to prevention including focused efforts on developing protocols to address issues of institutional discharges into homelessness.
- Homeless families and individuals are much more responsive to interventions and support once they are safely housed. Also known as a ‘Housing First’ model, homeless individuals or families receive safe, temporary shelter and planning for permanent housing needs that begins immediately.
- The development of a planning process that focuses on the outcome of ending homelessness is the only viable approach to ending the institutionalization of homelessness.

PLANNING PROCESS

Homelessness affects men, women, children and unaccompanied youth. Each of these populations includes sub-populations, each with its own set of issues and challenges. Just as there are many populations affected by homelessness, so too, are there different levels of response to homelessness and to housing.

To better understand the existing response to homelessness and housing in Hillsdale County, the HCHCofC looked to “The Housing Continuum” presented at the 2005 Michigan Affordable Housing Conference by Henry Cisneros.

Henry Cisneros, who headed the Department of Housing and Urban Development (HUD) from 1993 to 1997, presented a case for boosting the supply of affordable housing along all steps of the “housing continuum” as the key to providing adequate housing for all populations and to revitalizing communities. Cisneros stressed the importance of facilitating the gradual movement of individuals and families towards the ultimate goal of home ownership.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

The housing continuum presented by Cisneros proceeds in steps from the most essential and minimal dwellings—such as homeless shelters—to the private housing market. Across all categories of housing, Cisneros stressed the importance of a stable home environment in a stable community in attaining socioeconomic success.

Based on “The Housing Continuum” model, the HCHCofC identified local populations at each “stair step” (See Exhibit 1); the resources available to those populations, and the unmet needs and gaps in available services (shown below).

- The existing models used to link populations to resources were identified as well as any gaps or breaks in these models.
- The desired outcomes and methods of evaluating the success and/or failure of the outcomes were quantified.
- Each year, the existing annual strategic plan will be reviewed for progress toward goals.
- New, annual strategic plans will be developed, with specific objectives, action steps, assignments, timelines, and measurements, to help achieve the long term outcome of ending homelessness.
- Each annual strategic plan will prioritize the tasks and activities necessary to fill the unmet needs and gaps in services and housing opportunities for each of the identified populations.
- Each new, annual strategic plan will build upon the successes of the prior year’s plan, with the final outcome of ending homelessness in 10 years.
- Following the development of each annual strategic plan, a community stakeholder meeting will be conducted to educate and inform a wide range of stakeholders including, but not limited to: local governments, business owners, community service groups, landlords and schools.

Exhibit 1—The Housing Continuum of Hillsdale County



PLANNING TO MEET THE NEEDS OF HILLSDALE COUNTY: POPULATIONS, RESOURCES AND GAPS

In addition to identifying local populations at each stair step, Continuum members also identified the existing resources for those populations, the means of linking people to those resources and the gaps in providing those services. Based on this work, members of HCHCofC will create new models for linking populations to available resources as needed and will also address unmet needs and gaps based on their relative priority.

Homeless Shelters/Transitional Housing

Defined as: Temporary housing intended to provide sleeping accommodations for persons who would otherwise be sleeping on the streets.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Domestic violence—women and children • Women and children • Substance abusers • Institutionally discharged (voluntarily and involuntarily)—men and women • Mentally ill • Transients • Teens • Precariously housed—substandard housing • Veterans 	<ul style="list-style-type: none"> • Food pantries • St. Peter’s Medical Clinic • Counseling—domestic violence, AA, NA, faith based • Financial—SSI, public assistance • Legal services • Case management—referrals and advocacy • Mental health services • Clothing • Limited transportation • Education advocacy • MI Works!—employment and training • Life skills/parenting skills • Veterans Administration 	<ul style="list-style-type: none"> • Case management provided by CAA and Domestic Harmony • King’s Kupboard • Word of mouth among clientele • St. Peter’s Medical Clinic • Veteran’s Administration • Salvation Army • Service directories • Network of service providers and agency personnel • United Way and Community Foundation • Mental health triage through HCHC 	<ul style="list-style-type: none"> • Transportation (H) • Financial management/credit repair/budgeting (H) • Access to resources—DHS, LifeWays, food pantries other than King’s Kupboard), transportation(no weekend transportation and limited boundaries), no “one-stop shop” for services (M) • Lack of personal documentation (M) • Jobs with a living wage (e.g. \$16/hour for a family of three) (H) • Substance abuse services (inpatient and outpatient) (M) • Dental services/limited medical care (M) • Inpatient mental health services (L) • Expanded referral network—CHA, MSU-Extension, food pantries, DHS (M) • Access to emergency funds (H) • Affordable housing (H) • Affordable child care (L) • Lack of comprehensive coordination of services (M) • Lack of disclosure of resources (L) • Public awareness/involvement (M)

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

Supportive Housing

Defined as: Housing linked with social services tailored to the needs of the population being housed. Supportive services can be either on-site or off-site. Housing and supportive services are interdependent; both are less effective in the absence of the other.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Disabled individuals—developmentally, physically, mentally • Seniors • Adults, including veterans • Teens 	<ul style="list-style-type: none"> • Five (5) Housing Choice Vouchers – Homeless Preference 	<ul style="list-style-type: none"> • Through CAA Housing Case Manager 	<ul style="list-style-type: none"> • Lack of dedicated and sustainable supportive housing units (H)

Public Housing

Defined as: Housing that is built, operated, and owned by a government and that is typically provided at nominal rent to the needy. Note: Credit history and criminal background are considered when determining eligibility for public housing

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Seniors • Low income (\$32,000/annually for a single individual in Hillsdale County) • Disabled • Families with children • Single adults 	<ul style="list-style-type: none"> • Hilltop Apartments run by the Hillsdale Housing Commission 	<ul style="list-style-type: none"> • Once housed in public housing, access to resources and services is automatic. • Advertising • Senior Center • CAA • Domestic Harmony • Samaritan Place • Management of apartment complexes 	<ul style="list-style-type: none"> • Need for more public housing units (H) • Financial management, credit counseling/repair & budgeting assistance (M) • Inadequate transportation (M) • Access to medical/dental services (L) • Jobs that provide a "living wage" (H) • Substance abuse services (M) • Mental health services (L) • Safe & affordable housing (L) • Safe & affordable child care (L)

Subsidized Housing

Defined as: Housing in which tenants pay less than the going market rate for rent. Subsidized housing receives financial assistance from a government or other public entity to build or operate the development, or to help pay for some of the rent and utility costs. Rent prices are typically set or approved by the entity that provides the financial support. People who meet specified household-income guidelines are eligible to live in subsidized housing. Note: Credit history and criminal background are considered when determining eligibility for subsidized housing.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Single female headed households • Seniors • Disabled persons receiving SSI • Unemployed/underemployed 	<ul style="list-style-type: none"> • Apt. complexes • Department of Human Services (DHS) • Meals-on-wheels through Hillsdale County Senior Center • CHS, Healthy Beginnings • Food pantries • St. Peter's Medical Clinic • Counseling—domestic violence, AA, NA, faith based • Financial—SSI, public assistance • Legal services • Case management—referrals and advocacy • Mental health services • Clothing • Limited transportation • Education advocacy • MI Works!—employment and training • Life skills/parenting skills • Vouchers 	<ul style="list-style-type: none"> • Tenants are not necessarily seeking services. • DHS • Management of Apartments. 	<ul style="list-style-type: none"> • Need for more subsidized housing units (H) • Financial management, credit counseling/repair & budgeting assistance (M) • Inadequate transportation (M) • Access to medical/dental services (L) • Jobs that provide a “living wage” (H) • Substance abuse services (M) • Mental health services (L) • Safe & affordable housing (L) • Safe & affordable child care (L) • Apartment management unaware or unwilling to inform tenants of available resources(M)

Affordable Housing

Defined as: A commonly accepted standard for affordability is that a household's monthly housing costs should not exceed 30 percent of its monthly net household income. Housing is considered "affordable" if it would meet this 30 percent standard for families considered "low-income," meaning they earn below 80 percent of the area median income (AMI).

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Single families • Working poor • Multi-family • Seniors • Note: Affordable housing programs are available to those earning 60% of area median income (AMI is currently \$40, 300) 	<ul style="list-style-type: none"> • St. Peter's Medical Clinic • Possibly some child care assistance • Multi-family, tax credit apartment complexes 	<ul style="list-style-type: none"> • Resource Guide • Service Providers • Medical professionals • Landlords 	<ul style="list-style-type: none"> • Child care assistance (M) • Health insurance (H) • Jobs with a "living wage"(H) • Budgeting/credit/financial counseling & management (H) • Substance abuse services (L) • Mental health services (L) • Adequate transportation (M) • Apartment management unaware or unwilling to inform tenants of available resources (M) • Those at 200% of poverty level and above do not qualify for the majority of services (M)

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

Rental Housing

Defined as: Traditional, market-rate rental property commonly owned and managed by private landlords.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Multi-family <ul style="list-style-type: none"> • Single adults • Single family • Seniors • Working poor • Domestic Violence— Women and children • Women and Children • Substance abusers • Institutionally discharged • Mentally ill • Unmarried couples with or without children • Those not ready or interested in home ownership • Precariously housed 	<ul style="list-style-type: none"> • There are no resources targeted to this population in Hillsdale County • Low income individuals/families may be eligible for other programs 	<ul style="list-style-type: none"> • Resource Guide • Medical professionals • Service providers • Landlords 	<ul style="list-style-type: none"> • Housing inspections (H) • Inadequate code enforcement (H) • Financial management & budgeting (M) • Credit repair (H) • Child care assistance (M) • Health insurance (H) • Jobs with a “living wage”(H) • Paying too much as a percentage of income for housing (H) • DHS assistance denied because rent is too high (H) • Budgeting/credit/financial counseling & management (H) • Substance abuse services (L) • Mental health services (L) • Adequate transportation (M)

First-Time Homebuyer

Defined as: A household that has not owned its principal place of residence within the previous three years.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Young married couples/families • Single women with children • Adult men • Unmarried couples with or without children 	<ul style="list-style-type: none"> • Individual Development Accounts (IDA) • Fannie Mae • Homebuyer Counseling • Homebuyer Purchase Rehabilitation (Jonesville) • Zero down payment loans through MSHDA • HUD • Habitat for Humanity 	<ul style="list-style-type: none"> • Financial institutions • CAA • Word of mouth • Realtors • Legislators • Self referral 	<ul style="list-style-type: none"> • Financial management services for non program participants (L) • Safe & affordable child care (M) • Home maintenance training (M) • Affordable maintenance services (M) • “Tool closet” available for borrowing tools for maintenance (L)

Move-Up/Long Term Homeownership

Defined as: A successful homeowner looking to upgrade into a larger or more suitable home.

POPULATION	EXISTING RESOURCES	LINKS TO RESOURCES	UNMET NEEDS/GAPS (High, Medium or Low Priority)
<ul style="list-style-type: none"> • Young professionals with or without children • Retirees • Middle aged families 	<ul style="list-style-type: none"> • Home equity loans • Favorable loan terms • VA loans • Better insurance rates/multiple policy discounts • Housing choice • Equity/personal financial resources • Homeowner Rehabilitation program 	<ul style="list-style-type: none"> • Financial institutions • Realtors • Self referral • Legislators 	<ul style="list-style-type: none"> • Not eligible for income based programs (L) • Lack of high paying jobs (H) • Inability to appropriately maintain home (M) • Job security (H)

In identifying the unmet needs and gaps at each level of the housing continuum, the HCHCofC is able to prioritize its strategic planning goals.

CURRENT VS IDEAL MODELS FOR HOUSING A HOMELESS CLIENT

Members of the HCHCofC created a visual model to describe how the homeless in Hillsdale County access existing resources. Chart 1 shows the process through which a homeless client receives some form of housing. If this model appears confusing, imagine what it must be like to actually have to navigate through the system to obtain housing. A number of challenges with the current system were identified by Continuum members. These include, but are not necessarily limited to:

- Temporary shelter offered through the Salvation Army is limited to one time per year.
- The homeless client is housed at a motel and intake is completed by motel personnel.
- No transportation is provided to assist client in accessing the motel.
- There is no way to track homeless clients once their temporary housing stay expires unless they are connected to DHS or CAA.
- DHS offers very limited hours for taking applications for financial assistance and services from homeless clients.

Chart 2 depicts an ideal model for housing and services. There would be a single point of entry to apply for and receive benefits. This model would ideally house representatives from various resource providers to allow for a “one-stop” approach to providing housing to the homeless.

Chart 1: Existing Model for Providing Housing

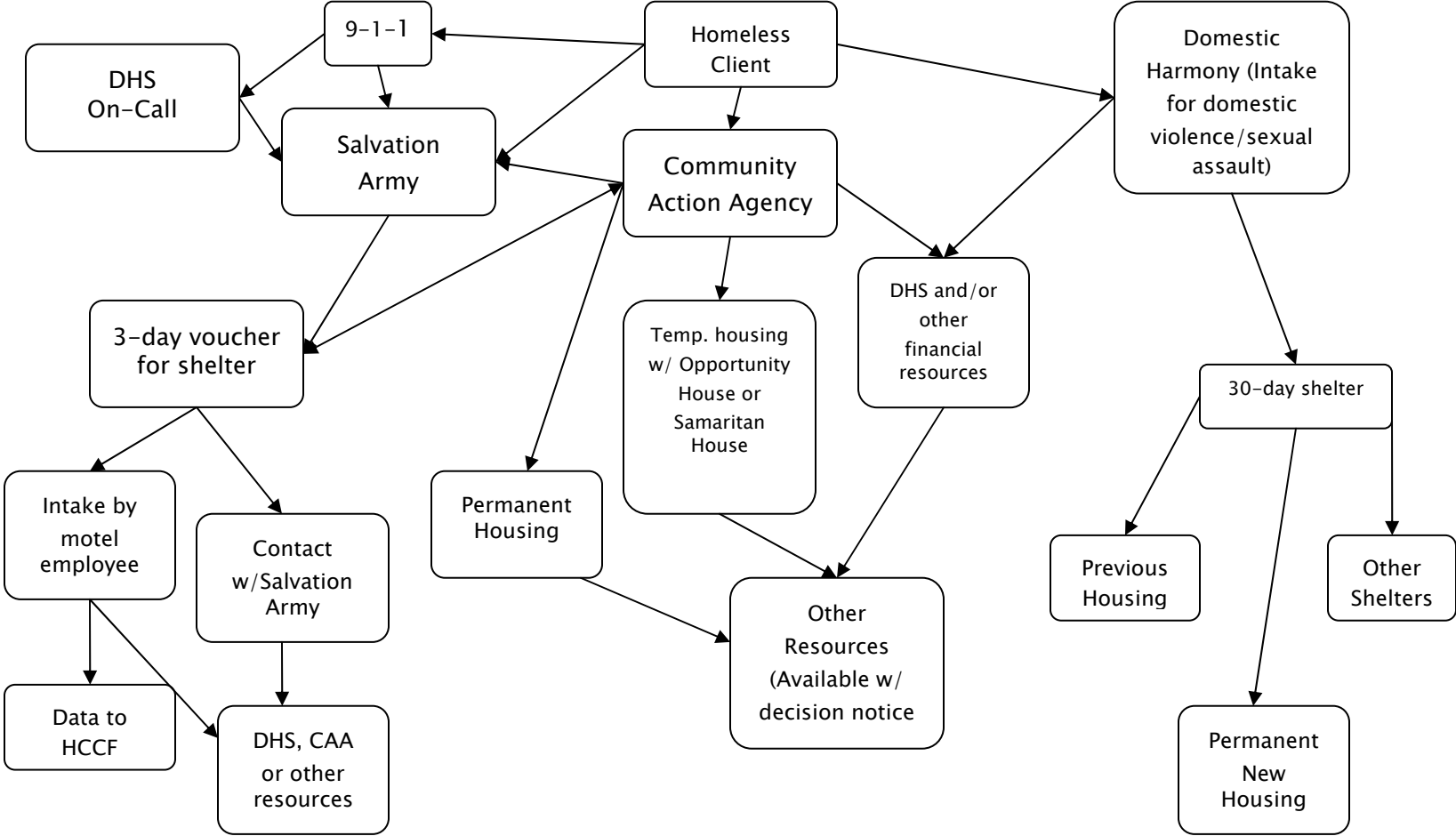
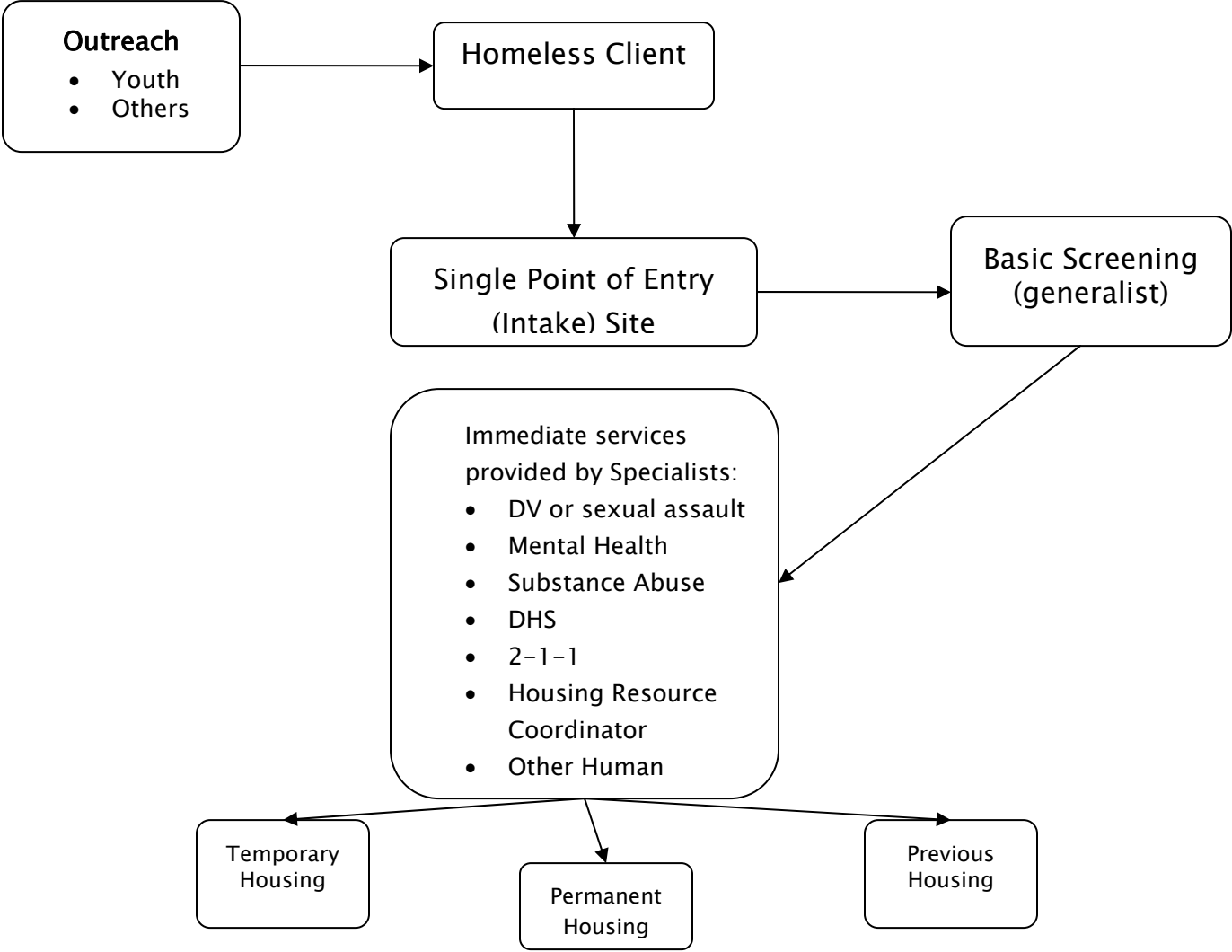


Chart 2: Ideal Model for Providing Housing and Support Services



VISION FOR HILLSDALE COUNTY IN 2016

- A sufficient number of safe and affordable housing units will be available.
- There will be seamless and immediate access to housing.
- There will be seamless and immediate access to supportive services and resources.
- Rents will be flexible and appropriately aligned with current area median income.
- Creative financing options and financial management services will be available for those seeking first-time homeownership.
- A county-wide public transportation will exist.

PART II: STRATEGIC DIRECTIONS AND WORK PLANS

RESOURCES AND FUNDING

Goal: Resources and funding will be located, obtained and/or developed that will prevent and end homelessness in Hillsdale County. A program of sustainable and effective advocacy at the local and state levels will be developed to increase and maintain resources for best practices housing and homelessness prevention programs. The return on investment (ROI) will be measured to validate support of new and existing resources.

Objectives	Action Steps	Person(s) Responsible	Desired Outcomes and Measurements	Completion Date
<ol style="list-style-type: none"> 1. Measure the true costs of homelessness to the community. 2. Communicate the costs and impact of homelessness to the community's "bottom line". 3. Create public will to implement best practices and models used in other communities with similar population, demographics, and economic conditions. 4. Create new partnerships among public and private stakeholders and organizations to implement best practices that support housing and homeless initiatives. 5. Create accountability standards for the HCHCoC and service providers that are aligned with the community vision of ending homelessness. 	<ul style="list-style-type: none"> • Identify funding to employ an HCHCoC Coordinator and experts/consultants to: Define costs of homelessness, both direct and indirect, to the community, schools, hospital, law enforcement, foster care facilities, etc. Develop a return on investment model. Collect data. Develop report. • Analyze current distribution of resources and return on investment to determine strengths and weaknesses of existing programs and services. • Convene meetings with providers, consumers, community members and elected officials to gain agreement regarding accountability standards. • Identify tools to increase and/or create funding and resources. 	<ol style="list-style-type: none"> 1. HCHCoC Coordinator and Consultant/expert 2. HCHCoC members 3. Community champions 4. HCHCoC members 5. Community consortium 	<ul style="list-style-type: none"> • Viable return on investment and data collection system. • Funding received for new and existing housing and homelessness prevention programs. • New models identified and implemented. • New public/private/provider partnerships. • Vibrant consumer/community participation. 	<ol style="list-style-type: none"> 1. October 2007 2. Start date: October 2007 3. October 2008 and on-going 4. Start date: October 2008 5. Start date: June 2007

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

MOBILIZING THE COMMUNITY

Goal: A community-wide effort to prevent and end homelessness must be implemented and include the widespread involvement of both public and private individuals and organizations. A community-wide awareness of the issues surrounding homelessness must be achieved. The citizens of Hillsdale County must acknowledge the problems faced by the homeless and/or precariously housed.

Objectives	Action Steps	Person(s) Responsible	Desired Outcomes and Measurements	Completion Date
<ol style="list-style-type: none"> 1. Educate and inform the public of the scope of the problem of homelessness in Hillsdale County. 2. Assist the community in changing the vision of homelessness from traditional stereotypes and "Hollywood" images of homelessness to what actually exists in Hillsdale County. 3. Engage elected officials in solving the problem. 4. Involve consumers/clients and homeless service providers to promote awareness of housing/homeless issues. 	<ul style="list-style-type: none"> • Collect homelessness data and develop marketing materials. • Establishing target audiences for presentations and discussions. • Get the word out. • Identify state and local champions and policy makers to actively promote and support the work to end homelessness. • Identify and analyze current "best practices" used by providers and other communities of similar size, economic conditions and demographics. • Utilize Hillsdale College marketing classes and SOAR students, as available, for development of target audiences, marketing material and research. • Develop a speaker's bureau and Power Point presentations. • Present data to target audiences on a regular basis. • Engage HCHCoC inactive members and cultivate new members. 	<ol style="list-style-type: none"> 1. HCHCoC coordinator. 2. HCHCoC members, as appropriate. 3. HCHCoC Chair. 4. CAA Housing Case Manager, Domestic Harmony staff and Salvation Army support staff. 	<ul style="list-style-type: none"> • Improved public awareness of homelessness as determined by random sample surveys and focus groups. • Increase in funding, donations and volunteerism for providers and organizations serving the homeless and/or precariously housed. • Evidence of awareness and support by elected officials in new or revised public policy and initiatives. • Increase in supportive services to those identified in HMIS data. • Increased availability of data, marketing materials and resource information for presentations to target audiences and the community at large. 	<ol style="list-style-type: none"> 1. Start date of 3/2007. Education will be continuous. 2. 3/2008 3. Start date of 3/2007. On-going with each election cycle. 4. Start date of 3/2007, and on-going.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

PUBLIC POLICY OPTIONS

Goal: Effective public policy must include effective outcomes, as it relates to ending homelessness. Strong and positive relationships with policy makers at all levels of government must be established and maintained by members of the HCHCofC and service providers. The HCHCofC and service providers must be recognized as the experts regarding homeless issues so that policy makers seek input from them as new policy is created.

Objectives	Action Steps	Person(s) Responsible	Desired Outcomes and Measurements	Completion Date
<ol style="list-style-type: none"> 1. Develop a consistent, fact-based message about homelessness and its impact in Hillsdale County, and a system to deliver the message. 2. Develop a system to include input from consumers, clients and the community. 3. Advocate on behalf of ending homelessness on a consistent basis. 	<ul style="list-style-type: none"> • Identify key decision makers and policy makers at all levels of government as well as public and private organizations. • Cultivate relationships with decision makers where they are lacking. • Convene regular community stakeholder meetings. • Conduct focus groups with consumers on a regular basis. • Utilize Hillsdale College marketing classes and SOAR students to conduct surveys. • Write policy papers/white papers to send to local and state policy makers. 	<ol style="list-style-type: none"> 1. HCHCofC members 2. HCHCofC coordinator 3. HCHCofC members, consumers and stakeholders 	<ul style="list-style-type: none"> • Shift in policy toward acknowledging homelessness as measured by media/press coverage, public meetings and policy analysis. • Shift in public awareness as shown by a survey participation rate of 50% or higher. • Positive and consistent contact with service providers and HCHCofC by policy makers. • Attendance by policy makers at HCHCofC meetings and homeless events. 	<ol style="list-style-type: none"> 1. June 2007 2. Start date of August 2007 3. Immediate and ongoing

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

ANNUAL ACTION PLANS

Goal: The 10-year plan to End Homelessness will be reviewed on an annual basis, and annual action plans and strategies developed. The annual action plans will provide the necessary sustainability to effectively end homelessness and the flexibility to create strategies that are appropriate to the existing conditions of the community. These plans will be widely distributed to the community, providers and policymakers.

Objectives	Action Steps	Person(s) Responsible	Desired Outcomes and Measurements	Completion Date
<ol style="list-style-type: none"> 1. Create a process of self-evaluation providing accountability for the HCHCofC, service providers, clients and the community at large. 2. Create a system to evaluate each year's plan against other community plans, (e.g.: economic development, countywide strategic plan, etc.) 3. Create a consistent and sustainable system to distribute and communicate the annual action plans and outcomes. 	<ul style="list-style-type: none"> • Identify and review existing plan evaluation tools. • Select appropriate tool and apply to plans. • Create measurable outcomes in the development of each goal and objective. • Collect and review other community plans. • Conduct annual review of needs, resources and gaps. • Create a marketing committee of the HCHCofC. 	<ol style="list-style-type: none"> 1. HCHCofC coordinator. 2. HCHCofC coordinator. 3. HCHCofC Marketing Committee. 	<ol style="list-style-type: none"> 1. Documented procedure for annual plan evaluation will be adopted and used by the HCHCofC. 2. Annual plans will be reviewed and updated each year. 3. The annual action plans will be distributed throughout the community. 4. Local efforts and resources will be focused where needed. 	<ol style="list-style-type: none"> 1. June 2007 2. June 2007 3. October 2007 and on-going

Appendix 1 Hillsdale County Housing Continuum of Care Five Years in Review

2000 - YEAR ONE:

Established the Continuum based on HUD mandate.
Reviewed scores of documents pertaining to the Continuum model.
Through consensus, created our Vision Statement:

“The Hillsdale County Housing Continuum of Care is committed to assisting individuals and families through greater housing opportunities. Toward this end, the Hillsdale County Housing Continuum of Care will encourage improvement of quality of life through community development.”

Decided to meet monthly and create By-Laws. A sub-committee was created, and By-Laws were recommended, including voting privileges in August of 2000, as follows:

“Following the membership committee meeting of August 15th, the committee has elected to recommend using the Oakland County Continuum of Care membership model. Specifically, the Oakland County model regarding voting rights and responsibilities and membership. Membership is open, but attendance at the Annual, Gaps Analysis review and Project Prioritization meetings is required to ensure voting privileges. One vote is allowed per agency or organization.”

The existing Continuum members issued an invitation to the stakeholders throughout the community to attend regular meetings, and our First Annual Meeting, which was held on October 17th, 2000.

The first slate of officers were:

Patrice Hudson, Chair
Sue Fulton, Vice-Chair
Julie North, Secretary

Meeting Date	Main Topics of Meeting
5/12/00	Purpose & development of Continuum.
6/9/00	Membership, structure, by-laws.
7/14/00	Vision statement and membership committee.
8/18/00	Reviewed other Continuum by-laws, reviewed MSHDA training.
9/19/00	Further by-law development, Gaps Analysis process.
10/17/00	Annual Meeting; adopted by-laws, elected Executive Committee.
11/28/00	Report from Gaps Analysis Committee, by-laws.
12/13/00	Progress report from Gaps Analysis Comm., and MSHDA ESG.
1/23/01	Completed Gaps Analysis.
1/31/01	Strategic planning.
2/2/01	Project prioritization and allocation hearing.
3/13/01	Gaps Analysis process improvement, by-laws.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

2001 – YEAR TWO

Following attendance at a MSHDA-sponsored Continuum of Care Planning training, the Continuum embarked on its first Data Collection effort.

Believing that we could spread our collection efforts over a two-week timeframe, we selected January 1 – 14 as our target period.

This first effort, in the incredibly capable hands of Kathy Koshelnyk produced an amazing amount of data and a thoughtful and thorough picture of homelessness in Hillsdale County.

Using this critical data, the Continuum selected two projects for which to apply for funding: Domestic Harmony in the amount of \$21,375.00 and CAA in the amount of \$22,875.00:

“Domestic Harmony is seeking to use ESG monies to support current emergency shelter operations and to provide homelessness prevention services. They have also devised a system to provide rental subsidies for the first three months following exit for eligible clients leaving the shelter. “

“Community Action Agency proposes to use MSHDA ESG funds for the following: Supplemental funding to support a full-time Housing Case Manager and Homelessness Prevention Funds to support emergency direct assistance.

Lack of case management for housing issues was repeatedly cited as a need through the Gaps Analysis and Strategic Planning processes of the Continuum. The next logical step for CAA is to provide housing case management services, as an enhancement of its current housing programs. “

In February of 2001, the HCHCoFC submitted its first ever Continuum of Care Planning Document. Continuum goals included establishing the Homeless and Runaway Youth, Housing Retention and Transitional Housing Workgroups.

Our second annual meeting was held on October 25, 2001. Second year officers were:

Patrice Hudson, Chair
Al Cousino, Vice-Chair
Renee Batt, Secretary

Meeting Date	Main Topics of Meeting
3/13/01	Review Strategic Plan and CofC Plan
4/25/01	Proposed by-law changes, plan for committee assignments, ESG
5/23/01	ESG status, MSHDA updates
6/20/01	Data Collection forms, nominations for secretary, new housing initiatives, committee assignments
8/16/01	Hillsdale County CDBG proposal, member updates, committee assignments
9/25/01	Workgroup reports; Transitional Housing, Homeless/Runaway Youth, Housing Retention, planning for annual meeting, officer nominations
10/25/01	2 nd Annual Meeting; officer nominations and elections, annual report, workgroup reports
11/29/01	Workgroup reports, schedule Point-in-time data collection, schedule Gaps Analysis, Strategic Planning and Project Prioritization meetings
2/5/02	(Re-scheduled from 1/31/01 due to weather) Gaps Analysis and Strategic Planning meeting
2/7/02	Project Prioritization – 2002 CofC Plan

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

2002 – YEAR THREE

After learning of a pilot grant program available through MSHDA, the HCHCoC established a workgroup to review feasibility.

The project, the Rural Homeless Initiative, received great support and Opportunity House was born. Hillsdale’s Continuum was one of thirteen projects to receive funding throughout the state of Michigan; award amount: \$30,000.00

Trinity Lutheran Church (TLC) elected to convert their 4-bedroom, former parsonage into a transitional housing facility for homeless women and children. TLC initiated its project with no state or federal dollars. The Homeless/Runaway Youth workgroup began exploring alternatives to homelessness. Lutheran Social Services of Michigan presented their Youth Independent Living Skills program.

Al Cousino completed a rental study of housing units throughout the county.

Project Priority was awarded to both CAA and Domestic Harmony to continue their ESG-funded projects; CAA received \$22,000.00 and DH \$21,400.00.

The 2002 Continuum of Care Planning Document was submitted. Goals for the year included continued development of the Opportunity House and Samaritan Place projects, support of the county-wide Homeowner Assistance Program (homeowner rehabilitation loan project), and further development of housing retention strategies.

The third annual meeting was held on October 24th, 2002. Third year officers were:

Patrice Hudson, Chair
Al Cousino, Vice-Chair
Terry Vear, Secretary

Meeting Date	Main Topic(s) of General Meeting or Work Group
2/5/02	WORKGROUP: Homeless/Runaway Youth.
2/7/02	GENERAL: Project Prioritization; Review and approve project proposals.
3/14/02	GENERAL: Review of Strategic Plan; Review CofC plan; establish regular meeting and workgroup meeting schedule.
3/18/02	WORKGROUP: Transitional Housing – Samaritan Place
3/22/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
4/4/02	WORKGROUP: Housing Retention
4/8/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
4/15/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
4/25/02	GENERAL: ESG status report; workgroup progress reports; CDBG update; HMIS report.
4/26/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
5/11/02	WORKGROUP: Transitional Housing – Samaritan Place
5/13/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
5/23/02	GENERAL: HMIS Report from Rich LaPratt; Workgroup progress reports; ESG program updates; Affordable Housing conference and MSHDA training; Rural Homeless Initiative review.
6/6/02	WORKGROUP: Housing Retention
6/20/02	GENERAL: HMIS Report/Q&A; Workgroup progress report
7/16/02	WORKGROUP: Housing Retention
7/29/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
8/15/02	GENERAL: Workgroup progress reports; ESG updates; Data Collection Committee/Point-in-Time planning; Rural Homeless Initiative update.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

8/28/02	WORKGROUP: Transitional Housing – Rural Homeless Initiative
9/26/02	GENERAL: LSSM – Youth Independent Living Services presentation; Data Collection Committee update.
10/10/02	WORKGROUP: Homeless/Runaway Youth
10/24/02	GENERAL: THIRD ANNUAL MEETING; Review of MSHDA changes to CofC planning process; Officer nominations & elections; Schedule Gaps Analysis and Project Prioritization meetings.
11/01/02	WORKGROUP: Transitional Housing – Samaritan Place and Opportunity House
12/12/02	GENERAL: Gaps Analysis review; workgroup progress reports; 2003 CofC Plan Development.
1/16/03	GENERAL: Project Prioritization; workgroup reevaluation; agency proposals and funding approvals.
1/23/03	WORKGROUP: All workgroups met to develop 2003 action plans and schedule regular meetings.

2003 – YEAR FOUR

MSHDA provides training and updates on the HUD-mandated HMIS requirement. HCHCofC elects to be among the last in the state to implement.

HUD announces the elimination of “Chronic Homelessness” as its priority goal for the foreseeable future; at least the next ten years. “Chronic Homelessness” is defined as “Unaccompanied single adults with a disabling condition who have been consistently homeless for more than a year, or who have been homeless for at least 4 periods during the prior 3 years.”

The HCHCofC elects to submit an application directly to HUD for supportive housing dollars. A collaboration between Domestic Harmony and CAA is submitted to provide long-term leasing assistance, coupled with case management for women and children transitioning out of the shelter. The grant is denied, but the Continuum learns a great deal through the process.

“No Child Left Behind” includes specific language and requirements for schools. The HCHCofC prepares and makes a presentation on the issue at the Hillsdale County Schools Superintendents meeting.

CAA, on behalf of the HCHCofC, submits and receives an HCCF grant to pilot the LSSM, Youth Independent Living Skills (YILS) program in Hillsdale County. The grant will fund 10 youth for a fifteen-week program.

MSHDA announces its intention to require Continua to submit their planning documents for a two-year period, versus one per year. Plans must include priority to fund ESG and Rural Homeless Initiative for the two year period.

The Hillsdale CofC plan for 2003-2005 is submitted with project funding approved for CAA (\$22,400), Domestic Harmony (\$22,300) and Opportunity House (\$30,000).

Goals for the upcoming, two-year period include the implementation of the YILS program, increased focus on Permanent Supportive Housing and recruitment of other faith-based organizations to replicate the Samaritan Place model.

Pastor Julie Carey and Tim Morrison were each awarded the CAA “AdvoCAT” in recognition of their devotion to the issue of homelessness.

The Hillsdale County Community Foundation YOUTH prepare and participate in a “Box City” demonstration on the courthouse lawn to bring attention and awareness to the plight of Hillsdale County homeless.

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

The Fourth Annual meeting is held on October 23rd, 2003 and included a presentation on successful permanent supportive housing models by Michael Appel of Avalon Housing in Ann Arbor. Fourth year officers were:

Patrice Hudson, Chair
Lesia Pikaart, Vice Chair
Al Cousino, Secretary

Meeting Date	Main Topic(s) of General Meeting or Work Group
6/23/03	WORKGROUP: Executive Committee - Review of HUD/SHP documents; technical assistance from MCAH.
6/26/03	GENERAL: Presentation from LSSM regarding Homeless/Runaway Youth project; Workgroup progress reports; Review of McKinney-Vento act as pertains to education.
7/14/03	WORKGROUP: Homeless/Runaway Youth - Discussion with LSSM to arrange Youth Independent Living Skills project schedule.
7/24/03	WORKGROUP: HMIS Review and discussion.
8/5/03	WORKGROUP: Transitional Housing – Review of 2002 goals; discussion of 2003 goals and action steps.
8/6/03	WORKGROUP: Homeless/Runaway Youth – McKinney-Vento presentation to county school superintendents.
8/28/03	GENERAL: SHP Update; Rural Homelessness Task Force information; HCCF Youth Action Committee Project/Homeless Awareness Week; RCDI Project Good Start/Community Development in Small Towns.
9/9/03	WORKGROUP: Housing Retention – Compile list of subsidized housing units and management companies in preparation for survey.
9/15/03	WORKGROUP: Homeless/Runaway Youth – selection of guest speakers for YILS project.
9/15/03	WORKGROUP: Transitional Housing – Review of housing policies; Housing First philosophy.
9/25/03	GENERAL: HCCF Youth Action Committee Homeless Awareness Project discussion; Annual meeting planning; workgroup updates.
9/28/03	WORKGROUP: Homeless/Runaway Youth – Presentation to HCCF Youth Action Committee; homeless stats, data for Hillsdale County.
10/01/03	WORKGROUP: Homeless/Runaway Youth – Implementation of YILS project.
10/07/03	WORKGROUP: Transitional Housing – Goals and objectives development.
10/07/03	WORKGROUP: Housing Retention – Development of survey tool for causes of eviction.
10/23/03	GENERAL: Fourth Annual Meeting with special guest Michael Appel of Avalon Housing; Presentation on Permanent Supportive Housing in Ann Arbor; election of officers.
11/5/03	WORKGROUP: Housing Retention – Completion of eviction

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

	status survey tool and contact list.
11/10/03	WORKGROUP: Data Collection/Gaps Analysis – Planning for 2003/04 Point in Time.
11/10/03	WORKGROUP: Homeless/Runaway Youth – Review YILS schedule and referral process.
11/20/03	GENERAL: Statewide data collection initiative – Point In Time; Funding updates; ESG; Rural Homeless Initiative; critical Needs; HMIS implementation; HCCF Youth activity – Homeless Awareness; 2004-05 Continuum of Care Planning Document.
12/12/03	WORKGROUP: Data Collection/Gaps Analysis – Planning for January Point-in-Time in conjunction with statewide plan.
12/18/03	GENERAL: Workgroup reports: Homeless/Runaway Youth, Transitional Housing, Housing Retention; Update on Hillsdale County data collection initiative; Point In Time survey review; HCCF Youth activity – Homeless Awareness week update and report.
01/08/04	WORKGROUP: Data Collection/Gaps Analysis – presentation to local law enforcement agency Police Chiefs requesting participation in Point-in-Time Survey and data collection.
01/22/04	GENERAL: Workgroup updates/reports; Point-in-Time update.
01/22/04	WORKGROUP: Data Collection/Gaps Analysis – Finalize plans for January Point-in-Time.
02/04/04	WORKGROUP: Transitional Housing – Goal and action plan review.
02/12/04	WORKGROUP: Data Collection/Gaps Analysis – Review of Point-in-Time data; discussion of gaps and impact on CofC planning.
02/26/04	GENERAL: Review of draft 2004 CofC plan update.
03/04/04	WORKGROUP: Transitional Housing – Review of data/gaps analysis; development of goals and action steps.
03/25/04	GENERAL: Discussion of HUD SHP debriefing on 2003 Plan submission; Preliminary presentation on new HCCF Youth Action Committee project for homelessness awareness.

2004 – YEAR FIVE

Based on new understanding of HUD Point-in-Time data collection process, the HCHCofC works to comply. Local law enforcement agencies agree to participate in a January Point-in-Time count. HCHCofC members train law enforcement officers in the dissemination and collection of survey data.

The Hillsdale County Community YOUTH once again adopt homelessness as their social issue. Planning begins on a “Homeless Survivor Challenge” in which the HCCF youth and adult sponsors will live as homeless families for a period of 48 hours in the city of Hillsdale.

The HCCF Youth receive state recognition and an award for their efforts, through the Michigan Council of Foundations.

MSDHA debriefs the HCHCofC on their latest CofC Plan. The HCHCofC continues to receive high praise from the State of Michigan for the quality and implementation of its plans.

The YILS project is completed with seven youth graduating from the program. One, additional youth participated; the first 18-year old resident of Opportunity House.

The HCHCofC agrees to submit to HUD for a supportive housing grant. This year’s submission includes three projects, in order of priority: Community Action Agency to serve single adults with leasing assistance and case management, Hillsdale County Community Foundation to support HMIS

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

implementation and coordination, and Domestic Harmony to expand its leasing assistance program and provide case management.

The chair of the HCHCofC is asked to sit on a statewide Policy Academy for Homeless Families and Children.

The HCCF, in collaboration with the HISD debuts its video of the Homeless Survivor Challenge.

Since its inception in 2000, the HCHCofC has brought in over \$209,000 for the prevention and treatment of homelessness in Hillsdale County. This figure does not include the countless in-kind donations of food, personal goods and furniture to both Samaritan Place and Opportunity House, the countless volunteer hours of its members, and the time, energy and money invested by the HCCF YOUTH through their awareness projects.

Future challenges for our continuum are:

Meeting the needs of homeless in Hillsdale County, despite the HUD priority.

Implementation of the HMIS.

Diversifying funding to continue existing programs and implement new.

Developing a strategy to address Permanent Supportive Housing.

A special and heartfelt THANK YOU to all the Continuum members, past and present who have given so much of themselves and their respective organizations to address the issue of homelessness in Hillsdale County.

Appendix 2
2005-06 CofC Planning Document: Local Action Strategy – Short-Term

Goal ("What" are you trying to accomplish)	Action Steps ("How" are you to go about accomplishing it)	Responsible Person/Organization ("Who" is responsible for accomplishing it)	Target Dates (mo/yr will be accomplished)
Goal 1: Enhance quality of data available for planning and response to all homeless populations.	<ol style="list-style-type: none"> 1. Designate dedicated agency to facilitate the design and implementation of a countywide HMIS. 2. Develop training and data-gathering component for HMIS that includes but is not limited to capture of data on chronically homeless populations. 3. Develop and implement strategy to launch countywide HMIS. 	<ol style="list-style-type: none"> 1. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino) 2. HMIS Workgroup Chair, (K. Koshelnyk) 3. HMIS Workgroup (K. Koshelnyk) 	<p>June, 2005</p> <p>June, 2005</p> <p>October, 2005</p>
Goal 2: Increase effectiveness of outreach and linkage to Mainstream Resources for chronically homeless populations.	<ol style="list-style-type: none"> 1. Identify barriers to accessing mainstream resources for chronically homeless populations. 2. Develop strategies for increasing rural outreach and support activities for chronically homeless adults. 3. Initiate outreach and support initiative 	<ol style="list-style-type: none"> 1. Permanent Supportive Housing Workgroup 2. Permanent Supportive Housing Workgroup 3. Community Service providers, (LifeWays – L. Pikaart) 	<p>1. Nov., 2005</p> <p>2. February, 2006</p> <p>3. May, 2006</p>
Goal 3: Increase effectiveness of HCHCofC as vehicle for countywide housing and community development.	<ol style="list-style-type: none"> 1. Expand stakeholder membership in HCHCofC by recruiting at least three new members representing local units of government, health care and/or other faith-based organizations. 2. Develop strategy for broader dissemination of Point-In-Time data and subsequent gaps analysis, to local planning bodies. 3. Support housing and community development efforts of local planning groups by acting as information and technical assistance resource. 	<ol style="list-style-type: none"> 1. Executive Committee, (P. Hudson, L. Pikaart, A. Cousino) 2. Chair of HMIS/Data Collection Committee, (K. Koshelnyk) 3. HCHCofC Chair, (P. Hudson) 	<p>Oct., 2005</p> <p>January, 2006</p> <p>July, 2005 and on-going</p>
Goal 4: Increase mainstream resource coordination in responding to the	<ol style="list-style-type: none"> 1. Develop strategy to deliver cross-systems trainings and/or workshops for increasing integration of housing and human services. 2. Expand working relationship 	<ol style="list-style-type: none"> 1. Permanent Supportive Housing/Housing Retention Workgroup Chair, L. Pikaart) 	<p>Sept, 2005</p> <p>October, 2005</p>

Hillsdale County Housing Continuum of Care
10-Year Plan to End Homelessness

<p>needs of homeless populations.</p>	<p>between HCHCofC and local school districts to provide for the needs of homeless youth.</p> <p>3. Disseminate “Toolkits” on strategies for mainstream resource integration and collaboration to local human service providers, FBO’s, CBO’s and other stakeholders.</p> <p>4. Expand relationship with local Workforce Development Administration and local providers.</p>	<p>2. Homeless/Runaway Youth Committee Chair, (P. Hudson)</p> <p>3. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino)</p> <p>4. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino)</p>	<p>November, 2005</p> <p>January, 2006</p>
<p>Goal 5: Increase supports for production of permanent supportive housing for homeless persons, (with or without disabilities)</p>	<p>1. Form a workgroup made up of Continuum members and local stakeholders to develop strategies for addressing chronically homeless populations in Hillsdale County</p> <p>2. Identify and deliver to the workgroup, “best practices” strategies and speakers for addressing chronic homelessness in rural areas.</p> <p>3. Utilize HMIS and other data sources to better identify actual number of chronically homeless in Hillsdale County.</p> <p>4. Increase awareness of need for permanent supportive housing in Hillsdale County.</p> <p>5. Facilitate community planning summit on supportive housing development</p>	<p>1. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino)</p> <p>2. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino)</p> <p>3. Chair of the workgroup.</p> <p>4. All Continuum members.</p> <p>5. Workgroup</p>	<p>March, 2006</p> <p>June, 2006</p> <p>November, 2006</p> <p>September, 2006</p> <p>November, 2006</p>
<p>Goal 6: Develop initial recommendations for addressing local institutional discharge planning.</p>	<p>1. Conduct pilot survey of impact of local institutional discharge on emergency shelter admissions.</p> <p>2. Recruit local systems commitment to exploration of discharge planning policy and practice.</p> <p>3. Create multi-disciplinary, local committee on discharge practice and policies.</p> <p>4. Develop local strategy to address institutional discharge within Hillsdale County.</p>	<p>1. Transitional Housing Committee Chair (J. Carey)</p> <p>2. Executive Committee of the HCHCofC, (P. Hudson, L. Pikaart, A. Cousino)</p> <p>3. HCHCofC Chair (P. Hudson)</p> <p>4. HCHCofC Chair (P. Hudson)</p>	<p>July, 2005</p> <p>Nov., 2005</p> <p>January, 2006</p> <p>May, 2006</p>

Appendix 3
2006-2007 Local Action Strategy – Short-Term

Goal ("What" are you trying to accomplish)	Action Steps ("How" are you to go about accomplishing it)	Responsible Person/Organization ("Who" is responsible for accomplishing it)	Target Dates (mo/yr will be accomplished)
Goal 1: Enhance quality of data available for planning and response to all homeless populations.	<ol style="list-style-type: none"> Review six months of data entered into the HMIS system. Develop strategies to expand data collection to include local DHS office. 	<ol style="list-style-type: none"> Susan Stout, Systems Administrator, Hillsdale County Community Foundation HMIS Committee 	<ol style="list-style-type: none"> 07/31/06 12/31/06
Goal 2: Increase effectiveness of outreach and linkage to Mainstream Resources for chronically homeless populations.	<p>Develop Flyers listing available local life skills and other trainings.</p> <p>Make flyers available at food pantries, free clinic, HSN network providers and other contact points.</p> <p>Hillsdale Help Cards will be reviewed for accurate information.</p> <p>Hillsdale Help Cards and other resource information will be updated and distributed to contact points</p> <p>Develop evaluation tool to determine resources are being accessed by target population.</p>	<p>Housing Retention/ Permanent Supportive Housing Committee members.</p>	<p>June 2006</p> <p>July 2006</p> <p>June 2006</p> <p>July 2006</p> <p>July 2006 and ongoing</p>
Goal 3: Increase effectiveness of HCHCofC as vehicle for countywide housing and community development.	<ol style="list-style-type: none"> Expand stakeholder membership in HCHCofC by recruiting at least three new members representing local units of government, health care and/or other faith-based organizations. Develop strategy for broader dissemination of Point-In-Time data and subsequent gaps analysis, to local planning bodies. Support housing and community development efforts of local planning groups by acting as information and technical assistance resource. 	<ol style="list-style-type: none"> Executive Committee, (P. Hudson, L. Pikaart, C. Ludeker) Chair of HMIS/Data Collection Committee, (K. Koshelnyk) HCHCofC Chair, (P. Hudson) and Continuum members 	<p>Oct., 2006</p> <p>January, 2007</p> <p>July, 2006 and on-going</p>
Goal 4: Increase supports for production of permanent supportive housing for homeless persons, (with or	<ol style="list-style-type: none"> Successfully implement the Local Coordinated Action Plan for the Housing Choice Voucher – Homeless Preference Pilot. Evaluate effectiveness of program pilot. 	<ol style="list-style-type: none"> Lead Agency (CAA) with local partner agencies. Lead Agency (CAA) with local partner agencies. 	<p>07/01/2006</p> <p>2/28/2007</p>

Hillsdale County Housing Continuum of Care
 10-Year Plan to End Homelessness

<p>without disabilities)</p>			
<p>Goal 5: Develop initial recommendations for addressing local institutional discharge planning.</p>	<p>1. Secure commitment from local institutions to develop local discharge plans. 2. Review other local plans for best practice models.</p>	<p>1. Discharge Planning Committee members 2. Discharge Planning Committee members</p>	<p>6/01/2006 01/31/2007</p>

Appendix 4 Glossary of Terms

AA—Alcoholics Anonymous
CAA—Community Action Agency
DHS—Department of Human Services
ESG—Emergency Shelter Grant
HCCF—Hillsdale County Community Foundation
HCHCofC—Hillsdale County Housing Continuum of Care
HMIS—Homeless Management Information System
HUD—The US Department of Housing and Urban Development
LSSM – Lutheran Social Services of Michigan
MSHDA – Michigan State Housing Development Authority
NA—Narcotics Anonymous
SSI—Supplemental Security Income
YILS – Youth Independent Living Skills