

**Alliance for Housing**

**Ten Year Plan to End Homelessness**  
April 2012

## **Introduction**

The Alliance for Housing, Oakland County Continuum of Care's Ten Year Plan to End Homelessness reflects the Alliance for Housing's enduring commitment to ending homelessness in Oakland County. In an effort to continue strengthening the County's current efforts to address homelessness, the Alliance for Housing revised its original plan to include an increased emphasis on outcomes-focused solutions and greater alignment with the State of Michigan and Federal Ten Year Plans to End Homelessness. This plan embodies the Alliance for Housing's mission to "bring together stakeholders from the private and public sectors to collectively determine a strategy to end homelessness and increase the supply of sustainable, affordable housing."

The Alliance for Housing is a collaborative body comprised of advocates for people who are homeless and at-risk for homelessness, including representation from service providers, funding agencies, banks, governments, foundations, consumers, and private businesses. Founded in 1987 to obtain statistical data regarding homelessness throughout the county and to create a formal mechanism for better coordination, collaboration, and cooperation, the Alliance for Housing has evolved into a cohesive, established group of advocates working to end homelessness. The Alliance for Housing continues to work toward the goal of providing a human service infrastructure that will afford residents the ability to progress along the continuum of care efficiently in order to achieve personal empowerment, economic independence, and self-sufficiency.

Planning for this document began in 2004 with a comprehensive participatory process that engaged a variety of stakeholders including homeless individuals, educators, government officials, business leaders, real estate developers, homeless service providers, mental health providers and human service agencies. Development of the revised plan drew on multiple documents including the original OCTHA Ten Year Plan, the Alliance for Housing Prevention and Rapid Re-Housing Plan, minutes from the 2009 and 2010 Strategic Planning Retreats, and outcomes data benchmarked by the Project Monitoring and Performance Outcomes Committee.

### **Why a Ten Year Plan for Oakland County?**

Oakland County has long had a designation as one of the wealthiest per-capita income counties in the country. Yet, as with all communities, the economic well being of its residents varies significantly. The economic recession that began in 2008 had an immense impact on Oakland County, as evidenced by increased foreclosure rates and increased rates of homelessness. The foreclosure rate continues to be very high, with one foreclosure for every 330 housing units in Michigan at the end of 2011, illustrating the need for prevention and rapid re-housing services. In addition, from 2007 to 2011, there was a 4% increase in the number of homeless individuals served through Oakland County organizations.

The first Alliance for Housing Ten Year Plan to End Homelessness was created in response to President George W. Bush's initiative to end chronic homelessness. On April 20, 2004, the Taskforce convened a planning meeting to discuss what would be required in the writing and implementation of such a plan. Subsequently, on October 26, 2004, County Executive L. Brooks Patterson announced and pledged his support for the development of a Plan to End Homelessness in Oakland County saying, "If Oakland County can offer a well-spring of career and business opportunities for the vast majority of its citizens, then it has the ability to confront and conquer the problem of homelessness in this county over the next decade." In addition, a community-wide summit attended by over 100 community members and stakeholders was held on November 22, 2004.

The ensuing process to develop a county-wide plan to end homelessness involved stakeholders from categories including elected officials, government departments and agencies from the local and state level, business and civic leaders, law enforcement, media, the medical community,

education, housing developers and service providers, individuals who are or have experienced homelessness, non-profits and foundations, faith based organizations, the mental health authority and its core providers, and the general public. Alliance for Housing members held focus groups consisting of homeless individuals at the Welcome Inn located in Berkley, New Bethel Outreach Ministry for homeless women with children, and with the Oakland County Community Mental Health Authority core providers' case managers. Since then, the Taskforce has held annual planning retreats to review progress toward the Ten Year Plan's goals and revise its strategies. Motivated by a desire to increase outcomes-based services and the release of the first Federal Strategic Plan to End Homelessness in 2010, the Alliance for Housing created this comprehensive revised Ten Year Plan to End Homelessness.

The OCTH believes that reducing homelessness must begin with a strong plan. Guided by this Ten Year Plan, the Alliance for Housing is certain that a reduction of homelessness is an achievable goal in Oakland County. This plan will guide us to provide the most vulnerable members of our community with the outreach, emergency interventions, housing, services, and opportunities for independence they need. Going forward, our plan emphasizes securing and maintaining new commitments and partnerships that bring multiple sectors together to invest in the Alliance for Housing Ten Year Plan. Ultimately, we will realize our goal of reducing homelessness. The collective capacity of our compassion and commitment is greater than the depth of this challenge.

### **Homelessness in Oakland County**

In 2011, there were 3,100 people who were homeless served through Oakland County organizations, according to the Homeless Management Information System. That figure was up from the 2007 figure of 2,959. Of those in the 2011 figure, 6% listed Pontiac as their last permanent Zip code. The pockets of Oakland County with the highest number of people who are homeless are Pontiac, Royal Oak, Ferndale and Waterford Township.

While the number of people who are homeless has increased, there are fewer year-round beds and fewer seasonal beds (at warming shelters for the winter season) available for those who are homeless. In 2007, there were 169 year-round beds and 165 seasonal beds. As of 2011, there were 96 year-round beds and 111 seasonal beds.

Agencies included in the homeless figures (16) HUD and non-HUD funded:

- Baldwin Center
- Catholic Community Response Team
- Common Ground
- Community Homes
- Community Housing Network
- Grace Centers of Hope
- HOPE Hospitality
- HAVEN
- Lighthouse of Oakland County
- New Bethel Outreach
- New Passages
- OLHSA South
- South Oakland Shelter
- Training and Treatment Innovations
- City of Royal Oak
- Salvation Army

## Ten Year Plan Overview

The Alliance for Housing Ten Year Plan is organized by themes. There are seven goals related to housing services provided throughout the county. These focus on effective service delivery and access to both affordable housing and housing services. Within the housing services goal, objectives and strategies for ending homelessness of specific subpopulations are addressed; these subpopulations include chronic homelessness, family homelessness, veteran homelessness, and youth homelessness. The three goals related to capacity building will increase the ability of the Alliance for Housing to operate more effectively in the community. Finally, there are three goals related to ongoing administration of the Alliance for Housing.

### **Theme: Housing Services**

- Goal 1* Collaborate with the local community to identify affordable housing needs and develop strategies to promote affordable housing development and ownership
- Goal 2* Deliver Services through a Coordinated System of Care
- Goal 3* Increase and strengthen the amount of Prevention (both emergency and system wide) and Rapid Re-Housing Services
- Goal 4* Provide Case Management Services that increase program participants' self-sufficiency
- Goal 5* Deliver shelter services that are efficient and promote positive exits

### **Theme: Capacity Building**

- Goal 1* Improve the Objectives of CoC Group
- Goal 2* Improve and Add to Groups Involved
- Goal 3* Improve Engagement and Communication with community members and organizations

### **Theme: Ongoing Administration**

- Goal 1* Ensure effective data collection and outcome reporting through the Michigan Statewide Homeless Management Information System (HMIS)
- Goal 2* Increase Effective Advocacy for and Public Awareness of Homeless Issues

## Theme: Housing Services

### Goal #1 Collaborate with the local community to identify affordable housing needs and develop strategies to promote affordable housing development and ownership

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Update the 2006 Housing Needs Assessment and identify strategies for specific populations including chronically homeless, veterans, and youth	By DATE	Affordable Housing Workgroup	
Utilize updated Housing Needs Assessment to create a strategy for preserving existing affordable housing units and developing new affordable housing units	By DATE	Affordable Housing Workgroup	Advocate for the removal of regulator barriers in the development of affordable housing; meet with policy makers to educate on zoning, accomplishments, etc.
Utilize updated Housing Needs Assessment to create a strategy for developing new affordable housing units	By DATE	Affordable Housing Workgroup	Educate current owners nearing the end of their original commitment to affordable housing about options other than moving to private sector rent
Increase the number of affordable and subsidized housing units by 10 per year	Annually	Affordable Housing Workgroup	Utilize various forms of subsidies including vouchers, down payment assistance, redevelopment funds, operation subsidies HOME funds, CDBG, and Housing Tax Credits
Increase the number of Permanent Supportive Housing by 10 per year	Annually	Affordable Housing Workgroup	
Create stronger partnerships between the OCTHAH, developers, Oakland County, and HUD to attract various forms of subsidies	Ongoing	Affordable Housing Workgroup	

### Goal # 2: Deliver services through a coordinated system of care

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Prepare an individualized plan of services for 100% of individuals who enter the continuum regardless of where they begin receiving services	Annually	All OCTHAH Member Agencies	Utilize a "no wrong door" framework throughout the CoC

100% of clients will be assisted in completing applications for mainstream benefits	Ongoing	Case Managers	Continue training staff in SOAR
	Ongoing		Continue providing transportation assistance for clients to attend mainstream benefit appointments
	Annually	Project Monitoring Committee	Complete an annual assessment for clients residing in PSH on the family self-sufficiency matrix to ensure that goals are being met
			Case managers will follow-up with DHS to ensure mainstream benefits are received
	Twice Annually		During Project Connect, assist clients to access entitlement benefits (e.g. SSI/SSDI and TANF)
Decrease number of homeless households with children by 20	By 2017	CIST workgrop	Oakland Schools Homeless Student Education Program and Center for Working Families provide outreach to homeless families and connection to resources;
			Provide supportive services to families with teens through Common Ground
Develop and distribute a comprehensive directory of services available in the county, identifying a contact person and requirements for every service	By DATE	CIST workgrop/ Public Awareness	
Continue conducting Project Connect Days twice annually	Twice Annually	Project Connect Workgroup	Advertise for Project Connect through means other than the internet such as banks, restaurants, laundromats, malls, emergency rooms, etc.
Create a workgroup to explore the issue of increased availability of medical care for the homeless and those at risk of homelessness	By DATE	Executive	Assign a point person for the workgroup
		CIST Workgroup	Increase CIST related notification efforts
		CIST Workgroup	Create a list of interested agencies and those offering medical and dental related services
		Medical Workgroup	Increase communication/outreach efforts with FQHCs-OHIN and Oakland Primary Services

Outreach to 4 local hospitals to build relationships, provide them resources in the community that work with individuals that are homeless, and better understand their respective discharge policies	By DATE	Discharge Coordinator Policy Planning Group	Explore other best practices for hospital discharge across the country
Communicate 2 times with Oakland County Community Mental Health Authority, Oakland County Substance Abuse Services, Oakland County Veterans Services, foster care, hospitals, and jails regarding discharge policies to reduce transition time between systems	Quarterly	Discharge Coordinator Policy Planning Group	Advocate for comprehensive, standardized pre-release planning and necessary services for every release from jails, hospitals, and foster care and secure funding for housing and services identified in the planning process
	Ongoing	Discharge Coordinator Policy Planning Group	Continue participation in Michigan Prisoner Re-entry Program
	Ongoing	Discharge Coordinator Policy Planning Group	Continue Oakland County jail diversion program for individuals with serious mental illnesses, serious emotional disturbances, or developmental disabilities who have committed misdemeanors to divert them to services as an alternative to being charged and incarcerated in a county or municipal jail; work toward training all Oakland County law enforcement officers on this program.
Establish and cultivate relationships with 10 agencies and businesses who have regular contact with persons who are homeless or at-risk	Annually	Systems Coordination	Train "first-line" personnel such as police, hospital, church personnel, teachers, and merchants who come in contact with families in crisis in best practices for engaging with individuals experiencing homelessness
Identify resources in the community providing employment services and strengthen collaboration with them		Systems Coordination	Increase clients' access to transportation
		Systems Coordination	Promote and advocate for peer support
		Systems Coordination	Increase linkages to work first programs
		Systems Coordination	Provide financial aid for individuals to attend vocational and educational programs
		Systems Coordination	Provide resources and access for addresses, telephones, computers, haircuts, and appropriate clotting for job interviews and work

Develop a coordinated outreach strategy targeted to chronically homeless individuals utilizing outreach teams	Ongoing	PATH Providers	
Increase de-tox beds by #, resources for follow-up treatment, and transitional housing by # for individuals with substance use disorders			Explore best practices regarding wet housing
			Explore opportunities to increase the length of substance use treatment
<b>Goal # 3: Increase and strengthen amount of prevention (both emergency and system wide) and rapid re-housing services</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Target a minimum of \$50,000 from the CoC for outreach to families at risk of homelessness	Annually	HARA Agency	Put risk assessment criteria in place so agency personnel can determine the likelihood of homelessness and target resources accordingly
		HARA Agency	Divert families and individuals who chronically seek prevention assistance to case management programs or eviction prevention programs
Provide rent or mortgage assistance to a minimum of 200 families or individuals to prevent foreclosure or eviction	Annually	Prevention Workgroup/HARA	Utilize "Save the Dream" program through MSHDA, ESG and other prevention assistance programs and resources
Provide first month's rent and security deposits to at least 160 families who are relocating because of sudden loss of income, family violence, or the receipt of a section 8 certificate or other permanent housing solution	Annually	Prevention Workgroup/HARA	
Provide at least 1600 families with wrap around financial assistance in the areas of utility assistance, medical assistance, food assistance, and other miscellaneous emergency assistance to resolve problems that may result in homelessness if not dealt with	Annually	Prevention Workgroup/HARA	Access THAW Utilize weatherization program as well as incorporate Green Build features and Energy Star appliances as much as possible to keep utilities affordable



Divert a minimum of 83 families to housing other than emergency shelter (Note: diversion is not the same as denying entry into shelter; for many, a short stay at an emergency shelter may be the best option. Diversion should be considered for those families with unique needs or for those families ready to be rapidly re-housed)	Annually	Prevention Workgroup/HARA	Consider all families at the point of homelessness for diversion into other housing options such as permanent
		Prevention Workgroup/HARA	Create a pool of unrestricted funding to be used for a purposes such as paying family or friends a stipend
		Prevention Workgroup/HARA	Maintain a database of current information on vacancies in all types of supportive housing unites, leasing assistance programs, public housing units, available Section 8 units, etc; Make the database
Prevent 830 families from becoming homeless through outreach	Annually	Prevention Workgroup/HARA	Create a sound public relations/information program so that individuals, agency personnel, municipal officers, and public safety officials will know how to find
		Prevention Workgroup/HARA	Create an online resource guide for access to programs that have financial resources and case managers designed to prevent homelessness
		Prevention Workgroup/HARA	Devote adequate financial resources to these activities by the CoC and individual agencies to assure that those most at risk of homelessness receive preliminary
		Prevention Workgroup/HARA	Conduct aggressive outreach via individual agencies that chronically see families or individuals on the verge of homelessness. Where appropriate, divert these clients to case management programs or self-
		Prevention Workgroup/HARA	Create stronger relationships with landlords so early intervention can occur with those at risk of homelessness
		Prevention Workgroup/HARA	Ensure agencies who provide significant housing dollars have eviction prevention strategies in place
		Prevention Workgroup/HARA	Spread outreach information through churches and schools
		Prevention Workgroup/HARA	Ensure that 211 has appropriate, responsive, and updated information

Divert at least 160 families to the Center for Working Families (CFW) or similar specialized programs to address long-term issues like employment, financial literacy, family violence etc.	Annually	Prevention Workgroup/HARA	Complete benefit analysis on each family deemed chronically homeless or at risk for homelessness to determine whether they might be eligible for benefits or additional income they are not currently receiving (e.g. food stamps and the Earned Income Tax Credit program)
Rapidly re-house a minimum of 100 families	Annually		Make Rapid re-housing funds available for shelters to assure that the length of stay in shelter is held to a minimum
			Commit to locating additional rapid re-housing funds when the HPRP program comes to an end as well as assuring that these funds are targeting to those agencies/shelters with the most effective rapid re-housing programs
			Offer voluntary case management programs to families who are rapidly re-housed to promote housing stability
			Utilize eviction prevention programs to assist families in avoiding issues that may have caused one or more episodes of homelessness
			Maintain a current list of registered and inspected rentals for families to rapidly be re-housed.
Implement a RentWell Tenant Education Program	By DATE		Establish a Landlord Assurance Fund to provide landlords with a financial "guarantee" equivalent to \$2000 when renting to Rent Well graduates
<b>Goal # 4 Increase access and effectiveness of supportive/case management services</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies</b>
30% of program participants will have an increase in self-sufficiency scores by 20 points	Annually	Systems Coordination	Assist individuals in accessing banking and financial management systems
		Systems Coordination	Explore creating a Chronically Homeless Team (similar to ACT) with CMH, Substance Abuse, Veterans and others
		Systems Coordination	Promote training on best practices in working with chronically homeless individuals for case management staff

80% of program participants will have a monthly services transaction in HMIS	Annually	Systems Coordination	
80% of program participants will have a housing plan in HMIS	Annually	Systems Coordination	
Increase percentage of participants in all CoC funded projects that are employed at program exit to 18%	By 2013	Systems Coordination	
90% of households who enter subsidized housing will remain there for more than 6 months	Annually	Systems Coordination	Add supports to privately and publicly owned affordable housing to prevent evictions
Identify supportive services specific to veterans needs and create an Oakland County Veteran's Resource Guide	By 2013	OCTH Veterans Workgroup	
<b>Goal # 5 Deliver shelter services that are efficient and promote positive exits</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Reduce average length of emergency shelter stays to 43 days	By DATE	Systems Coordination	
40% of persons will have shelter stays of less than 31 days and exit into positive housing	Annually	Systems Coordination	
46% of shelter participants will exit into a positive destination	Annually	Systems Coordination	
10% of people will experience more than one shelter stay in one year	Annually	Systems Coordination	
Provide up to 21 days of shelter care to unaccompanied homeless youth under age 18	Annually	Systems Coordination	Engage with Common Ground to continue to receive referrals for homeless youth
Increase the average length of stay to 270 days for older homeless youth ages 18 to 23 who participate	Annually	Systems Coordination	
55% of older homeless youth will exit into a positive destination	Annually	Systems Coordination	
90% of unaccompanied homeless youth under age 18 will be reunited with their families	Annually	Systems Coordination	
Increase access to emergency shelter care for unaccompanied youth under age 18 by increasing occupancy of the shelter to 65% annually			

## Theme: Capacity Building

### Goal #1 Improve the Objectives of the Continuum of Care

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Increase community stakeholders' understanding and involvement in the CoC process	By May 2013	Executive Committee/Board	Establish and update all CoC policies, procedures and protocols and communicate the updates to all members
	Ongoing	Membership & PR Committee	Establish more outreach and communication of the system to stakeholders
	By May 2013	Jill Shoemaker, HMIS Coordinator & Executive Committee	Executive directors of agencies are aware of HMIS requirements and follow up appropriately
Establish a written policy for granting funds to service providers within the CoC	By May 2013	Executive Committee/Board	Gather information (thresholds, ongoing capacity, performance programs) to include in all written policies
	By May 2013	Executive Committee/Board	Finalize renewals for SHP and establish for new SHP grants
	By May 2013	Executive Committee/Board	Create a written policy for granting ESG funds and other types of funding
	By May 2013	HMIS/Data Collection Committee	Strengthen project monitoring of grantees for HUD and non-HUD funded projects
Establish a written conflict of interest policy	By May 2013	Executive Committee/Board	

### Goal # 3 Improve Engagement and Communication with community members and organizations

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Establish better relationships and engagement with groups to be part of the CoC	By May 2013	Membership Committee	Businesses, Corrections, Foster Care, Grant Makers, Landlords, Legal Services, PHAs, Physical Health Care, Research and Academia, Workforce Development
	By May 2013	Membership Committee	Engage formerly homeless/individuals experiencing homelessness in the leadership of the CoC

**Goal #2 Improve and Add to Groups Involved in the Continuum of Care**

<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Hire a coordinator for CoC Activities	By May 2013	Board of Directors	At least 1.5 to 2 FTE
Increase HMIS capacity to monitor project outcomes, project monitoring and reports for community		HMIS Coordinator/Board	Create written documentation of grant monitoring procedures including timelines and due dates for reports
		HMIS Coordinator	Educate Executive Director for each grantee and establish process for sign off from ED for all reports
	By May 2013	HMIS Coordinator	Establish policy and method for reviewing project AFHM with each project
	By May 2013	HMIS Coordinator	Improve agencies data entry capacity, data quality and report production
	By May 2013	HMIS Coordinator	Add more non-HUD funded programs to HMIS
	By May 2013	Board of Directors	Hire dedicated report writing staff to asst with all listed above
Create single entry for CoC Structure	By December 2012	Capacity Building Workgroup	Finish working with CSH

**Theme: Ongoing Administration**

**Goal # 1 Ensure effective data collection and outcome reporting through the Michigan Statewide Homeless Management Information**

<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
100% of homeless assistance providers and other service groups receiving HUD & HPRP funding will enter participant data into HMIS	Annually	All End Users	
Publish an annual in-depth report on the homeless population in Oakland County	By June 30 annually	System Administrator 1	
Encourage nonsharing HMIS partners to participate in sharing HMIS data to ensure coordination of care	Ongoing	System Administrator 1	
100% of end users will participate in annual ServicePoint training which will include information on privacy and confidentiality	Annually	All End Users	

SA1 will work with individual agency administrators to determine end user needs and focus training on needed basis	Ongoing	System Administrator 1	
Providers will follow monthly data quality reports schedule, run reports and provide reports to SA1	Ongoing	All End Users	
SA1 will attend meetings and generate scheduled reports quarterly		System Administrator 1	
HMIS Committee will review CoC-related ART Reports at least four times annually including Demographics, Data, Quality Reports tracking missing information and Outcome Performance Reports to inform updates to an action plan and ideas for improving next year's measurable goals	Quarterly	System Administrator 1 and HMIS Committee	
<b>Goal # 2 Increase effective advocacy for and public awareness of the needs of individuals experiencing homelessness</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
<b>Create Annual Report on Homelessness and Ten Year Plan progress</b>	<b>Annually</b>	Advocacy and Public Awareness Committee	
Present a report on the CoC's Ten Year Plan to End Homelessness to city councils in Oakland County	By DATE	Advocacy and Public Awareness Committee	
Make four presentations a year to services clubs and other organizations regarding Ten Year Plan to End Homelessness	Annually	Advocacy and Public Awareness Committee	
Provide # housing success stories to the media	Annually	Advocacy and Public Awareness Committee	
Respond in a timely and forthright manner to negative media stories	Ongoing	Advocacy and Public Awareness Committee	
Maintain updated OCH website	Ongoing	Advocacy and Public Awareness Committee	
Advocate for more affordable housing units, increases in supportive services and peer support funding with the state and federal government	Annually	Advocacy and Public Awareness Committee	
Hire a part-time coordinator for the CoC's Public Awareness Committee	By DATE	Executive Committee	

## Theme: Housing Services

### Goal #1 Collaborate with the local community to identify affordable housing needs and develop strategies to promote affordable housing development and ownership

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Update the 2006 Housing Needs Assessment and identify strategies for specific populations including chronically homeless, veterans, and youth	By DATE	Affordable Housing Workgroup	
Utilize updated Housing Needs Assessment to create a strategy for preserving existing affordable housing units and developing new affordable housing units	By DATE	Affordable Housing Workgroup	Advocate for the removal of regulator barriers in the development of affordable housing; meet with policy makers to educate on zoning, accomplishments, etc.
Utilize updated Housing Needs Assessment to create a strategy for developing new affordable housing units	By DATE	Affordable Housing Workgroup	Educate current owners nearing the end of their original commitment to affordable housing about options other than moving to private sector rent
Increase the number of affordable and subsidized housing units by 10 per year	Annually	Affordable Housing Workgroup	Utilize various forms of subsidies including vouchers, down payment assistance, redevelopment funds, operation subsidies HOME funds, CDBG, and Housing Tax Credits
Increase the number of Permanent Supportive Housing by 10 per year	Annually	Affordable Housing Workgroup	
Create stronger partnerships between the OCTHAH, developers, Oakland County, and HUD to attract various forms of subsidies	Ongoing	Affordable Housing Workgroup	

### Goal # 2: Deliver services through a coordinated system of care

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Prepare an individualized plan of services for 100% of individuals who enter the continuum regardless of where they begin receiving services	Annually	All OCTHAH Member Agencies	Utilize a "no wrong door" framework throughout the CoC

100% of clients will be assisted in completing applications for mainstream benefits	Ongoing	Case Managers	Continue training staff in SOAR
	Ongoing		Continue providing transportation assistance for clients to attend mainstream benefit appointments
	Annually	Project Monitoring Committee	Complete an annual assessment for clients residing in PSH on the family self-sufficiency matrix to ensure that goals are being met
			Case managers will follow-up with DHS to ensure mainstream benefits are received
	Twice Annually		During Project Connect, assist clients to access entitlement benefits (e.g. SSI/SSDI and TANF)
Decrease number of homeless households with children by 20	By 2017	CIST workgrop	Oakland Schools Homeless Student Education Program and Center for Working Families provide outreach to homeless families and connection to resources;
			Provide supportive services to families with teens through Common Ground
Develop and distribute a comprehensive directory of services available in the county, identifying a contact person and requirements for every service	By DATE	CIST workgrop/ Public Awareness	
Continue conducting Project Connect Days twice annually	Twice Annually	Project Connect Workgroup	Advertise for Project Connect through means other than the internet such as banks, restaurants, laundromats, malls, emergency rooms, etc.
Create a workgroup to explore the issue of increased availability of medical care for the homeless and those at risk of homelessness	By DATE	Executive	Assign a point person for the workgroup
		CIST Workgroup	Increase CIST related notification efforts
		CIST Workgroup	Create a list of interested agencies and those offering medical and dental related services
		Medical Workgroup	Increase communication/outreach efforts with FQHCs-OHIN and Oakland Primary Services



Outreach to 4 local hospitals to build relationships, provide them resources in the community that work with individuals that are homeless, and better understand their respective discharge policies	By DATE	Discharge Coordinator Policy Planning Group	Explore other best practices for hospital discharge across the country
Communicate 2 times with Oakland County Community Mental Health Authority, Oakland County Substance Abuse Services, Oakland County Veterans Services, foster care, hospitals, and jails regarding discharge policies to reduce transition time between systems	Quarterly	Discharge Coordinator Policy Planning Group	Advocate for comprehensive, standardized pre-release planning and necessary services for every release from jails, hospitals, and foster care and secure funding for housing and services identified in the planning process
	Ongoing	Discharge Coordinator Policy Planning Group	Continue participation in Michigan Prisoner Re-entry Program
	Ongoing	Discharge Coordinator Policy Planning Group	Continue Oakland County jail diversion program for individuals with serious mental illnesses, serious emotional disturbances, or developmental disabilities who have committed misdemeanors to divert them to services as an alternative to being charged and incarcerated in a county or municipal jail; work toward training all Oakland County law enforcement officers on this program.
Establish and cultivate relationships with 10 agencies and businesses who have regular contact with persons who are homeless or at-risk	Annually	Systems Coordination	Train "first-line" personnel such as police, hospital, church personnel, teachers, and merchants who come in contact with families in crisis in best practices for engaging with individuals experiencing homelessness
Identify resources in the community providing employment services and strengthen collaboration with them		Systems Coordination	Increase clients' access to transportation
		Systems Coordination	Promote and advocate for peer support
		Systems Coordination	Increase linkages to work first programs
		Systems Coordination	Provide financial aid for individuals to attend vocational and educational programs
		Systems Coordination	Provide resources and access for addresses, telephones, computers, haircuts, and appropriate clotting for job interviews and work

Develop a coordinated outreach strategy targeted to chronically homeless individuals utilizing outreach teams	Ongoing	PATH Providers	
Increase de-tox beds by #, resources for follow-up treatment, and transitional housing by # for individuals with substance use disorders			Explore best practices regarding wet housing
			Explore opportunities to increase the length of substance use treatment
<b>Goal # 3: Increase and strengthen amount of prevention (both emergency and system wide) and rapid re-housing services</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Target a minimum of \$50,000 from the CoC for outreach to families at risk of homelessness	Annually	HARA Agency	Put risk assessment criteria in place so agency personnel can determine the likelihood of homelessness and target resources accordingly
		HARA Agency	Divert families and individuals who chronically seek prevention assistance to case management programs or eviction prevention programs
Provide rent or mortgage assistance to a minimum of 200 families or individuals to prevent foreclosure or eviction	Annually	Prevention Workgroup/HARA	Utilize "Save the Dream" program through MSHDA, ESG and other prevention assistance programs and resources
Provide first month's rent and security deposits to at least 160 families who are relocating because of sudden loss of income, family violence, or the receipt of a section 8 certificate or other permanent housing solution	Annually	Prevention Workgroup/HARA	
Provide at least 1600 families with wrap around financial assistance in the areas of utility assistance, medical assistance, food assistance, and other miscellaneous emergency assistance to resolve problems that may result in homelessness if not dealt with	Annually	Prevention Workgroup/HARA	Access THAW Utilize weatherization program as well as incorporate Green Build features and Energy Star appliances as much as possible to keep utilities affordable

Divert a minimum of 83 families to housing other than emergency shelter (Note: diversion is not the same as denying entry into shelter; for many, a short stay at an emergency shelter may be the best option. Diversion should be considered for those families with unique needs or for those families ready to be rapidly re-housed)	Annually	Prevention Workgroup/HARA	Consider all families at the point of homelessness for diversion into other housing options such as permanent
		Prevention Workgroup/HARA	Create a pool of unrestricted funding to be used for a purposes such as paying family or friends a stipend
		Prevention Workgroup/HARA	Maintain a database of current information on vacancies in all types of supportive housing unites, leasing assistance programs, public housing units, available Section 8 units, etc; Make the database
Prevent 830 families from becoming homeless through outreach	Annually	Prevention Workgroup/HARA	Create a sound public relations/information program so that individuals, agency personnel, municipal officers, and public safety officials will know how to find
		Prevention Workgroup/HARA	Create an online resource guide for access to programs that have financial resources and case managers designed to prevent homelessness
		Prevention Workgroup/HARA	Devote adequate financial resources to these activities by the CoC and individual agencies to assure that those most at risk of homelessness receive preliminary
		Prevention Workgroup/HARA	Conduct aggressive outreach via individual agencies that chronically see families or individuals on the verge of homelessness. Where appropriate, divert these clients to case management programs or self-
		Prevention Workgroup/HARA	Create stronger relationships with landlords so early intervention can occur with those at risk of homelessness
		Prevention Workgroup/HARA	Ensure agencies who provide significant housing dollars have eviction prevention strategies in place
		Prevention Workgroup/HARA	Spread outreach information through churches and schools
		Prevention Workgroup/HARA	Ensure that 211 has appropriate, responsive, and updated information

Divert at least 160 families to the Center for Working Families (CFW) or similar specialized programs to address long-term issues like employment, financial literacy, family violence etc.	Annually	Prevention Workgroup/HARA	Complete benefit analysis on each family deemed chronically homeless or at risk for homelessness to determine whether they might be eligible for benefits or additional income they are not currently receiving (e.g. food stamps and the Earned Income Tax Credit program)
Rapidly re-house a minimum of 100 families	Annually		Make Rapid re-housing funds available for shelters to assure that the length of stay in shelter is held to a minimum
			Commit to locating additional rapid re-housing funds when the HPRP program comes to an end as well as assuring that these funds are targeting to those agencies/shelters with the most effective rapid re-housing programs
			Offer voluntary case management programs to families who are rapidly re-housed to promote housing stability
			Utilize eviction prevention programs to assist families in avoiding issues that may have caused one or more episodes of homelessness
			Maintain a current list of registered and inspected rentals for families to rapidly be re-housed.
Implement a RentWell Tenant Education Program	By DATE		Establish a Landlord Assurance Fund to provide landlords with a financial "guarantee" equivalent to \$2000 when renting to Rent Well graduates
<b>Goal # 4 Increase access and effectiveness of supportive/case management services</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies</b>
30% of program participants will have an increase in self-sufficiency scores by 20 points	Annually	Systems Coordination	Assist individuals in accessing banking and financial management systems
		Systems Coordination	Explore creating a Chronically Homeless Team (similar to ACT) with CMH, Substance Abuse, Veterans and others
		Systems Coordination	Promote training on best practices in working with chronically homeless individuals for case management staff
80% of program participants will have a monthly services transaction in HMIS	Annually	Systems Coordination	

80% of program participants will have a housing plan in HMIS	Annually	Systems Coordination	
Increase percentage of participants in all CoC funded projects that are employed at program exit to 18%	By 2013	Systems Coordination	
90% of households who enter subsidized housing will remain there for more than 6 months	Annually	Systems Coordination	Add supports to privately and publicly owned affordable housing to prevent evictions
Identify supportive services specific to veterans needs and create an Oakland County Veteran's Resource Guide	By 2013	OCTH Veterans Workgroup	
<b>Goal # 5 Deliver shelter services that are efficient and promote positive exits</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Reduce average length of emergency shelter stays to 43 days	By DATE	Systems Coordination	
40% of persons will have shelter stays of less than 31 days and exit into positive housing	Annually	Systems Coordination	
46% of shelter participants will exit into a positive destination	Annually	Systems Coordination	
10% of people will experience more than one shelter stay in one year	Annually	Systems Coordination	
Provide up to 21 days of shelter care to unaccompanied homeless youth under age 18	Annually	Systems Coordination	Engage with Common Ground to continue to receive referrals for homeless youth
Increase the average length of stay to 270 days for older homeless youth ages 18 to 23 who participate	Annually	Systems Coordination	
55% of older homeless youth will exit into a positive destination	Annually	Systems Coordination	
90% of unaccompanied homeless youth under age 18 will be reunited with their families	Annually	Systems Coordination	
Increase access to emergency shelter care for unaccompanied youth under age 18 by increasing occupancy of the shelter to 65% annually			

## Theme: Capacity Building

### Goal #1 Improve the Objectives of the Continuum of Care

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Increase community stakeholders' understanding and involvement in the CoC process	By May 2013	Executive Committee/Board	Establish and update all CoC policies, procedures and protocols and communicate the updates to all members
	Ongoing	Membership & PR Committee	Establish more outreach and communication of the system to stakeholders
	By May 2013	Jill Shoemaker, HMIS Coordinator & Executive Committee	Executive directors of agencies are aware of HMIS requirements and follow up appropriately
Establish a written policy for granting funds to service providers within the CoC	By May 2013	Executive Committee/Board	Gather information (thresholds, ongoing capacity, performance programs) to include in all written policies
	By May 2013	Executive Committee/Board	Finalize renewals for SHP and establish for new SHP grants
	By May 2013	Executive Committee/Board	Create a written policy for granting ESG funds and other types of funding
	By May 2013	HMIS/Data Collection Committee	Strengthen project monitoring of grantees for HUD and non-HUD funded projects
Establish a written conflict of interest policy	By May 2013	Executive Committee/Board	

### Goal # 3 Improve Engagement and Communication with community members and organizations

Objective	Timeline	Responsible Entity	Strategies/ Funding Opportunities
Establish better relationships and engagement with groups to be part of the CoC	By May 2013	Membership Committee	Businesses, Corrections, Foster Care, Grant Makers, Landlords, Legal Services, PHAs, Physical Health Care, Research and Academia, Workforce Development
	By May 2013	Membership Committee	Engage formerly homeless/individuals experiencing homelessness in the leadership of the CoC

**Goal #2 Improve and Add to Groups Involved in the Continuum of Care**

<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
Hire a coordinator for CoC Activities	By May 2013	Board of Directors	At least 1.5 to 2 FTE
Increase HMIS capacity to monitor project outcomes, project monitoring and reports for community		HMIS Coordinator/Board	Create written documentation of grant monitoring procedures including timelines and due dates for reports
		HMIS Coordinator	Educate Executive Director for each grantee and establish process for sign off from ED for all reports
	By May 2013	HMIS Coordinator	Establish policy and method for reviewing project AFHM with each project
	By May 2013	HMIS Coordinator	Improve agencies data entry capacity, data quality and report production
	By May 2013	HMIS Coordinator	Add more non-HUD funded programs to HMIS
	By May 2013	Board of Directors	Hire dedicated report writing staff to asst with all listed above
Create single entry for CoC Structure	By December 2012	Capacity Building Workgroup	Finish working with CSH

**Theme: Ongoing Administration**

**Goal # 1 Ensure effective data collection and outcome reporting through the Michigan Statewide Homeless Management Information**

<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
100% of homeless assistance providers and other service groups receiving HUD & HPRP funding will enter participant data into HMIS	Annually	All End Users	
Publish an annual in-depth report on the homeless population in Oakland County	By June 30 annually	System Administrator 1	
Encourage nonsharing HMIS partners to participate in sharing HMIS data to ensure coordination of care	Ongoing	System Administrator 1	
100% of end users will participate in annual ServicePoint training which will include information on privacy and confidentiality	Annually	All End Users	

SA1 will work with individual agency administrators to determine end user needs and focus training on needed basis	Ongoing	System Administrator 1	
Providers will follow monthly data quality reports schedule, run reports and provide reports to SA1	Ongoing	All End Users	
SA1 will attend meetings and generate scheduled reports quarterly		System Administrator 1	
HMIS Committee will review CoC-related ART Reports at least four times annually including Demographics, Data, Quality Reports tracking missing information and Outcome Performance Reports to inform updates to an action plan and ideas for improving next year's measurable goals	Quarterly	System Administrator 1 and HMIS Committee	
<b>Goal # 2 Increase effective advocacy for and public awareness of the needs of individuals experiencing homelessness</b>			
<b>Objective</b>	<b>Timeline</b>	<b>Responsible Entity</b>	<b>Strategies/ Funding Opportunities</b>
<b>Create Annual Report on Homelessness and Ten Year Plan progress</b>	<b>Annually</b>	Advocacy and Public Awareness Committee	
Present a report on the CoC's Ten Year Plan to End Homelessness to city councils in Oakland County	By DATE	Advocacy and Public Awareness Committee	
Make four presentations a year to services clubs and other organizations regarding Ten Year Plan to End Homelessness	Annually	Advocacy and Public Awareness Committee	
Provide # housing success stories to the media	Annually	Advocacy and Public Awareness Committee	
Respond in a timely and forthright manner to negative media stories	Ongoing	Advocacy and Public Awareness Committee	
Maintain updated OCTH website	Ongoing	Advocacy and Public Awareness Committee	
Advocate for more affordable housing units, increases in supportive services and peer support funding with the state and federal government	Annually	Advocacy and Public Awareness Committee	
Hire a part-time coordinator for the CoC's Public Awareness Committee	By DATE	Executive Committee	