



***Moving Forward Together: A Ten-Year
Plan to End Homelessness in Detroit,
Hamtramck, and Highland Park,
Michigan***

**Three-Year Action Plan
July 2007 – June 2010**

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Moving Forward Together: A Ten-Year Plan to End Homelessness in Detroit, Hamtramck, and Highland Park

Three-Year Action Plan

In October 2006, *“Moving Forward Together: A Ten-Year Plan to End Homelessness in Detroit, Hamtramck, and Highland Park, Michigan”* was completed. The previous months were a time of dialogue, collaboration, and planning among the Homeless Action Network of Detroit (HAND), the City of Detroit, and a number of community stakeholders. Convened and facilitated by City Connect Detroit, these meetings proved to be engaging and fruitful, as relationships amongst stakeholders were developed and strengthened.

In early 2007, the Homeless Action Network of Detroit – the Continuum of Care for the cities of Detroit, Hamtramck, and Highland Park – began working with consultants in the development of action steps for the first three years of this ten year plan.

In the course of the development of these action steps, several points were realized:

- A long-range plan such as this must be broken into manageable steps, resulting in some areas receiving more immediate focus and action than others
- Some objectives identified in the *Ten Year Plan* are not addressed in the first three years
- Several objectives address nearly the same issue; therefore, to reduce redundancy the action steps for one objective may refer the reader to the action steps under another objective addressing the same issue
- The ability to remain flexible and open to change will be paramount; as the political, economic, and funding environments change, these action steps may need to be revised in order to remain in step with these changes

The action steps for the first three years detail the following goals and objectives:

- Goal 1: Provide safe, affordable, and long-term housing solutions for people who are homeless or at-risk of becoming homeless.
 - Objective 1: Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community
 - Objective 2: Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care
 - Objective 3: Increase supply of and access to permanent supportive housing for those who are chronically homeless or have other special needs
 - Objective 4: Increase supply of and access to quality affordable housing targeted to families who are homeless or at-risk of homelessness
- Goal 2: Prevent homelessness by strengthening and expanding resources and services that allow people to remain in their own homes or to quickly access housing when faced with a housing crisis.
 - Objective 1: Increase the availability of and access to prevention services to individuals and families at risk of homelessness

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- Objective 2: Work with discharge policies to ensure those exiting correctional facilities, institutions of care, or the foster care system do not exit into homelessness
- Objective 3: Identify and advocate the change of public policies that unintentionally contribute to the causes of homelessness
- Goal 3: Strengthen the infrastructure of supportive services and community resources for people who are homeless or at-risk of becoming homeless to assist them with accessing housing and maintaining residential stability.
 - Objective 1: Improve access to and use of mainstream resources and other community resources, which include (but may not be limited to) health, mental health, and substance abuse treatment; and benefits
 - Objective 2: Ensure the integration of supportive services with housing for those with a history of chronic homelessness
 - Objective 3: Improve consumer access to an array of supportive services by streamlining and coordinating service delivery
 - Objective 4: Improve job readiness and training, transportation to jobs, and job placement programs targeted to those who are homeless or at-risk of becoming homeless – especially people with a felony background or other situation that limits their ability to secure and maintain employment
 - Objective 5: Identify and pursue ways to coordinate funding streams in a way that promotes more efficient service delivery
- Goal 4: Create and sustain effective collaboration at all levels to generate greater impact on ending homelessness.
 - Objective 1: Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact
 - Objective 2: Increase the capacity of the local Continuum of Care
 - Objective 3: Ensure local planning efforts are coordinated among local service providers and at the county, state and federal levels in order to strengthen collaborative planning for the use of federal resources
 - Objective 4: Enhance quality and availability of data for planning and responding to needs of the homeless by maximizing the implementation of the local Homeless Management Information System (HMIS)
- Goal 5: Build a political agenda and public will to end homelessness.
 - Objective 1: Develop and implement a mechanism for regularly informing elected officials on homeless issues and legislative concerns
 - Objective 2: Identify key legislative changes needed for ending homelessness and recruit legislative sponsors
 - Objective 3: Develop and implement an on-going marketing strategy to raise public awareness about solutions to end homelessness

GOAL 1: HOUSING

Provide safe, affordable, and long-term housing solutions for people who are homeless or at-risk of becoming homeless.

ANNUAL ACTION PLAN YEAR 1: JULY 2007 – JUNE 2008

Expected Ten Year Outcomes

- Increased levels of funding dedicated to the development of long-term solutions
- Increased numbers of individuals and families moving from the streets or shelters into long-term, permanent housing
- People who move into supportive or affordable housing are able to maintain their placement because they are receiving supportive services appropriate to their level of need

Expected Three Year Outcomes

Data

- Accurate data on homeless prevalence and population/sub-population characteristics
- Accurate data on shelter, transitional and housing inventory
- Alignment of prevalence and inventory data with *Ten Year Plan* goals, objectives, and action plans
- All HUD Continuum of Care and MSHDA ESG agencies are HMIS compliant

Housing

- 540 – 600 new units of permanent supportive housing for individuals
- 405 – 455 new units of permanent and permanent supportive housing for families

Coordination

- Coordinated outreach and engagement of chronically homeless
- Coordinated rental assistance
- Streamlined access and improved coordination of rental subsidies
- Coordination between HAND and City Connect Detroit Homelessness Collaborative to realize *Ten Year Plan* goals

Expected First Year Outcomes

Data

- Accurate data on homeless prevalence and population/sub-population characteristics
- Accurate data on shelter, transitional and housing inventory
- Alignment of prevalence and inventory data with *Ten Year Plan* goals, objectives, and action plans
- All HUD Continuum of Care MSHDA ESG recipients are HMIS compliant

Housing Strategies and Units

- 75 additional units of subsidized housing for homeless individuals using scattered site rental assistance approach
- 75 additional units of subsidized housing for homeless families using scattered site rental assistance approach

Coordination

- Coordinated outreach and engagement of chronically homeless
- Coordinated rental assistance
- Coordination between HAND and City Connect Detroit Homelessness Collaborative re: *Ten Year Plan*

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Goal 1, Objective 1: (year 1)	Strategy: Conduct point in time count and housing inventory to determine gaps in services		
Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community	Action Steps	Responsible Person/Organization	Target Dates
	Conduct Point In Time Count of homeless individuals (including youth) and families that captures housing status (unsheltered, sheltered, transitional housing, permanent supportive housing) and characteristics (chronically homeless, veterans, domestic violence, foster care, mental health, substance abuse, dual diagnosis, and HIV/AIDS)	HAND	January 2007
	Conduct housing inventory data collection documenting the availability of seasonal emergency shelter beds, emergency shelter, transitional housing and permanent supportive housing units	HAND	May 2007, May 2008
	Compare most recent point in time data and housing inventory to determine unmet need regarding seasonal beds, emergency shelter, transitional housing, and permanent supportive housing; use this data to determine future year goals regarding housing development	HAND	May 2007, May 2008
	Publish an updated Exhibit One Continuum of Care Plan that includes most recent point in time count and housing inventory, and addendum that reports on housing needs and gaps; disseminate to stakeholders	HAND	June 2007, June 2008
Strategy: Identify, collect and analyze data from HMIS			
	Action Steps	Responsible Person/Organization	Target Dates
	Determine data sets collected in HMIS that would further of all <i>Ten Year Plan</i> Goals, Objectives and Action Steps	HAND	January 2008
	Collect data sets that would further all <i>Ten Year Plan</i> Goals, Objectives and Action Steps	HAND	March 2008
	Develop and roll-out plan for HMIS compliance for all HUD and MSHDA ESG funded shelter/housing providers	HAND	May 2008

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 1, Objective 2: (year 1)	Strategy: Educate community and stakeholders on Housing First model		
Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Formally adopt a Housing First philosophy for Detroit's Continuum of Care	HAND Board	July 2007
	Develop a position paper on the vision and rationale for a Housing First approach	HAND Coordinator	September 2007
	Disseminate paper to stakeholders	HAND	November 2007
	Educate stakeholders on Housing First through HAND sponsored educational workshop	HAND	January 2008
	Strategy: Prioritize Housing First programs for funding		
	Action Steps	Responsible Person/Organization	Target Dates
	Prioritize programs for MSHDA and HUD funding that subscribe to or promote a Housing First model	HAND Board	HUD: May 2007, May 2008 MSHDA: January 2008
	Identify existing HUD and MSHDA funded programs that are not meeting performance measures	HAND Project Review Committee	HUD: May 2007, May 2008 MSHDA: December 2007
	Develop a plan that addresses reallocation of HUD and MSHDA dollars from non-performing programs to Housing First models	HAND Board	May 2007
	Initiate conversations with providers receiving HUD and MSHDA dollars where reallocation may make sense	HAND	May 2007
	Reallocate HUD and MSHDA funding for non-performing programs to Housing First models	HAND Board	HUD: May 2008 MSHDA: January 2008

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 1, Objective 3: (year 1)	Strategy: Determine number and type of permanent supportive housing units needed for individuals		
Increase supply of and access to permanent supportive housing for those who are chronically homeless or have other special needs	Action Steps	Responsible Person/Organization	Target Dates
	<i>See Action Step above under Goal 1, Objective 1, "Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community".</i>		
	Strategy: Create permanent supportive housing for the chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	<i>See Action Step above under Goal 1, Objective 2, "Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care" regarding prioritizing Housing First programs for MSHDA and HUD funding.</i>		
	Gather stakeholders and identify project lead for one project-based program for 50-100 units of permanent supportive housing. Determine roles and responsibilities	HAND	September 2007
	Develop proforma and funding plan for new 50 -100 unit project based permanent supportive housing program for individuals	Project Lead, yet to be determined	January 2008
	Select site of new 50 -100 unit project based permanent supportive housing program for individuals	Project Lead	January 2008
	Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources	Housing Provider(s), yet to be determined	June 2008
	Strategy: Streamline access to and implementation of permanent supportive housing for chronically homeless		
Action Steps	Responsible Person/Organization	Target Dates	
Coordinate all rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need	DTECH	July 2007	
Establish a city-wide outreach/drop-in center Coordinating Council to guide and coordinate policy and practice of providers engaged in outreach and drop-in services	DTECH	October 2007	

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<p>Goal 1, Objective 4: (year 1)</p> <p>Increase supply of and access to quality affordable housing targeted to families who are homeless or at-risk of homelessness</p>	Strategy: Determine number and type of permanent supportive housing units needed for families		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 1, <i>“Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community”</i> .		
	Strategy: Create permanent supportive housing for families		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 2, <i>“Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care”</i> regarding prioritizing Housing First programs for MSHDA and HUD funding.		
	Gather stakeholders and identify project lead for one project-based program for 50-100 units of permanent supportive housing for families; determine roles and responsibilities	HAND	September 2007
	Develop proforma and funding plan for new 50 -100 unit project based permanent supportive housing program for families	Project Lead, yet to be determined	January 2008
	Select site of new 50 -100 unit project based permanent supportive housing program for families	Project Lead	January 2008
	Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources	Housing Provider(s), yet to be determined	June 2008
	Strategy: Streamline access to and implementation of permanent supportive housing for families		
	Action Steps	Responsible Person/Organization	Target Dates
	Coordinate rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need	DTECH	July 2007

GOAL 1: HOUSING

Provide safe, affordable, and long-term housing solutions for people who are homeless or at-risk of becoming homeless.

ANNUAL ACTION PLAN YEAR 2: July 2008 – June 2009

Expected Second Year Outcomes

Data

- Accurate data on homeless prevalence and population/sub-population characteristics
- Accurate data on shelter, transitional and housing inventory
- Alignment of prevalence and inventory data with *Ten Year Plan* goals, objectives, and action plans
- All HUD Continuum of Care and MSHDA ESG agencies are HMIS compliant

Housing Units

- 200 new units of permanent supportive housing for individuals via:
 - 75 units of subsidized permanent supportive housing using scattered site rental assistance approach
 - 75 units of affordable permanent supportive housing through transitional housing conversion
 - 50 units of affordable permanent housing “set-aside” with private and public housing developers
- 140 new units of permanent and permanent supportive housing for families via:
 - 75 units of subsidized permanent supportive housing using scattered site rental assistance approach
 - 15 units of affordable permanent housing through transitional housing conversion
 - 50 units of affordable permanent housing via “set-aside” with private and public housing developers

Coordination

- Coordinated outreach and engagement of chronically homeless
- Coordinated rental assistance
- Streamlined access and improved coordination of rental subsidies
- Coordination between HAND and City Connect Detroit Homeless Collaborative re: *Ten Year Plan*

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 1, Objective 1: (year 2)	Strategy: Conduct point in time count and housing inventory to determine gaps in services		
Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community	Action Steps	Responsible Person/Organization	Target Dates
	Conduct Point In Time Count of homeless individuals (including youth) and families that captures housing status (unsheltered, sheltered, transitional housing, permanent supportive housing) and characteristics (chronically homeless, veterans, domestic violence, foster care, mental health, substance abuse, dual diagnosis, and HIV/AIDS)	HAND	January 2009
	Conduct housing inventory data collection documenting the availability of seasonal emergency shelter beds, emergency shelter, transitional housing and permanent supportive housing units	HAND	May 2009
	Compare most recent point in time data and housing inventory to determine unmet need regarding seasonal beds, emergency shelter, transitional housing, and permanent supportive housing; use this data to determine future year goals regarding housing development	HAND	May 2009
	Publish an updated Exhibit One Continuum of Care Plan that includes most recent point in time count and housing inventory, and addendum that reports on housing needs and gaps. Disseminate to stakeholders	HAND	June 2009
	Strategy: Identify, collect and analyze data from HMIS		
	Action Steps	Responsible Person/Organization	Target Dates
	Collect data sets that would further all <i>Ten Year Plan</i> Goals, Objectives and Action Steps	HAND	Ongoing
	Ensure that all HUD and MSHDA shelter/housing providers are HMIS compliant	HAND/HMIS	May 2009

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 1, Objective 2: (year 2)	Strategy: Transition existing linear homeless system to Housing First model		
Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Form ad-hoc committee to make recommendations on how to transition existing linear system to Housing First approach; options could include converting emergency shelter beds to "interim housing" with a Rapid Re-housing focus and/or converting existing transitional housing units to permanent supportive housing	HAND/Ad-Hoc Committee	July 2008
	Develop plan for pilot conversion/transition to Housing First model based on the recommendations of the ad-hoc committee and including standards and incentives for moving linear system to Housing First model	HAND/Ad-Hoc Committee	October 2008
	Identify service providers willing to pilot the initiative	HAND/Ad-Hoc Committee	November 2008
	Begin piloting conversion	Conversion Pilot Group	January 2009
	Educate stakeholders/service providers on conversion	HAND	January 2009
	Strategy: Prioritize Housing First programs for funding		
	Action Steps	Responsible Person/Organization	Target Dates
	Identify existing HUD and MSHDA funded programs that are not meeting performance measures	HAND Project Review Committee	MSHDA: November 2008 HUD: January 2009
	Discuss/determine willingness of City of Detroit to prioritize Housing First models for CDBG and ESG funding	HAND	December 2008
	Prioritize programs for MSHDA and HUD funding that subscribe to or promote a Housing First model	HAND Board	MSHDA: January 2009 HUD: May 2009
	Reallocate HUD and MSHDA funding for non-performing programs to Housing First models	HAND Board	MSHDA: January 2009 HUD: May 2009

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Goal 1, Objective 3: (year 2)	Strategy: Determine number and type of permanent supportive housing units needed for individuals.		
Increase supply of and access to permanent supportive housing for those who are chronically homeless or have other special needs	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 1, <i>“Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community”</i> .		
	Strategy: Create permanent supportive housing for the chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 2, <i>“Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care”</i> regarding prioritizing Housing First programs for MSHDA and HUD funding.		
	Identify a lead agency for a 15 – 25 unit Safe Haven/low demand, project based housing program for chronically homeless individuals	HAND	April 2008
	Identify funding for new Safe Haven/low demand, project based housing program for chronically homeless individuals	HAND	May 2008
	Begin fund/project development for new 50-100 unit project based permanent supportive housing program for individuals	Project Lead, yet to be determined	July 2008
	Begin construction/rehabilitation of new 50-100 unit project based permanent supportive housing program for individuals	Project Lead, yet to be determined	March 2009
	Work with private and public developers to “set aside” a percentage of new housing for homeless individuals, with a minimum goal of 50 units	HAND	January 2009
	Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources	Housing Provider(s), yet to be determined	June 2009
	Convert 75 units of transitional housing for homeless individuals to permanent supportive housing for homeless individuals	Conversion Pilot Group, yet to be determined	June 2009
	Strategy: Streamline access to and implementation of permanent supportive housing for chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue with a city-wide outreach/drop-in center Coordinating Council to guide and coordinate policy and practice of providers engaged in outreach and drop-in services	DTECH	Ongoing
	Continue coordinating rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need	Housing Resource Center	Ongoing
Establish a city-wide, “real time” database of available affordable and/or supportive housing	Housing Resource Center	September 2008	
Provide consumer and agency access to data base	Housing Resource Center	January 2009	
Develop a rental assistance primer (a plain language guide to rental assistance)	Housing Resource Center	March 2009	

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	Distribute guide to stakeholders and consumers	Housing Resource Center	April 2009
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Goal 1, Objective 4: (year 2)	Strategy: Determine number and type of permanent supportive housing units needed for families		
Increase supply of and access to quality affordable housing targeted to families who are homeless or at-risk of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 1, <i>“Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community”</i> .		
	Strategy: Create permanent supportive housing for families		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 2, <i>“Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care”</i> regarding prioritizing Housing First programs for MSHDA and HUD funding.		
	Begin fund/project development for new 50-100 unit project based permanent supportive housing program for families	Project Lead, yet to be determined	July 2008
	Begin construction/rehabilitation of new 50-100 unit project based permanent supportive housing program for families	Project Lead, yet to be determined	March 2009
	Work with private and public developers to “set aside” a percentage of new housing for homeless families, with a minimum goal of 50 units	HAND	January 2009
	Convert 15 units of transitional housing for homeless families to permanent supportive housing for homeless families	Conversion Pilot Group, yet to be determined	June 2009
	Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources	Housing Provider(s), yet to be determined	June 2009
	Strategy: Streamline access to and implementation of permanent supportive housing for families		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue coordinating rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need	Housing Resource Center	Ongoing
	Establish a city-wide, “real time” database of available affordable and/or supportive housing	Housing Resource Center	September 2008
	Provide consumer and agency access to data base	Housing Resource Center	January 2009
Develop a rental assistance primer (a plain language guide to rental assistance)	Housing Resource Center	March 2009	
Distribute guide to stakeholders and consumers	Housing Resource Center	April 2009	

GOAL 1: HOUSING

Provide safe, affordable, and long-term housing solutions for people who are homeless or at-risk of becoming homeless.

ANNUAL ACTION PLAN YEAR 3: July 2009 – June 2010

Expected Third Year Outcomes

Data

- Accurate data on homeless prevalence and population/sub-population characteristics
- Accurate data on shelter, transitional and housing inventory
- Alignment of prevalence and inventory data with *Ten Year Plan* goals, objectives, and action plans
- All HUD Continuum of Care and MSHDA ESG agencies are HMIS compliant

Housing Units

- 265 – 325 new units of permanent supportive housing for individuals via:
 - 75 units of subsidized permanent supportive housing using scattered site rental assistance approach
 - 75 units of affordable permanent supportive housing through transitional housing conversion
 - 50 units of affordable permanent housing “set-aside” with private and public housing developers
 - 50-100 units of permanent supportive housing via new project-based housing program
 - 15-25 units through a new Safe Haven project
- 190 – 240 new units of permanent and permanent supportive housing for families via:
 - 75 units of subsidized permanent supportive housing using scattered site rental assistance approach
 - 15 units of affordable permanent housing through transitional housing conversion
 - 50 units of affordable permanent housing via “set-aside” with private and public housing developers
 - 50-100 units of affordable permanent supportive housing via new project-based housing program

Coordination

- Coordinated outreach and engagement of chronically homeless
- Coordinated rental assistance
- Streamlined access and improved coordination of rental subsidies
- Coordination between HAND and City Connect Detroit Homeless Collaborative re: *Ten Year Plan*

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 1, Objective 1: (year 3)	Strategy: Conduct point in time count and housing inventory to determine gaps in services		
Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community	Action Steps	Responsible Person/Organization	Target Dates
	Conduct housing inventory data collection documenting the availability of seasonal emergency shelter beds, emergency shelter, transitional housing and permanent supportive housing units	HAND	May 2010
	Compare most recent point in time data and housing inventory to determine unmet need regarding seasonal beds, emergency shelter, transitional housing, and permanent supportive housing; use this data to determine future year goals regarding housing development	HAND	May 2010
	Publish an updated Exhibit One Continuum of Care Plan that includes most recent point in time count and housing inventory, and addendum that reports on housing needs and gaps. Disseminate to stakeholders	HAND	June 2010
	Conduct Point In Time Count of homeless individuals (including youth) and families that captures housing status (unsheltered, sheltered, transitional housing, permanent supportive housing) and characteristics (chronically homeless, veterans, domestic violence, foster care, mental health, substance abuse, dual diagnosis, and HIV/AIDS)	HAND	January 2011 (note this activity is conducted bi-annually)
Strategy: Identify, collect and analyze data from HMIS			
	Action Steps	Responsible Person/Organization	Target Dates
	Collect data sets that would further all <i>Ten Year Plan</i> Goals, Objectives and Action Steps	HAND	Ongoing
	Ensure that all HUD and MSHDA shelter/housing providers are HMIS compliant	HAND/HMIS	May 2010

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Goal 1, Objective 2: (year 3)	Strategy: Transition existing linear homeless system to Housing First model		
Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Continue piloting conversion with second round of transitional housing providers	Conversion Pilot Group	January 2010
	Strategy: Prioritize Housing First programs for funding		
	Action Steps	Responsible Person/Organization	Target Dates
	Identify existing HUD and MSHDA funded programs that are not meeting performance measures	HAND Project Review Committee	MSHDA: November 2009 HUD: January 2010
	Prioritize programs for MSHDA and HUD funding that subscribe to or promote a Housing First model	HAND Board	MSHDA: January 2010 HUD: May 2010
	Reallocate HUD and MSHDA funding for non-performing programs to Housing First models	HAND Board	MSHDA: January 2010 HUD: May 2010

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<p>Goal 1, Objective 3: (year 3)</p> <p>Increase supply of and access to permanent supportive housing for those who are chronically homeless or have other special needs</p>	Strategy: Determine number and type of permanent supportive housing units needed for individuals		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 1, <i>“Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community”</i> .		
	Strategy: Create permanent supportive housing for the chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	See Action Step above under Goal 1, Objective 2, <i>“Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care”</i> regarding prioritizing Housing First programs for MSHDA and HUD funding.		
	Open new 50-100 unit project based permanent supportive housing program for individuals	Project Lead, yet to be determined	November 2009
	Open 15-25 units Safe Haven/low demand housing for chronically homeless	Project Lead, yet to be determined	July 2009
	Work with private and public developers to “set aside” a percentage of new housing for homeless individuals, with a minimum goal of 50 units	HAND	January 2010
	Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources	Housing Provider(s), yet to be determined	June 2010
	Convert 75 units of transitional housing for homeless individuals to permanent supportive housing for homeless individuals	Conversion Pilot Group, yet to be determined	June 2010
	Strategy: Streamline access to and implementation of permanent supportive housing for chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue with a city-wide outreach/drop-in center Coordinating Council to guide and coordinate policy and practice of providers engaged in outreach and drop-in services	DTECH	Ongoing
	Continue coordinating rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need	Housing Resource Center	Ongoing

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<p>Goal 1, Objective 4: (year 3)</p> <p>Increase supply of and access to quality affordable housing targeted to families who are homeless or at-risk of homelessness</p>	<p>Strategy: Determine number and type of permanent supportive housing units needed for families</p>		
	<p>Action Steps</p>	<p>Responsible Person/Organization</p>	<p>Target Dates</p>
	<p>See Action Step above under Goal 1, Objective 1, <i>“Develop and maintain an accurate assessment of housing needs for those who are homeless or at-risk of becoming homeless and the housing resources available to meet those needs and report this data to the community”</i>.</p>		
	<p>Strategy: Create permanent supportive housing for families</p>		
	<p>Action Steps</p>	<p>Responsible Person/Organization</p>	<p>Target Dates</p>
	<p>See Action Step above under Goal 1, Objective 2, <i>“Adopt and integrate the Housing First Model of service delivery throughout the Continuum of Care”</i> regarding prioritizing Housing First programs for MSHDA and HUD funding.</p>		
	<p>Open new 50-100 unit project based permanent supportive housing program for families</p>	<p>Project Lead, yet to be determined</p>	<p>November 2009</p>
	<p>Work with private and public developers to “set aside” a percentage of new housing for homeless families, with a minimum goal of 50 units</p>	<p>HAND</p>	<p>January 2010</p>
	<p>Procure 75 units of subsidized housing for scattered site model via HUD, MSHDA, and other sources</p>	<p>Housing Provider(s), yet to be determined</p>	<p>June 2010</p>
	<p>Convert 15 units of transitional housing for homeless families to permanent supportive housing for homeless families</p>	<p>Conversion Pilot Group, yet to be determined</p>	<p>June 2010</p>
	<p>Strategy: Streamline access to and implementation of permanent supportive housing for families</p>		
	<p>Action Steps</p>	<p>Responsible Person/Organization</p>	<p>Target Dates</p>
	<p>Continue coordinating rental assistance across all agencies that grants uniform access to rental assistance based upon a citywide determination of need</p>	<p>Housing Resource Center</p>	<p>Ongoing</p>

GOAL 2: PREVENTION

Prevent homelessness by strengthening and expanding resources and services that allow people to remain in their own homes or to quickly access housing when faced with a housing crisis.

ANNUAL ACTION PLAN YEAR 1: JULY 2007 – JUNE 2008

Expected Ten Year Outcomes

- Fewer evictions/foreclosures resulting in homelessness
- Greater numbers of individuals exiting prisons or an institution of care have identified viable housing options they can access

Expected Three Year Outcomes

Education

- Stakeholders educated on Rapid Re-Housing approach

Pilot Program

- Rapid re-housing implementation plan developed and implemented, with reduced length of homelessness for individuals and families

Planning

- Plan to prevent first time episodes of homelessness

Expected First Year Outcomes

Education

- Stakeholders educated on rapid re-housing approach

Planning

- Linkages established with current discharge planning efforts

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 2, Objective 1: (year 1)	Strategy: Promote Rapid Re-Housing as a strategy to reduce and prevent homelessness		
Increase the availability of and access to prevention services to individuals and families at risk of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Develop an agenda that promotes prevention of homelessness as the first line of defense in ending homelessness	HAND	July 2007
	Formally adopt a Rapid Re-Housing philosophy for Detroit's Continuum of Care	HAND	September 2007
	Develop a position paper on the vision and rationale for a Rapid Re-Housing approach	HAND	November 2007
	Disseminate paper to stakeholders	HAND	January 2008
	Educate stakeholders on Rapid Re-Housing through HAND sponsored educational workshop	HAND	July 2007

Goal 2, Objective 2: (year 1)	Strategy: Continue linkages with current discharge initiatives		
Work with discharge policies to ensure those exiting correctional facilities, institutions of care, or the foster care system do not exit into homelessness	Action Steps	Responsible Person/Organization	Target Dates
	<p>See Action Steps below in Goal 4, Objective 3 (year 2), <i>"Ensure local planning efforts are coordinated among local service providers and at the county, state, and federal levels in order to strengthen collaborative planning for the use of federal resources"</i>.</p> <p>As of the development of these action steps, work is already being done in the community addressing the needs of prisoner reentering the community (through Michigan Prisoner Reentry Initiative) and youth aging out of foster care (through Michigan Department of Human Services) and HAND maintains a close connections with both initiatives. Because these initiatives are already underway, the immediate focus of the next three years as it relates to discharge planning with focus on health care institutions.</p>		

GOAL 2: PREVENTION

Prevent homelessness by strengthening and expanding resources and services that allow people to remain in their own homes or to quickly access housing when faced with a housing crisis.

ANNUAL ACTION PLAN YEAR #2: July 2008 – June 2009

Expected Second Year Outcomes

Education

- Increased engagement of public officials

Pilot Program

- Rapid re-housing strategy developed

Planning

- Linkages established with current discharge planning efforts

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 2, Objective 1: <i>(year 2)</i>	Strategy: Implement Rapid Re-Housing philosophy into Detroit's Continuum of Care		
Increase the availability of and access to prevention services to individuals and families at risk of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Form ad-hoc committee to make recommendations on how to transition existing linear system to Rapid Re-Housing approach; options could include converting emergency shelter beds to "interim housing" with a Rapid Re-housing focus	HAND/Ad-Hoc Committee	July 2008
	Develop plan for pilot conversion/transition to Rapid Re-Housing model based on the recommendations of the ad-hoc committee and including standards and incentives for moving system to Rapid Re-Housing	HAND/Ad-Hoc Committee	October 2008
	Identify service providers willing to pilot the initiative	HAND/Ad-Hoc Committee	November 2008
	Begin piloting conversion	Rapid Re-Housing Pilot Group	January 2009
	Educate stakeholders/service providers on conversion	HAND	January 2009
	Determine ability and effectiveness of using rental subsidies with time-limited case management services to prevent eviction; consider a rental "set-aside" for this purpose	Housing Resource Center	January 2009

Goal 2, Objective 2: <i>(year 2)</i>	Strategy: Continue linkages with current discharge initiatives		
Work with discharge policies to ensure those exiting correctional facilities, institutions of care, or the foster care system do not exit into homelessness	Action Steps	Responsible Person/Organization	Target Dates
	See Action Steps below in Goal 4, Objective 3 (year 2), <i>"Ensure local planning efforts are coordinated among local service providers and at the county, state, and federal levels in order to strengthen collaborative planning for the use of federal resources"</i> .		

Goal 2, Objective 3: <i>(year 2)</i>	Strategy: Work with elected officials to inform them of such policies		
Identify and advocate the change of public policies that unintentionally contribute to the causes of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	See Action Steps below under Goal 5, Objective 2, <i>"Identify key legislative changes needed for ending homelessness and recruit legislative sponsors"</i> .		

GOAL 2: PREVENTION

Prevent homelessness by strengthening and expanding resources and services that allow people to remain in their own homes or to quickly access housing when faced with a housing crisis.

ANNUAL ACTION PLAN YEAR 3: July 2009 – June 2010

Expected Third Year Outcomes

Education

- Increased engagement of elected officials

Pilot Program

- Rapid re-housing strategy pilot implemented, with reduces length of homelessness for participants

Planning

- Plan to prevent first-time episodes of homelessness is developed and implemented

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 2, Objective 1: (year 3)	Strategy: Proactively prevent first episode of homelessness		
Increase the availability of and access to prevention services to individuals and families at risk of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Identify geographic areas where homeless people originate and determine causes for homelessness	HAND	September 2009
	Convene ad-hoc committee of homeless providers, prevention providers and mainstream resources to develop coordinated prevention plan in those areas; considerations could include using rental subsidies to prevent eviction, housing court models, landlord mediation	Ad-Hoc Committee	February 2010
	Disseminate plan to stakeholders	HAND, Ad-Hoc Committee	March 2010
	Form working group to begin implementation of plan	HAND, Ad-Hoc Committee	April 2010
	Strategy: Implement Rapid Re-Housing philosophy into Detroit's Continuum of Care		
	Action Steps	Responsible Person/Organization	Target Dates
Continue piloting conversion with second round of emergency shelter providers	Rapid Re-Housing Pilot Group	January 2010	

Goal 2, Objective 2: (year 3)	Strategy: Continue linkages with current discharge initiatives		
Work with discharge policies to ensure those exiting correctional facilities, institutions of care, or the foster care system do not exit into homelessness	Action Steps	Responsible Person/Organization	Target Dates
	See Action Steps below in Goal 4, Objective 3 (year 2), <i>"Ensure local planning efforts are coordinated among local service providers and at the county, state, and federal levels in order to strengthen collaborative planning for the use of federal resources"</i> .		

Goal 2, Objective 3: (year 3)	Strategy: Work with elected officials to inform them of such policies		
Identify and advocate the change of public policies that unintentionally contribute to the causes of homelessness	Action Steps	Responsible Person/Organization	Target Dates
	See Action Steps below under Goal 5, Objective 2, <i>"Identify key legislative changes needed for ending homelessness and recruit legislative sponsors"</i> .		

GOAL 3: SUPPORTIVE SERVICES

Strengthen the infrastructure of supportive services and community resources for people who are homeless or at-risk of becoming homeless to assist them with accessing housing and maintaining residential stability.

ANNUAL ACTION PLAN Year 1: July 2007 – June 2008

Expected Ten Year Outcomes

- Greater access to and use of comprehensive supportive services
- Increased housing stability for those who were chronically homeless
- Shorter episodes of homelessness for those who are not chronically homeless
- Greater retention in employment or employment programs

Expected Three Year Outcomes

Training and Resources

- Yearly implementation of Project Homeless Connect
- Increased knowledge and skills among service providers in connecting consumers to mainstream and community resources

Provision/Development of Supportive Housing

- 110 individuals or families served through MSHDA-funded tenant-based rental assistance
- One new PSH project proposed yearly in HUD application
- HUD renewal funding awarded to PSH projects meeting standards

Coordination and Strengthening of Supportive Services

- Documentation of feasibility of “one-stop-shop” service model for Detroit
- Strategies for strengthening/expanding ACT and PATH programming identified and implemented
- Documentation of federal funding streams and use
- Dialogue between stakeholders begun to explore ways to collaborate, coordinate funding streams, and coordinate service delivery

Evaluation

- Implementation of HAND monitoring plan
- Completed evaluation of employment training programs

Expected First Year Outcomes

Training and Resources

- Implementation of Project Homeless Connect
- Training and resources provided to service providers to increase consumer access to mainstream resources

Provision/Development of Supportive Housing

- Provision of 110 rental vouchers for families, individuals, and youth
- Prioritization for HUD renewal funding projects that meet performance standards and target the chronically homeless
- Recommended for HUD funding a new PSH project targeting the chronically homeless

Coordination and Strengthening of Supportive Services

- Best practices related to coordination of funding and service delivery identified
- Committee formed to identify barriers preventing access to mainstream resources; strategies for addressing barriers developed

Evaluation

- HAND monitoring plan established

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 3, Objective 1: (year 1)	Strategy: Implement and monitor funded programs that connect to supportive services			
Improve access to and use of mainstream resources and other community resources, which include (but may not be limited to) health, mental health, and substance abuse treatment; and benefits	Action Steps	Responsible Person/Organization	Target Dates	
	Ensure successful provision of 47 rental vouchers for families through the HomeGain TBRA program	COTS, MSHDA, DTECH, partner agencies	July 2007	
	Ensure successful provision of 29 rental vouchers for youth through the TBRA program lead by AFG	AFG, MSHDA, DTECH, partner agencies	July 2007	
	Ensure successful provision of 34 rental vouchers for youth exiting foster care through the Foster Care Youth Initiative TBRA program	DHS, MSHDA, Southwest Solutions DTECH	July 2007	
	Review HUD-funded programs' success in connecting consumers with mainstream/community resources	HAND Project Review Committee	June 2007	
	Review MSHDA-funded programs' success in connecting consumers with mainstream/community resources	HAND Project Review Committee	December 2007	
	Establish process for on-going monitoring of HUD and MSHDA funded programs to determine success in connecting consumers with mainstream/supportive services	HAND Project Review Committee, HMIS	August 2007	
	Develop funding recommendations for HUD and MSHDA funding taking into consideration findings of reviews of program success	HAND Project Review Committee	December 2007 June 2008	
	Strategy: Provide opportunities for providers and consumers to learn about and connect with mainstream resources			
		Action Steps	Responsible Person/Organization	Target Dates
Provide SOAR training to local service providers		MDCH, MSHDA, CSH, Policy Research Associates, HAND	2007	
Begin dialogue with United Way 211 to explore opportunities for partnership and the mutual improvement of referral services		HAND, United Way	September 2007, March 2008	
Inform service providers of resources such as First Step and encourage the use of such resources.		HAND, service providers	Ongoing throughout 2007	
Implement Project Homeless Connect		HAND, service providers, community volunteers	December 2007	
Strategy: Identify barriers preventing access to mainstream resources				
	Action Steps	Responsible Person/Organization	Target Dates	
	Form committee to identify barriers preventing access to mainstream and community resources	Subset committee of DTECH	March 2008	
	Develop strategy for addressing and removing identified barriers	Subset committee of DTECH	June 2008	

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 3, Objective 2: (year 1)	Strategy: Prioritize projects targeting the chronically homeless for HUD and MSHDA funding		
Ensure the integration of supportive services with housing for those with a history of chronic homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Ensure successful continuation of supportive housing projects targeting the chronically homeless that receive HUD renewal funding	HAND, HUD, funded organizations	Ongoing throughout 2007
	Enhance performance standards/criteria for all projects receiving HUD and MSHDA funding	HAND Project Review Committee, HAND Board of Directors	September 2007
	Prioritize for renewal funding in 2007 HUD funding cycle supportive housing projects that target the chronically homeless and meet performance standards established by HAND	HAND Project Review Committee, HAND Board of Directors	June 2007
	Identify a new permanent supportive housing project that targets the chronically homeless for HUD funding	HAND Project Review Committee, HAND Board of Directors	June 2007
	Explore opportunity present in HUD's revised "hold harmless" policy	HAND Project Review Committee, HAND Board of Directors	June 2007
	Strategy: Implement MSHDA funded projects targeting the chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	Successfully implement HARP in Detroit	DTECH	Ongoing throughout 2007
	Ensure successful implementation of the chronic homeless initiative/TBRA in Detroit	DTECH	Ongoing throughout 2007
	Ensure successful development of Southwest/V.A. housing project	DTECH	Ongoing throughout 2007

Goal 3, Objective 3: (year 1)	Strategy: Align coordination of service delivery with coordination of funding streams		
Improve consumer access to an array of supportive services by streamlining and coordinating service delivery	Action Steps	Responsible Person/Organization	Target Dates
	See Action Steps Detailed under Goal 4, Objective 1, <i>"Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck, and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact"</i> .		

GOAL 3: SUPPORTIVE SERVICES

Strengthen the infrastructure of supportive services and community resources for people who are homeless or at-risk of becoming homeless to assist them with accessing housing and maintaining residential stability.

ANNUAL ACTION PLAN Year 2: July 2008 – June 2009

Expected Second Year Outcomes

Training and Resources

- Implementation of Project Homeless Connect
- Training and resources provided to service providers to increase consumer access to mainstream resources

Provision/Development of Supportive Housing

- Prioritization for HUD renewal funding projects that meet performance standards and target the chronically homeless
- Recommended for HUD funding a new PSH project targeting the chronically homeless

Coordination and Strengthening of Supportive Services

- Feasibility of implementing “one-stop-shop” model in Detroit explored and documented
- Pilot program developed re: coordination of substance abuse and mental health treatment to support PSH
- Strategies for strengthening ACT and PATH programming identified

Evaluation

- On-going monitoring of HUD and MSHDA funded programs

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 3, Objective 1: <i>(year 2)</i>	Strategy: Monitor funded programs that connect to supportive services		
Improve access to and use of mainstream resources and other community resources, which include (but may not be limited to) health, mental health, and substance abuse treatment; and benefits	Action Steps	Responsible Person/Organization	Target Dates
	Implement on-going monitoring of HUD & MSHDA programs for success in connecting consumers with mainstream/supportive services	HAND Project Review Committee, DTECH, HUD and MSHDA funded programs	Ongoing throughout 2008
	Develop funding recommendations for HUD and MSHDA funding taking into consideration findings of reviews of program success	HAND Project Review Committee, HUD and MSHDA funded programs	December 2008 June 2009
	Strategy: Provide opportunities for providers and consumers to learn about and connect with mainstream resources		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue partnership/dialogue with United Way 211, identifying and addressing on-going challenges with connecting individuals with needed services	HAND, United Way	Meet at least twice between July 2008 – June 2009
	Continue to implement and expand SOAR training to local service providers as needed	MDCH, MSHDA, CSH, HAND	Throughout 2008
	Continue to provide educational opportunities to HAND member organizations on accessing mainstream resources	HAND	Throughout 2008
	Implement Project Homeless Connect	HAND, service providers, community volunteers	December 2008
	Strategy: Identify barriers preventing access to mainstream resources		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue committee work addressing and removing identified barriers that prevent access to mainstream and community resources	Subset of DTECH	Ongoing throughout 2008

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 3, Objective 2: (year 2)	Strategy: Prioritize projects targeting the chronically homeless for HUD and MSHDA funding		
Ensure the integration of supportive services with housing for those with a history of chronic homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Implement project performance standards/criteria for all projects receiving HUD and MSHDA funding	HAND Project Review Committee, HAND Board of Directors	January 2008
	Prioritize for renewal funding in the 2008 HUD funding cycle supportive housing projects that target the chronically homeless and meet the performance standards established by HAND	HAND	June 2008
	Identify a new permanent supportive housing project that targets the chronically homeless for HUD funding	HAND Project Review Committee, HAND Board of Directors	June 2008
	Re-allocate HUD funding toward supportive housing projects for the chronically homeless	HAND Project Review Committee, HAND Board of Directors	June 2008
	Strategy: Implement MSHDA funded projects targeting the chronically homeless		
	Action Steps	Responsible Person/Organization	Target Dates
	Ensure successful implementation of HARP in Detroit	DTECH	Ongoing throughout 2008
	Continue to implement chronic homeless initiative/TBRA in Detroit	DTECH	Ongoing throughout 2008
	Ensure successful development of Southwest/V.A. housing project	DTECH	Ongoing throughout 2008
	Strategy: Strengthen ACT and PATH programming in Detroit/Wayne County		
	Action Steps	Responsible Person/Organization	Target Dates
	Identify strategies for strengthening ACT and PATH programming in Detroit/Wayne County	D/WCCMHA, HAND, service providers	March 2009
	Continue to pursue funding for ACT and PATH programs in Detroit/Wayne County	D/WCCMHA, HAND, service providers	Ongoing throughout 2008

Goal 3, Objective 3: (year 2)	Strategy: Identify methods of coordinating service delivery		
Improve consumer access to an array of supportive services by streamlining and coordinating service delivery	Action Steps	Responsible Person/Organization	Target Dates
	Review best practices of “one-stop-shop” service models; explore feasibility of implementing such a model in Detroit	HAND, service providers, Dept. of Human Services, D/WCCMHA, United Way of SEM, JVS	March 2008
	Strategy: Align coordination of service delivery with coordination of funding streams		
	Action Steps	Responsible Person/Organization	Target Dates
See Action Steps Detailed under Goal 4, Objective 1, “Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck, and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact”.			

GOAL 3: SUPPORTIVE SERVICES

Strengthen the infrastructure of supportive services and community resources for people who are homeless or at-risk of becoming homeless to assist them with accessing housing and maintaining residential stability.

ANNUAL ACTION PLAN Year 3: July 2009 – June 2010

Expected Third Year Outcomes

Training and Resources

- Implementation of Project Homeless Connect
- Training and resources provided to service providers to increase consumer access to mainstream resources

Provision/Development of Supportive Housing

- Prioritization for HUD renewal funding projects that meet performance standards and target the chronically homeless
- Recommended for HUD funding a new PSH project targeting the chronically homeless

Coordination and Strengthening of Supportive Services

- Increased discussions with MPRI re: needs of individuals leaving correctional facilities
- Development of “one-stop-shop” model in Detroit initiated
- Continued discussions and collaboration re: coordination of mainstream services
- Being implemented strategies for strengthening ACT and PATH programming identified
- Pilot program implemented re: coordination of substance abuse and mental health treatment to support PSH

Evaluation

- On-going monitoring of HUD and MSHDA funded programs
- Evaluation of employment training programs implemented by organizations receiving HUD funding
- Evaluation of TBRA program and opportunities for continuation identified

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Goal 3, Objective 1: (year 3)	Strategy: Monitor funded programs that connect to supportive services		
Improve access to and use of mainstream resources and other community resources, which include (but may not be limited to) health, mental health, and substance abuse treatment; and benefits	Action Steps	Responsible Person/Organization	Target Dates
	Implement on-going monitoring of HUD & MSHDA programs for success in connecting consumers with mainstream/supportive services	HAND Project Review Committee, DTECH, HMIS	Ongoing throughout 2009
	Develop funding recommendations for HUD and MSHDA funding taking into consideration findings of reviews of program success	HAND Project Review Committee, HMIS	December 2009 June 2010
	Strategy: Provide opportunities for providers and consumers to learn about and connect with mainstream resources		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue partnership/dialogue with United Way 211, identifying and addressing on-going challenges with connecting individuals with needed services	HAND, United Way	Meet at least twice between July 2009 – June 2010
	Continue and expand SOAR training to local service providers as needed	MDCH, MSHDA, CSH, HAND	Throughout 2009
	Continue to provide educational opportunities to HAND member organizations on accessing mainstream resources	HAND	Throughout 2009
	Implement Project Homeless Connect	HAND, service providers, community volunteers	December 2009
	Strategy: Identify barriers preventing access to mainstream resources		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue committee work addressing and removing identified barriers that prevent access to mainstream and community resources	Subset of DTECH	Ongoing throughout 2009

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Goal 3, Objective 2: (year 3)	Strategy: Prioritize projects targeting the chronically homeless for HUD and MSHDA funding		
Ensure the integration of supportive services with housing for those with a history of chronic homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Prioritize for renewal funding in the 2009 HUD funding cycle supportive housing projects that target the chronically homeless and meet performance standards established by HAND	HAND	June 2009
	Identify a new permanent supportive housing project that targets the chronically homeless for HUD funding	HAND Project Review Committee, HAND Board of Directors	June 2009
	Re-allocate HUD funding toward supportive housing projects for the chronically homeless	HAND Project Review Committee, HAND Board of Directors	June 2009
Strategy: Evaluate success of MSHDA funded projects targeting the chronically homeless			
	Action Steps	Responsible Person/Organization	Target Dates
	Evaluate success of HARP and explore continuation/expansion of program	DTECH	2009
	Evaluate success of chronic homeless initiative/TBRA program and advocate for continuation/expansion of program	DTECH	2009
	Ensure successful occupancy of Southwest/V.A. housing project	DTECH	February 2009
Strategy: Strengthen ACT and PATH programming in Detroit/Wayne County			
	Action Steps	Responsible Person/Organization	Target Dates
	Begin to implement identified strategies for strengthening ACT and PATH programs in Detroit/Wayne County	D/WCCMHA, HAND, service providers	Ongoing throughout 2009
	Continue to implement identified strategies for strengthening ACT and PATH in Detroit/Wayne County	D/WCCMHA, HAND, service providers	Ongoing throughout 2009

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Goal 3, Objective 3: <i>(year 3)</i>	Strategy: Identify methods of coordinating service delivery		
Improve consumer access to an array of supportive services by streamlining and coordinating service delivery	Action Steps	Responsible Person/Organization	Target Dates
	Begin developing “one-stop-shop” service model as decided in previous year.	HAND, service providers, Dept. of Human Services, D/WCCMHA, United Way of SEM	March 2008
	Continue dialogue and collaboration between mainstream health, mental health, substance abuse resources/programs, and nonprofit service providers to support the coordination of service delivery	D/WCCMHA, Wayne County DHS, City of Detroit DHS, VA, HAND, service providers	Meet March 2009 and September 2009
	Strategy: Align coordination of service delivery with coordination of funding streams		
	Action Steps	Responsible Person/Organization	Target Dates
See Action Steps Detailed under Goal 4, Objective 1, “Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck, and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact”.			

Goal 3, Objective 4: <i>(year 3)</i>	Strategy: Support employment programs meeting performance standards		
Improve job readiness and training, transportation to jobs, and job placement programs targeted to those who are homeless or at-risk of becoming homeless – especially people with a felony background or other situation that limits their ability to secure and maintain employment	Action Steps	Responsible Person/Organization	Target Dates
	Evaluate the effectiveness of employment training programs implemented by organizations applying through HAND for HUD funding	HAND Project Review Committee, job training program providers	April 2009
	Recommend for HUD renewal funding employment programs that meet performance standards determined by HAND	HAND, HUD, service providers	June 2009
	Strategy: Pursue additional opportunities to improve access to employment		
	Action Steps	Responsible Person/Organization	Target Dates
	Advocate for increased federal, state, and local funding for educational/vocational training placement/programs	HAND Advocacy Committee. Service providers, city of Detroit, federal/state funding sources	Ongoing throughout 2009
Continue discussions with the Michigan Prisoner Re-Entry program and other relevant partners to address employment needs and barriers for individuals with felony convictions	HAND, MPRI, employment training providers, city of Detroit Workforce Development Dept.	January 2009	

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Goal 3, Objective 5: (year 3)	Action Steps	Responsible Person/Organization	Target Dates
Identify and pursue ways to coordinate funding streams in a way that promotes more efficient service delivery	See Action Steps Detailed under Goal 4, Objective 1, <i>“Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck, and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact”.</i>		

Goal 3, Objective 6:	Action Steps	Responsible Person/Organization	Target Dates
Enhance access to reliable transportation	The need for effective, reliable public transportation has been an historic challenge for the city of Detroit. Studies and planning on how to improve the public transportation system for the entire southeastern Michigan region continue to be undertaken by the Detroit Department of Transportation, the Michigan Department of Transportation, the City of Detroit, and a number of advocacy organizations. In the coming years this 10 Year Plan will seek opportunities to connect with the planning and resource development efforts already underway that relate to transportation, recognizing that a solid public transportation system is needed to assist individuals in accessing employment, housing, education, and other services.		

GOAL 4: COLLABORATION

Create and sustain effective collaboration at all levels to generate greater impact on ending homelessness.

ANNUAL ACTION PLAN Year 1: June 2007 – July 2008

Expected Ten Year Outcomes

- Increased collaborative planning among service providers, elected officials and other key stakeholders
- Increased coordination of funding streams for supportive services

Expected Three Year Outcomes

Data (gathering and utilization)

- Up-to-date list of funding streams and resources
- HMIS data used to improve services to homeless clients
- HMIS data used to make prioritization and funding decisions
- HAND has utilized its HMIS data base to further inform stakeholders and the community regarding homelessness

Pilot Programs

- A pilot program developed and implemented that coordinates substance abuse and mental health funding streams to support PSH
- Ideas generated for pilot program around hospital discharge planning

Strategic Planning, Monitoring, and Positioning

- Three year strategic plan completed with first two years implemented
- Implementation of HAND Monitoring Plan
- HAND is a key player in statewide and local discharge planning collaboratives
- HAND operational capacity strengthened
- Community Development Block Grant and HOME funding is used to support the *Ten Year Plan*

Expected First Year Outcomes

Data and Research

- Up to date list of funding streams and resources
- List of best practices related to substance abuse and mental health funding streams related to PSH
- Training and support are provided to agencies as needed to sustain current HMIS use and implement HMIS at an additional 8 agencies
- HMIS data improves services, make prioritization, and funding decisions
- Data and report needs are identified and addressed

Strategic Planning and Monitoring

- HAND Monitoring Plan implemented
- HAND three-year strategic plan developed
- Organizational capacity needs identified; funding sought

Coordination

- HAND members participate in the Human Services Collaborative Body (HSCB) and the Michigan Prisoner Re-Entry Initiative (MPRI)
- City Connect Detroit Homeless Collaborative is knowledgeable about HSCB and MPRI
- HAND board president and others have met with the City of Detroit Planning and Development Department, City Planning Commission and Citizens Review Committee to share strategies related to PSH and the *Ten Year Plan*

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Goal 4, Objective 1: <i>(year 1)</i>	Strategy: Research funding streams and best practice models, particularly focused on coordination of mental health and substance abuse services tied to PSH.		
Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact	Action Steps	Responsible Person/Organization	Target Dates
	Inventory and document existing local, state and federal funding streams and resources for substance abuse, mental health, health care, job training and other mainstream services in Detroit, Hamtramck and Highland Park. Include in this inventory the criteria for how these are to be used, client criteria, barriers to access and other relevant information	HAND Coordinator	December 2007
	Gather together samples of MOUs used by current providers, including PSH providers, that outline roles and responsibilities as additional information on how resources are being used	HAND Coordinator	December 2007
	Research best practice models around the country around coordination of funding streams related to substance abuse and mental health that are improving service delivery and impact	HAND Coordinator or consultant	March 2008
	Subscribe to City Connect Detroit funding data base in order to keep abreast of funding possibilities (e.g. SAMHSA) for innovative projects in best practice coordination of substance abuse and mental health funding	HAND Coordinator	Ongoing

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Goal 4, Objective 2: (year 1)	Strategy: Continue to implement the HAND Monitoring Plan to ensure that all HUD-funded permanent and transitional housing providers meet established benchmarks		
Increase the capacity of the local Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Review established benchmarks for HUD-funded permanent and transitional housing providers	HAND Project Review and Support Committee	July 2007
	Hold a meeting with HUD-funded PH and TH providers about these standards. At this meeting, gather information about successes and barriers	HAND Project Review and Support Committee	October 2007
	Develop and implement agency-specific technical assistance plans for PH and TH providers who are not performing at the standard to help improve performance. Include in this the goal of 10% improvement over six months	HAND Project Review and Support Committee	January 2008
	Get data from HMIS data to assess performance	HAND Project Review and Support Committee	January 2008
Strategy: Engage in a strategic planning process that will result in a three-year strategic plan for HAND			
	Action Steps	Responsible Person/Organization	Target Dates
	Develop a scope of services for the strategic planning process and for the strategic planning consultant	HAND Executive Committee, approved by the Board of Directors	July 2007
	Secure funding for the strategic planning process	HAND Coordinator in collaboration with the HAND Executive Committee	September 2007
	Interview and hire a strategic planning consultant	HAND Executive Committee, approved by the Board of Directors	September 2007
	Establish a strategic planning work group that reports to the HAND board of directors	Members identified by the HAND Executive Committee and approved by the Board of Directors	September 2007
	Review and approve the proposed planning process	Developed by consultant, reviewed by the Strategic Planning Work Group and approved by the HAND Board of Directors	September 2007
	Implement strategic planning activities	HAND Board of Directors, general membership and others	September 2007 – May 2008
	Present final strategic plan for approval	HAND Strategic Planning Work Group presents to the HAND Executive Committee and Board of Directors	June 2008

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	Roll out strategic plan to HAND general membership and others	HAND Board of Directors	June 2008
Strategy: Strengthen the operational capacity of HAND			
	Action Steps	Responsible Person/Organization	Target Dates
	Convene a work group to identify the infrastructure and operational needs of HAND. Determine costs. Establish targeted time line for seeking funding.	HAND Work Group as determined by the Executive Committee	July 2007
	Seek funding (grants, corporate funding) to support these identified infrastructure and operational needs	HAND Coordinator or consultant	September 2007
	Implement operational capacity strategies based on funding received	HAND Coordinator HAND Executive Committee	To be determined based on funding

Goal 4, Objective 3: (year 1)	Strategy: Participate in existing coordination efforts in order to strengthen collaboration		
Ensure local planning efforts are coordinated among local service providers and at the county, state and federal levels in order to strengthen collaborative planning for the use of federal resources	Action Steps	Responsible Person/Organization	Target Dates
	Participate in the Human Services Collaborative Body and the Michigan Prisoner Re-Entry Initiative in order to ensure collaborative planning for use of federal resources for the homeless	HAND Board President or designated representative	Ongoing
	Create linkages between these two planning entities and the City Connect Detroit Homeless Collaborative to increase knowledge about persons being discharged and reduce barriers to permanent supportive housing	HAND Board president	September 2007 and ongoing
	Strategy: Ensure that Community Development Block Grant and HOME dollars received by the City of Detroit are effectively linked to the Ten Year Plan		
	Action Steps	Responsible Person/Organization	Target Dates
	Meet with the City of Detroit Planning and Development Department, Citizens Review Committee and City Planning Commission in order to share strategies related to the <i>Ten Year Plan</i>	HAND Board president or designated representative	Ongoing
	Provide information to these city agencies and departments on strategies for the first three years of the <i>Ten Year Plan</i> tied to permanent supportive housing	HAND Board president or designated representative	Ongoing

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 4: (year 1)	Strategy: Continue to strengthen the HMIS system		
Enhance quality and availability of data for planning and responding to needs of the homeless by maximizing the implementation of the local Homeless Management Information System (HMIS)	Action Steps	Responsible Person/Organization	Target Dates
	Identify stakeholders, policy makers and others who should receive HMIS data	HAND Board	July 2007
	Facilitate HMIS Reports Committee meetings to determine what data is needed to respond to needs of the homeless	HMIS Staff	Monthly
	Participate in Ten Year planning committees to determine reporting needs and to share data reports	HMIS Staff	As required
	Develop additional report queries as determined by HMIS Reports Committee	HMIS Staff	As needed
	Generate and distribute HMIS CoC Annual Collaborative Report	HMIS Staff	February 2008
	Generate and distribute Annual Homeless Assessment Report	HMIS Staff	Annually
	Provide on-site coaching sessions to providers to resolve HMIS data quality issues	HMIS Staff	Ongoing
	Provide customized training sessions on generating accurate reports from HMIS	HMIS Staff	March 2008
	Provide training and support to sustain current use of HMIS and to expand use of HMIS at new agencies.	HMIS Staff	Monthly
	Implement HMIS at an additional 8 agencies	HMIS Staff	June 2008

GOAL 4: COLLABORATION

Create and sustain effective collaboration at all levels to generate greater impact on ending homelessness.

ANNUAL ACTION PLAN Year 2: June 2008 – July 2009

Expected Second Year Outcomes

Data and Research

- Up-to-date list of funding streams and resources
- Barriers and strategic ideas re: hospital discharge planning re: PSH are developed
- Training and support are provided to agencies as needed to sustain current HMIS use and to expand to additional agencies
- HMIS data improves services, make prioritization, and funding decisions
- Data and reporting needs are identified and addressed

Strategic Planning and Monitoring

- HAND Monitoring Plan implemented
- First year activities of HAND strategic plan implemented
- Organizational capacity needs addressed
- Think tank meeting held
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Coordination

- HAND members continue to participate in the Human Services Collaborative Body (HSCB) and the Michigan Prisoner Re-Entry Initiative (MPRI); HAND continues to inform City Connect Detroit Homelessness Collaborative
- Relationships strengthened with the City of Detroit related to PSH and the *Ten Year Plan*
- Strategies around hospital discharge planning identified

Pilot Program

- Pilot program developed re: coordination of substance abuse and mental health treatment funding streams to support permanent supportive housing; funding sources identified; applications submitted

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 1: (year 2)	Strategy: Maintain updated list of funding streams and resources		
Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact	Action Steps	Responsible Person/Organization	Target Dates
	Update list of funding streams and resources	HAND Coordinator	December 2008
	Strategy: Engage providers to explore possibilities around innovation and to develop a pilot project around coordination of substance abuse and mental health services		
	Action Steps	Responsible Person/Organization	Target Dates
	Convene a Think Tank meeting of representatives from the substance abuse and mental health funding streams resources to talk about barriers to coordination, share information on best practices and brainstorm ways to coordinate this funding in order to improve service delivery and impact	HAND President and Coordinator	October 2008
	From this meeting, create a document that outlines "Detroit's Best Practices" around use of mainstream resources, particularly substance abuse and mental health. Include copies of the MOUs noted earlier	HAND Coordinator	December 2008
	Continue this Think Tank discussion at a HAND general membership meeting to solicit feedback	HAND President and Coordinator	November 2008
	Based on research and Think Tank discussions, convene a work group of representatives to identify one model program to develop for Detroit that increases coordination of funding streams around substance abuse and mental health	HAND President and Coordinator	February 2009
Seek funding for model program	HAND Coordinator, consultant, or implementing agency	March 2009	

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 2: <i>(year 2)</i>	Strategy: Implement the HAND strategic plan		
Increase the capacity of the local Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Implement first year strategic planning activities including evaluation	HAND Board and others as identified	Ongoing
	Strategy: Implement the HAND Monitoring Plan		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue to implement the HAND monitoring plan	HAND Project Review and Support Committee	Ongoing
	Strategy: Implement HAND capacity development strategies		
	Action Steps	Responsible Person/Organization	Target Dates
Continue capacity development strategies from Year 1	HAND Coordinator HAND Executive Committee	Ongoing	

Goal 4, Objective 3: <i>(year 2)</i>	Strategy: Participate in existing coordination efforts in order to strengthen collaboration		
Ensure local planning efforts are coordinated among local service providers and at the county, state and federal levels in order to strengthen collaborative planning for the use of federal resources	Action Steps	Responsible Person/Organization	Target Dates
	Continue to participate in the Human Services Collaborative Body and the Michigan Prisoner Re-Entry Initiative	HAND Board president or designated representative	Ongoing
	Strategy: Ensure that Community Development Block Grant and HOME dollars received by the City of Detroit are effectively linked to the Ten Year Plan		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue to strengthen relationships between HAND and the City of Detroit through its Planning and Development Department, Citizens Review Committee and City Planning Commission	HAND Board president or designated representative	Ongoing
	Continue to provide information to these city agencies and departments on strategies for the first three years of the <i>Ten Year Plan</i> tied to permanent supportive housing	HAND Board president or designated representative	Ongoing
	Strategy: Research best practice coordination related to hospital discharge planning and develop initial strategies		
	Action Steps	Responsible Person/Organization	Target Dates
	Convene a focus group with soup kitchens, walk-in centers, shelter providers, hospital discharge planners and others to assess the impact of hospital discharge planning. Identify barriers and possible strategies	HAND Coordinator	February 2009

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

	Develop ways to analyze data from HMIS re: retention in TH and PSH programs, use of mainstream resources and employment in order to identify whether HAND agencies are serving persons being discharged from hospital systems and to better understand their needs in order to prevent homelessness	HMIS staff	November 2008
	Research best practices around hospital discharge planning linked to ending homelessness	HAND Coordinator or consultant	November 2008
	Begin to develop links between Housing First and other PSH initiatives and hospital discharge planning to assure that individuals have streamlined access to housing and needed supports	HAND Board or identified committee	April 2009

Goal 4, Objective 4: (year 2)	Strategy: Continue to strengthen the HMIS system		
	Action Steps	Responsible Person/Organization	Target Dates
Enhance quality and availability of data for planning and responding to needs of the homeless by maximizing the implementation of the local Homeless Management Information System (HMIS).	Identify stakeholders, policy makers and others who should receive HMIS data	HAND Board	July 2008
	Facilitate HMIS Reports Committee meetings to determine what data is needed to respond to needs of the homeless	HMIS Staff	Monthly
	Participate in Ten Year planning committees to determine reporting needs and to share data reports	HMIS Staff	As required
	Develop additional report queries as determined by HMIS Reports Committee	HMIS Staff	As needed
	Generate and distribute HMIS CoC Annual Collaborative Report	HMIS Staff	February 2009
	Generate and distribute Annual Homeless Assessment Report	HMIS Staff	Annually (not sure of date)
	Provide on-site coaching sessions to providers to resolve HMIS data quality issues	HMIS Staff	Ongoing
	Provide customized training sessions on generating accurate reports from HMIS	HMIS Staff	March 2009
	Provide training and support to sustain current use of HMIS and to expand use of HMIS at new agencies.	HMIS Staff	Monthly
	Implement HMIS at additional agencies, as identified in 2008 Exhibit 1 application	HMIS Staff	June 2009

GOAL 4: COLLABORATION

Create and sustain effective collaboration at all levels to generate greater impact on ending homelessness.

ANNUAL ACTION PLAN Year 3: July 2009 – June 2010

Expected Third Year Outcomes

Data and Research

- Up-to-date list of funding streams and resources
- Strategic ideas developed re: hospital discharge planning
- Training and support are provided to agencies as needed to sustain current HMIS use and to expand to additional agencies
- HMIS data improves services, make prioritization and funding decisions
- Data and report needs are identified and addressed

Strategic Planning and Monitoring

- HAND Monitoring Plan implemented
- Second year activities of HAND strategic plan implemented
- Organizational capacity needs addressed

Coordination

- HAND members continue to participate in the Human Services Collaborative Body (HSCB) and the Michigan Prisoner Re-Entry Initiative (MPRI); HAND continues to inform City Connect Detroit Homelessness Collaborative
- Relationships strengthened with the City of Detroit related to PSH and the *Ten Year Plan*

Pilot Programs

- Pilot programs implemented re: coordination of funding streams continued
- Homeless individuals being discharged from hospitals placed in permanent supportive housing

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 1: <i>(year 3)</i>	Strategy: Maintain updated list of funding streams and resources		
Develop and maintain an accurate assessment of the existing funding streams and resources in Detroit, Hamtramck and Highland Park and the way in which these resources are used. Use this information to identify opportunities to coordinate this funding for improved service delivery and impact	Action Steps	Responsible Person/Organization	Target Dates
	Update list of funding streams and resources	HAND Coordinator	December 2009
	Strategy: Implement pilot program around coordination		
	Action Steps	Responsible Person/Organization	Target Dates
	Implement pilot and begin to evaluate results. Compile and maintain data and materials to support program expansion and replication	Implementing agency; HAND Coordinator	January 2010

Goal 4, Objective 2: <i>(year 3)</i>	Strategy: Implement the HAND strategic plan		
Increase the capacity of the local Continuum of Care	Action Steps	Responsible Person/Organization	Target Dates
	Implement second year strategic planning activities including evaluation	HAND Board and others as identified	Ongoing
	Strategy: Implement the HAND Monitoring Plan		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue to implement the HAND monitoring plan	HAND Project Review and Support Committee	Ongoing
	Strategy: Implement HAND capacity development strategies		
Action Steps	Responsible Person/Organization	Target Dates	
	Continue capacity development strategies from Year 1	HAND Coordinator; HAND Executive Committee	Ongoing

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 3: (year 3)	Strategy: Participate in existing coordination efforts in order to strengthen collaboration.		
Ensure local planning efforts are coordinated among local service providers and at the county, state and federal levels in order to strengthen collaborative planning for the use of federal resources	Action Steps	Responsible Person/Organization	Target Dates
	Continue to participate in the Community Collaborative and the Michigan Prisoner Re-Entry Initiative	HAND Board President or designated representative	Ongoing
	Strategy: Ensure that Community Development Block Grant and HOME dollars received by the City of Detroit are effectively linked to the Ten- Year Plan.		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue to strengthen relationships between HAND and the City of Detroit through its Planning and Development Department, Citizens Review Committee and City Planning Commission	HAND Board President or designated representative	Ongoing
	Continue to provide information to these city agencies and departments on strategies for the first three years of the <i>Ten Year Plan</i> tied to permanent supportive housing	HAND Board President or designated representative	Ongoing
	Strategy: Continue to develop initial strategies related to coordination with hospital discharge planning.		
	Action Steps	Responsible Person/Organization	Target Dates
	Continue to develop/implement strategies around hospital discharge planning to end homelessness	To be identified	Ongoing
	Place homeless persons being discharged from hospitals in permanent supportive housing as appropriate	To be identified	Ongoing

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 4, Objective 4: (year 3)	Strategy: Continue to strengthen the HMIS system		
Enhance quality and availability of data for planning and responding to needs of the homeless by maximizing the implementation of the local Homeless Management Information System (HMIS)	Action Steps	Responsible Person/Organization	Target Dates
	Identify stakeholders, policy makers and others who should receive HMIS data	HAND Board	July 2009
	Facilitate HMIS Reports Committee meetings to determine what data is needed to respond to needs of the homeless	HMIS Staff	Monthly
	Participate in Ten Year planning committees to determine reporting needs and to share data reports	HMIS Staff	As required
	Develop additional report queries as determined by HMIS Reports Committee	HMIS Staff	As needed
	Generate and distribute HMIS CoC Annual Collaborative Report	HMIS Staff	February 2010
	Generate and distribute Annual Homeless Assessment Report	HMIS Staff	Annually
	Implement HMIS at additional agencies, as identified in 2009 Exhibit 1 application	HMIS Staff	June 2010

GOAL 5: ENGAGE THE COMMUNITY

Build a political agenda and public will to end homelessness.

ANNUAL ACTION PLAN Year 1: July 2007 – June 2008

Expected Ten Year Outcomes

- Increased public and political knowledge about the needs in our community and our strengths in addressing homelessness
- Increased action among the general populace and decision makers in enacting changes that lead to the ending of homelessness

Expected Three Year Outcomes

Knowledge/Awareness

- Increased knowledge of Detroit legislators around homeless issues, particularly Housing First and permanent supportive housing
- Increased knowledge of HAND membership, business community and others about homelessness and solutions
- Increased community awareness of the needs of homeless individuals and families

Engagement

- Increased engagement of Detroit legislators around homeless issues through development and implementation of three-year strategy

Competence

- Increased competence of HAND members in building legislative and community support through training

Support

- Strengthened neighborhood and funder support for permanent supportive housing

Expected First Year Outcomes

Knowledge/Awareness

- Legislators aware of successful strategies including Housing First and permanent supportive housing via monthly legislative email
- HAND members, City Connect Detroit Homeless Collaborative and other informed of key legislative issues via HAND newsletter
- Street “perceptions” survey and other data used to create communications plan with local media to build support for permanent supportive housing

Engagement

- Three-year strategy developed to engage legislators

Support

- Neighborhood groups and funders are more informed and supportive of the homeless, Housing First and permanent supportive housing
- Project Homeless Connect and the Walk for the Homeless are implemented as vehicles to garner support for the homeless

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 5, Objective 1: <i>(year 1)</i>	Strategy: Build knowledge base of elected officials to provide support for Housing First and permanent supportive housing		
Develop and implement a mechanism for regularly informing elected officials on homeless issues and legislative concerns	Action Steps	Responsible Person/Organization	Target Dates
	Create a roster of Detroit elected officials (local, state and federal). Identify their administrative assistants related to housing	HAND Coordinator	September 2007
	Establish a monthly legislative email around homeless issues that relates directly to elected officials. Include a "What Works" section, focusing on specific programs that are successful with diverse groups of homeless, such as chronically homeless, homeless persons with HIV, those with mental health or substance abuse issues, homeless families, in order to educate officials about the work of HAND, the issues around homelessness in Detroit and to build a sense of hope around ending homelessness	HAND Coordinator	November 2007
	Continue to participate in Councilman Kenyatta's Homeless Task Force	HAND Coordinator and one Board member	Ongoing

Goal 5, Objective 2: <i>(year 1)</i>	Strategy: Increase knowledge of HAND members and others on upcoming legislative initiatives.		
Identify key legislative changes needed for ending homelessness and recruit legislative sponsors	Action Steps	Responsible Person/Organization	Target Dates
	Create a section within the HAND Newsletter designed to keep HAND members and others abreast of legislative initiatives	HAND Coordinator	Ongoing
	Share legislative information with HAND through presentations at general membership meetings	HAND Coordinator	Ongoing
	Keep City Connect Detroit Homeless Collaborative members informed of key legislative initiatives through ongoing reports at meetings	Representatives from HAND who are on the McGregor Fund collaborative	Ongoing
	Continue to participate in Councilmember Kenyatta's Homeless Task Force	HAND Coordinator	Ongoing
	Strategy: Develop strategies for engaging elected officials re: homeless issues		
	Action Steps	Responsible Person/Organization	Target Dates
	Identify a legislative HAND board liaison. This person, along with others, would meet with City Connect Detroit to develop a three-year strategy on how best to engage Detroit legislative officials re homeless issues. This would build upon the engagement of legislative officials in the City Connect Detroit Homeless Collaborative	HAND Board legislative liaison and president or executive committee	Begin January 2008

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

	As part of this strategy, set up individual meetings with key legislative assistants to introduce HAND, talk about homeless issues in Detroit. Explore key legislative issues pending that impact homelessness or proposals that need to be initiated around homelessness, and ways that HAND can be helpful	HAND Board legislative liaison	June 2008
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Goal 5, Objective 3: (year 1)	Strategy: Gain additional awareness of the public's perceptions of homelessness		
Develop and implement an on-going marketing strategy to raise public awareness about solutions to end homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Conduct a "street" survey of perceptions of persons regarding homelessness (modeled after the "Compassion, Concern and Conflicted Feelings" conducted by Public Agenda in NY www.publicagenda.org .) Use this information as the foundation for a communications plan and with elected officials	HAND Needs Assessment Committee	October 2007
	Strategy: Using the street survey, create a communications plan that contains strategies to raise awareness about homelessness and solutions, with a focus on Housing First and permanent supportive housing		
	Action Steps	Responsible Person/Organization	Target Dates
	Build upon the street survey and other data to create a communications plan involving local media; develop a press kit; create a media contact list; cultivate relationships with various media	Public relations consultant, HAND Coordinator and appropriate HAND committees	December 2007
	Strategy: Raise awareness within neighborhoods about homelessness and solutions, with a focus on Housing First and permanent supportive housing		
	Action Steps	Responsible Person/Organization	Target Dates
	In collaboration with the CCD Homeless Collaborative, meet with the Skillman Good Neighborhood Initiative to talk about PSH and its impact on neighborhoods.	HAND President	January 2008
	In collaboration with the CCD Homeless Collaborative, meet with Mayor Kilpatrick's Next Detroit Neighborhood Initiative to talk about PSH and its impact on neighborhoods	HAND President	January 2008
	Expand recipients of HAND Newsletter to include neighborhood groups	HAND Coordinator	January 2008
	Strategy: Raise awareness with local funders about homelessness and solutions, with a focus on Housing First and permanent supportive housing		
	Action Steps	Responsible Person/Organization	Target Dates
	In collaboration with City Connect Detroit, convene a meeting with local funders to talk about the homeless – the facts, the costs and viable solutions – for education as well as building support and engagement	HAND board president	May 2008

GOAL 5: ENGAGE THE COMMUNITY

Build a political agenda and public will to end homelessness.

ANNUAL ACTION PLAN Year 2: July 2008 – June 2009

Expected Second Year Outcomes

Knowledge/Awareness

- Legislators aware of successful strategies including Housing First and permanent supportive housing
- HAND members, City Connect Detroit Homeless Collaborative and others informed of key legislative issues
- Year 1 strategies of communications plan implemented

Engagement

- Year 1 strategies of legislative engagement plan implemented

Competence

- HAND members trained on how to build community support for legislation

Support

- Neighborhood groups and funders are more informed and supportive of the homeless, Housing First and permanent supportive housing
- Every Person Count campaign expanded into a public awareness strategy
- Project Homeless Connect and the Walk for the Homeless are implemented as vehicles to garner support for the homeless

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 5, Objective 1: <i>(year 2)</i>	Strategy: Continue to build knowledge base of elected officials to provide support for Housing First and permanent supportive housing		
Develop and implement a mechanism for regularly informing elected officials on homeless issues and legislative concerns	Action Steps	Responsible Person/Organization	Target Dates
	Continue the monthly legislative email and participation in the Homeless Task Force	HAND Coordinator and board member	Ongoing

Goal 5, Objective 2: <i>(year 2)</i>	Strategy: Continue to increase knowledge of HAND members and others on upcoming legislative initiatives.		
Identify key legislative changes needed for ending homelessness and recruit legislative sponsors	Action Steps	Responsible Person/Organization	Target Dates
	Continue the section in the HAND Newsletter designed to keep HAND members and others abreast of legislative initiatives	HAND Coordinator	Ongoing
	Share legislative information with HAND through presentations at general membership meetings	HAND Coordinator	Ongoing
	Continue to keep CCD Homeless Collaborative members informed of key legislative initiatives through ongoing reports at meetings	Representatives from HAND who are on the McGregor Fund collaborative	Ongoing
	Continue to participate in Councilmember Kenyatta's Homeless Task Force	HAND Coordinator	Ongoing
	Strategy: Implement strategies for engaging elected officials re homeless issues		
	Action Steps	Responsible Person/Organization	Target Dates
	Implement legislative engagement strategies developed in Year 1	HAND Board legislative liaison	Ongoing
Strategy: Increase capacity of HAND members to build community support for legislative initiatives.			
	Action Steps	Responsible Person/Organization	Target Dates
	Seek training on how to build community support for legislation	HAND Coordinator	January 2009

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 5, Objective 3: <i>(year 2)</i>	Strategy: Continue to implement the strategies developed in Year 1 to raise public awareness about homelessness and solutions, with a focus on Housing First and permanent supportive housing		
Develop and implement an on-going marketing strategy to raise public awareness about solutions to end homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Continue to implement Project Homeless Connect and the Walk for the Homeless as vehicles to support and create lasting solutions for homeless individuals and families	HAND Coordinator and identified committee	Ongoing
	Continue to build support for PSH through the various neighborhood initiatives underway	To be identified	Ongoing
	Continue to build on the communications plan	HAND Coordinator, Outreach Committee and others	Ongoing
	Strategy: Expand the “Every Person Counts” campaign into a public awareness tool re homelessness and solutions, with a focus on Housing First and permanent supportive housing.		
	Action Steps	Responsible Person/Organization	Target Dates
	Consult with a PR/Marketing expert on how to “grow” the Every Person Counts campaign into a public awareness strategy about solutions to end homelessness; use information from Community Survey	HAND Coordinator, Needs Assessment and Outreach Committees	Ongoing

GOAL 5: ENGAGE THE COMMUNITY

Build a political agenda and public will to end homelessness.

ANNUAL ACTION PLAN: Year 3: July 2009 – June 2010

Expected Third Year Outcomes

Knowledge/Awareness

- Legislators aware of successful strategies including Housing First and permanent supportive housing
- HAND members, City Connect Detroit Homeless Collaborative and others informed of key legislative issues
- Year 2 strategies of communications plan implemented

Engagement

- Year 2 strategies of legislative engagement plan implemented

Support

- Neighborhood groups and funders are more informed and supportive of the homeless, Housing First and permanent supportive housing
- Project Homeless Connect and the Walk for the Homeless are implemented as vehicles to garner support for the homeless

Moving Forward Together: 10 Year Plan to End Homelessness Three Year Action Plan

Goal 5, Objective 1: <i>(year 3)</i>	Strategy: Continue to build knowledge base of elected officials to provide support for Housing First and permanent supportive housing		
Develop and implement a mechanism for regularly informing elected officials on homeless issues and legislative concerns	Action Steps	Responsible Person/Organization	Target Dates
	Continue the monthly legislative email and participation in the Homeless Task Force	HAND Coordinator and board member	Ongoing

Goal 5, Objective 2: <i>(year 3)</i>	Strategy: Continue to increase knowledge of HAND members and others on upcoming legislative initiatives		
Identify key legislative changes needed for ending homelessness and recruit legislative sponsors	Action Steps	Responsible Person/Organization	Target Dates
	Continue the section in the HAND Newsletter designed to keep HAND members and others abreast of legislative initiatives	HAND Coordinator	Ongoing
	Share legislative information with HAND through presentations at general membership meetings	HAND Coordinator	Ongoing
	Continue to keep City Connect Detroit Homeless Collaborative members informed of key legislative initiatives through ongoing reports at meetings	Representatives from HAND who are on the McGregor Fund collaborative	Ongoing
	Continue to participate in Councilmember Kenyatta's Homeless Task Force	HAND Coordinator	Ongoing
	Strategy: Develop strategies for engaging elected officials re: homeless issues		
	Action Steps	Responsible Person/Organization	Target Dates
Implement legislative engagement strategies developed in Year 1	HAND Board legislative liaison	Ongoing	

Goal 5, Objective 3: <i>(year 3)</i>	Strategy: Continue to implement the strategies developed in Years 1 and 2 to raise public awareness about homelessness and solutions, with a focus on Housing First and permanent supportive housing		
Develop and implement an on-going marketing strategy to raise public awareness about solutions to end homelessness	Action Steps	Responsible Person/Organization	Target Dates
	Continue to implement Project Homeless Connect and the Walk for the Homeless as vehicles to support and create lasting solutions for homeless individuals and families	HAND Coordinator and identified committees	Annually
	Continue to build support for PSH through the various neighborhood initiatives underway	To be identified	Ongoing
	Continue to build on the communications plan	HAND Coordinator and relevant HAND committees	Ongoing