



A PLACE TO CALL HOME

Calhoun County Plan to End Homelessness

August 2019

Calhoun County Continuum of Care

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APPENDIX A: GOAL AND STRATEGIES DESCRIPTION

Calhoun County CoC developed a strategic plan to end homelessness, first in 2007 and revised in 2010. With this revision, the CoC has established the following goals:

1. Broad Community Awareness
2. Robust Coalition
3. Aligned Funding
4. Affordable Housing
5. Access to Services

Goal #1: Broad Community Awareness

Maintain broad community awareness of the reality and impact of homelessness in Calhoun County

Strategies:

- Expand our comprehensive quality system wide data approach, including information on the costs of temporary housing
 - Thorough, documented PIT count in January 2020
 - Full use of HMIS, including reporting
 - Increased usage of HMIS by expanding Coordinated Entry access points
- Expand our ongoing campaign to engage the public using local media, private sector representatives and homeless individuals as partners
- Develop programs to remove stigma

Goal #2: Robust Coalition

Strengthen and expand the coalition of providers, private sector partners and other key community leaders

Strategies:

- Continue to recruit experienced leadership for the coalition, including the strategy-setting Housing Solutions Board, with private sector partners
 - Add advisory members from the community to provide input to the board as needed (e.g., city and county leadership, various Homeless Coalition partners, etc.)
- Continue to build and develop a shared positive vision of a community that wisely engages all of its members to the full extent of their capacities
 - Promote a permanent solutions mindset

- Learn best practices in support of the vision (quarterly training sessions on Housing First, permanent supportive housing, intensive case management, etc.; also include training and education on services/providers in the community)
- Maintain shared standards and system wide measures for outcomes
 - Review standards annually
 - Engage all access points through the Coordinated Entry System

Goal # 3: Aligned funding approach

Maintain an informed, aligned funding approach across organizations

Strategies:

- Align current and future funding (MSHDA, HUD, other) with this Ten-Year Plan
- Continue to educate local funders to support system goals and approaches:
 - fundamental vs. temporary solutions
 - programs applying national best practices
 - programs that promote collaboration and accountability to the whole system
- Integrate funding streams for housing and services addressing homelessness
- Identify and implement new opportunities to transition existing funding from temporary solutions to permanent solutions
- Develop funding strategy for community priorities like a full-service day shelter, a youth shelter, expanded family housing

Goal # 4: Affordable Housing

Increase access to quality, safe, permanent affordable housing... with permanent supportive services.

Strategies:

- Use existing housing resources more effectively (BCHC, privately held low income units)
 - Revise intake processes to allow use of units by people with typical obstacles to stability
 - Add permanent supportive services to Summit Pointe housing and to BCHC as needed (identify funding streams)
- Continue work on the development of the MSHDA CHIP initiative (supportive housing units for chronically homeless)

- Continue to develop, educate, and encourage a strong network of landlords
- Implement a best practice supportive services model and identify funding to pay for services
- Expand our Housing First solution (with services) for people in need of housing:
 - Families who are homeless – develop expansion programs
 - Unaccompanied youth – develop new partnerships
 - Veterans (also a transitional housing approach for veterans attending day treatment programs)
 - Domestic violence survivors – develop new supportive services for rapid rehousing
- Identify a long-term funding approach for supportive housing services.
- Grow resources/network of solid, ethical private property managers
 - Develop safeguards for landlords to rent to people with poor credit, eviction, or criminal records
 - Develop incentives for landlords to increase their participation in affordable housing programs
 - Mobilize the community to hold property managers accountable for compliance and code regulations (reduce the number of ‘slum lords’ and low-quality housing)

Goal # 5: Access to Services

Ensure access to needed services by all people

Strategies:

- Continue to strengthen Homelessness Prevention Strategy, including eviction prevention
 - Revise the emergency services approach and monies available to those facing eviction in Calhoun County
 - Develop interventions to support both the landlord and those facing potential eviction – before 7-day court filings
 - Provide support and connection to the Community Development Credit Union concept and other like services – ‘Put cash advance businesses out of business!’
 - Develop a presumptive disability program in Calhoun County for people seeking SSI (Phase II)
- Partner with the CMH and other community partners to address the shortage of current substance abuse treatment options and mental health services for the homeless.
 - Determine what’s available in the community, engage with the providers, outline best practice and ensure their use. Educate all providers about services and their availability.

- Recruit key stakeholders and service providers to develop countywide strategic plan to fund additional treatment options, including psychiatric urgent care and in-patient programs.
- Simplify and centralize access to services for individuals who are homeless, including:
 - Identify and implement an intake process for ‘triaging’ individuals who are experiencing a housing crisis/newly homeless. Increase case management services that help individuals who are homeless negotiate the system of care and access mainstream resources.
 - Consider creating a centralized, one-stop facility to meet homeless individual’s needs (broad-base of services, social and community center, education and job support, with outreach and transportation)

Goal # 6: Employment and education opportunities

Develop comprehensive and accessible permanent employment opportunities and education opportunities

Strategies:

- Support the BRIDGES collaboration project that will provide education and training to low-income individuals, and help create permanent living wage jobs
- Create entrepreneurial businesses to help provide jobs that explicitly incorporate the skills of homeless people, guarantee their work through an organization such as SHARE
- Strengthen supportive employment opportunities. Partnership with Summit Pointe and/or MIWorks!, Disability Resource Center, Goodwill, Michigan Rehab Services, ARC
- Partner with existing employers to help address barriers to employment and/or employee retention to increase access to employment (e.g., transportation, child care, job training programs)

APPENDIX B: *IMPLEMENTATION PLAN*

Last Update: August 28, 2019

The extension of the “next” 10 Year Plan to End Homelessness in Calhoun County will be overseen by the Homeless Coalition.

The following processes will support the oversight and communication of the plan’s progress in the larger provider body and full community:

- Regular updates and an annual review session from the working teams to the Homeless Coalition to assess overall progress, adjust strategies and work teams as needed, and charter new teams as appropriate. (e.g., April '07, September 07, January '08 etc.)
- Semi-annual meetings including all work team leaders to discuss progress, alignment across groups and suggested adjustments (e.g., June '07, November '07)
- Semi-annual communication updates with the community (or more regularly via a website) following the bi-annual meetings noted above

The plan will be implemented in phases over an eight to ten-year period. The following implementation guide shows the phases for each of the plan strategies, outlines team members and immediate deliverables for each of the strategies with timing for completion. (These details are provided only for the strategies that are outlined for Phase I implementation.)

Goal #1: Broad Community Awareness

Maintain broad community awareness of the reality and impact of homelessness in Calhoun County

STRATEGY	DETAILS	COMMITTEE/ CHAIR/TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Focus on quality data and distribution	<ul style="list-style-type: none"> ▪ PIT count documentation ▪ System Administration, Michigan Coalition Against Homelessness ▪ HMIS, reporting ▪ HMIS, data quality focus ▪ Expand usage of HMIS by new CES access points ▪ Consistent and continuous training and data quality audits 	<p>Data Collections Committee</p> <p>Chair: Dir, CoC</p> <p>Key Support: Sys Admin: MCAH</p> <p>Local Sys Admin: SP Housing</p> <p>Members: Haven of Rest, SP Housing, VOA, SHARE Center</p>	<p>Complete PIT/HIC Count – January 2020</p> <p>Complete PIT Count – Homeless Health Fair</p> <p>Data summary, analysis and discussion with Homeless Coalition– 3x annually</p> <p>Continue HMIS strategy – provide regular updates to Coalition</p>	<p>HMIS project funds; ESG HMIS funds; HUD TA grant support</p>
Increase public engagement and communication campaign	<ul style="list-style-type: none"> ▪ Use local media, private sector representatives and clients as partners ▪ Expand usage of social media to share information and showcase partnerships ▪ Increase connection information on the CoC and Homeless Coalition website 	<p>CoC Planning Body</p> <p>Chair: The Coordinating Council</p> <p>Possible Team Members: marketing or communications students, Channel 3 rep, Win 98.5 rep, Homeless Rep</p>	<p>Documented communication approach including key messages, audiences to reach, and desired speakers, partners – by June 2020</p>	<p>Cost associated with print materials</p> <p>Pro-bono or interns: website, social media, print and graphic support</p> <p>*These items are supported by Summit Pointe as a partner with TCC</p>

Goal #2: Robust Coalition

Strengthen and expand the coalition of providers, private sector partners and other key community leaders

STRATEGY	DETAILS	COMMITTEE/ CHAIR/ TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Continue to recruit experienced leadership for the coalition and the Housing Solutions Board with private sector partners	<ul style="list-style-type: none"> ▪ Structure includes direct-service providers, partner organizations, legal, employment, and homeless representatives. ▪ Solution is aligned with Continuum of Care requirements ▪ Add advisory members to support or present to the HSB 	<p>Structure Committee</p> <p>Chair: HSB Chair</p> <p>Team Members: Housing Solutions Board members</p>	Ongoing maintenance	Cost for staffing and overhead provided partly through CoC Planning Grant and partly by TCC contract.
Continue to build a shared positive vision of a community that wisely engages all of its members to the full extent of their capacities	<ul style="list-style-type: none"> ▪ Promote a permanent solutions mindset ▪ Learn best practices in support of the vision (monthly training sessions on Housing First, permanent supportive housing, intensive case management, subpopulations) 	<p>Chair: TCC</p> <p>In collaboration with the entire Homeless Coalition</p>	Training schedule ongoing and monthly	No added costs
Maintain shared standards and system wide measures for outcomes	<ul style="list-style-type: none"> • Review standards annually • Engage all access points through the Coordinated Entry System 	<p>Chair: TCC With Homeless Coalition</p>	Ongoing maintenance	Cost of data support by MCAH

Goal # 3: Aligned funding approach

Maintain an informed, aligned funding approach across organizations

STRATEGY	DETAILS	COMMITTEE/ CHAIR/ TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Align current and future funding (MSHDA, HUD) with the 10 Year plan		Funding Committee Chair: TCC	Review process annually; ensure public transparency	No additional costs
Continue to educate funders to support system goals and approaches	Education/Discussion topics to include: <ul style="list-style-type: none"> ▪ fundamental vs. temporary solutions ▪ programs applying national best practices ▪ programs that promote system collaboration and accountability to the whole system ▪ 	Chair: TCC Team Members: UWGBC, Miller Foundation, BCCF, WKKF, and Funding Committee	Discussion/training sessions scheduled for 2020 – by TCC	No hard costs
Integrate funding streams for housing and services addressing homelessness		Continued work of funder group above		No hard costs
Identify and implement new opportunities to transition existing funding from temporary solutions to permanent solutions		HSB Allocation Committee		No hard costs
Develop funding strategy for community priorities like a full-service day shelter, a youth shelter, expanded family housing	Recruit strategy team	COC Director		Low costs? Perhaps recruit facilitator to support session

Goal # 4: Affordable Housing

Increase access to quality, safe, permanent affordable housing with permanent supportive services.

STRATEGY	DETAILS	COMMITTEE/ CHAIR/TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Use existing affordable housing resources more effectively	<ul style="list-style-type: none"> ▪ Revise intake processes to allow use of units by people with typical obstacles to stability ▪ Expand permanent supportive services and housing ▪ Implement project-based vouchers ▪ Work with City of Battle Creek to better utilize CDBG and HOME funds 	<p>Housing & Services Committee (IST)</p> <p>Chair: TCC</p> <p>Team Members: IST team members; landlords</p>	Maintain existing services and expand programs to fill gaps	<p>Evaluate partnerships to identify diversified funding sources</p> <p>Exploration City of BC model to protect landlords re excessive property damages</p>
Continue to explore housing opportunities – local, state, and federal	<ul style="list-style-type: none"> ▪ Continue to develop network of landlords ▪ Provide supportive services for landlords ▪ Strengthen support of Legal Services in Eviction diversion, prevention work ▪ HSB needs to help identify opportunities ▪ Strengthen relationship with City of BC 	<p>Housing & Services Committee (IST)</p> <p>Chair: HSB</p>	<p>Increase funding opportunities</p> <p>Identify new landlord partnerships</p> <p>Work with City of BC and BCHC to increase housing access</p>	<p>Possible state and federal funding</p> <p>Local funding supports eviction diversion work</p> <p>Diversion work</p> <p>In-kind from partner agencies</p>
<p>Expand our Housing First solution (with services) for homeless:</p> <ul style="list-style-type: none"> • Individuals and families • Veterans • Unaccompanied youth • Domestic Violence survivors 	<ul style="list-style-type: none"> ▪ Expand family supportive housing solutions that can also serve domestic violence survivors ▪ Increase PSH ▪ Increase RRH through unique partnerships 	<p>Shared responsibility: HSB, TCC, HC</p>	<p>Apply for PSH and RRH through HUD Competition Bonus Funds</p>	<p>MSHDA funds for housing costs and/or vouchers</p> <p>Maintain funding for services</p>

STRATEGY	DETAILS	COMMITTEE/ CHAIR/TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
	<ul style="list-style-type: none"> ▪ Build resources for unaccompanied Youth 			
Identify a long-term funding approach for supportive housing services	<ul style="list-style-type: none"> ▪ Consider a public service millage, endowments, use of Medicaid dollars, TANF, etc. 	Chair: HSB	Delay this element to concentrate on other priorities	
Grow resources/network of solid, ethical private property managers	<ul style="list-style-type: none"> ▪ Develop safeguards for landlords to rent to people with poor credit, eviction, or criminal records ▪ Develop incentives for landlords to increase their participation in affordable housing programs ▪ Mobilize the community to hold property managers accountable for compliance and code regulations (reduce the number of 'slum lords' and low-quality housing) 	Chair: HSB, with Legal Services		Reserve of dollars to protect landlords for excessive property damages

Goal # 5: Access

Ensure access to needed services

STRATEGY	DETAILS	COMMITTEE/ CHAIR/TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Continue to strengthen Homelessness Prevention Strategy, including eviction prevention	<ul style="list-style-type: none"> ▪ Revise the emergency services approach and monies available to those facing eviction ▪ Develop interventions to support both the landlord and those facing potential eviction (before 7-day court filings) ▪ Increase ESG prevention funds to SP Housing 	Chair: Legal Services SCM		Low to no hard costs
Partner with the CMH and other community partners to address the shortage of current substance abuse treatment options and mental health services for the homeless.	<ul style="list-style-type: none"> ▪ Determine what's available in the community, engage with the providers, outline best practices and ensure their use. ▪ Educate all providers about services and their availability ▪ Have CMH provide peer support at drop-in center ▪ Refer to Recovery Center ▪ Provide more group therapy at SHARE Center 	Chair: HSB	Onboard new programming Participate with CMH to identify additional resources	No hard costs

Goal # 6: Employment and education opportunities

Develop comprehensive and accessible permanent employment opportunities and education opportunities

STRATEGY	DETAILS	COMMITTEE/ CHAIR/TEAM MEMBERS	NEXT IMMEDIATE DELIVERABLE AND DUE DATE	COSTS AND POTENTIAL RESOURCES
Support BRIDGES collaboration project	<ul style="list-style-type: none"> ▪ Liaison to Homeless Coalition ▪ Keep groups aligned and informed about their shared work/goals 	Owner: MDHHS	Update to HC	
Support agencies and employers in providing jobs or life-skills training	<ul style="list-style-type: none"> ▪ Perform outreach to agencies engaged in the work ▪ Educate access agencies on opportunities 	Owner: TCC		
Maintain Homeless Employment HUB at the SHARE Center	<ul style="list-style-type: none"> ▪ 	Owner: SHARE Center	Create MOU with homeless employment partners Hold employment officer hours	Private funds
Partner with existing employers to expand opportunities	<ul style="list-style-type: none"> ▪ Help address barriers to employment and/or employee retention to increase access to employment (e.g., transportation, child care, job training program) 	Owner: TCC	Presentations to CoC Outreach	
Partner with agencies and schools to expand education opportunities	<ul style="list-style-type: none"> ▪ Help address barriers to education ▪ Explore opportunities for secondary, post-secondary opportunities 	Owner: TCC	Presentations to CoC Outreach	

APPENDIX C: **GUIDING PRINCIPLES**

Principle #1: Respect & Empowerment

We commit to meeting individuals where they are with respect and dignity. We appreciate individual needs, choices, and beliefs. We seek to empower by sharing information and providing critical support to develop the unique strengths and resources of those we serve.

Principle #2: Use of Best Practices & Approaches

We commit to the use of best practices in service delivery. We support each other's learning and hold each other accountable for implementing the approaches that deliver the best outcomes.

Principle #3: System Perspective

We work in collaboration, recognizing that jointly we are a 'system of care'. We believe that a systems perspective helps us maximize our success in achieving our desired outcomes over time.

Principle #4: Permanent Solutions Mindset

We commit to devoting our resources to supporting fundamental, permanent solutions that ensure safe and affordable homes for our neighbors. We will not be satisfied with managing homelessness.

Principle #5: Outcomes Focused

We set goals as a community and as individual providers. We measure outcomes and our success against our goals. We know what works and we make adjustments based on our results.

Principle #6: Community Involvement

We believe every neighbor deserves a place to call home. To be successful we need the support and involvement of the full community.

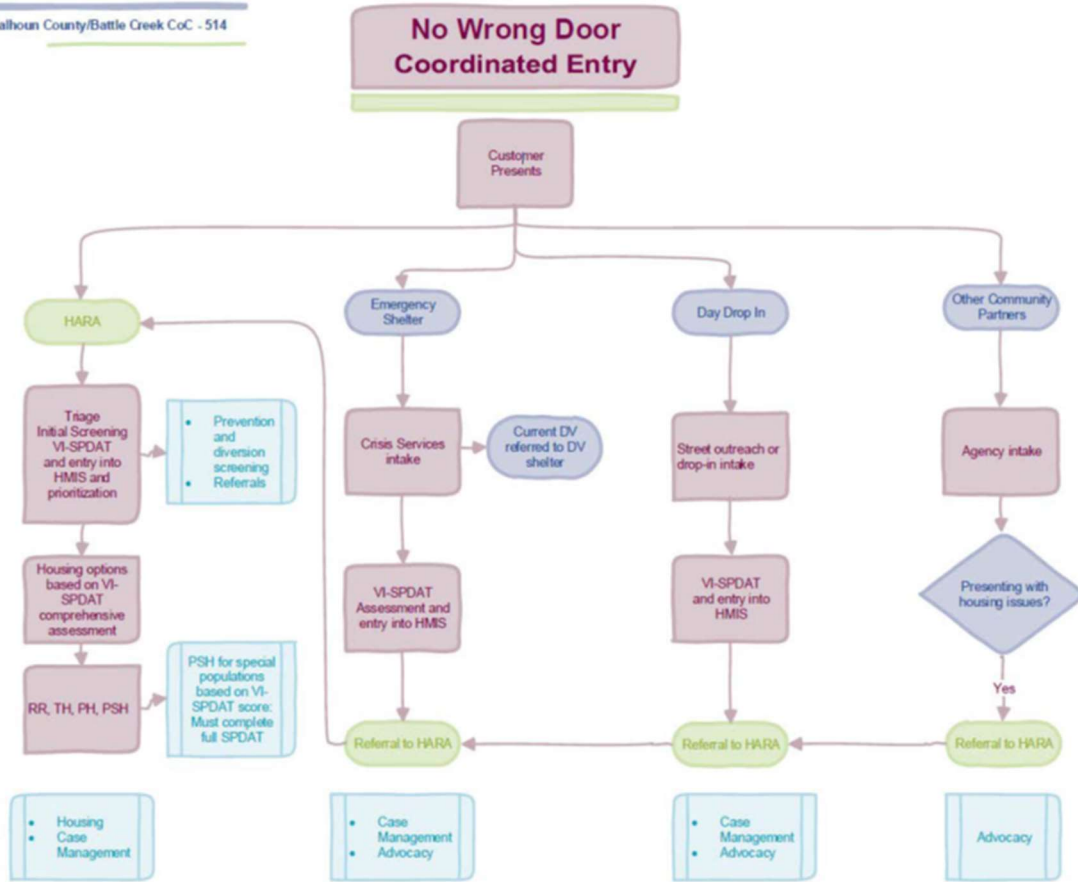
APPENDIX D: **DRAFT COMMUNITY MEASURES OF SUCCESS**

- *Reduce the number of homeless on any given day*
- *Reduce the number of evictions and WRITs in the county*
- *Increase the number of permanent supportive housing units available in the county*
 - Next steps – continue to pursue all avenues for increasing PSH available units, through additional applications, redeployment of housing vouchers, and re-prioritization of projects in alignment with HSB strategy guidance.
- *Increase the number (and percent) of clients that move out of temporary shelters and into permanent housing*
- *Improve housing stability for supportive housing units and public housing units*
- *Track and reduce evictions in public housing and supportive housing*
- *Track and increase housing stability in public housing and supportive housing*
 - Next step: partner with Legal Services, rental property managers, and housing case managers to develop pre-diversion program for those facing eviction (e.g., solutions at the 7-day notice mark that would reduce formal court filings)

APPENDIX I: *PROCESS & HISTORY OF THE CoC*

Calhoun County's 10-year plan was published in 2006 and last revised in 2010. We have finalized a community assessment plan on 11/09/2015 and have accomplished the majority of the goals. Calhoun County refocused their priorities to develop a Coordinated Entry System (diagram below) that rolled out on January 2018 and is leveraging community assets toward aligning our community's efforts in:

- Increasing leadership at the Housing Solutions Board level to cover modalities not currently represented on the Board. Last year we added, Youth – Catholic Charities and Employment – Michigan Works.
- Authoring/Publishing homeless Veteran protocols and resource guides – a flow chart for resources.
- Increased access to stable and affordable housing through the addition of Permanent Supportive Housing in Battle Creek, MI, as well as Domestic Violence rapid re-housing additional support.
- Educating landlords in our community on the merits of housing the homeless through landlord dinner and learning opportunities.
- Partnering on our regional PATH grant to increase SOAR access to more areas within the region.
- Focusing on employment/income growth opportunities via a grant funded CoC employment liaison.
- Creating a Mobile Crisis Unit to serve the youth of our community.



The following chart outlines the history of the planning process for the Calhoun County Continuum of Care.

Calhoun County Planning Process Overview		
Task	Who	When
Formed Ten Year Plan Committee (TYP) and conducted early planning	Homeless Coalition	2004 – 2005
Created proposal, obtained funding and hired consultants	TYP Committee	2005 – March 2006
Conducted community interviews	Consultants	June 2006
Formed two additional committees: <i>Advisory Board</i> made up of community leaders, <i>Steering Committee</i> made up of clients. Client and provider liaisons participated on all the committees.	TYP Committee of the Homeless Coalition	August – September 2006

Calhoun County Planning Process Overview		
Task	Who	When
Developed summary of issues and systems map	Initial draft by consultants	June 2006
Reviewed systems map with the TYP, the Homeless Coalition and the Steering Committee	All provider groups, Steering Committee members	July 2006
<i>Gathered and reviewed best practice information</i>	TYP members with consultants	June – August 2006
Established leverage points and draft plan goals and strategies	TYP and Steering Committee with consultants	July – September 2006
Goals and strategies refined: gathered additional input and established priorities	Broad community of providers, Steering Committee, Advisory Board	September – October 2006
Further development of the implementation plan including possible measures of success, work team members, timing, etc.	TYP members	Early October 2006
Develop community engagement plan with Advisory Board (outreach to broader community)	Advisory Board	October 12 th meeting – planned
Final Plan document provided to MSHDA	TYP	October 16, 2006
Conduct Community Forum to launch the Plan within the entire community	Planned attendance: 125 people including people who are experiencing homelessness or were formerly homeless; business leaders; service providers; local government and political leaders; interested citizens	Planned for January 2007
Launch Committees	TYP or Homeless Coalition with key work team members (champions, conveners)	Late January, early February 2007
Calhoun County plan to end homelessness revised and issued	Housing Solutions Board	Early 2010
Ongoing planning, implementation and communication	Work teams, Homeless Coalition	Ongoing

Calhoun County Planning Process Overview		
Task	Who	When
Homeless Coalition organizational assessment	Housing Solutions Board	November 2015
CES policies implemented	Housing Solutions Board; Homeless Coalition	January 2018
Calhoun County plan to end homelessness revised and issued	Housing Solutions Board	August 2019

Note: Appendices E – H are now obsolete

“Appendix E: Detailed Goals and Strategy Information” has been removed as the information is now obsolete.

“Appendix F: Data Summary” has been removed as the information is now obsolete.

“Appendix G: Systems Summary” has been removed as the information is now obsolete.

“Appendix H: Best Practices Summary” has been removed as the information is now obsolete.

Information from these appendices are still available through the archived 2010 version of this Plan.

APPENDIX J: *DEFINITION OF HOMELESS*

Our community defines homelessness broadly, including:

- Our neighbors who are living in shelters, on the street, in cars, or 'doubled up' on couches of friends or family.
- Those neighbors can be single adults, families, young adults, and unaccompanied youth who are trying to survive on their own without family or extended network support.
- Those at high risk of homelessness: people in the extremely low-income brackets (30% and below median income) and who are paying well over 30% of their income for housing.

APPENDIX K: *ALIGNMENT WITH FEDERAL AND STATE ACTION PLANS*

Calhoun County's Plan to End Homelessness is grounded in the themes identified by both federal and state strategic plans to end homelessness. Opening Doors is the 2015 federal strategic plan to prevent and end homelessness by the US Interagency Council on Homelessness (USICH). Opening Doors was adopted by the Michigan State Housing Development Authority (MSHDA) for Michigan's Campaign to End Homelessness for 2017-2019. Recently, the federal government has issued an updated federal strategic plan to prevent and end homelessness, called Home, Together. MSHDA is currently working on their updated strategic plan for 2020-2022, which will be based on Home, Together. This appendix provides a quick comparison on the solid alignment between the federal, state, and local action plans.

Opening Doors

Opening Doors is the 2015 federal strategic plan to end homelessness, authored by USICH. In addition, Opening Doors was adopted by the Michigan State Housing Development Authority (MSHDA) for Michigan's Campaign to End Homelessness for 2017-2019. Five themes that have been identified through the federal Opening Doors and MSHDA strategic plans:

1. Increase leadership, collaboration, and civic engagement
2. Increase access to stable and affordable housing
3. Increase economic security
4. Improve health and stability
5. Retool the homeless crisis response system

Home, Together

Home, Together is the updated federal strategic plan to end homelessness, created in 2018 by USICH. Through this plan, only one goal exists: to end homelessness in America. Objectives are broken down across 4 categories, which include:

1. Ensure homelessness is a rare experience
 - a. Collaboratively build lasting systems that end homelessness
 - b. Increase capacity and strengthen practices to prevent housing crises and homelessness
2. Ensure homelessness is a brief experience
 - a. Identify and engage all people experiencing homelessness as quickly as possible

- b. Provide immediate access to low-barrier emergency shelter or other temporary accommodations to all who need it
 - c. Implement Coordinated Entry to standardize assessment and prioritization process and streamline connections to housing services
 - d. Assist people to move swiftly into permanent housing with appropriate and person-centered services
3. Ensure homelessness is a one-time experience
 - a. Prevent returns to homelessness through connections to adequate services and opportunities
 4. Sustain an end to homelessness
 - a. Sustain practices and systems as a scale necessary to respond to future needs

Calhoun County's Action Plan

Calhoun County's Plan to End Homelessness focuses on the most pressing challenges within the local community. This current revision of Calhoun County's strategic plan aligns with the Opening Doors federal plan and MSHDA Michigan's Campaign to End Homelessness while being mindful of elements from USICH Home, Together. The Calhoun County CoC may provide another revision next year once the updated MSHDA Plan is released to ensure local priorities are aligned with state priorities. In brief, Calhoun's goals are:

1. Broad Community Awareness
2. Robust Coalition
3. Aligned Funding
4. Affordable Housing
5. Access to Services

Alignment between Plans

The following table demonstrates alignment across federal, state, and local strategies to prevent and end homelessness.

Note: Highlighted Local Supporting Strategies are also detailed in the objectives for “Rare” and “Brief” homelessness themes in the updated federal release: Home, Together (2018).

Calhoun County Local Plan Goals	Calhoun County Local Supporting Strategies	Opening Doors, MSHDA Michigan’s Campaign to End Homelessness				
		Increase leadership, collaboration, and civic engagement	Increase access to stable and affordable housing	Increase economic security	Improve health and stability	Retool the homeless crisis response system
Broad Community Awareness	Focus on quality data and distribution through HMIS	Strategy 1: Increase collaboration between public and private organizations			Strategy 2: Maximize the use of Medicaid and other existing resources (based on HMIS data referrals)	Strategy 1: Increase focus on outcomes to determine priorities Strategy 4: Utilize data driven service interventions and decision making
Robust Coalition	Inclusion and engagement by CES access points across the coalition, community partners, and employers	Strategy 1: Increase collaboration between public and private organizations Strategy 4: Improve public education				Strategy 2: Full implementation of HARA and CES, including prioritization procedures

Aligned Funding Approaches	Educate local funders; Pursue opportunities to direct funding towards PSH; Develop funding strategies for new programming	Strategy 4: Improve public education		Strategy 2: Improve access to mainstream resources	Strategy 2: Maximize the use of Medicaid and other existing resources	
Affordable Housing	Expand PSH, implement project-based vouchers, strengthen relationships with landlords		Strategy 3: expand supply of homes Strategy 4: support additional subsidies for PSH eligible Strategy 5: relationships with landlords		Strategy 2: Maximize the use of Medicaid and other existing resources to support PSH	
Access to Services	Expand Housing First focus with PSH and RRH; Develop incentives, safeguards, city engagement		Strategy 2: improve access, eliminate barriers, prioritize vulnerable populations	Strategy 2: Improve access to mainstream resources	Strategy 1: improve access to and utilization of services	Strategy 2: Full implementation of HARA and CES, including prioritization procedures Strategy 3: Fully integrate housing first approach

APPENDIX L: COMMON ACRONYMS

Here is a list of common acronyms that are used throughout the Homeless Coalition.

Thank you to Kalamazoo CoC for sharing.

AHAR	Annual Homelessness Assessment Report: Yearly HUD report estimating the extent and nature of homelessness in the U.S. using Homeless Management Information System data.
AMI	Area Median Income: HUD calculations of the median income in an area that are presented by household size and adjusted each year. Many programs use percentages of AMI as guidelines for income eligibility.
APR	Annual Performance Report: HUD required annual progress report for all homeless projects.
ARD	Annual Renewal Demand: Total amount of all the HUD CoC's projects that are eligible for renewal funding.
BOS	Balance of State: MSHDA organized local planning bodies throughout Michigan that make up the "Balance of State" IJ. These groups are called BOS CoCs as they are organized like Independent Jurisdictions with many of the same rules; they have no legal status with HUD.
CDBG	Community Development Block Grant: A federal program that allocates money to local governments for low/moderate income community-based projects. The Cities of Kalamazoo and Portage receive these funds which can then be spent on a wide variety of housing, infrastructure, human services and economic development activities.
CH	Chronically Homeless: A person is considered chronically homeless if he/she has been continually homeless for a year or more or experienced 4 episodes of homelessness in the past 3 years and has a diagnosed disability.
CMH	Community Mental Health: The county agency which provides services to mental health consumers. Locally, the Kalamazoo Community Mental Health and Substance Abuse Services (KCMHSAS) is the CMH agency.
CoC	Continuum of Care: A phrase related to HUD mandated processes for structuring local housing and services targeted at homeless persons. The Continuum of Care is a HUD-required local process that is responsible for coordinating services and housing for homeless persons and, in particular, approving the annual funding application submitted to HUD. MSHDA also requires that the CoC approve certain applications such as the Emergency Solutions Grant (ESG).
ConPlan	Consolidated Plan: A locally developed plan that must be submitted to HUD as part of the eligibility process for certain HUD programs, including Community Development Block Grant and HOME Investment Partnership Program.
CPD	Community Planning and Development: The office within HUD that oversees homeless funding. www.hud.gov/offices/cpd/
CSH	<i>Formerly known as Corporation for Supportive Housing:</i> A national non-profit organization that provides organizational support and financing to non-profit housing developers to create permanent supportive housing. CSH also provides training and technical support for CoCs, and they conduct homeless research and advocacy via their state and national offices. www.csh.org

DT	Data Team or HMIS Data User Group: A CoC committee that provides monitoring and routine support for all aspects of HMIS data quality including data completeness, null data, data incongruities, proper use of data definitions, collection and recording of client information.
DHHS	Department of Health & Human Services: The state agency which oversees welfare and Medicaid. Each county has its own DHHS office.
DHHS ESP	DHHS Emergency Services Program: DHS general fund and TANF dollars designated for homeless services primarily sheltering. The dollars are managed through the Salvation Army and require HMIS participation.
DV	Domestic Violence: Domestic violence and emotional abuse are behaviors used by one person in a relationship to control the other. Partners may be married or not married; heterosexual, gay, or lesbian; living together, separated or dating.
ESG	Emergency Solutions Grants: A federal program administered by MSHDA which provides funding for a variety of homeless services including homeless prevention, rapid re-housing, and our Housing Assessment and Resource Agency (HARA). <i>Formerly Emergency Shelter Grants.</i>
eSnaps	Homeless Assistance Application & Grants Management System: Online grants managements system for HUD funding.
FMR	Fair Market Rent: HUD calculation of a mid-market rent for localities that are established by unit size and updated each year. FMR is sometimes used as a ceiling for allowable rent in Section 8 or other Tenant-Based Rental Assistance programs. www.huduser.org/datasets/fmr/html
FUSE	Frequent Users of Systems Engagement: Permanent supportive housing model targeted to break the cycle of homelessness among individuals with complex behavioral health challenges who are the highest users of emergency rooms, jails, shelters and costly service systems.
GIW	Grant Inventory Worksheet: Document annually submitted to HUD confirming the amount of renewal funding to be requested by the CoC (lists the past CoC grants eligible for renewal in the upcoming competition year).
HARA	Housing Assessment and Resource Agency. MSHDA implemented HARA's across the state to serve as "single points of entry" for homeless persons. HARAs work with other service providers to ensure that access to homeless resources is optimized and based on assessment of need.
HCV	Housing Choice Voucher: A rental subsidy program also known as Section 8. See Section 8.
HDX	Homelessness Data Exchange: Point in Time, Annual Homeless Assessment Report and Housing Inventory Chart Data are entered on HUD's Homeless Data Exchange website. www.hudhdx.info/
HEARTH ACT	Homeless Emergency Assistance and Rapid Transition to Housing: A federal act which amended and reauthorized the McKinney-Vento Homeless Assistance Act. The legislation increased priority on homeless families with children, significantly increased resources to prevent homelessness, continued to provide incentives for developing permanent supportive housing, and granted rural communities greater flexibility.
HF	Housing First: Housing First is an approach to ending homelessness that centers on the concept that a homeless individual or household's first and primary need is to obtain stable housing, and that other issues affect the household can and should be addressed once housing is obtained.

HHN	Hold Harmless Need: In CoCs where the total amount needed to fund, for one year, all grants which are eligible for renewal in a competition year exceeds the preliminary pro rata need amount, the CoC will receive the higher amount, referred to as the CoC hold harmless amount.
HIC	Housing Inventory Chart: Document submitted to HUD that lists all of the housing available in the CoC dedicated for homeless persons and families.
HMIS	Homeless Management Information System: A federally- and state-mandated computerized data base system for programs serving homeless persons, especially programs receiving certain federal homeless program funds. In Kalamazoo County and Michigan, a software program called ServicePoint is the software by which agencies participate in the HMIS requirement. The HMIS system is intended to provide the data foundation for program outcome and evaluation monitoring. www.hmis.info
HOME	HOME Investment Partnership Program: A HUD block grant program that provides housing subsidies to local and state governments who are recognized as Participating Jurisdictions. At the discretion of the local government, the money can be used to purchase, rehabilitate or construct housing; it can be used to subsidize rents of tenants as well.
HOPWA	Housing Opportunities for People with AIDS: A HUD program lead by the Michigan Department of Community Health that provides housing assistance and related supportive services for persons with HIV/AIDs and family members who are homeless or at risk of homelessness.
HPRP	Homelessness Prevention and Rapid Re-Housing program: HUD program created in 2009 under the Recovery Act that ended in August 2011. It focused on preventing homelessness and rapidly re-housing persons who were living on the streets or in emergency shelter.
HUD	United States Department of Housing and Urban Development: The federal department which allocates most funding pertaining to housing and homelessness. www.hud.gov
HUD EXCHANGE	HUD Exchange: This web-site provides resources for CoCs. Programmatic and policy questions are submitted via the Ask A Question (AAQ) portal at https://www.hudexchange.info/get-assistance/my-question/ .
IJs	Independent Jurisdictions: CoCs that are recognized by HUD usually organized around the higher population counties. Kalamazoo County is its own IJ; MI-507 Portage/Kalamazoo City and County Continuum of Care.
LIHTC	Low Income Housing Tax Credit: A part of the IRS code which grants tax credits to equity investors in low-income housing projects. Administered in Michigan by MSHDA.
MOU	Memorandum of Understanding: An MOU is a document that outlines the roles and responsibilities of two or more organizations that are collaborating on a project. It is generally broader than a contract and often meant to retain its status over multiple contracts.
MSHDA	Michigan State Housing Development Authority: The state office which supports low- and moderate-income housing development. MSHDA is the grantee for the Statewide HMIS and subcontracts with MCAH for administration of the System. www.michigan.gov/mshda
MSHMIS	Michigan Statewide Homeless Management Information System: Statewide HMIS network (see HMIS).

NAEH	National Alliance to End Homelessness: A nationally-recognized leader on the issues of homelessness. NAEH studies and tracks public policies, data, and research, and best practices in the field of homelessness. www.endhomelessness.org
NOFA	Notice of Funding Availability: A NOFA is issued by a governmental body, foundation, etc. which is looking for organizations or individuals to submit proposals in response to a funding opportunity, generally a grant.
PATH	Projects for Assistance in Transition from Homelessness: PATH is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) administered by the Michigan Department of Community Health. It provides services to mentally ill homeless people, primarily through street outreach, to link them to permanent community housing.
PH	Permanent Housing: A general name for a variety of housing projects which are ongoing and unending. <i>Also see PSH.</i>
PIT	Point-In-Time Count: A HUD-mandated biennial count of persons experiencing homelessness on a specified day in January intended to provide a snapshot report on the extent of homelessness.
PHA/PHC	Public Housing Authority / Commission: A local quasi-governmental agency that typically owns and manages public housing units; may administer a Section 8 program.
PRN	Pro Rata Need: The term used to describe the relative portion of funds a CoC could receive based on CoC geographic areas.
PSH	Permanent Supportive Housing: PSH is permanent housing, with indefinite leasing or rental assistance, paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability. PSH is a critical component of plans to end homelessness, by providing a housing opportunity that enables persons with a history of homelessness and disability to succeed in stable, affordable housing. With some specific exceptions, services are voluntary in a PSH model.
RFP	Request for Proposals: An RFP is a request for organizations or individuals to submit proposals/bids to provide services or a product outlined in the RFP.
RFQ	Request for Qualifications: A request for proposals to select a consultant or partner that focuses less on cost and more on experience. It may generate a list of bidders who are then used for an RFP process or it may lead to a collaborative process to determine projects costs.
ROI	Release of Information: Consumer/patient consent to release private or protected information.
RRH	Rapid Re-Housing: Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness and return to permanent housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household. The core components of a rapid re-housing program are: housing identification; rent and move-in assistance (financial); and, case management and services.
SAMHSA	Substance Abuse and Mental Health Services Administration: U.S. Department of Health and Human Services program providing funding and research on these issues.

Section 8	A federally funded rent-subsidy program for low-income households-recently renamed the Housing Choice Voucher (HCV) program. Under Section 8, a tenant pays 30-40% of their monthly income for rent and the government pays the remainder, up to a set maximum Fair Market Rent. Section 8 subsidies can be tenant-based (awarded to a tenant household that can take them to any private landlord) or site-based/project-based (awarded to an owner who uses it on the same unit over time). Section 8 vouchers in Kalamazoo County are primarily administered by MSHDA.
SHP	Supportive Housing Program: A HUD homeless program that was once a program under the McKinney-Vento Act; now all SHP projects are now part of the CoC program. SHP provided funds for supportive services, as well as rent subsidies and/or housing operating subsidies.
SOAR	SSI/SSDI Outreach, Advocacy, and Recovery: An assistance initiative that assists people who are homeless to successfully apply for Social Security Income (SSI) and Social Security Disability Incomes (SSDI). The purpose is to help people who are eligible for such benefits to receive them sooner, thereby more quickly facilitating that person's ability to move into housing.
SOC	Systems of Care Team: A CoC committee of 30+ non-profit and government entities providing services and housing to people who are homeless or at-risk of becoming homeless. SOC members serve as "Navigators;" a first point of contact for their respective agencies for resolving systems induced barriers between service providers.
SPC or S+C	Shelter Plus Care: A HUD homeless program that was once a program under the McKinney-Vento Act. SPC provided rent subsidies to households that are homeless and in which at least one adult has a disability that prevents the person/household from being able to live independently. SPC projects are now part of the CoC program.
SPDAT	The Service Prioritization Decision Assistance Tool (<i>SPDAT</i>) is an evidence-informed approach to assessing an individual's or family's acuity. The tool, across multiple components, prioritizes who to serve next and why, while concurrently identifying the areas in the person/family's life where support is most likely necessary in order to avoid housing instability.
SPMI	Severe and Persistent Mental Illness: The diagnostic threshold that is used to determine if an individual is eligible for mental health services KCMHSAS.
SRO	Single Room Occupancy: Sleeping room type living accommodations in which residents have their own private bedroom and share cooking and bathroom facilities.
SSO	Supportive Services Only: HUD Homeless Assistance Program term for projects which provide support services only (no housing provided).
TA	Technical Assistance: The provision of support training to organizations intended to help the organization strengthen its ability to perform key tasks in the future.
TANF	Temporary Assistance to Needy Families: The major federal welfare program that provides income support to poor families.
TH	Transitional Housing: A general name for a variety of time-limited housing programs that are intended to help households ready themselves to move to permanent housing. HUD TH programs are limited to homeless households and are intended to serve households for no more than 2 years and usually have specific supportive services as a part of the program.

USICH	United States Interagency Council on Homelessness: The USICH coordinates the federal response to homelessness and national partnerships at every level of government and every element of the private sector to reduce and end homelessness in the nation. www.usich.gov
VI-SPDAT	Vulnerability Index Service Prioritization Decision Assistance Tool: The <i>VI-SPDAT</i> is a pre-screening, or triage tool that is designed to be used by all providers within a community to quickly assess the health and social needs of homeless persons and match them with the most appropriate support and housing interventions that are available.