

**The New Haven Ten Year Plan to End  
Chronic Homelessness:  
Implementation Plan**



**March 2007**

**Prepared for Mayor John DeStefano, Jr.  
under the leadership of the  
Mayor's Homeless Advisory Commission**

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**New Haven Ten Year Plan to End Chronic Homelessness  
Implementation Plan Report**

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**New Haven Ten Year Plan Steering Committee Members**

- |   |  |
|---|--|
| <p>Kica Matos, (Co-Chair) Administrator, New Haven Community Services Admin. (<i>beginning Jan. 2007</i>)</p> <p>Gary F. Spinner, (Co-Chair), Chair, New Haven Homeless Advisory Comm.</p> <p>Sheila Allen Bell, (Co-Chair) Administrator, New Haven Community Services Admin. (<i>end January 2007</i>)</p> <p>Laura Berry, Senior VP for Philanthropic Services, Community Foundation for Greater New Haven</p> <p>Sergeant Luiz Casanova, New Haven Department of Police Services</p> <p>Kara Capone, Co-Chair, New Haven Continuum of Care</p> <p>Robert Cole, Chief Operating Officer, Connecticut Mental Health Center</p> <p>Paula Crombie, LCSW, Director of Social Work, Yale-New Haven Hospital</p> <p>Alison Cunningham, Executive Director, Columbus House</p> <p>Kellyann Day, Executive Director, New Haven Home Recovery</p> <p>Vanna Francia, Director, Hamden Community Services</p> <p>Joanne Goldblum, Director, New Haven Diaper Bank</p> <p>Judy Gott, Executive Director, South Central Regional Council of Governments (COG)</p> <p>Rev. Bonita Grubbs, Executive Director, Christian Community Action</p> <p>Laurie Harkness, Ph.D., Director, Comm. Care Center, Veterans Administration, CT Healthcare System</p> | <p>Kim Healey, Executive Director, NewAlliance Foundation</p> <p>Kate Kelly, Reaching Home Campaign Coordinator, VP for CT Partnership for Strong Communities</p> <p>John Huettner, Special Projects Director, City of New Haven Community Services Administration</p> <p>Warren Kimbro, President/CEO, Project MORE</p> <p>Khalid Lum, Homeless Advisory Commission</p> <p>Robert McGuire, Director, Community Investment &amp; Agency Relations, United Way of Greater New Haven</p> <p>Jimmy L. Miller, Executive Director, Housing Authority of the City of New Haven</p> <p>Fred Morrison, Executive Director, Fellowship Place</p> <p>Joe Parente, Vice President for Programs, Easter Seals-Goodwill Industries</p> <p>Althea Richardson, President/CEO, Empower New Haven</p> <p>Hon. Sergio Rodriquez, (26-D), Alderman</p> <p>Jerald Ross, Executive Director, ALSO-Cornerstone</p> <p>Carole Shomo, Executive Director, Youth Continuum</p> <p>Robert Solomon, Yale Law School, Legal Clinic</p> <p>Mary Lee Weber, Director of Marketing &amp; Community Outreach, WTNH/WCTX</p> <p>Veronica Wright-Clark, Director, East Haven Social Services Department</p> |
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**City of New Haven  
Homeless Advisory Commission**

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## I. Background

The New Haven Ten Year Plan to End Chronic Homelessness, released in December 2005, was prepared under the leadership of New Haven Mayor John DeStefano's Homeless Advisory Commission. The Commission was responding to a national effort to end chronic homelessness spearheaded by the federal Interagency Commission on Homelessness. The impetus behind this push came from studies that revealed that chronically homeless individuals are a small proportion of the homeless population, but consume a disproportionate share of public investment in services to the homeless.

The Ten Year Plan describes Greater New Haven's chronically homeless population and their service needs and outlines a list of priorities for action and recommended next steps (access the whole plan at <http://www.nhcoc.net/docs/NewHavenTenYearPlan.pdf>).

The Ten Year Plan outlines the strategies that the City of New Haven and a wide range of community partners will need to take over the next decade to end chronic homelessness in our community. It is an ambitious agenda, and one that can only be achieved through a concentrated regional effort, a significant commitment of federal and state dollars, and the work of many groups all focused on the ultimate goal.

The City of New Haven has invested significant time and resources in the Ten Year Plan and Implementation Plan since 2004. The City also invests roughly \$1.3 million per year on the needs of its homeless population – more than all other Connecticut cities combined. The City is committed to realizing the Ten Year Plan's long-term vision of ending chronic homelessness in Greater New Haven, and plans to keep the issue of homelessness high on its agenda. The City will continue to mobilize the region's public, private, and nonprofit leadership to work together on developing and implementing solutions to the community challenge of ending homelessness.

The Ten Year Plan outlines the following four goals and associated top priorities for ending chronic homelessness:

<b>Goal 1. Improve access to, and coordination of, housing and services for homeless individuals and families.</b>
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**Priority 1. Expand permanent supportive housing opportunities** by creating 392 units of supportive housing for the long-term homeless in New Haven by 2015 (360 units for individuals, 32 units for families) and expanding security deposit assistance to more homeless families and individuals who have located housing but cannot afford the required security deposit.

**Priority 2. Expand employment opportunities for persons who are homeless** by creating new partnerships to integrate a strong employment focus into all local efforts to engage and serve the long-term homeless population; securing additional state and federal resources to expand employment services, particularly in connection with supportive housing, and increasing the involvement of the local business community.

<b>Goal 2. Strengthen efforts to prevent people from becoming homeless.</b>
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**Priority 3. Strengthen efforts to prevent chronic homelessness** by working with the other large urban areas to make certain that state agencies invest more resources in ensuring that individuals involved in their systems do not exit into homelessness, or lack the services that could help prevent homelessness, and helping at-risk households remain stably housed by improving access to supportive services through expanded case management and providing emergency assistance.

<b>Goal 3. Engage in public policy and public awareness efforts to address the barriers that contribute to chronic homelessness.</b>
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**Priority 4. Engage in public policy and public awareness efforts by working with elected officials at the local and state level to change policies that serve as barriers to ending chronic**

homelessness and educating and engaging regional citizens and organizations in the effort to end chronic homelessness.

**Goal 4. Strengthen mechanisms for planning and coordination to support implementation of the Plan.**

**Priority 5.** Create the infrastructure to implement the Plan. Create a centralized database to promote information sharing and service coordination.

The Ten Year Plan offers specific recommendations to accomplish the ambitious goal of ending chronic homelessness in New Haven. To guide its work, the Steering Committee developed a set of principles that describe its core beliefs (see text box).

## II. Implementation Infrastructure

The City of New Haven and the New Haven community have taken an active role in addressing the issue of homelessness. Three primary bodies work in coordination to attack homelessness in Greater New Haven:

**New Haven Homeless Advisory Commission.** The Commission, which includes representatives from the City, the Board of Aldermen, the Housing Authority, service providers, and consumers, assumes oversight responsibilities for the Plan, with staff support from the City. The Commission’s responsibilities are at the policy and strategic level. The Commission was responsible for creating the Ten Year Plan.

**New Haven Ten Year Plan Steering Committee.** In April 2006, the Ten Year Plan Steering Committee was formed by the City Community Services Administration to develop this Implementation Plan to design the strategies to address the priorities laid out in the Ten Year Plan and to carry out initial implementation work. The Steering Committee includes local providers and advocates, as well as representatives from the region and relevant state agencies. The Steering Committee is charged with overseeing the work of five subcommittees, each of which focuses on a particular area of implementation:

1. Housing Subcommittee
2. Support Services Subcommittee
3. Employment Subcommittee
4. Legislative Activities Subcommittee
5. Marketing Subcommittee

**New Haven Continuum of Care.** The New Haven Continuum of Care (The Continuum) is a collaborative established to apply for funding from the U.S. Department of Housing and Urban Development (HUD) to support services for the homeless (primarily supportive housing and related services), a process which remains its primary focus. In 2006, The Continuum was successful in securing \$4.9 million to provide housing to homeless individuals and families. This amount far exceeds the pro rata need designated for New Haven and is a testament to the strength of the application in terms of community collaboration and demonstration of need. Each Continuum subcommittee, and its primary purpose, is listed below:

- Membership, Outreach, and Engagement Subcommittee – Educating and informing community organizations about the work of the Continuum, and recruiting new members.

### Ten Year Plan Guiding Principles

- No one should be homeless.
- Homeless persons and families should be provided housing with services available, but they should not be required to utilize these services as a condition of housing (the “housing first” philosophy).
- Services should be offered along a continuum and in a holistic, coordinated way.
- There is “no wrong door.” Homeless individuals and families should be able to access housing and services regardless of how they enter the system.
- Homeless individuals and families should be involved in decisions about their service options.
- Homelessness is not just a “New Haven” issue, but a regional issue. Solutions should also be regional.
- Resources should be enhanced to expand prevention efforts.
- Ending chronic homelessness is both about securing new resources as well as using existing resources differently.
- The Plan should contain challenging, albeit realistic, strategies that will truly address the issue of chronic homelessness.

- Homeless Management Information Systems (HMIS) Subcommittee – Implementing the New Haven HMIS and drafting New Haven HMIS policies and procedures.
- Legislative Subcommittee – Developing the Continuum’s advocacy agenda with a focus on additional funds for housing and services in accord with the Ten Year Plan.
- Housing and Services Subcommittee – Reviewing the goals and achievements of the Continuum on a regular basis to ensure fidelity to the Ten Year Plan.
- Homeless Count Subcommittee – Planning and implementing the annual Homeless Count, as well as analyzing the data coming out of the Count.
- Program Evaluation Subcommittee – Developing evaluation tools used in the annual Notice of Funding Availability (NOFA) process.

**Leaders of all three structures overlap and are working to ensure close coordination to avoid any redundancy in work and meetings.** For example, the Steering Committee at their February 2007 meeting asked the Continuum HMIS Subcommittee to take the lead for the high priority of full implementation of the PROVIDE HMIS, and the Steering Committee and Continuum will join forces in addressing legislative priorities. Employment is an example of essential work that the Steering Committee has taken on because the Continuum does not address it due to its focus on supportive housing through the HUD application.

### **III. Coalition of Connecticut Ten Year Plan Communities**

The Coalition of Connecticut Ten Year Plan Communities (The Coalition) represents Connecticut cities, towns, and regions which are at various stages of implementing ten year plans to end chronic homelessness.<sup>1</sup> All of the plans recognize the necessity for collaboration and action at the local, regional, and state levels. The Coalition has met several times to identify common concerns, particularly those that require policy and funding changes at the state level and have significant impact on our ability to succeed at the local level. The Coalition has come to realize that it is imperative that everyone who is working to end chronic homelessness develop a shared understanding of the issues of homelessness across local communities and with state decision makers.

In its review of the first several Connecticut ten year plans, the Coalition identified five common areas that are critical to each of the individual plans:

1. The creation of supportive and affordable housing;
2. Discharge planning for homeless individuals leaving prison and inpatient facilities;
3. Homelessness prevention strategies;
4. Accessible and high-quality services for the homeless, and
5. Strategies to help the homeless gain and retain employment and earn income.

The Coalition will continue to meet and to add new members as more Connecticut towns, cities, and regions work to develop and implement ten year plans. Whenever appropriate, the Coalition will work to coordinate local ten year plan efforts and combine local forces to speak with one voice.

### **IV. Accomplishments to Date**

Since the release of the New Haven Ten Year Plan to End Chronic Homelessness in December 2005, Greater New Haven has made significant progress towards several of the goals laid out in the Plan. The processes involved in creating the Ten Year Plan and the Implementation Plan, together with the work of the New Haven Continuum, have increased communication and collaboration among homeless services providers and other key stakeholders, and have contributed to numerous accomplishments. A list of significant community accomplishments since December 2005 is included in Attachment 2.

### **V. Committee Implementation Plans**

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<sup>1</sup> Connecticut cities, towns, and regions with Ten Year Plans include Bridgeport, Central Fairfield County, Danbury, Hartford, New Britain, Southeast Connecticut, and Stamford.

Plan

Below are the specific work plans emerging from the work of the five Steering Committee subcommittees over the past year. The subcommittees have identified a number of concrete opportunities to advance projects and actions that will contribute to achieving Plan goals. For many of these other than number of supportive housing units, it will be difficult to establish clear indicators of progress until better data is available from the PROVIDE Homeless Management Information System (HMIS).

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**a. Housing Committee**

The Committee's charge is to ensure the creation of 392 new supportive housing units by the end of 2015 (360 units for single individuals and 32 units for families). The Committee established a ten-year production schedule that requires the completion of 40+ units per year. To achieve this goal, given that housing production that requires construction may require several years to complete, they estimated that we need roughly 136 units at some stage in the pipeline at any given point in time. The Committee identified 141 units in the pipeline as of June 2006 (see Attachment 1).

The Housing Committee's challenge is to ensure that the new development pipeline continues at this level, and to ensure that planned projects move to completion. Our strategies also include interventions intended to increase the number of units planned, under development, and successfully completed.

HOUSING COMMITTEE IMPLEMENTATION PLAN				
Time Frame	Strategies	Action Steps	Resources Required	Responsibility
Short-Term	1. Monitor supportive housing development in progress	1.1 Establish central site for collecting and maintaining data about supportive housing projects in development. 1.2 Outreach regularly to agencies for updates and new projects. 1.3 Subcommittee reviews updated report of supportive housing development in progress. 1.4 Convene meetings of supportive housing providers and developers. 1.5 Identify needed interventions to address barriers or decrease in housing development activity.	Staff support	Committee staff
	2. Address gaps in resources & financing for supportive housing development	2.1 Legislative advocacy for increased funding for pre-development. 2.2 Legislative advocacy for increased funding for housing operations. 2.3 Through meetings of supportive housing developers, assist housing developers in addressing individual projects' financing gaps.	Legislative Committee City legislative staff; Steering Committee members	Steering Committee leadership ; City legislative staff
	3. Assist supportive housing developers in receiving technical assistance (TA) and supports	3.1 Identify TA and supports needed through meetings of supportive housing developers. 3.2 Coordinate with TA providers and other supports as needed.	Corporation for Supportive Housing (CSH) Other local resources	TBD
	4. Improve access to Project Based Section 8 for operating costs	4.1 Improve New Haven Housing Authority (HANH) processes to commit Section 8 units. 4.2 Consider conditional approval to commence projects.	HANH staff	HANH
Long-Term	5. Coordination with the Supportive Services Subcommittee.	5.1 Coordinate with the Supportive Services Subcommittee in advocacy and coordination and other efforts to ensure flow of services to support residents.	Staff Support	Committee Chairs



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	6. Expand regional supportive housing development	6.1 Work with Council of Governments (COG) to support regional efforts to create supportive housing.	COG; Staff Support	City leadership; Comm. Chairs
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### **b. Support Services Committee**

**Background.** The Support Services Committee divided into two work groups to work on its two top priorities (1) expanding and enhancing case management services as a key strategy for preventing chronic homelessness and (2) examining discharge policies of institutions that often result in homelessness.

The Committee identified a number of directions, but has concluded that these directions cannot be accomplished as a volunteer effort and will require some ongoing staff support.

Reflecting on the value that can be added by the Ten Year Plan effort, the following areas related to our Committee and others emerge:

- Highlight disconnects in the systems established to address the issue of homelessness and supportive services (i.e. the difficulty securing Special Needs Project Based Section 8 certificates or replacement tenants in a timely manner).
- Develop an advocacy agenda to resolve the disconnects.
- Lead effort to develop an effective Homeless Management Information System (HMIS) across providers (i.e. develop PROVIDE capabilities) to produce better tracking of origins of shelter residents.
- Create and develop linkages across providers and systems to take on specific initiatives. One example that emerged is the need for intermediate care for homeless persons discharged from the hospital.
- Marketing and public information.
- Regional discussion about services.

### **Desired Outcomes**

- All persons residing in supportive housing who desire to work will have meaningful employment.
- More chronically homeless individuals and families are identified and connected to services.
- Chronically homeless have increased access to coordinated community services.
- Strong partnerships with mainstream agencies to address needs of chronically homeless, with a particular emphasis on the needs of the immigrant/non-English speaking population.
- Include discharge to appropriate housing and case management services as a measure of success for agencies/institutions.
- Fewer individuals are discharged to shelters or the streets.
- More eligible individuals have access to desired entitlements.
- More individuals are connected to services upon discharge.
- Fewer individuals are evicted.

### **Indicators**

- Units of supportive services (by family, individual, qualifying criteria).
- Number of individuals and families served and tracked through a common case management system and database.
- Number of permanent supportive housing units.
- Number of discharges from each service system without housing plan.
- Service capacity measures from New Haven Continuum.
- Number of evictions.
- Number of persons accessing preventive housing supports (e.g. Rent Bank, eviction prevention funds).

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SUPPORT SERVICES COMMITTEE IMPLEMENTATION PLAN				
Time Frame	Strategies	Action Steps	Resources Required	Responsibility
Short-Term	Work with shelter providers to identify persons entering their facilities on discharge from the targeted entities	<ul style="list-style-type: none"> <li>- Adapt PROVIDE system to track discharge sources for homeless clients</li> <li>- Report this data monthly or quarterly along with any case information that would help the committee understand the disconnects and develop or inform efforts to address them</li> </ul>	Minor adjustments to PROVIDE and provider practices	Shelter operators; PROVIDE operator
	Identify issues with discharge policies of key state institutions and advocate for changes	<ul style="list-style-type: none"> <li>- Continue to work with other groups to review discharge policies and identify specific changes needed</li> <li>- Support advocacy efforts to accomplish those changes</li> </ul>	Staff support needed	New staff
	Develop full potential of PROVIDE Homeless Management Information System	<ul style="list-style-type: none"> <li>- Secure resources for full-time systems manager</li> <li>- Develop PROVIDE reporting capacity</li> <li>- Ensure all provider staff are trained in PROVIDE</li> </ul>	<ul style="list-style-type: none"> <li>- Funding for system manager position</li> <li>- Training</li> </ul>	HMIS Committee (Continuum)
	Catalogue existing case management services to identify duplication, gaps and best practices	<ul style="list-style-type: none"> <li>- Review of changes in policy regarding Medicaid Rehab Option (MRO)</li> <li>- Define case management in regards to population, gender, age, disability, or other</li> </ul>	National Student Partnership	New staff
	Develop a regional plan to expand access by homeless individuals and families to specialized services	<ul style="list-style-type: none"> <li>- Determine adherence to McKinney Vento Act</li> <li>- Identify barriers to access</li> <li>- Develop specific strategies to address barriers</li> <li>- Work with U.S. and State Departments of Veterans' Affairs and local non-profits to maximize the utilization of mainstream resources for homeless veterans</li> <li>- Create a streamlined/common application for services</li> </ul>	<ul style="list-style-type: none"> <li>- NH Homeless Children's Collaboration</li> <li>- NH Continuum</li> <li>- Homeless Comm.</li> <li>- CT Mental Health Center (CMHC) /Community Services Network (CSN)</li> </ul>	New staff
Long-Term	Convene likely partners to explore solutions to hospital discharge of persons who are homeless (e.g. an intermediate care facility or transitional housing facility for persons being discharged)	<ul style="list-style-type: none"> <li>- Identify partners</li> <li>- Define need</li> <li>- Develop plan</li> </ul>	<ul style="list-style-type: none"> <li>- Hospitals</li> <li>- Supportive Housing developer</li> </ul>	TBD
	Pursue expansion of case management resources through Medicaid Targeted Case Management option	<ul style="list-style-type: none"> <li>- Meet with CT Department of Social Services (DSS) officials to pursue Targeted Case Management option</li> </ul>	Staff support	Legislative Committee; City

**c. Employment Committee**

**Background** – The Employment Committee consists of representatives from several homeless services agencies, the employment and labor communities, funding agencies, educational institutions, and the Veterans Administration. The Committee met eight times between April 2006 and January 2007 to better understand the employment needs of the chronically homeless, to learn about existing training and employment resources, and to develop strategies to help the chronically homeless gain job skills and employment. To develop its recommended employment strategies, the Employment Committee studied several case studies and best practices for supporting the employment of homeless individuals and supportive housing residents.

Before recommending strategies to expand employment opportunities for persons who are homeless or at risk of long-term homelessness, the Employment Committee first identified the barriers to employment that are seen as the most common and important barriers for homeless individuals.

The Committee recognized two broad types of barriers, those that are personal and those that are systemic. Identified **personal barriers** were a lack of stable housing (including basic needs such as a shower and phone); substance abuse; mental illness; a lack of basic job readiness (“soft”) skills; hopelessness and helplessness; a criminal background; an undocumented legal status, and poor health. The **systemic barriers** named by the Committee were difficulty connecting people to needed services; insufficient community-wide capacity to treat and train people; treatment systems that are not supportive of clients’ employment goals; negative employer perceptions of homeless individuals’ ability to work; inconsistent service quality; a lack of universal health care, and the inability of the service provision system to quickly meet clients’ basic needs.

**Committee Goal: To expand employment opportunities for persons who are homeless or at risk of long-term homelessness.**

**Objectives:**

1. Create new partnerships to integrate a strong employment focus into all local efforts to engage and serve the long-term homeless population.
2. Secure additional state and federal resources to expand employment services, particularly in connection with supportive housing.

3. Increase the involvement of the local business community.

**Desired Outcomes:**

- All persons residing in supportive housing who desire to work will have meaningful employment.
- All persons with multiple barriers to work and/or at risk for chronic homelessness who desire to work will have meaningful employment.
- Employment services will be available to all residents of supportive housing.
- Employment services will be available to all persons with multiple barriers to work and/or at risk for chronic homelessness.
- Long-term, formal partnerships will be developed between employers and service providers to provide and support a flow of workers to fill jobs.

**Indicators (many will require full PROVIDE implementation):**

- Number of supportive housing residents employed / Number of residents seeking employment services
- Annual income growth of supportive housing residents
- Number of residents earning “living wage” / # residents employed
- Number of hours worked per week / # residents employed
- Number of identified individuals earning “living wage” / # identified individuals employed
- Number of hrs worked per week / # identified individuals employed
- Supportive housing employees with basic employment training / # supportive housing employees
- Number of residents enrolled in educational training / # residents
- Number of employment services slots available / # identified individuals
- Waiting list for employment services
- Employers engaged in formal partnerships/ number of people placed



EMPLOYMENT COMMITTEE IMPLEMENTATION PLAN				
Time Frame	Strategies	Action Steps	Resources Required	Responsibility
Short-Term	Create a community inventory of employment services currently available to the chronically homeless and those at risk of chronic homelessness	<ul style="list-style-type: none"> <li>- Collect information</li> <li>- Disseminate findings</li> <li>- Explore putting findings online</li> </ul>	National Student Partnership volunteers	New staff
	Train supportive housing and homeless services provider staff to support residents' work	<ul style="list-style-type: none"> <li>- Take inventory of currently available trainings</li> <li>- Secure resources for technical assistance to conduct training</li> <li>- Develop training curriculum</li> <li>- Deliver three 1-day trainings to local providers</li> </ul>	\$4,500 for technical assistance and training	New staff
	Train supportive housing and homeless services provider staff to help clients develop a personal financial profile to allow them to manage their entitlements and earned income	<ul style="list-style-type: none"> <li>- Take inventory of currently available trainings</li> <li>- Secure resources for technical assistance to conduct training</li> <li>- Develop training curriculum</li> <li>- Deliver three 1-day trainings to local providers</li> </ul>	\$4,500 for technical assistance and training	New staff
	Advocate for increased funding of employment services	<ul style="list-style-type: none"> <li>- Maintain regular contact with Ten Year Plan (local or state) advocacy group to communicate employment priorities</li> </ul>		Employment Committee
	Improve communication and collaboration among employment specialists and homeless services providers	<ul style="list-style-type: none"> <li>- Engage the Community Services Network (CSN) to sustain employment-related Ten Year Plan efforts</li> <li>- Hold regular meetings</li> </ul>	CSN staff	Employment Committee
	Involve employers in the design, implementation, and provision of employment services to supportive housing residents, the homeless, and those at risk of chronic homelessness	<ul style="list-style-type: none"> <li>- Conduct employer survey to learn about related activities, educate employers, and identify employer champions</li> <li>- Develop an employer advisory council to provide input to providers</li> <li>- Develop a template policy regarding hiring people with criminal records and promote policy</li> <li>- Create a mechanism to regularly communicate employer feedback to providers</li> </ul>	Staff coordination time	New staff
Long-Term	Promote "cultural change" efforts among providers and funders	<ul style="list-style-type: none"> <li>- Develop list of written principles for supporting work</li> <li>- Solicit endorsement of principles by providers and funders</li> </ul>	\$1,000	Employment Committee
	Develop formal hiring partnerships between employers and supportive housing providers	<ul style="list-style-type: none"> <li>- Create list of large employers that are strong candidates to participate in pilot partnerships</li> <li>- Educate employers about the benefits of participation (presentations, advertisements, etc.)</li> </ul>	\$4,000 and volunteer time	Employment Committee
	Create mechanisms for connecting supportive housing residents, the homeless, and those at risk of chronic homelessness to	<ul style="list-style-type: none"> <li>- Meet with economic development and employment leadership (Chamber of Commerce, Workforce Alliance)</li> <li>- Create formal connection mechanism</li> </ul>	Staff time	Employment Committee

	the employment needs of small businesses			
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**d. Marketing Committee**

**Background** - The Marketing Committee consists of representatives from the media, marketing firms, municipal betterment organizations, and funders, as well as other individuals involved in marketing at their organizations. The Committee met six times between April 2006 and January 2007 to discuss general strategies for raising awareness of the New Haven Ten Year Plan to End Chronic Homelessness and related efforts to end homelessness. The Committee also created tools designed to help homeless services providers include a consistent message about how their specific projects connect to the broader Ten Year Plan, as well as products designed to raise general awareness about the Plan and its priorities.

**Committee Goal:** To educate and engage regional citizens and organizations in the effort to end chronic homelessness.

**Objectives:**

1. Support existing campaigns to educate people about chronic homelessness;
2. Reach out to and involve new audiences.

**Desired Outcomes:**

- Community leaders (e.g., legislators, business leaders, funders) are aware of the Ten Year Plan and its priorities;
- Members of the general public are aware of the issue of chronic homelessness, Ten Year Plan strategies to end chronic homelessness, and resources to help them learn more.

**Indicators:**

- Number of positive articles published with mention of Ten Year Plan
- Awareness of supportive housing as a solution for chronic homelessness

MARKETING COMMITTEE IMPLEMENTATION PLAN				
Time Frame	Strategies	Action Steps	Resources Required	Responsibility
Short-Term	Increase awareness of, and support for, the Ten Year Plan and its priorities among community leaders	<ul style="list-style-type: none"> <li>- Create engaging PowerPoint presentation about Ten Year Plan and related issues</li> <li>- Present PowerPoint to community leader groups</li> <li>- Create Ten Year Plan brochure</li> <li>- Distribute brochure to relevant agencies and community leaders</li> </ul>	Staff time	New staff and Steering Committee leadership ( <i>presentations</i> ) New staff ( <i>brochures</i> )
	Educate the general public about chronic homelessness, Ten Year Plan strategies, and resources to learn more	<ul style="list-style-type: none"> <li>- Create 30-second television spots to be aired on Channel 8</li> <li>- Write op-ed pieces to be published in regional newspapers</li> <li>- Use publicity efforts to direct people to educational resources (Partnership for Strong Communities (PSC), CT Coalition to End Homelessness (CCEH), Continuum, etc.)</li> </ul>	Production resources	Marketing partners ( <i>spots</i> ) New staff ( <i>op-eds</i> )



### e. Legislative Activities Committee

The Steering Committee leadership has been meeting with representatives from other municipalities developing Ten Year Plans to identify common issues. This group has developed the following agenda that is currently being pursued with the Legislature:

1. Fund 700 (Reaching Home: 1,000) additional units of supportive housing in the 2008-2009 biennial budget. Funding the first 300 units (of 1,000 units approved) was appropriated in the 2006-2007 biennial budget, so funding for the remaining 700 units should be included in the 2008-2009 biennial budget.
2. The Connecticut Department of Social Services (DSS) should expand its Rental Assistance Program.
3. Additional funding should be allocated to the Connecticut Department of Mental Health and Addiction Services (DMHAS) to provide sufficient resources for services in supportive housing, particularly for units developed at the local level.
4. DSS should increase funding to existing shelters and transitional living programs at a level consistent with the growing demand for shelter, transitional living, and other programs that provide emergency shelter to homeless people.
5. Mandate that the Connecticut Department of Corrections (DOC) provides pre-release planning to ensure that all inmates have a viable housing plan when released. This would eliminate discharges from prisons to emergency shelters or other homeless housing.
6. DOC should expand the Byrne Pilot Project in Hartford to other communities across Connecticut. This Project provides supportive housing to the people who are most likely to have repeated cycles of homelessness and incarceration.
7. DSS should increase funding for existing preventive services including security deposit, rent bank and mediation, emergency housing subsidies, and shallow rental subsidies.

In addition, the Steering Committee leadership has worked with the Committee Chairs to identify New Haven's specific, local legislative priorities, including:

1. Provide funding to support the full implementation of the PROVIDE Homeless Management Information System as a critical tool for planning and improving services for persons who are homeless. This will require funds for installation, training, report design, and annual database support (total of \$150,000 initially and then \$75,000 per year thereafter)
2. Provide funding to support staffing to the Ten Year Plan implementation process, supporting the implementation structure that emerges from current discussions involving the Steering Committee, the Continuum, and the City.
3. Restore funding for case management in women's and family shelters.
4. DSS should provide reimbursement to local communities that are using local general funds to provide services for homeless clients from communities that do not provide such services.

## VI. Conclusion

At its February 2007 meeting, the Steering Committee decided to move forward with quarterly meetings, adjust the Committee structure based on the work to date and collaborative work with the Continuum, and move forward with a legislative agenda in the short term.

Over the next year, each committee or work group will be responsible for identifying bottlenecks and needed system changes and working to define them and craft strategies to address them, in concert with the other municipalities when the issue is common across communities. As PROVIDE is implemented, the

committees will refine their reporting of outcomes and results in moving specific indicators defining chronic homelessness.

Attachment 1

Table A-1. New Haven Area Supportive Housing Projects – On-Line or In-the-Works Since Jan 1, 2006 (as of June 2006)

Agency & Project	# Units	Singles (S)/ Families (F)	Status/Notes
Fellowship Place, Fellowship Commons Exp, 275 Dwight Street	5	S	Awaiting HANH Project-Based Voucher (PBV) agreement. Capital funding in place & require short time. Service funding in place.
Continuum of Care, Inc., 34-40 Batter Terrace	14	S	Awaiting HUD approval for PBV. Capital funding in place and will be done shortly. Service funding in place.
Mutual Housing & NHHR Ferry Street & Poplar Street	6	F	Awaiting HUD approval for PBV. Capital funding in place and will be done shortly. Service funding in place for 6 SH units within 24 total unit development.
Fellowship Place HUD FY2005 Sec 811 grant	14	S	HUD Sec 811 grant, awarded Jan 2006, provides capital funding & rental subsidies.
Fellowship Place Next Steps SH Services	8	S	Service funding awarded in first round of CT's Next Step's grants
ALSO-Cornerstone, Next Steps SH Services	10	S	Service funding awarded in first round of CT's Next Step's grants for SH units in partnership with HANH.
Mutual Housing Canterbury Gardens 537-545 Sherman Parkway	9		34 total units in the development.
New Haven Continuum. Shelter + Care	4		4 S+C units awarded in FY 2005 Notice of Funding Availability (NOFA) process.
New Haven Continuum HUD Shelter + Care/ Balance of State	6		6 S+C units awarded in FY 2005 NOFA process.
Columbus House, Whalley Ave.	22		
VA & Connection, Legion Woods	17		
Leeway, HUD FY 2006 Sec 811 grant	9		Application to HUD for capital funding & rental subsidies.
New Haven Continuum/ Shelter + Care	6		Application to HUD for S+C units in FY 2006 NOFA process.
Columbus House & HOME, Inc.& VA	12		Applicant to VA for 12-unit transitional housing.
<b>Total</b>	<b>142</b>		
<b>In development stage</b>	<b>115</b>		
<b>In application stage</b>	<b>27</b>		

Attachment 2

TEN YEAR PLAN-RELATED ACCOMPLISHMENTS: DECEMBER 2005 - FEBRUARY 2007

Accomplishment Type	Accomplishment Name	Description	Notes
Infrastructure	Homeless Mgmt. Information System (HMIS)	All New Haven shelters and other mandated agencies that receive HUD funding are now using the Provide database.	A system administrator is needed to take this to the next level
Infrastructure	Statewide Point-in-Time Count	On January 30, 2007, New Haven participated in the first ever Statewide Point-In-Time Count of individuals and families who are homeless to provide accurate baseline data for planning, implementing programs and evaluating the results of our work to end homelessness.	
Infrastructure	Continuum of Care HUD Application	New Haven secured \$4.9 million to provide housing to homeless individuals and families.	
Support Services	Liberty Community Services (LCS) Outreach staff	Liberty Community Services allocated resources to fund an Outreach position for clients who have left LCS housing or on the waiting list for our housing.	
Support Services	Women's Services Case Management	Secured \$300,000 from DSS for women's services in the four N.H. shelters to fund six case management positions.	
Support Services	Roads to Recovery Expansion	Expanding Columbus House Road to Recovery program to a new office in Hartford to provide rides to people in the DMHAS system who are moving between levels of care.	Project has been in operation for two years, but now includes Hartford office to maximize program use in that region
Support Services	Identification of Homeless Persons with Behavioral Health Disorders	CMHC has improved communication with local city-funded shelters, culminating in successfully moving a large percentage of homeless persons with behavioral health disorders from shelters into treatment and permanent housing. Through this project, CMHC and shelters collaboratively identify persons with behavioral health disorders and assist them to access treatment, thus enhancing their ability to transition to available housing placements.	Partner shelters are Immanuel Baptist, Columbus House Overflow, and Women in Crisis.
Support Services	CHMC / Columbus House SAMHSA Grant	This Substance Abuse and Mental Health Services Administration (SAMHSA) grant provides intensive case management services, including housing support services, to homeless women with substance use disorders.	
Support Services	CMHC Jail Diversion Project	Identifies persons with behavioral health disorders who are homeless and at-risk of homelessness to provide clinical and case management services to assist them in accessing permanent housing or retain current housing placements.	

Accomplishment Type	Accomplishment Name	Description	Notes
Support Services & Public Awareness	New Haven Homeless Children's Collaborative	Collaborative group working to build a coordinated system in New Haven that facilitates identification and enrollment of homeless children into existing preschool services and school age children into their school of origin, runs an awareness campaign about McKinney-Vento, and applied for an M-V grant.	Partners are Head Start; City of N.H.; N.H. Home Recovery; Life Haven; Christian Community Action; N.H. Diaper Bank; DSS
Supportive Housing	Liberty Community Services Housing	Liberty Community Services contracted for 5 additional supportive housing slots with DSS/DHMAS where rental assistance is provided in addition to support services.	
Supportive Housing	Hamden 6	Six new units of scattered site supportive housing through the Balance of State application to HUD.	Project expands opportunities to bring housing into the broader region via HUD.
Supportive Housing	Fellowship Commons Whalley	Approved for Section 811 for 18 new units for single homeless adults, 8 for chronically homeless.	Occupancy by December 2007
Supportive Housing	Legion Woods	Legion Woods funded for 20 units of permanent supportive housing (VA/HUD).	May 2006 Opening
Supportive Housing	New Haven Continuum 2006 Application to HUD	The New Haven Continuum applied for funding in 2006 for 11 transitional and permanent housing facilities projects totaling \$3,474,643 and DMHAS Shelter Plus Care renewals worth \$1,400,136, for a total application of \$4,874,779	Final HUD funding decision is delayed.
Supportive Housing	Columbus House/ HOME, Inc. VA Grant	Columbus House and HOME, Inc. were awarded a VA grant to provide 12 units of housing/services in an SRO setting for homeless male veterans.	Program expected to be up and running in early 2008.
Supportive Housing	Whalley Ave Supportive Housing Site	New, 22-unit, permanent supportive housing site for elderly, homeless adults on Whalley Avenue. Partnership between Columbus House and HOME, Inc.	Site expected to open in March 2008.
Supportive Housing	United Way Funding	In the last fiscal year, the United Way of Greater New Haven (UWGNH) invested \$100,000 in new resources in innovative services attached to supportive housing projects. In the current fiscal year, the UWGNH has set aside \$75,000 for the possibility of renewal funding in those new projects.	Supportive housing funding is in addition to maintaining existing annual investments in emergency, transitional and supportive housing and eviction prevention programs.

Accomplishment Type	Accomplishment Name	Description	Notes
Supportive Housing	United Way Planning	United Way’s volunteer leadership has been heavily influenced by the Ten Year Plan in its own strategic planning through The Community Impact Cabinet (CIC), which recommends aligning UWGNH housing investments with the Plan; the Framework for Community Investment names an “increase in access to affordable, supportive housing for families and individuals with special needs and disabilities” as a goal; UW Action Teams have reaffirmed many of the principles of the Plan as criteria to guide UWGNH work; volunteer reviewers have established “no new emergency shelter beds” as a criteria in screening new funding proposals related to housing; the CIC increased from 9% in FY05 to 17% in FY09 the target for what percentage of total resources would be invested toward UWGNH housing goals.	
Supportive Housing	Reaching Home “Fund 500 Each Year” Campaign	Advocacy campaign urging the State to fund 500 units of supportive housing in <u>each year</u> of the biennium. Governor Rell’s current budget proposes funding for a total of 250 units of supportive housing in the next biennial budget through the Next Steps Initiative.	Campaign requests commitments from DMHAS, DSS, and CT Dept. of Children and Families (DCF).
Supportive Housing	Supportive Housing Developers Network	This Network was created under the leadership of the HANH and began meeting quarterly on March 1, 2007. Meetings will provide information about supportive housing development in progress. The Network will also intervene to address barriers to development when necessary, and will be a source for ongoing TA.	
Supportive Housing	Ruoppolo Manor Supportive Housing Program Expansion	The Ruoppolo supportive housing model has been expanded to two additional Housing Authority public housing complexes, the Robert T. Wolfe building on Union Avenue and the McQueeney Towers building on Orange Street. This has resulted in an additional 50 units of supportive housing. The innovative Ruoppolo supportive housing model includes an on-site case management team at a public housing facility.	Partners are ALSO Cornerstone, Continuum, HANH, and DMHAS
Supportive Housing	Fellowship Commons	These Fellowship Place units at 276 Dwight Street will provide a permanent home to 10 adults who are recovering from mental illness and were homeless.	HANH providing the project-based Section 8 support to the project.

Accomplishment Type	Accomplishment Name	Description	Notes
Supportive Housing & Support Services	CT Mental Health Center Outreach and Engagement Project	This project hired a staff member to serve as a Housing Coordinator; built a collaborative relationship with CMHC Acute Services to provide coordinated care, including housing, for homeless people who present to CMHC for clinical services; intensified its relationship with Hill Health Center’s outpatient service programs to assist homeless persons with behavioral health disorders access psychiatric and substance abuse treatment to help them become housing ready and to avoid evictions; developed an MOU with the Continuum to directly access housing funds to provide security deposits, rent assistance, and other relevant housing fund assistance to move persons from homelessness to permanent housing; intensified its collaborative relationship with the NHFD in locating and assisting homeless persons who are sleeping outdoors move toward permanent housing; partnered with Columbus House to provide transitional case management and housing retention services for homeless persons who moved into permanent housing units at Legion Woods.	
Transitional Housing	CHMC / Columbus House Prisoner Reentry Research Project	Decreases recidivism for men coming out of prison by using the successful city-funded Treatment Access Project (TAP) as a housing model and offering inmates sober housing and other transitional housing services prior to returning home. Men who opt to return home are offered alternative housing placements when problems emerge in their housing situation.	
Transitional Housing	Collaborative Housing Project	This project moves individuals out of outdoor sleeping areas were they are considered a public nuisance, several into permanent housing, and to locate housing for persons who are evicted from buildings that are declared inhabitable.	Partners are CMHC, N.H. Mayor’s Office, Livable Cities Initiative, City Health Dept, NHPD, Yale PD

**Attachment 3**  
**Glossary of Acronyms**

<b>Acronym</b>	<b>Name/Term</b>
CCEH	Connecticut Coalition to End Homelessness
CMHC	Connecticut Mental Health Center
CoC	Continuum of Care
COG	Council of Governments
CSH	Corporation for Supportive Housing
CSN	Community Services Network
DCF	Connecticut Department of Children and Families
DMHAS	Connecticut Department of Mental Health and Addiction Services
DOC	Connecticut Department of Corrections
DSS	Connecticut Department of Social Services
HANH	Housing Authority of the City of New Haven
HMIS	Homeless Management Information Systems
HUD	U.S. Department of Housing and Urban Development
NOFA	Notice of Funding Availability
PBV	Project-Based Voucher
PSC	Partnership for Strong Communities
SAMHSA	Substance Abuse and Mental Health Services Administration
SH	Supportive Housing
UWGNH	United Way of Greater New Haven
VA	U.S. Department of Veterans Affairs