

PLANNED	ACHIEVED THROUGH 2008
<p style="text-align: center;"><b><u>Phase I (2004-2006)</u></b></p> <p>A) Partners will develop permanent supportive housing for homeless adults, youth, and families:</p> <ul style="list-style-type: none"> <li>• Carrot Way Apartments -- Avalon Housing: 30 units through new construction (1-, 2- and 3-bedroom apartments) occupied in Fall 2005.</li> <li>• Maple View Apartments -- Michigan Ability Partners: 10 units through new construction (1-bedroom apartments) scheduled for occupancy in February, 2007.</li> <li>• South First Street Apartments -- Avalon Housing &amp; Ozone House: 7 units through acquisition &amp; rehab (1-bedroom apartments) scheduled for occupancy in May, 2007.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>47 units completed and ongoing</b></li> </ul>
<p>B) WHA Board completed and adopted initial <i>Plan for 500 Units of Housing</i> in October 2006.</p>	<ul style="list-style-type: none"> <li>▪ <b>Action Plan adopted by Board in May, 2007 has functioned as guide for pursuit of creation of units</b></li> </ul>
<p style="text-align: center;"><b><u>Phase II (2007-2008)</u></b></p> <p>A) Implement 50 units of housing with services through MSHDA Homeless Initiatives program</p> <ul style="list-style-type: none"> <li>• Rent subsidy vouchers for homeless families (SOS Community Services &amp; Interfaith Hospitality Network-Alpha House) – 34 units</li> <li>• Rent subsidy vouchers for homeless youth (Ozone House) – 5 units</li> <li>• Permanent non-profit development through acquisition and rehabilitation for survivors of domestic violence (Avalon Housing &amp; SafeHouse Center) – 4 units</li> <li>• Permanent non-profit development through acquisition and rehabilitation for chronically homeless single adults (Avalon Housing &amp; Project Outreach Team of Community Support and Treatment Services) – 6 units</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>31 family units currently filled</b></li> <li>▪ <b>5 youth units currently filled</b></li> <li>▪ <b>4 DV units completed</b></li> <li>▪ <b>6 CH units completed</b></li> </ul>
<p>B) Establish 20 units of scattered-site supportive housing subsidy for homeless adults through a locally-funded rental voucher and services pilot</p> <ul style="list-style-type: none"> <li>• Rent subsidy vouchers for homeless adults (Ann Arbor Area Community Foundation, Washtenaw Housing Alliance, MPRI-Washtenaw, and JEHT Foundation) – 20 units</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>13 of 20 committed units filled to date</b></li> <li>▪ <b>Supplemental resources will be needed to compensate for loss of JEHT funding due to Madoff finance scandal</b></li> </ul>
<p>C) Initiate development of 24 units of permanent supportive housing through City of Ann Arbor/Office of Community Development initiatives</p> <ul style="list-style-type: none"> <li>• Burton Commons (Zinser Development with Michigan Ability Partners as services partner) -- 20 supportive housing units in mixed-income new construction project</li> <li>• Whispering Creek (Michigan Ability Partners) -- 4 units of acquisition and rehabilitation of permanent non-profit development for homeless single adults.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Burton Commons project still in process</b></li> <li>▪ <b>Whispering Creek has produced 11 new Units (5 permanent supportive housing + 6 transitional)</b></li> </ul>
<p>D) Clarify targeting priorities for allocation of “housing with services” resources, consistent with initial 500 Unit Plan</p> <ul style="list-style-type: none"> <li>• Identify more specific needs/targets for homeless sub-populations (e.g., adults, veterans, domestic violence survivors, recovering substance abusers, youth, families) as useful for planning and financing.</li> <li>• Identify more specific targets for use of acquisition/rehab, new construction, and rent subsidy strategies as useful for planning and financing.</li> <li>• Identify resource needs for sustaining units developed in Phases I &amp; II</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>To be addressed through community funding review process</b></li> <li>▪ <b>Not yet addressed</b></li> <li>▪ <b>Partially addressed via Joint Integrated Funding Pilot and County Task Force on Sustainable Revenues</b></li> </ul>
<p>E) Mobilize resources necessary to sustain housing stability for all Phase I &amp; II participants and to implement Phase III objectives</p> <ul style="list-style-type: none"> <li>• Secure commitments from MSHDA or other HUD-funded resources for Housing Choice Vouchers to sustain rent subsidy for Phase II rent subsidy voucher recipients</li> <li>• Recruit other resources, as necessary, to sustain stable housing and services for all Phase I &amp; II participants.</li> <li>• Work through the Community Collaborative of Washtenaw County to mobilize expanded commitments for supportive housing services and enhanced integration of mainstream public services in “Housing First” and supportive housing initiatives</li> <li>• Identify and pursue achievable targets for local fund-raising in support of both housing and services subsidies through WHA Development Committee and newly created community-wide Integrated Funding Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>All Family TBRA participants have received (or are at top of list for) HARP Vouchers</b></li> <li>▪ <b>Partially addressed through JIF resources</b></li> <li>▪ <b>Mainstream resources targets identified by County Task Force on Sustainable Revenues</b></li> <li>▪ <b>County Task Force on Sustainable Revenues is providing key leadership</b></li> </ul>

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<p style="text-align: center;"><u>Phase II (2007-2008) continued</u></p> <p>F) Assure linkage of housing opportunities to appropriate supportive housing services</p> <ul style="list-style-type: none"> <li>• Clarify and implement models for provision of supportive housing services to be linked to new units created -- sufficient to assure long-term housing stabilization</li> <li>• Establish mechanisms for dialogue through the Community Collaborative of Washtenaw County to facilitate delivery of supportive services and coordinated case management in supportive housing -- consistent with expectations of state and local funders and the system change goals of the Blueprint</li> <li>• Create and implement a process for oversight and assessment of effectiveness of supportive housing services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Definitions and models of supportive services have been clarified</b></li> <li>▪ <b>Because Community Collaborative structure has been in flux, dialogue on use of mainstream resources has been limited, but continues through other venues</b></li> <li>▪ <b>Supportive Housing Services Workgroup created tools that have been adopted by OC and WHA Board, including: Housing Risk Assessment, Critical Incidents Measures, Self Sufficiency Index, etc.</b></li> <li>▪ <b>Initial evaluation of services in 500 Units has been initiated by Data, Research, and Evaluation Work Group</b></li> </ul>
<p>G) Create and implement tools for data gathering and outcomes measurement</p> <ul style="list-style-type: none"> <li>• Develop standard outcomes measures and benchmarks for assessing progress in fulfilling Housing Action Plan</li> <li>• Configure and utilize Washtenaw County's Homeless Management Information System's case management and outcomes measurement tools to capture and document core stabilization efforts associated with supportive housing participants.</li> <li>• Include all entities providing supportive housing and related services as participants in common data gathering via Washtenaw County's Homeless Management Information System</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Systems outcomes measures have been developed and are being refined under auspice of Homeless Data Policy Leadership Team</b></li> <li>• <b>Measurement Tools published via WCHMIS</b></li> <li>• <b>All PSH providers have been brought "on line" in WCHMIS</b></li> </ul>
<p>H) Build community capacity for expanding access to <u>existing</u> affordable housing opportunities</p> <ul style="list-style-type: none"> <li>• Establish shared cross-agency/cross-population housing resource coordinating function to facilitate housing unit recruitment, landlord-tenant relations, and continuing expansion of existing housing opportunities.</li> <li>• Nurture partnerships with large scale housing rental companies (e.g., McKinley &amp; Wilson-White) to create access to below-market rents for homeless and hard- to-house households.</li> <li>• Create a "Landlord &amp; Providers Council" (or similar advisory body) to support recruitment and maintenance of existing units in community for homeless populations.</li> <li>• Create and implement a 24-hour, single point-of-contact system for participating landlords to help address &amp; prevent problems with tenants in supportive housing units.</li> <li>• Establish a shared community-wide Security/Damage Deposit Escrow Fund to guarantee damage payments for program participants.</li> <li>• Develop community-based and community-specific strategies for active use of new Michigan Housing Locator technology.</li> <li>• Develop more specific guidance on tenant qualification standards to facilitate access to new and existing units by homeless households. These should include expectations and service provision strategies for households with credit problems, histories of eviction, and/or prior criminal convictions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Housing Coordinators now meeting regularly as alternative to centralized housing resource function</b></li> <li>• <b>Existing Housing Work Group is working actively on addressing remaining issues</b></li> </ul>
<p>I) Work to preserve existing affordable housing stock</p> <ul style="list-style-type: none"> <li>• Identify significant subsidized and/or affordable projects that are at-risk, and work to develop plans that preserve unit affordability -- e.g., ongoing efforts at Eagle Pointe (144 units); Parkview (144 units); and Parkhurst (36 units).</li> <li>• Develop relationships with funders to facilitate rapid and flexible refinancing decisions and commitments. Explore creation of an emergency financing pool that will permit the WHA to act quickly to preserve projects or units at risk, as needs arise.</li> <li>• In restructuring projects to preserve long-term affordability, seek to create additional permanent supportive housing units affordable to the Blueprint's target populations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Eagle Point units preserved as affordable housing, and other projects are still being addressed</b></li> <li>▪ <b>Objective not yet addressed</b></li> <li>▪ <b>Avalon/WAHC merger is creating new opportunities for preservation and expansion of affordable housing (w/ and w/o services)</b></li> </ul>

PLANNED	ACHIEVED THROUGH 2008
<b><u>Phase III (2008–2009)</u></b>	
<p>A) Mobilize new housing and services resources through newly formalized integrated funding approach as necessary to support creation of at least 50 new units – utilizing funding to be generated by the Integrated Funders Group, WHA Board, and Washtenaw Continuum of Care.</p>	<ul style="list-style-type: none"> <li>• <b>JIF Pilot Project supporting up to 104 Units in initial two-year commitment</b></li> </ul>
<p>B) Secure commitments from MSHDA for at least 30 additional Housing Choice Vouchers that will create new units towards the Blueprint's initial 500-unit goal (Section 8 -- Homeless Preference), as well as additional community resources needed for associated supportive housing services.</p>	<ul style="list-style-type: none"> <li>• <b>Over 190 new MSHDA HARP Vouchers have been committed and leased in Washtenaw County – although only 39 which are linked to MSHDA TBRA initiative have services attached</b></li> </ul>
<p>C) Advocate actively with federal, state and local public sector officials for policy and funding commitments that increase availability of public sector resources (including Section 8, HOME, &amp; public housing supports) needed to fully implement <i>Blueprint</i> strategies.</p>	<ul style="list-style-type: none"> <li>• <b>We do not yet have any formal process or group currently responsible for advocacy functions, but are engaged actively on an “ad hoc” basis</b></li> </ul>
<p>D) Recruit and initiate a new community leadership planning group in January 2008 to focus on creation of dedicated new and ongoing funding streams sufficient to support future and sustained housing development and services needs for homeless households, in accord with Blueprint objectives and this 500-unit implementation plan.</p>	<ul style="list-style-type: none"> <li>• <b>County Task Force on Sustainable Revenues w as established and has completed initial recommendations. Phase II Leadership Team has been chartered and is initiating implementing efforts.</b></li> </ul>
<b><u>Phase IV (2009-2014)</u></b>	
<p>A) Update mix of housing creation strategies (e.g., new construction, acquisition/rehab, and rent subsidy) articulated in “A Plan for 500 Units of Housing” and the targeting of units for specific sub-populations (e.g., families, youth, chronically homeless adults) as necessary to address documented needs.</p>	<ul style="list-style-type: none"> <li>• <b>TBD</b></li> </ul>
<p>B) Mobilize resources needed for housing and services through Integrated Funding Group, WHA Board, Continuum of Care, and newly dedicated funding stream(s).</p>	<ul style="list-style-type: none"> <li>• <b>TBD</b></li> </ul>
<p>C) Continue to pursue development of additional housing opportunities needed beyond the 500 unit target established as an initial Blueprint goal.</p>	<ul style="list-style-type: none"> <li>• <b>TBD</b></li> </ul>