

Task Force on Creating Sustainable Revenue for Supportive Housing Services

Executive Summary

Background

The goal of ending homelessness in Washtenaw County by 2014 has been established as a major policy objective by public, private, and non-profit sector leadership across our community. Several hundred key stakeholders have contributed to the formation of “*A Home for Everyone: A Blueprint for Ending Homelessness in Washtenaw County*” (the *Blueprint*) as our community’s comprehensive 10-Year Strategic Plan to End Homelessness. The Washtenaw County Board of Commissioners has charged the Washtenaw Housing Alliance with responsibility for implementing the *Blueprint*.

In December 2007, the Washtenaw County Board of Commissioners created a Task Force on Sustainable Revenue for Supportive Housing Services for Ending Homelessness in Washtenaw County (see Board of Commissioners’ Resolution, Appendix A). The Task Force (see Membership Roster, Appendix B) includes representatives from key local stakeholder systems, and is charged with exploring and recommending locally viable long-term revenue sources for the creation and sustainability of supportive housing units and related preventive and supportive housing services.

The Washtenaw Housing Alliance, working in close cooperation with the joint Washtenaw County and City of Ann Arbor Office of Community Development, provided staff support for the work of the Task Force, beginning in January, 2008. This document summarizes the discussions and deliberations undertaken by the Task Force, including the final recommendations of the group.

The Business Case

Permanent supportive housing and related homelessness prevention and supportive housing services are proven cost-effective strategies for eliminating homelessness. The *Blueprint* identified a goal of establishing and sustaining at least 500 units of permanent supportive housing targeted to individuals and families experiencing (or at risk of) homelessness by 2014.

Supportive housing services are a specifically targeted array of supportive services that are attached to housing intended to stabilize housing for persons who are most at risk and hardest to house.

Fundamentally, these services do whatever it takes to keep people stably housed. Housing support services may be provided to adults, children, adolescents, and families.

At \$32 per day, supporting an individual or family in housing with services costs half of what it costs to pay for a bed at the Shelter Association’s Delonis Center, one-third of the cost of a night in the Washtenaw County jail, and only one quarter the cost of a night in a Michigan prison. A rapidly growing body of research tells us that supportive housing has positive impacts on health, employment, on treating mental illness, and on reducing or ending substance use by keeping formerly homeless people housed – at a significant cost savings to the community. Additional evidence shows that supportive housing provides public benefits beyond cost savings, including improved neighborhood safety and beautification, and increased or stabilized property values in most communities.

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Recommendations of the Task Force

Members of the Task Force on Sustainable Revenue for Supportive Housing met multiple times both as a full committee and in the context of smaller workgroups. They reviewed research and data related to the costs and benefits of supportive housing; the need for such housing in our community; the scope of the monetary commitment required to support this need; and, ultimately, the most viable potential package of strategies to fulfill the need for supportive housing in Washtenaw County. The recommendations of the Task Force are summarized below:

- Promote Supportive Housing in Washtenaw County: Mobilize new supportive housing service funding for 500 units at an average cost of \$5,000/unit/year.
- Charter an Implementation Process: Charter a “Phase II” planning and implementation process (via action of the Washtenaw County Board of Commissioners) to provide continuing leadership and coordination in advancing achievement of the recommendations articulated in this report of the Task Force on Sustainable Revenues for Supportive Housing Services.
- Educate the Public: Design and launch a public education campaign focused on the nature and value of supportive services with an aim of raising community support and resources for supportive housing initiatives and the 500-Unit Plan.
- Secure Bridge Funding: Mobilize multi-systems commitments of up to \$1.2 million/year in public-private resources as “bridge funding,” to support at least 200 units of supportive housing, based on the model being implemented through the Joint Integrated Funding Pilot Project in 2008-2010. This gap funding will be replaced by new revenue sources, as described within this report.
- Re-allocate Mainstream Services Funding: Advocate with mainstream service systems to mobilize supplemental commitments of up to \$500,000 per year in mainstream systems resources (e.g., CSTS, ETCS, Head Start) to help address inflation in services costs and expand impact of new community investment in supportive housing services.
- Establish User Fees: Establish a strategy to recruit appropriate consumer service contributions (user fees), toward supportive services costs in new units created through the 500-Unit Plan
- Explore Millage Funding: Explore the development of a millage strategy that will generate the needed amount of dedicated and sustainable revenue over a period of time not to exceed twenty years.
- Raise Endowment Funding: Raise \$10-20 million in new private/corporate/foundation funding to create a Supportive Housing Services Endowment (by 2014), sufficient to generate significant continuing revenues dedicated toward the total of ongoing services costs required for 500 new units of housing

Making the Case for Supportive Housing

Rationale for a Community-wide Investment in Supportive Housing

Without a stable place to live and supports to help address complex challenges and barriers, many people who are homeless bounce from one emergency system to the next – from the streets to shelters to public hospitals to psychiatric institutions, detox centers or jails and back to the streets.

Supportive Housing services are a specifically targeted array of supportive services that are attached to housing intended to stabilize housing for persons who are most at risk and hardest to house.

Fundamentally, these services do whatever it takes to keep people stably housed. Housing Support services may be provided to adults, children, adolescents, and families.

A rapidly growing body of research tells us that permanent supportive housing keeps formerly homeless people housed – at a cost savings to the community. According to the Corporation for Supportive Housing recent research findings indicate that:

- Supportive Housing has positive impacts on health – Decreases of more than 50% in tenants' emergency room visits and hospital inpatient days; decreases in tenants' use of emergency detoxification services by more than 80%; and increases in the use of preventive health care services.
- Supportive Housing has positive impacts on employment – Increases of 50% in earned income and 40% in the rate of participant employment when employment services are provided in supportive housing, and a significant decrease in dependence on entitlements - a \$1,448 decrease per tenant each year.
- Supportive Housing has positive impacts on treating mental illness – At least a third of those people living in streets and shelters have a severe and persistent mental illness. Supportive housing has proven to be a popular and effective approach for many mentally ill people, as it affords both independence and as-needed support.
- Supportive Housing has positive impacts on reducing or ending substance use – Once people with histories of substance use achieve sobriety, their living situation is often a factor in their ability to stay clean and sober. A one-year follow-up study of 201 graduates of the Eden Programs chemical dependency treatment programs in Minneapolis found that 56.6% of those living independently remained sober; 56.5% of those living in a halfway house remained sober; 57.1% of those living in an unsupported SRO remained sober; 90% of those living in supportive housing remained sober.

The most comprehensive case for supportive housing is made by a study from the University of Pennsylvania's Center for Mental Health Policy and Services Research. Researchers tracked the cost of nearly 5,000 people with mental illnesses in New York City for two years while they were homeless and for two years after they were housed. They concluded:

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- Supportive and transitional housing created an average annual savings of \$16,282 per unit by reducing the use of public services: 72% of savings resulted from a decline in the use of public health services; 23% from a decline in shelter use; and 5% from reduced incarceration of the homeless mentally ill.
- This reduction in hospitalizations, incarcerations, and shelter costs nearly covered the cost of developing, operating and providing services in supportive housing. After deducting the public benefits, the average NYC, NY supportive housing unit cost only \$995 per year.

Additional evidence shows that supportive housing provides public benefits beyond these savings. An analysis of the Connecticut Supportive Housing Demonstration Program found that supportive housing improved neighborhood safety and beautification, increasing or stabilizing property values in most communities. Years of experience confirm that neighbors embrace supportive housing as an asset to their communities.

Further, local cost estimates in Washtenaw County make a strong economic case for investing in supportive housing.

At \$32 per day, supporting an individual or family in housing with services costs half of what it costs to pay for a bed at the Shelter Association's Delonis Center, one-third of the cost of a night in the Washtenaw County jail, and only one quarter the cost of a night in a Michigan prison. Annualized, or tabulated for multiple years, the cost savings associated with supportive housing are even more dramatic.

Rationale for Devoting New Revenue to Supportive Housing Services

Supportive housing requires a stock of affordable housing units and the ongoing services needed to assist people living in such housing to be able to maintain it. This housing, conceptualized as the "back door" of homelessness, is essential in helping people who are homeless move from instability – in shelter, on the streets, or similar circumstances – toward health, stability, and productivity by providing them access to a place they can call home.

During the past decade, including those years since the launch of the *Blueprint to End Homelessness*, Washtenaw County has successfully developed more than 300 units of affordable housing. Though not effortless, developing these units, which require a one-time – albeit large – infusion of funding, has been easier than securing the ongoing funding required for effective supportive housing services.

Through consistent funding from the Joint Washtenaw County & City of Ann Arbor Office of Community Development, Washtenaw County's Housing Contingency Fund, the Ann Arbor Affordable Housing Trust Fund, the Michigan State Housing Development Authority, the Department of Housing & Urban Development, and other sources – including federally authorized tax credits -- the stock of affordable

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housing has expanded faster than funding for the supports which are so important in keeping people in that housing.

Recognizing this disparity, including the understanding that supportive service dollars must be raised in perpetuity, the Task Force has focused its work and recommendations on creating a revenue stream for supportive services commensurate with the development of the affordable housing stock in our community today and in the years to come.

Scope of Need & Production Targets

The *Blueprint to End Homelessness* identified a goal of establishing and sustaining at least 500 units of permanent supportive housing targeted to individuals and families experiencing homelessness by 2014. The Task Force estimates that a total annual revenue stream of at least \$2.5 million, adjusted annually for inflation, would be necessary to support those units with adequate services. Additional details about the production targets for development of supportive housing units are attached in **Appendix C**.

Rationale for Devoting and Average of \$5,000 per Unit per Year to Local Supportive Housing

Based on national and local research and practice data, the Task Force supports and average of \$5,000/unit/year as a reasonable cost estimate to effectively provide needed supports to help formerly homeless populations maintain safe, permanent housing.

This figure is an estimated national average¹, borne out in cost analyses of similar projects in Washtenaw County. Supportive housing services typically focus on housing stability, though some move significantly beyond this and focus on issues that would be of benefit to most low-income households.

A project's service menu is shaped by the needs of the population housed, the responsiveness of mainstream services, and – ultimately – the financial resources of the providers. Obviously, the richer the menu of services included in a supportive housing project, the more the cost per unit.

The \$5,000/unit average cost, and the services included in that cost, does not include mainstream supports such as *publicly-funded/mandated* mental and physical healthcare, substance abuse treatment, income supports, employment & vocational training, and probation or parole support. As currently defined, supportive housing services are not meant to replace services that should be provided by mainstream efforts or through entitlement benefits. Rather, they are supplemental supports geared for a group of persons who have lost their housing despite the availability of these mainstream services, often because of difficulty accessing them. However, the Task Force recommends that locally administered mainstream supports and providers be more fully engaged to provide funding, staffing, and related resources to the local supportive housing effort.

Supportive services commonly provided on-site or linked to supportive housing include:

- Case management and services coordination

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- Outreach and engagement
- Benefits counseling and advocacy
- Mental health services and treatment
- Substance use management, harm reduction, abstinence, and relapse support
- Primary health care and medication management
- Money management and other independent living skills training and assistance
- Transportation
- Education and vocational training
- Career/job counseling, development and placement
- Child care & youth programs
- Support/peer support in groups or one-on-one (e.g., substance use management, abstinence, domestic violence prevention, parenting, mental health, etc.)
- Activities, classes, workshops and special events to promote relationship building, mutual aid, and community building

For additional information about supportive housing visit the Corporation for Supportive Housing's website, or to view stories about the benefits of supportive housing from those who have experienced it, please visit <http://mystory.csh.earth-host.org/csh.html>.

1 - From a national perspective, we can point to a number of key sources for data related to cost per unit of supportive housing:

- The Cleveland/Cuyahoga County Office of Homeless Services, in 2007, described the total annual cost of a "housing first" apartment as \$13,300 -- including, \$5,100 for housing-related costs, an additional \$2,100 where there was a front desk in the supportive housing facility, and \$6,100 for on-site case management and services.
- Seattle/King County's Coalition to End Homelessness assessment of a spectrum of supportive housing services costs varied based on the target populations' intensity of needs -- ranging from a moderate low of \$6,000/year to an intensive high of \$14,000/year. The average in Seattle (based on 2004 data) was \$9,300 for a combination of services and operating costs.
- The Corporation for Supportive Housing commissioned a multi-city study in 2004 ("Costs of Serving Homeless Individuals in Nine Cities") that documented supportive housing costs ranging from \$7,497 to \$15,366/year -- and averaging \$11,272/year for combined services and operating costs across the nine communities studied.

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Primary Task Force Recommendations

Implement A Multi-faceted Approach

The Task Force recognizes the magnitude of the effort and creativity needed to raise at least \$2.5 million annually in perpetuity in order to meet the goal of establishing and sustaining 500 units of permanent supportive housing as outlined in the community's *Blueprint to End Homelessness*.

This goal is both ambitious and unprecedented, and thus requires the mobilization of commitment and investment from stakeholders throughout our community. In order to maximize the engagement of stakeholders and the diversity of potential resources available, the Task Force is recommending both near- and long-term funding strategies that cultivate the community's philanthropic spirit, the investment of local property owners, and the continued commitment of local private and public funders.

Undertake a Public Education Campaign

The Task Force recommends that the community undertake a broad-based public education campaign about the nature and value of supportive services with an aim of raising community support and resources for supportive housing initiatives and the 500-Unit Plan. Success in undertaking any and all potential revenue generation strategies that the Task Force has identified will require that we first cultivate a broad-based understanding of the issues underlying homelessness in our community, a recognition of the reality of the economic costs and consequences for the community's failure to respond, and an appreciation of the untapped potential within our community to end homelessness within a decade.

In order to facilitate this outreach effort, the Task Force recommends the immediate formation of a Public Education and Community Outreach Work Group of community leaders with experience and expertise in public relations, marketing, and conducting public outreach campaigns. Gary Bruder (Community Leader) and Deborah Strong (Community Leader) have volunteered to co-chair this group moving forward. In considering the dimensions of the charge to this group, the Task Force is also recommending that:

- The Washtenaw United Way be recruited to facilitate and support the design, production, and distribution of community education materials;
- Education and outreach efforts be directed county-wide, including special and specific targeting to out-county areas;
- The WHA take responsibility for engaging WHA Member Agency Boards in exploration and support of implications of this major community initiative with regard to potential funding impact and shared commitment to success;
- The efforts of this Work Group include documentation of impact of current initiatives and development of informal research/evaluation data; and

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- additional assistance and in-kind technical support be recruited from the local community, including local universities, to advance this effort.

The Task Force anticipates that the cost for community education and outreach efforts to be an estimated \$10,000 for design and production of marketing materials, \$10,000 for multi-media and web site production, \$30,000 for initial research and evaluation efforts, and \$40,000 annually for a new .50 FTE Community Education Coordinator to help orchestrate these efforts. If additional resources are available, the Task Force supports the idea of investing more deeply in developing critical program evaluation and impact data based on initial community commitments through the Joint Integrated Funding Pilot and other Blueprint initiatives.

Raise a Private Endowment

Washtenaw County has a deep history of effectively utilizing philanthropic efforts to improve the lives of our less fortunate neighbors. In addition to the perennial generosity of individuals and corporations, there is a special opportunity for mobilizing private funding as a substantial transfer of wealth will be occurring in our community through the next two decades.

Creating a private fundraising strategy to help populate a supportive services endowment fund must be a significant element in our efforts moving forward. The Task Force recommends the creation of a private endowment that will work in conjunction with public funding to yield at least \$2.5 million for supportive housing annually. Such an endowment, though ambitious, can be accomplished in our community as private donors seek to make high impact investments with their philanthropic dollar. By investing in a private endowment for supportive housing, a donor will be able to leverage additional funding for this effort, invest in an innovative Public-Private partnership, and make an investment that will provide returns to the community both now and in future generations.

In order to facilitate the creation of a private endowment, the Task Force recommends the formation of an Endowment Work Group of 5-8 community leaders with experience in conducting major fundraising campaigns. Cheryl Elliott (Ann Arbor Area Community Foundation) and Norman Herbert (Community Leader) have volunteered to serve as co-chairs of this work group. Among the key elements of the charge to this group, the Task Force is recommending that this planning committee:

- Meet as needed to gather information about the feasibility of raising a \$10-20 million private endowment by 2014;
- Identify and cultivate the commitment of new resources for funding and coordination of a potential endowment campaign.
- Explore commitment by the Ann Arbor Area Community Foundation to play a significant leadership role in managing both the necessary endowment-building campaign and the administration of any funds that may be generated

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We anticipate that initial additional resource needs for investing in this campaign will be \$10,000-\$20,000 in creation of marketing materials, and \$40,000-\$80,000 annually for an endowment campaign coordinator when a campaign begins in earnest (not sooner than 2010).

Undertake the Exploration of a Millage to Fund Supportive Housing

The Task Force recommends the exploration of undertaking a millage to fund supportive housing. In order to facilitate this exploration and the potential initiation of a successful campaign, the Task Force recommends the formation of a Millage Exploration Work Group of 5-8 community leaders with experience in conducting millage campaigns. Jeff Irwin (County Commissioner) and Mark Ouimet (County Commissioner) have volunteered to serve as Co-Chairs of this exploratory Work Group. The charge to this group moving forward will include to:

- Recruit and coordinate consultation from experienced polling and market research firm(s) to gather information from the public about potential size, feasibility, and length of time of a millage request for supportive housing, including feedback from the public about the feasibility of a millage in the next two years;
- Develop a specific millage recommendation and proposal based on this research, including:
 - Whether or not to place a millage proposal on the ballot;
 - When to place a millage proposal on the ballot;
 - The size of the millage;
 - The length of time the millage will be levied;
 - The specific use of the millage.
- Identify a potential date in the future to place a millage request on the ballot, no sooner than 2010;

The Task Force anticipates that the cost for this next phase of exploration will be limited to the \$25,000-\$35,000 needed to contract with a reputable and experienced firm to conduct and analyze market and polling research.

Secure "Bridge" Funding while a Private Endowment & Public Millage is Implemented

Raising a private endowment, and undertaking a successful millage campaign will take time to complete. In the meantime, the Task Force recommends securing bridge or gap funding to provide needed support to the residents of the 300+ supportive housing units already completed as part of the community's 500 unit goal.

To this end, as a consequence of commitments emerging from the Blueprint Workgroup on Integrated Funding, services for 104 supportive housing units will be funded for an initial two-year pilot period in 2008-09 and 2009-10. Nearly \$1 million from this Joint Integrated Funding Pilot Project (or roughly \$500,000/year for two years) has already been committed by Washtenaw County, the City of Ann Arbor, Ann Arbor Area Community Foundation, Washtenaw United Way, Washtenaw Community Health

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Organization, and private donors for this two year pilot. We anticipate needing as much as \$1.2 million/year in bridge funding by 2010/2011 in order to support at least 220 units of supportive housing, in accord with production projections (see **Appendix C**).

The Task Force recommends that this funding be continued to be committed from current and additional investment partners as “gap funding” needed until such time as other targeted long-term revenues become available. **Appendix C** summarizes production projections and projected funding needed as a part of this bridge or gap funding.

Recruit Supplemental Mainstream Services Resources

Those who most benefit from supportive housing do so because of the rich array of services available to assist with achieving and maintaining housing stability. As described previously, these services vary based on the needs of individual consumers, but could be broadly categorized as supporting: physical and mental health; sobriety; and education, employment and economic security. Many of these services fall under the mandate of public services charged with providing them to indigent populations, including those who are homeless.

Unfortunately, it is difficult to meet thresholds of eligibility to access mainstream services, and thus the private homeless response system must provide services which substitute for or supplant mainstream services to those who are homeless. The Task Force recommends that a concerted effort be undertaken by community leaders to ensure that these mainstream service systems devote an increased level of monetary and human resources to those residing in the supportive housing units to be supported by the work of the Task Force and any successor effort or initiative.

Explore Idea of Including Consumer Service Contributions

Another possible source of revenue to create a revenue stream for supportive housing may be consumer contributions for services received. In addition to creating a small amount of revenue, a nominal consumer contribution can portray a level of consumer commitment and investment that may inspire philanthropic giving and other community support.

Other Potential Revenue Strategies to Explore

Cultivating University Support – Tapping in to university resources, both monetary and in-kind, should be pursued as an important potential component of supportive housing in our community. Appeals for substantive partnership in ending homelessness in Washtenaw County should be made to both staff and regents of local universities.

Health Systems Partnerships – As national data consistently documents significant savings in health systems costs that accrue from supportive housing, the Task Force recommends approaching both public and private health providers for ongoing support for services.

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It will be among the roles of our proposed Phase II Leadership Team to take responsibility for pursuit of these potential partnerships and resources in the year ahead.

Funding Potential Strategies Not Being Recommended at This Time

The Task Force engaged in a comprehensive review of over 150 other existing funding plans utilized by other counties and cities around the country. Among these are a variety of transfer taxes (e.g. documentation recording fees), surcharges (e.g., hotel and lodging surtaxes), or “use fees” (e.g., permit fees). In our case in Michigan, either these options are already oversubscribed (e.g., real estate transfer taxes), or the use of such fees appears to be restricted to activities directly associated with the cost of services that help generate those revenues, absent new state-level enabling legislation. Although such enabling legislative changes, and the resulting reliance on fees for special uses has been successful in other states and communities across the country, it would take significant time and lobbying effort at the State level to achieve this capability – in a recent and predictable political context not at all amenable to such initiatives. The Task Force recommends, therefore, that more exploratory work be undertaken in this area before considering levying of additional fees as a part of a strategy to fund supportive housing in Washtenaw County.

Next Steps in Plan Implementation

The Task Force began its work in January, 2008, and met monthly as a full committee and smaller workgroups to develop these recommendations addressing our charge from the Washtenaw County Board of Commissioners. While tremendous thought, time and effort has already been devoted to this planning process, the Task Force recognizes that implementing the recommendations contained within this report will require sustained community commitment, leadership, and action.

Raising a private endowment, undertaking the exploration of a millage campaign, and securing other private and public funding targeted for supportive housing are each significant and unprecedented tasks in our community. To be successful, each will require extensive planning, coordination, and community engagement.

As such, the Task Force is recommending adoption of a specific leadership and coordination structure to continue the work and act on the recommendations articulated in this report to the County Board. (See Appendix F) It is the consensus of the current Task Force that the County Board of Commissioners be asked to charter a *Phase II Task Force on Sustainable Revenues for Ending Homelessness in Washtenaw County* that would include the key elements described below.

Robert Chapman, President/CEO of United Bank and Trust, who has ably chaired our current Task Force activities, has graciously volunteered to continue in this role as Chair for our Phase II Community Investment Leadership Process.

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Key to this Phase II effort is commitment on the part of leadership across our broader Washtenaw Community to cultivating meaningful “ownership” of this plan for moving forward, as well as mobilization of the energy and resources necessary for success. To this end, we are recommending creation of a **Community Investment Partners Advisory Committee**, to be comprised by 25-30 top level leaders representing key systems stakeholders, including both members of the current Task Force and representatives of other key community constituencies. This group will meet quarterly to receive and respond to progress reports, provide critical feedback on evolving strategies, and help identify and recruit supports that will advance our overarching objectives. Membership of this group will include representation from government, business, health services, education, research, and the faith community – among others.

A critical subset of this group will meet monthly as a **Community Investment Partners Leadership Team**. This group will function as a “steering committee” to assure coordination of all follow-up efforts, strategic decision-making, recruitment of resources for continuing activity, and other tasks that advance implementation of the recommendations forwarded by the Task Force. This group will be comprised by the co-chairs of each of the proposed three planning teams and an additional 5-10 members-at-large to be named. A listing of individuals who have already agreed to step forward in these roles is attached (see Appendix G).

The Community Investment Partners Leadership Team, with participation from the Advisory Committee, will focus on several key agendas in the coming year (October, 2008-September, 2009):

- 1) First, the group will ensure the development of an effective community education and outreach campaign targeted both to the public and local business communities. Key messages of this campaign must be delivered to raise awareness of:
 - the existence of homelessness in our community;
 - the costs to the community related to homelessness;
 - the community benefits – including costs savings, increased productivity and contributions to the local economy, and quality of life improvements -- if homelessness is solved by providing safe, permanent housing; and
 - the ability of service providers to effectively and responsibly spend funding raised for supportive housing.

- 2) Second, the Community Investment Partners Leadership Team will rely on staff and resources from the Washtenaw Housing Alliance and the City/County Office of Community Development to ensure that effective decision-making and thoughtful oversight and accountability are utilized as a part of the related funding process. Existing nonprofits and other service providers must understand what is expected in order to access supportive housing funds. Shared commitment to system change, community priorities and outcomes, standards of service and agency

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administration, and collection of quality data, will be utilized to guide the work of the service providers. These elements are especially crucial in building trust and credibility for this effort, since, if undone or unsuccessful, any strategy for establishing a sustainable revenue source for supportive housing will be undermined.

If undertaken with continued diligence and commitment, the recommendations contained within this report can be successfully implemented, establishing a lifeline for hundreds of our most vulnerable neighbors, and improving the quality of life for our community as a whole.

The economic downturn throughout the State has had negative impacts locally, including record mortgage foreclosures, loss of key high-paying jobs, falling home values and related tax revenue, and an increased need for services aimed at intervening in crisis and hardship. Some may argue that this is not the time to ask a struggling community – through private appeals and a millage – to help others. The Task Force, however, contends that this is precisely the time to consider such an important undertaking.

No longer insulated from the economic challenges that have long plagued much of the State and region, residents throughout the community have a better understanding today that economic hardship and even homelessness can happen anywhere, and to anyone. By making a compelling case that investing in this effort now will save the community money down the road, and reinforcing that they live in a caring community that helps all its citizens, we believe that donors and taxpayers will choose to support this effort.

New Resources Needed for Phase II Activity

The Task Force recognizes that progress in this next phase of its efforts will require the investment of additional resources to support critical activities of the action plan being recommended. Community investment partners represented in the current Task Force, as well as members of the proposed new Community Investment Partners Leadership Team, will work to recruit this supplemental funding for the 12-month period from October, 2008-September, 2009. As described in related sections above, estimated totals include: Public Education and Community Outreach (\$90,000), Endowment Planning (\$20,000), and Millage Planning (\$30,000). The Community Investment Partners Leadership Team will provide ongoing oversight for expenditure and administration of these funds.

- Appendix A: Board of Commissioners Resolution**
- Appendix B: Task Force Membership Roster**
- Appendix C: Projected Supportive Housing Production/Funding Needs**
- Appendix D: Phase II Leadership Structure**
- Appendix E: Community Investment Partners Leadership Team Roster**
- Appendix F: Cost Comparison Chart**

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Appendix A – Board of Commissioners Resolution (December 5, 2007)

A RESOLUTION CREATING A TASK FORCE TO DEVELOP RECOMMENDATIONS ON THE ACQUISITION OF PERMANENT, SUSTAINABLE FUNDING TO PROVIDE SUPPORTIVE HOUSING AND ASSOCIATED PREVENTIVE AND SUPPORTIVE HOUSING SERVICES FOR ENDING HOMELESSNESS IN WASHTENAW COUNTY

WASHTENAW COUNTY BOARD OF COMMISSIONERS

December 5, 2007

WHEREAS, the goal of ending homelessness in Washtenaw County by 2014 has been established as a major policy objective by public, private, and non-profit sector leadership across our community; and

WHEREAS, several hundred key stakeholders have contributed to the formation of “*A Home for Everyone: A Blueprint for Ending Homelessness in Washtenaw County*” as our community’s comprehensive 10-Year Strategic Plan to End Homelessness; and

WHEREAS, the Washtenaw County Board of Commissioners has charged the Washtenaw Housing Alliance with responsibility for implementing the *Blueprint to End Homelessness*; and

WHEREAS, the Washtenaw Housing Alliance has documented the cost-effectiveness of providing permanent supportive housing and related homeless prevention and supportive housing services in eliminating homelessness; and

WHEREAS, the *Blueprint to End Homelessness in Washtenaw County* has identified a goal of establishing and sustaining at least 500 units of permanent supportive housing targeted to individuals and families experiencing (or at risk of) homelessness by 2014; and

WHEREAS, initial funding to establish over 200 of these units has been identified or committed, but nearly all of these new units will require sustainable funding to assure long-term viability of supportive housing services; and

WHEREAS, securing permanent, sustainable funding to provide supportive housing services associated with the “500 Unit Plan” and other *Blueprint* initiatives will require thoughtful exploration of viable local alternatives and documentation of other communities’ best practices; and

WHEREAS, the Washtenaw Housing Alliance has demonstrated its effectiveness in creating broadly inclusive collaboration among public, private, and not-for-profit partners in its initial successes in implementing the *Blueprint to End Homelessness*; and

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NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby creates the Task Force on Sustainable Revenue for Supportive Housing Services for Ending Homelessness in Washtenaw County.

BE IT FURTHER RESOLVED that the Task Force members shall include representatives from key local stakeholder systems, including:

<i>Name</i>	<i>Representing</i>
1. TBD	Washtenaw Housing Alliance Board of Directors
2. TBD	Washtenaw County Board of Commissioners
3. TBD	Washtenaw County Treasurer's Office
4. TBD	Urban County Executive Committee
5. TBD	Ann Arbor City Council
6. TBD	Ypsilanti City Council
7. TBD	Ann Arbor Downtown Development Authority
8. TBD	Ann Arbor Area Chamber of Commerce
9. TBD	Washtenaw United Way Board of Directors
10. TBD	Ann Arbor Area Community Foundation
11. TBD	St. Joseph Mercy Health System
12. TBD	Washtenaw Community Health Organization
13. TBD	Non profit sector representative
14. TBD	Non profit sector representative
15. TBD	Non profit sector representative
16. TBD	At-large representative (as designated by Chair)
17. TBD	At-large representative (as designated by Chair)

BE IT FURTHER RESOLVED the Task Force shall explore and recommend locally viable long-term revenue sources for the creation and sustainability of supportive housing units and related preventive and supportive housing services enabling achievement of the goals established by the *Blueprint to End Homelessness in Washtenaw County*.

BE IT FURTHER RESOLVED that the Washtenaw Housing Alliance, working in close cooperation with the joint Washtenaw County and City of Ann Arbor Office of Community Development, shall be accountable for developing the work plan, organizing the logistics, and actively supporting the work of the Task Force.

BE IT FURTHER RESOLVED that the Washtenaw Housing Alliance shall be charged with coordinating the nominations for appointments from the organizations listed above.

Task Force on Creating Sustainable Revenue for Supportive Housing Services

BE IT FURTHER RESOLVED that the Washtenaw Housing Alliance shall report back to the Washtenaw County Board of Commissioners when the Task Force appointments have been made.

BE IT FURTHER RESOLVED that the Task Force shall complete their work and report back to the County Board of Commissioners by July 31, 2008.

Task Force on Creating Sustainable Revenue for Supportive Housing Services

Appendix B – Task Force Membership Roster

	Task Force Member	Representing
1.	Jesse Bernstein	Ann Arbor Area Chamber of Commerce
2.	Gary Bruder	Non-Profit Sector Representative
3.	Jamie Buhr	At-Large Representative
4.	Frank Cambria	Non-Profit Sector Representative
5.	Bob Chapman (Chair)	Washtenaw United Way
6.	Cheryl Elliott	Ann Arbor Area Community Foundation
7.	Sister Yvonne Gellise	St. Joseph Mercy Health System
8.	Virginia Harmon	Washtenaw Community Health Organization
9.	Norman Herbert	At-Large Representative
12.	Mayor John Hieftje	Ann Arbor City Council
11.	Jeff Irwin	Washtenaw County Board of Commissioners
13.	David Lutton	Washtenaw Housing Alliance
14.	Catherine McClary	Washtenaw County Treasurer's Office
15.	Mayor Paul Schreiber	Ypsilanti City Council
16.	Sandi Smith	Ann Arbor Downtown Development Authority
17.	Joe Zurawski	Urban County Executive Committee
	Support Staff	Organization
1.	Lindsey Bishop	Washtenaw Housing Alliance
2.	Mary Jo Callan	Office of Community Development
3.	Craig Cammarata & Laila Bernstein	Ford School of Public Policy Student Researchers
4.	Bob Guenzel	County Administration
5.	Jennifer Hall	Office of Community Development
6.	Chuck Kieffer	Washtenaw Housing Alliance
7.	Holly Mooberry	Washtenaw Housing Alliance
8.	Kerry Sheldon	County Administration
9.	Dick Soble	Washtenaw Housing Alliance
10.	Patti Quick	United Bank and Trust/Task Force Chair

Task Force on Creating Sustainable Revenue for Supportive Housing Services

Appendix C – Projected Supportive Housing Production/Funding Needs

Projected Supportive Housing Unit Production (2007-2014) and Supportive Housing Services Funding Needs for Blueprint Housing Initiatives												
Sponsoring Agency	Project	Target Population	JIF/ES \$ # of Units	2007	2008	2009	2010	2011	2012	2013	2014	
				# Units	# Units	# Units	# Units	# Units	# Units	# Units		
Phase I Initiatives												
Mich Ability Partners	Maple View	Single Adult + CH	0	10	10	10	10	10	10	10	10	
Avalon/Ozone	SOLO (S+C)	Youth-in-Transition	0	7	7	7	7	7	7	7	7	
Avalon Housing	Carrot Way	Mixed	30	30	30	30	30	30	30	30	30	
	Sub-Total		30	40	40	40	40	40	40	40	40	
Housing First Initiatives												
Avalon Housing	New Acquisition/Rehab Chronically Homeless	Chronically Hmls	6		6	6	6	6	6	6	6	
Avalon Housing	New Acquisition/Rehab Domestic Violence	DV Survivors	4		4	4	4	4	4	4	4	
SOS + IHN	TBRA Vouchers	Families w/Children	34		34	34	0	0	0	0	0	
Ozone	TBRA Vouchers	Youth in Transition	5		5	5	0	0	0	0	0	
CSS -- MPRI	JEHT Vouchers (MPRI)	Re-Entry	20		20	20	0	0	0	0	0	
	Sub-Total		69	0	69	69	10	10	10	10	10	
Phase 3 Initiatives												
Mich Ability Partners	Whispering Creek	Single Adult + CH	5		5	5	5	5	5	5	5	

Task Force on Creating Sustainable Revenue for Supportive Housing Services

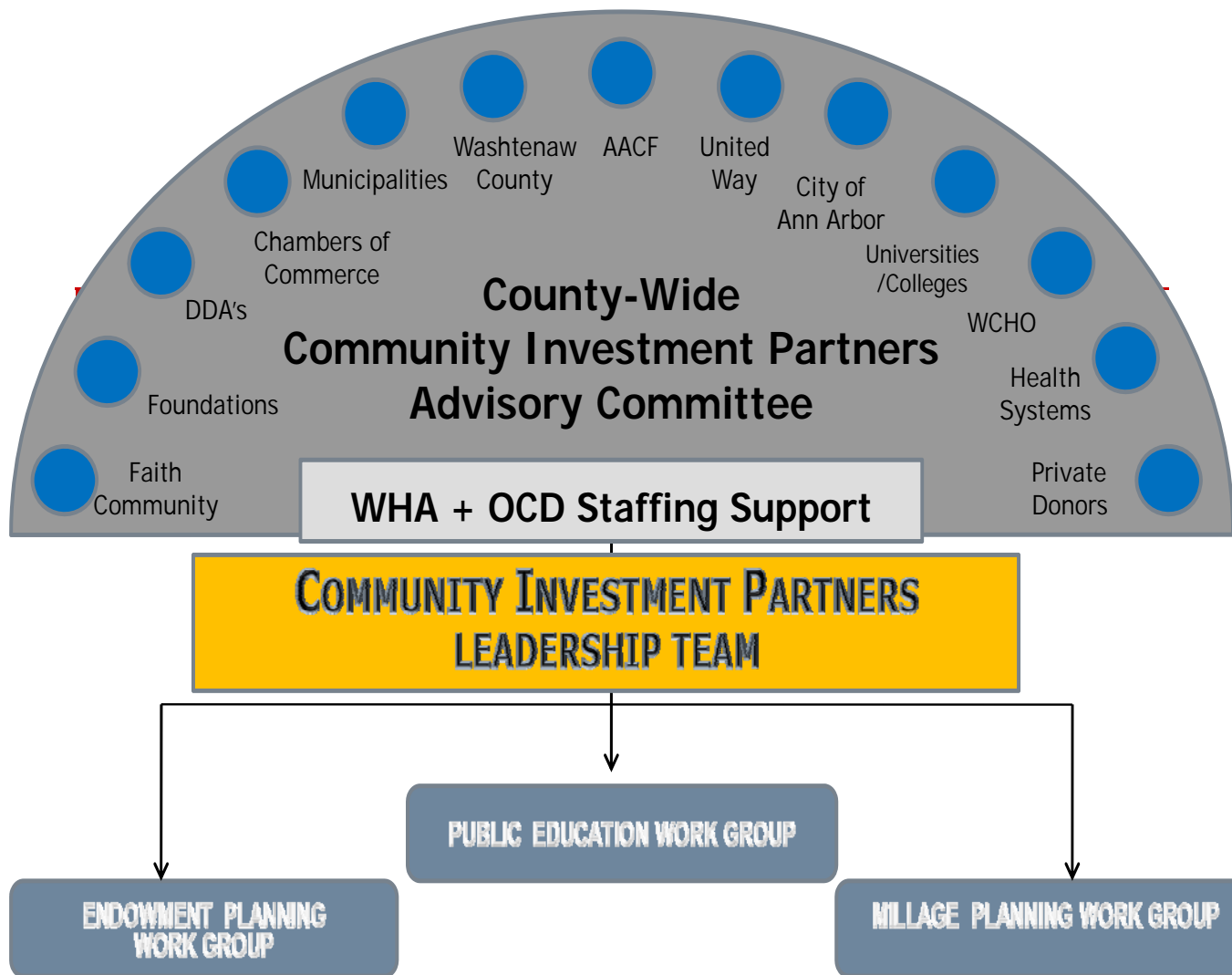
Multi-Provider/ Scattered Site	MSHDA HARP/Section 8 Homeless Preference	Mixed				190	190	250	250	250	250	250
A2 Housing Commission	Homeless Vets/Section 8	Single Adult + CH				35	70	70	70	70	70	70
Avalon Housing	Pear Street	Single Adult + CH					20	20	20	20	20	20
Avalon Housing	MSHDA '08 Family Units	Families w/Children					4	4	4	4	4	4
Burton Commons	Supportive Housing	Mixed						20	20	20	20	20
	Sub-Total					104	0	230	289	369	369	369
TOTAL UNITS*						40	339	398	419	419	419	419
Potential Future Development												
Multi-Provider/ Scattered Site	MSHDA HARP/Section 8 Homeless Preference	Mixed						100	150	200	250	300
A2 Housing Commission	Homeless Vets/Section 8	Single Adult + CH						35	70	70	70	70
New Housing Development	New Housing Development	Mixed						20	40	60	80	100
	Sub-Total					104	0	0	0	155	260	330
TOTAL UNITS (Potential)**						40	339	398	574	679	749	819
	Enhanced Services Funding***					104		104	170	220	290	360
											430	500

* These numbers represent projects or units which are either fully funded and committed or are highly likely estimates of commitment in the coming 12-24 months.

** These numbers represent reasonable guesstimates of additional units that may come available through various funding sources (e.g., MSHDA Section 8, Veterans Administration, City Housing Funds, Tax Credit Financing) in the years ahead. These are, nonetheless, still speculative for purposes of current planning.

*** These numbers represent our desired "trajectory" for commitment of supportive housing services funding in future years. Thus far, however, only 104 units have been supported (through the Joint Integrated Funding Pilot Project), and only for a two-year period, through 2010. It is these numbers of units that we would be targeting for "bridge funding" until such time as our permanent, dedicated revenue streams would begin to kick in.

**Appendix D:
Task Force Phase II Structure**



Appendix E: Community Investment Partners Leadership Team

- | | |
|--------------------------|--------------------------------------------------------|
| 1. Norman Herbert | Co-Chair, Work Group to Create a Private Endowment |
| 2. Cheryl Elliott | Co-Chair, Work Group to Create a Private Endowment |
| 3. Jeff Irwin | Co-Chair, Work Group to Explore Development of Millage |
| 4. Mark Ouimet | Co-Chair, Work Group to Explore Development of Millage |
| 5. Deborah Strong | Co-Chair, Work Group on Public Education |
| 6. Gary Bruder | Co-Chair, Work Group on Public Education |
| 7. Dick Soble | Key Community Investment Partner |
| 8. Sandi Smith | Key Community Investment Partner |
| 9. Sister Yvonne Gellise | Key Community Investment Partner |
| 10. Dave Lutton | Key Community Investment Partner |
| 11. Bob Guenzel | Key Community Investment Partner |
| 12. Debbie Jackson | Key Community Investment Partner |
| 13. Catherine McClary | Key Community Investment Partner |
| 14. Bob Chapman | Key Community Investment Partner |
| 15. TBD | Key Community Investment Partner |
| 16. TBD | Key Community Investment Partner |
| 17. TBD | Key Community Investment Partner |

Appendix F: Cost Comparison Chart

