

**DRAFT**  
**STATE OF NORTH DAKOTA**  
**Policy Academy Team**

Tran Doan, ND Division of Community Services, Co-Leader  
Jessica Thomasson, City of Fargo Planning Department, Co-Leader  
Dawn Bonner, ND Coalition for Homeless People  
Lowell Bontjes, North Central Human Service Center  
Jill Elliott, Fargo Housing and Redevelopment Authority  
Rich Gray, North Dakota Department of Commerce  
Marella Krein, ND Department of Human Services, Medicaid  
Mary Magnusson, ND Coalition for Homeless People  
Dennis Omvig, Northwest Human Service Center  
Wyman Roeder, Job Service North Dakota, Veterans Consultant  
Robyn Schmalenberger, North Dakota Department of Corrections  
Dave Sena, Northlands Rescue Mission  
Barb Serr, Job Service North Dakota

**VISION**

End chronic homelessness through coordinated and enhanced services

**GOAL #1: Information**

Effectively use information to drive solutions

**GOAL #2 - Stakeholders**

Give all stake holders the opportunity to help end chronic homelessness

**GOAL #3: Housing**

Ensure the availability of appropriate housing for the chronically homeless

**GOAL #4: Services**

Coordinate services to efficiently use resources

<b>Goal 1: Effectively use information to drive solutions.</b>						
<b>Strategy</b>	<b>Action</b>	<b>Manager<sup>1</sup></b>	<b>Implementer<sup>2</sup></b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
<b>Strategy 1.1</b> Collection of Data	Action 1.1.1 – Collect data to address the top five problem areas that we are trying to develop solutions for	Tran Doan Jessica Thomasson	PA6 Team	Understanding of data needs and issues affecting ND	<ul style="list-style-type: none"> <li>Identify top five problem areas</li> <li>Identify potential solutions to top five problem areas</li> </ul>	May 2004
	Action 1.1.2 – Inventory existing data sources		Jessica Thomasson Mary Magnusson Barb Serr Tran Doan ND Coalition for Homeless People	Current inventory of available data related to homelessness, specific to ND	<ul style="list-style-type: none"> <li>Work with ND Coalition of Homeless People to develop inventory of data sources</li> </ul>	September 2004
	Action 1.1.3 – Research experience-based practices			Overview of proven data analysis models	<ul style="list-style-type: none"> <li>Work with ND Coalition of Homeless People to gather information on successful use of data</li> </ul>	September 2004
	Action 1.1.4 – Determine data gaps			Direction for future data collection/ analysis needs	<ul style="list-style-type: none"> <li>Review information collected and compare to identified problem areas</li> <li>Develop list of data needs</li> </ul>	October 2004
	Action 1.1.5 – Develop methodology to collect missing data			Better understanding of gaps, the system, the nature of homelessness in ND, and barriers to accessing mainstream resources	<ul style="list-style-type: none"> <li>Consider Housing Needs Assessment, Roadmap to Services, etc.</li> </ul>	December 2004
<b>Strategy 1.2</b> Use of Data	Action 1.2.1 – Create an annual report on homelessness in ND	Tran Doan Jessica Thomasson	Mary Magnusson Dawn Bonner	Annual Report on Homelessness	<ul style="list-style-type: none"> <li>Create template</li> <li>Develop report</li> <li>Coordinate distribution (DCS, Coalition, PA6)</li> </ul>	November 2004

<sup>1</sup> The Manager is the individual who is responsible for coordinating each action.

<sup>2</sup> The Implementer is the individual (or entity) responsible for carrying out each action.

**Goal 1: Effectively use information to drive solutions.**

Strategy	Action	Manager <sup>1</sup>	Implementer <sup>2</sup>	Expected Outcomes	Benchmarks	Completion Date (estimated)
	Action 1.2.2 – Analyze information for stakeholders		Barb Serr Jessica Thomasson Mary Magnusson	Series of policy briefs tailored to specific audience interests	<ul style="list-style-type: none"> <li>Identify stakeholders</li> <li>Determine stakeholder interests</li> <li>Develop stakeholder-specific stories</li> </ul>	April 2005
	Action 1.2.3 – Use data that has been collected to evaluate and revise strategic plan		PA6 Team	Strategic plan based on sound local data	<ul style="list-style-type: none"> <li>Review data collected from policy plan perspective</li> <li>Revise plan based on data analysis</li> <li>Review changes with PA6 team and other stakeholders</li> </ul>	May 2005 (repeat annually)
<b>Strategy 1.3</b> Research funding for housing subsidies	Action 1.3.1 – Collect information on subsidies administered by local housing authorities and the NDHFA and private tenant subsidy projects	Tran Doan Jessica Thomasson	Jill Elliott	Understanding traditional subsidy resources that exist	<ul style="list-style-type: none"> <li>Include 202, 811, Mod Rehab, etc.</li> </ul>	June 2004
	Action 1.3.2 – Collect information on mainstream resources in ND		Dawn Bonner Mary Magnusson	Comprehensive listing of mainstream resources available in ND	<ul style="list-style-type: none"> <li>Work with ND Coalition for Homeless People Continuum of Care mainstream resources Committee</li> <li>Identify what resources are available in ND and how resources are used</li> <li>Identify total dollars available and specific program allocations when possible</li> <li>Compile and distribute results</li> </ul>	May 2004
	Action 1.3.3 – Identify service needs to be addressed when		Dawn Bonner Mary Magnusson	Understanding of special services for	<ul style="list-style-type: none"> <li>Work with ND Coalition for Homeless People</li> </ul>	May 2004

**Goal 1: Effectively use information to drive solutions.**

Strategy	Action	Manager <sup>1</sup>	Implementer <sup>2</sup>	Expected Outcomes	Benchmarks	Completion Date (estimated)
	serving chronically homeless			chronically homeless	Continuum of Care Gaps Committee <ul style="list-style-type: none"> <li>• Discuss with Consumer Resource Group</li> <li>• Discuss with service providers</li> <li>• Conduct literature review</li> </ul>	
	Action 1.3.4 – Survey “best practices” from other states on how mainstream resources are being used for housing subsidies and service funding		Dawn Bonner	Overview of ideas for use of mainstream resources from other states	<ul style="list-style-type: none"> <li>• Identify services we are interested in enhancing funding by working with members of ND Coalition for Homeless People</li> <li>• Ask providers about other models/states they view as being successful</li> <li>• Review information received from PA6 workshop</li> </ul>	August 2004
	Action 1.3.5 – Draft recommendation for creating additional housing subsidy and service resources in ND		PA6 Team	Have an expanded pool of housing subsidy resources available to the chronically homeless and an Action plan for more effective funding of service needs	<ul style="list-style-type: none"> <li>• Examine information on existing mainstream and housing subsidy resources in ND and how they are used</li> <li>• Identify areas where we are interested in enhancing funding</li> <li>• Draft recommendation and distribute to relevant policy makers</li> </ul>	December 2004

<b>STRATEGY 1.1 – COLLECTION OF DATA</b>				
<b>Action item (list by #)</b>	<b>Progress to Date</b>	<b>Person submitting status report</b>	<b>Barriers and/or Situational Changes on Note</b>	<b>Immediate Next Steps (including potential TA needs)</b>

**Goal 2: Give all stakeholders an opportunity to help end chronic homelessness.**

<b>Strategy</b>	<b>Action</b>	<b>Manager</b>	<b>Implementer</b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
<b>Strategy 2.1</b> Develop the message – “put a face” on homelessness	Action 2.1.1 - Create a marketing plan	Tran Doan Jessica Thomasson	Dave Sena Barb Serr	Coordinated approach to communicating issues relating to homelessness in ND	<ul style="list-style-type: none"> <li>Investigate technical assistance (TA) options from PA6</li> <li>Contract with consultant/TA provider</li> <li>Develop Plan</li> </ul>	October 2004
	Action 2.1.2 – Develop a slogan / tagline		Dave Sena	Develop an identity for chronic homelessness in ND	<ul style="list-style-type: none"> <li>Develop the slogan</li> </ul>	October 2004
	Action 2.1.3 – Develop three messages to “put a face” on homelessness in ND		Dave Sena	Personalize homelessness for North Dakotans	<ul style="list-style-type: none"> <li>Develop the messages</li> </ul>	October 2004
	Action 2.1.4 – Ensure all communications with stakeholders include problem, solution and benefit statements		Dave Sena	Stakeholders who are better informed about chronic homelessness in ND	<ul style="list-style-type: none"> <li>Develop template with an example of “successful communication”</li> </ul>	November 2004
<b>Strategy 2.2</b> Educate public and stakeholders on chronic homelessness	Action 2.2.1 – Distribute policy briefs to mayors, lawmakers and the governor	Tran Doan Jessica Thomasson	Dawn Bonner (NW) Jessica Thomasson (SE) Tran Doan (SW) Dave Sena (NE)	Better informed stakeholders	<ul style="list-style-type: none"> <li>Develop policy briefs according to top five problem areas</li> <li>Develop and maintain contact list</li> <li>Disseminate information per marketing plan</li> </ul>	December 2004
	Action 2.2.2 – Educate the public through various media outlets			Improved public awareness	<ul style="list-style-type: none"> <li>Develop press release according to top five problem areas</li> <li>Develop and maintain contact list</li> <li>Disseminate information per marketing plan</li> </ul>	As per Marketing Plan
	Action 2.2.3 – Educate state agencies with vested interest in serving this population			Better understanding within state government of “big picture” surrounding	<ul style="list-style-type: none"> <li>Develop policy briefs according to top five problem areas</li> <li>Develop and maintain</li> </ul>	December 2004

**Goal 2: Give all stakeholders an opportunity to help end chronic homelessness.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
				chronic homelessness	<ul style="list-style-type: none"> <li>contact list</li> <li>Disseminate information per marketing plan</li> </ul>	
	Action 2.2.4 – Educate the public through stakeholder newsletters and websites			Stakeholders who are engaged in furthering public’s education on chronic homelessness	<ul style="list-style-type: none"> <li>Develop list of potential topics</li> <li>Develop contact list, including publication dates</li> <li>Distribute information per marketing plan</li> </ul>	June 2005
<b>Strategy 2.3</b> Involve Stakeholders	Action 2.3.1 – Collaborate with and support the ND Coalition for Homeless Persons	Tran Doan Jessica Thomasson	Tran Doan, Mary Magnusson	Ongoing coordination	<ul style="list-style-type: none"> <li>Institute a regular “report-out” at quarterly Coalition for Homeless People meeting</li> <li>Ensure PA6 team includes at least one member of ND Coalition for Homeless People</li> </ul>	Ongoing
	Action 2.3.2 – Recruit representatives from mental health, substance abuse, and the VA to be involved in Policy Academy process		Tran Doan Dawn Bonner	Diverse Policy Academy Team	<ul style="list-style-type: none"> <li>Contact representatives</li> <li>Have participation in meetings</li> </ul>	June 2004
	Action 2.3.3 – Recruit consumers to be involved in Policy Academy process		Lowell Bontjes	Have consumers involved in the process	<ul style="list-style-type: none"> <li>Work with PATH coordinators to identify and recruit participants</li> <li>Consider coordinating with Mental Health Association Consumer Network</li> <li>Establish “Consumer Resource Group”<sup>3</sup></li> </ul>	August 2004

<sup>3</sup> Purpose of Consumer Resource Group would be to involve consumers throughout the CoC and PA6 process. Would facilitate outreach to consumers (current and past), keep consumer representatives informed of ongoing activities and solicit consumer feedback and input on proposals and actions.

<b>Goal 2: Give all stakeholders an opportunity to help end chronic homelessness.</b>						
<b>Strategy</b>	<b>Action</b>	<b>Manager</b>	<b>Implementer</b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
					(include representatives from subpopulations – veterans, corrections, foster care, families) <ul style="list-style-type: none"> <li>• Use video conferencing system whenever possible</li> </ul>	
	Action 2.3.4 – Ask the Governor to establish an Interagency Council on Homelessness (IACH)		Tran Doan Jessica Thomasson	Establish state Interagency Council on Homelessness	<ul style="list-style-type: none"> <li>• Develop talking points</li> <li>• Draft recommendation</li> <li>• Make presentation to Governor</li> <li>• Announce formation of IACH</li> </ul>	July 2004
	Action 2.3.5 – Recruit a champion(s) for the chronically homeless		Dave Sena PA6 Team	Raise the public profile of homelessness in North Dakota	<ul style="list-style-type: none"> <li>• Identify the role of this individual(s)</li> <li>• Develop list of potential “champions”</li> <li>• Recruit participation</li> </ul>	December 2004

<b>GOAL #2</b>		
<b>Progress to Date</b>	<b>Barriers and/or Situational Changes</b>	<b>Immediate Next Steps (including potential TA needs)</b>



**Goal 3: Ensure the availability of appropriate housing for the chronically homeless.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p><b>Strategy 3.1</b> Develop initiatives for landlords willing to rent/lease to the chronically homeless</p>	<p>Action 3.1.1 – Identify ideas that work (why are private landlords housing the chronically homeless now?)</p>	<p>Tran Doan Jessica Thomasson</p>	<p>Jill Elliott Lowell Bontjes</p>	<p>Understanding successful private sector housing of chronically homeless</p>	<ul style="list-style-type: none"> <li>• What makes Shelter + Care program successful? Placement from transitional housing programs?</li> <li>• Interview housing and service providers</li> <li>• Literature review</li> </ul>	<p>June 2004</p>
	<p>Action 3.1.2 – Address components that indicate success: #1 Financial assistance to client for rent</p>		<p>Jill Elliott Lowell Bontjes</p>	<p>Identify other sources of housing subsidy (both rent and security deposit)</p>	<ul style="list-style-type: none"> <li>• Review information gathered in strategy 1.3</li> </ul>	<p>December 2004</p>
	<p>Action 3.1.3 – Address components that indicate success: #2 Client tied to support system landlords trust</p>		<p>Jill Elliott Lowell Bontjes</p>	<p>Identify ways to connect existing service providers to tenants as they are housed</p>	<ul style="list-style-type: none"> <li>• Consider creating “review committees” that meet to discuss clients’ combined housing/service needs</li> </ul>	<p>December 2004</p>
	<p>Action 3.1.4 – Address components that indicate success: #3 Address issues that are important to landlords</p>		<p>Jill Elliott Lowell Bontjes</p>	<p>Develop ideas that mitigate risk for private sector landlords re: housing for this population</p>	<ul style="list-style-type: none"> <li>• Develop policies to implement successful ideas (ex. month-to-month leases; Address need to go to court if lease must be broken; Policy on payment of extra rent in light of damage)</li> <li>• Develop mechanism to fund above ideas</li> </ul>	<p>December 2004</p>
	<p>Action 3.1.5 – Identify ways to communicate with landlords around the state on issues of housing the homeless</p>		<p>Jill Elliott Lowell Bontjes</p>	<p>Create community based “permanent supportive housing” by finding ways to use existing supply of</p>	<ul style="list-style-type: none"> <li>• Contact apartment associations</li> <li>• Develop information packet on initiatives developed in 3.1.2,</li> </ul>	<p>June 2004</p>

**Goal 3: Ensure the availability of appropriate housing for the chronically homeless.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
				housing in new arrangements	3.1.3, and 3.1.4 <ul style="list-style-type: none"> <li>Participate in statewide conferences to network with landlords</li> </ul>	
	Action 3.1.6 – Involve landlords in homeless planning processes as much as possible		Jill Elliott Lowell Bontjes	Improved communication on issues related to housing homeless	<ul style="list-style-type: none"> <li>Maintain list of contacts around the state for feedback</li> <li>Develop better understanding of issues from both landlord and provider perspectives</li> </ul>	Ongoing
<b>Strategy 3.2</b> Continue to get HUD’s CoC housing bonus	Action 3.2.1 Identify Bonus Requirements	Tran Doan Jessica Thomasson	Continuum of Care Development Committee - Dawn Bonner, Mary Magnusson	List of Bonus Requirements	<ul style="list-style-type: none"> <li>Contact with the ND CoC Coordinator and through the 2004 published HUD SuperNOFA.</li> </ul>	March 2004
	Action 3.2.2 Solicit a Project from a ND Service Provider that meets the HUD bonus criteria		Mary Magnusson	Completed 2004 Application (Exhibit 2) for the HUD Permanent Housing Bonus.	<ul style="list-style-type: none"> <li>Make contacts with potential the project sponsors</li> </ul>	March 2004
	Action 3.2.3 Continue the ND CoC planning process		Mary Magnusson	Complete ND 2004 Continuum of Care Plan (Exhibit 1)	<ul style="list-style-type: none"> <li>Participate in ND Continuum of Care planning meetings</li> </ul>	Ongoing
	Action 3.2.4 Project Implementation		Mary Magnusson	Signed Contract with HUD.	<ul style="list-style-type: none"> <li>Contact the ND Continuum of Care Monitoring and Evaluation Committee for progress report</li> </ul>	March 2005
<b>Strategy 3.3</b> Create set-aside of Section 8 vouchers from ND Public Housing	Action 3.3.1 – Formulate the idea, including implementing steps from HUD	Tran Doan Jessica Thomasson	Jill Elliott	Create an interest in working together to increase housing dedicated to	<ul style="list-style-type: none"> <li>Identify need for housing units</li> <li>Develop policies that approximate best</li> </ul>	May 2004

**Goal 3: Ensure the availability of appropriate housing for the chronically homeless.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
Authority network				chronically homeless	practices from Shelter + Care program <ul style="list-style-type: none"> <li>Identify HUD administrative requirements</li> </ul>	
	Action 3.3.2 – Meet with statewide NAHRO group to outline proposal		Dennis Omvig Lowell Bontjes	Meet with public housing officials	<ul style="list-style-type: none"> <li>Get on April 15-16, 2004 meeting</li> <li>Participate in additional round table meetings as needed</li> </ul>	April 2004
	Action 3.3.3 – Discuss service plan connection with state PATH coordinators		Dawn Bonner Lowell Bontjes	Understand possibilities for leveraging existing service resources	<ul style="list-style-type: none"> <li>Contact PATH Coordinators to brainstorm ways to connect services to set-aside units</li> <li>Develop recommendation for the service component to this proposal</li> </ul>	June 2004
	Action 3.3.4 – Confirm with local Housing Authorities that necessary administrative changes were made		Jill Elliott	System in place to increase availability of housing	<ul style="list-style-type: none"> <li>Make contact with Housing Authorities who have agreed to set-aside vouchers</li> </ul>	December 2004
	Action 3.3.5 – Implement and advertise the availability of the subsidies		PA6 Team	Increased availability of housing to chronically homeless	<ul style="list-style-type: none"> <li>Develop press release/summary that describes the new set-aside program</li> <li>Distribute information to ND Homeless Coalition members and through PATH coordinator and Housing Authority networks</li> </ul>	January 2005

<b>GOAL #3</b>		
<b>Progress to Date</b>	<b>Barriers and/or Situational Changes</b>	<b>Immediate Next Steps (including potential TA needs)</b>

<b>Goal 4: Coordinate services to efficiently use resources.</b>						
<b>Strategy</b>	<b>Action</b>	<b>Manager</b>	<b>Implementer</b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
<b>Strategy 4.1</b> Improve access to existing mainstream resources	Action 4.1.1 - Develop list of available mainstream resources	Tran Doan Jessica Thomasson	Mary Magnusson Dawn Bonner	Complete list of mainstream resources available for providers	<ul style="list-style-type: none"> <li>Research mainstream resources available via statewide and national contacts (from efforts of 1.1)</li> </ul>	June 2004
	Action 4.1.2 – Find ways to communicate information to service providers (ex. SHARE Network)		Barb Serr ND Coalition for Homeless People – Mainstream Resources Committee, Mary Magnusson and Dawn Bonner	Increased knowledge of available mainstream resources	<ul style="list-style-type: none"> <li>Complete documentation of mainstream resource availability.</li> <li>Collect contact information of service providers via the ND Continuum of Care</li> <li>Disseminate info about SHARE Network</li> </ul>	September 2004
	Action 4.1.3 – Identify logical points of client access to the system		ND Coalition for Homeless People – HMIS Committee, Tran Doan	Understand how and where clients access the system	<ul style="list-style-type: none"> <li>Develop an HMIS system that will determine where homeless people are entering the system for services and what mainstream services they are utilizing</li> </ul>	December 2004
	Action 4.1.4 – Expand the SHARE Network to meet other identified needs, including information on mainstream resources		Barb Serr PA6 Team	Increased utilization of mainstream resources	<ul style="list-style-type: none"> <li>Identify mainstream and other homeless-related resources not currently on SHARE Network</li> <li>Contact providers about joining SHARE Network</li> <li>Have comprehensive, up-to-date list of ND</li> </ul>	December 2004

**Goal 4: Coordinate services to efficiently use resources.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
					resources that are available to homeless	
<b>Strategy 4.2</b> Assess policies and laws regarding eligibility for mainstream resources	Action 4.2.1 – Identify mainstream resources to survey for eligibility rules	Tran Doan Jessica Thomasson	Robyn Schmalenberger Wyman Roeder Marella Krein Lowell Bontjes	Comprehensive list of mainstream resources with significant eligibility component	<ul style="list-style-type: none"> <li>Examine information gathered in action 1.3.2 and from Policy Academy workshop to develop list of resources</li> </ul>	May 2004
	Action 4.2.2 – Contact state agencies and communities to gather information on eligibility			Comprehensive list of eligibility requirements for various mainstream programs, specifically addressing top five problem areas	<ul style="list-style-type: none"> <li>Find out specific eligibility rules for each identified resource</li> <li>Identify source of eligibility rule (legislative or administrative, federal or state)</li> <li>Develop matrix of basic eligibility rules, including timeline for “re-certification”</li> </ul>	October 2004
	Action 4.2.4 – Identify potential recommendations to facilitate easier access to mainstream resources		PA6 Team	Reduction of barriers to accessing mainstream resources	<ul style="list-style-type: none"> <li>Evaluate information gathered on potential eligibility barriers</li> <li>Identify which resources are underutilized by the chronically homeless in ND by looking at actual usage statistics where available</li> <li>Distribute information to relevant agencies/ policy makers/service providers</li> </ul>	December 2004

**Goal 4: Coordinate services to efficiently use resources.**

Strategy	Action	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<b>Strategy 4.3</b> Investigate new ways to creatively use existing resources	Action 4.3.1 – Use existing ND mainstream resources list to find ways to use resources differently	Tran Doan Jessica Thomasson	Robyn Schmalenberger Wyman Roeder Marella Krein	Find innovative ways to use existing resources	<ul style="list-style-type: none"> <li>Examine resource list developed in 1.3.2</li> <li>Collaborate with external resource people as needed (ex. SSI)</li> <li>Compare existing resource list with top five identified problem areas to brainstorm creative solutions</li> </ul>	September 2004
	Action 4.3.2 – Survey “best practices” from other states on how mainstream resources are being used to serve homeless		Dawn Bonner Dennis Omvig Robyn Schmalenberger	Overview of ideas from other states on creative use of mainstream resources	<ul style="list-style-type: none"> <li>Collaborate with external resource people as needed (ex. SSI)</li> </ul>	September 2004
	Action 4.3.3 – Draft recommendation for creating additional resources in ND		PA6 Team	Have an expanded pool of housing subsidy resources available to the chronically homeless	<ul style="list-style-type: none"> <li>Analyze information gathered</li> <li>Draft recommendation</li> <li>Disseminate ideas to policy makers and service providers</li> </ul>	November 2004
<b>Strategy 4.4</b> Improve discharge planning practices	Action 4.4.1 – Assess what exists now in discharge planning in ND, including discharge sources	Tran Doan Jessica Thomasson	Robyn Schmalenberger Wyman Roeder Lowell Bontjes Mary Magnusson	Understanding of the current state of discharge planning in ND	<ul style="list-style-type: none"> <li>Identify discharge sources</li> <li>Identify specific policies and practices regarding discharge planning</li> <li>Review information collected for Continuum of Care application</li> </ul>	June 2004
	Action 4.4.2 – Evaluate the functionality/success of existing programs			Get ideas for improving discharge planning practices	<ul style="list-style-type: none"> <li>Evaluate “Re-entry Program”, “Ready-for-Work”,</li> </ul>	October 2004

<b>Goal 4: Coordinate services to efficiently use resources.</b>						
<b>Strategy</b>	<b>Action</b>	<b>Manager</b>	<b>Implementer</b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
					Community Coordinating Committees, et al.	
	Action 4.4.3 – Consider support needs of specific subpopulations (ex., sex offenders)			Better understanding of specific support needs of subpopulations	<ul style="list-style-type: none"> <li>Identify subpopulations</li> <li>Talk with various service providers and PATH case managers to identify specific service needs</li> <li>Note specific strategies needed to effectively address special service needs</li> </ul>	October 2004
	Action 4.4.4 – Re-establish joint conference call when individual is discharged from North Dakota State Hospital		Lowell Bontjes	Better collaboration between State Hospital and community based service providers	<ul style="list-style-type: none"> <li>Meeting with administration of ND State Hospital</li> <li>Establish regularly scheduled conference calls to plan for State Hospital discharges</li> </ul>	October 2004
	Action 4.4.5 – Consider establishing regional collaboratives of service providers that meet regularly (prior to discharge)		Lowell Bontjes	Established better outcomes for people who are homeless through an increased amount of collaboration surrounding discharge planning	<ul style="list-style-type: none"> <li>Investigate use of Human Service Center videoconferencing system</li> <li>Identify service provider agencies and contacts in each region that should participate</li> </ul>	June 2005

<b>GOAL #4</b>		
<b>Progress to Date</b>	<b>Barriers and/or Situational Changes</b>	<b>Immediate Next Steps (including potential TA needs)</b>



--	--	--

### CONSOLIDATED TIMELINE OF ACTION STEPS

	<b>Action Step</b>	<b>PA6</b>	<b>NDC</b>	<b>Tran</b>	<b>Jess</b>	<b>Barb</b>	<b>Mary</b>	<b>Dave</b>	<b>Lowell</b>	<b>Dawn</b>	<b>Dennis</b>	<b>Wyman</b>	<b>Jill</b>	<b>Marella</b>	<b>Robyn</b>
<b>March 2004</b>	Action 1.1.1 – Collect data to address the top five problem areas that we are trying to develop solutions for	x													
	Action 3.2.1 Identify Bonus Requirements		x				x			x					
	Action 3.2.2 Solicit a Project from a ND Service Provider that meets the HUD bonus criteria						x								
<b>April 2004</b>	Action 3.3.2 – Meet with statewide NAHRO group to outline proposal								X		x				
<b>May 2004</b>	Action 1.2.3 – Use data that has been collected to evaluate and revise strategic plan	x													
	Action 1.3.2 – Collect information on mainstream resources in ND						x			x					
	Action 1.3.3 – Identify service needs to be addressed when serving chronically homeless						x			x					
	Action 3.3.1 – Formulate the idea, including implementing steps from HUD												x		
	Action 4.2.1 – Identify mainstream resources to survey for eligibility rules								X			x		x	x
<b>June 2004</b>	Action 1.3.1 – Collect information on subsidies administered by local housing authorities and the NDHFA and private tenant subsidy projects												x		
	Action 2.3.2 – Recruit representatives from mental health, substance abuse, and the VA to be involved in Policy Academy process			x											
	Action 3.1.1 – Identify ideas that								x				x		

	Action Step	PA6	NDC	Tran	Jess	Barb	Mary	Dave	Lowell	Dawn	Dennis	Wyman	Jill	Marella	Robyn
	work (why are private landlords housing the chronically homeless now?)														
	Action 3.1.5 – Identify ways to communicate with landlords around the state on issues of housing the homeless								X				x		
	Action 3.3.3 – Discuss service plan connection with state PATH coordinators								X	x					
	Action 4.1.1 - Develop list of available mainstream resources						x			x					
	Action 4.4.1 – Assess what exists now in discharge planning in ND, including discharge sources						x		X			x			x
<b>July 2004</b>	Action 2.3.4 – Ask the Governor to establish an Interagency Council on Homelessness (IAC)			x	x										
<b>August 2004</b>	Action 1.3.4 – Survey “best practices” from other states on how mainstream resources are being used for housing subsidies and service funding									x					
	Action 2.3.3 – Recruit consumers to be involved in Policy Academy process								X	x					
<b>September 2004</b>	Action 1.1.2 – Inventory existing data sources		x	x	x	x	x								
	Action 1.1.3 – Research experience-based practices		x	x	x	x	x								
	Action 4.1.2 – Find ways to communicate information to service providers (ex. SHARE Network)		x			x	x			x					
	Action 4.3.1 – Use existing ND mainstream resources list to find ways to use resources differently											x		x	x
	Action 4.3.2 – Survey “best practices” from other states on how mainstream resources are being									x	x				x

	Action Step	PA6	NDC	Tran	Jess	Barb	Mary	Dave	Lowell	Dawn	Dennis	Wyman	Jill	Marella	Robyn
	used to serve homeless														
<b>October 2004</b>	Action 1.1.4 – Determine data gaps		x	x	x	x	x								
	Action 2.1.1 - Create a marketing plan					x		x							
	Action 2.1.2 – Develop a slogan / tagline							x							
	Action 2.1.3 – Develop three messages to “put a face” on homelessness in ND							x							
	Action 4.2.2 – Contact state agencies and communities to gather information on eligibility								x			x		x	x
	Action 4.4.2 – Evaluate the functionality/success of existing programs						x		x			x			x
	Action 4.4.3 – Consider support needs of specific subpopulations (ex., sex offenders)						x		x			x			x
	Action 4.4.4 – Re-establish joint conference call when individual is discharged from North Dakota State Hospital								x						
<b>November 2004</b>	Action 1.2.1 – Create an annual report on homelessness in ND						x			x					
	Action 2.1.4 – Ensure all communications with stakeholders include problem, solution and benefit statements							x							
	Action 4.3.3 – Draft recommendation for creating additional resources in ND	x													
<b>December 2004</b>	Action 1.1.5 – Develop methodology to collect missing data		x	x	x	x	x								
	Action 1.3.5 – Draft recommendation for creating additional housing subsidy and service resources in ND	x													
	Action 2.2.1 – Distribute policy			x	x			x		x					

	<b>Action Step</b>	<b>PA6</b>	<b>NDC</b>	<b>Tran</b>	<b>Jess</b>	<b>Barb</b>	<b>Mary</b>	<b>Dave</b>	<b>Lowell</b>	<b>Dawn</b>	<b>Dennis</b>	<b>Wyman</b>	<b>Jill</b>	<b>Marella</b>	<b>Robyn</b>
	briefs to mayors, lawmakers and the governor														
	Action 2.2.3 – Educate state agencies with vested interest in serving this population			x	x			x		x					
	Action 2.2.4 – Educate the public through stakeholder newsletters and websites			x	x			x		x					
	Action 2.3.5 – Recruit a champion(s) for the chronically homeless	x						x							
	Action 3.1.2 – Address components that indicate success: #1 Financial assistance to client for rent								x				x		
	Action 3.1.3 – Address components that indicate success: #2 Client tied to support system landlords trust								x				x		
	Action 3.1.4 – Address components that indicate success: #3 Address issues that are important to landlords								x				x		
	Action 3.3.4 – Confirm with local Housing Authorities that necessary administrative changes were made												x		
	Action 4.1.3 – Identify logical points of client access to the system		x	x											
	Action 4.1.4 – Expand the SHARE Network to meet other identified needs, including information on mainstream resources	x				x									
	Action 4.2.4 – Identify potential recommendations to facilitate easier access to mainstream resources	x													
<b>January 2005</b>	Action 3.3.5 – Implement and advertise the availability of the subsidies	x													

	<b>Action Step</b>	<b>PA6</b>	<b>NDC</b>	<b>Tran</b>	<b>Jess</b>	<b>Barb</b>	<b>Mary</b>	<b>Dave</b>	<b>Lowell</b>	<b>Dawn</b>	<b>Dennis</b>	<b>Wyman</b>	<b>Jill</b>	<b>Marella</b>	<b>Robyn</b>
<b>February 2005</b>															
<b>March 2005</b>	Action 3.2.4 Project Implementation						x								
<b>April 2005</b>	Action 1.2.2 – Analyze information for stakeholders				x	x	x								
<b>May 2005</b>															
<b>June 2005</b>	Action 4.4.5 – Consider establishing regional collaboratives of service providers that meet regularly (prior to discharge)								x						
<b>July 2005</b>															
<b>August 2005</b>															
<b>As per marketing plan</b>	Action 2.2.2 – Educate the public through various media outlets			x	x			x		x					
<b>Ongoing</b>	Action 2.3.1 – Collaborate with and support the ND Coalition for Homeless Persons			x			x								
	Action 3.1.6 – Involve landlords in homeless planning processes as much as possible								x				x		
	Action 3.2.3 Continue the ND CoC planning process						x								