

# **Rensselaer County Ten Year Plan to End Homelessness**



**Prepared by**

The Rensselaer County Ten Year Plan to End Homelessness Executive  
Committee with Staff Support by CARES, Inc.

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# RENSSELAER COUNTY TEN YEAR PLAN TO END HOMELESSNESS

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On behalf of homeless individuals and families in Rensselaer County who will benefit from your commitment and generosity, thank you for all you have contributed.

## **Rensselaer County Ten Year Plan to End Homelessness**

### **Executive Summary**

The United States Interagency Council on Homelessness has recommended that communities across the country begin developing strategies to end chronic homelessness by the year 2012. As concerned citizens in Rensselaer County began discussions on developing a Plan to End Homelessness for the county, it quickly became evident that such a plan needed to not only address the chronic homeless population (identified as single, unaccompanied adults with a disabling condition who have experienced homelessness continuously for one year, or have experienced four episodes of homelessness within the past three years), but would also need to address the increasing number of homeless families, as well as other populations who experience homelessness.

Each year approximately 1,000 to 1,300 people, both those who are single and those living in families, become homeless in Rensselaer County. On any given night, there may be nearly 300 people living in emergency shelters, transitional housing for homeless persons, and on the streets of the County. Homelessness takes a toll not only on the individuals and families that directly experience it, but on the larger community as well. Communities that do not adequately address homelessness incur increased taxpayer costs for emergency and transitional housing, substance abuse and mental health treatment, emergency services personnel and hospital emergency rooms.

Homelessness in Rensselaer County, as in most regions across the country, affects all facets of the community. It cuts across age, education level, socioeconomic background, race and ethnicity. Homelessness is most likely to affect low-income, vulnerable populations who experience a lack of safe and affordable housing, and low wages. There is no single cause of homelessness, nor is there a single solution for ending it. Among its contributing factors are poverty, lack of decent and affordable housing, an increasing inability for members of extended families to care for other disabled and/or impoverished family members, domestic violence, mental illness, substance abuse, physical disability, and other life challenges.

Rensselaer County has long been at the forefront of providing services to impoverished and homeless persons. The existing homeless housing and support services provide a full continuum of care to those in need. Despite the successes realized in Rensselaer County and the outstanding coordination of housing and services, more needs to be done. Despite increased efforts throughout the community, the need is still increasing and the existing service system is bursting at the seams. It is time to recognize these challenges and to appropriately respond with adequate resources at the Federal as well as the State and local level to serve our homeless population. Overall, it requires a coordinated collaborative effort among all potential funding sources to provide the support services necessary to address homelessness.

In January 2006, County and City government officials, members of the Rensselaer County Homeless Services Collaborative, as well as other representative organizations and concerned citizens, began the preparation of the Rensselaer County Ten Year Plan to End Homelessness. With the endorsement of County Executive Kathleen Jimino and City of Troy Mayor Harry Tutunjian, an advisory committee of 80 knowledgeable and concerned citizens was formed. Beginning in January 2006, the Advisory Committee met on a quarterly basis to guide and

respond to the work of the Executive Committee, provide valuable input regarding needs and resources, and assist in development of implementation strategies.

The identified goals to End Homelessness in Rensselaer County are:

**Prevention:** Increase resources directed to prevention efforts as the first line of defense in combating homelessness.

**Housing:** Expand the availability of appropriate and affordable housing throughout Rensselaer County.

**Support Services:** Strengthen community supports for formerly homeless individuals and families to ensure housing stability.

**Community Engagement:** Increase the investment and involvement of community members in ending homelessness in Rensselaer County.

These goals, along with strategies and action steps, have been incorporated into a Work Plan. When working together, these efforts will successfully reduce the number of people experiencing homelessness, the length of time people are homeless, and eliminate future episodes of homelessness. With the genuine commitment to ending homelessness that has created this plan, we know we can be successful.

## **LIST OF ENDORSEMENTS**

The following entities have reviewed the Rensselaer County Ten Year Plan to End Homelessness and endorse this Plan as written. Each entity is committed to ensure the successful implementation of this Plan to End Homelessness.

Alight Care Center  
Bethany Hospitality Center, Inc.  
Capital District Regional Planning Commission  
Catholic Charities, Diocese of Albany  
Catholic Charities Housing Office  
CARES, Inc.  
Charitable Leadership Foundation  
City of Rensselaer  
City of Troy  
Commission on Economic Opportunity for the Greater Capital Region  
Department of Veterans Affairs, Healthcare for Homeless Veterans Program  
DePaul Housing Management  
Joseph's House and Shelter  
Lansingburgh Central School District  
Legal Aid Society of Northeastern New York  
McCloskey Community Service Corporation  
Rensselaer County  
Rensselaer County Department of Mental Health  
Rensselaer County Department of Social Services  
Rensselaer County Homeless Services Collaborative  
Rensselaer County One-Stop Center  
Rensselaer Housing Authority  
Roarke Center  
Roman Catholic Diocese of Albany  
St. Paul's Center, Inc.  
Seton Health  
The Community Foundation for the Capital Region  
The Troy Savings Bank Charitable Foundation  
Town of Hoosick Housing Authority  
Troy Area United Ministry  
Troy Housing Authority  
Troy Police Department  
Troy Rehabilitation and Improvement Program, Inc.  
United Way of Northeastern New York  
Unity House of Troy, Inc.  
Vanderheyden Hall  
YWCA Troy-Cohoes

## **SECTION 1: BACKGROUND**

### **General History of Initiative**

Starting in 2002, the United States Interagency Council on Homelessness asked communities across the country to begin developing strategies to end chronic homelessness by the year 2012. The initiative identified as “The Ten Year Plan to End Chronic Homelessness” has resulted in the development of more than 200 plans in cities, counties, and states across the country.

As concerned citizens in Rensselaer County began discussions on developing a Plan to End Homelessness for the county, it quickly became evident that such a plan needed to not only address the chronic homeless population (identified as single, unaccompanied adults with a disabling condition who have experienced homelessness for one continuous year, or have experienced four episodes of homelessness within the past three years), but would also need to address the increasing number homeless families, as well as other populations who experience of homelessness.

### **Developing the Rensselaer County Ten Year Plan to End Homelessness**

In January 2006, a group of concerned citizens including County and City government officials, non-profit service providers, policy advocates, and members of the Rensselaer County Homeless Services Collaborative recognized the need to create a Plan to End Homelessness in Rensselaer County.

With the endorsement of County Executive Kathleen Jimino and City of Troy Mayor Harry Tutunjian, an advisory committee of 80 knowledgeable and concerned citizens was formed (see Attachment C). Beginning in January 2006, the Advisory Committee met on a quarterly basis to guide and respond to the work of the Executive Committee, provide valuable input regarding needs and resources, and assist in the development of implementation strategies.

An Executive Committee comprised of 14 individuals including representatives from County and City government, the faith community, housing and service providers, and private foundations was created (see Attachment B). The Executive Committee met monthly to develop the planning methodology, research existing resources and identify gaps, develop recommendations, oversee the writing of the plan, and develop the final draft of the document.

In March 2006, a Community Participation Workshop was held. During this half-day conference, members of the Advisory Committee, Executive Committee, and the community at large were invited to provide feedback and experience in the topics of Family Homelessness, Community Re-Entry, Community Engagement, Affordable Housing, and Employment. The information gathered during this workshop became the foundation for the Plan to End Homelessness.

Following the Community Participation Workshop, the Executive Committee broke into four sub-committees to further explore the issues discussed at the community meeting. The four sub-committees focused their efforts on: Affordable and Appropriate Housing, Community Engagement, Community Re-Entry, and Supportive Services. After thorough investigation, each of these four sub-committees developed a list of recommendations to be incorporated into the Plan to End Homelessness.

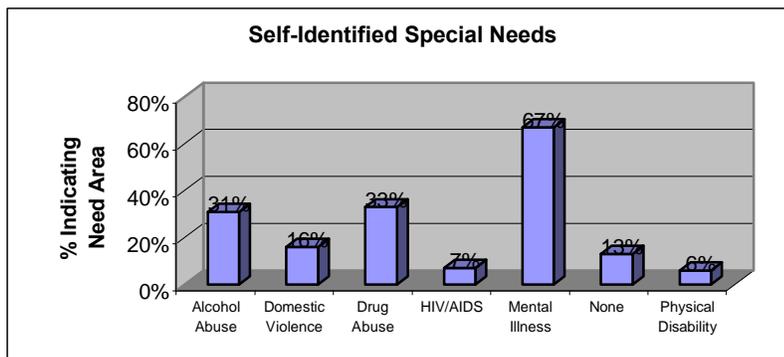
Throughout the process, consumers of homeless services were consulted regarding the information gathering process and the recommendations that were drafted. Feedback was provided and incorporated into the document to most appropriately reflect the needs of the consumers. In addition, meetings were held with members of rural communities to ensure there was sufficient inclusion of their unique concerns.

The Executive Committee developed a first draft in September of 2006. This draft was submitted to members of the Advisory Committee for their review and input. The Advisory Committee suggested edits to the draft, and it was then circulated for further comments from all individuals involved in the planning process. The Executive Committee then finalized the plan for release to the public in October 2006.

**Homelessness in Rensselaer County**

Rensselaer County has a population of about 153,000 residing in an area that covers over 665 square miles. The county is comprised of 14 towns, six villages, and two cities. The County seat is Troy, known as the home of Uncle Sam. The county's other city, Rensselaer, sits on the bank of the historic Hudson River, directly across from the Empire State's Capital, Albany.

Identifying the number of homeless persons as well as their characteristics is a daunting task. It is not possible to merely aggregate the number of homeless people served by each agency since many homeless persons access services from multiple providers, and the number of persons living on the street at any given time may change in relationship to the weather. In addition, many homeless persons stay in places that are hidden from public view, making them difficult to be identified. It is for these reasons that a Homeless Management Information System (HMIS) has recently been implemented. Preliminary HMIS data indicates that more than 800 Rensselaer County households experienced homelessness in 2005, including more than 100 families with children. In addition, preliminary data from the HMIS indicates that clients self-identify their special needs to include: alcohol abuse (31%); domestic violence (16%); drug abuse (33%); HIV/AIDS (7%); mental illness (67%); physical disability (6%); and none (13%). While the HMIS is still in its implementation stage, over time, it will provide a reliable, unduplicated count of homeless individuals and families in Rensselaer County. This system will also identify essential demographic information including age, gender, race, ethnicity, family configuration, and place of last residence.



\* source: Capital Region HMIS; please note system is in implementation stages.

In the meantime, the best source of data on homeless persons served in the community comes from the Rensselaer County Continuum of Care, which is an annual needs assessment of homeless persons. The Rensselaer County Continuum of Care estimates that each year, approximately 1,000 to 1,300 people, both those who are single and those living in families, become homeless in Rensselaer County. A 2004 single day point-in-time survey of homeless persons found nearly 300 people living in emergency shelters, transitional housing for homeless persons, and on the streets. While these numbers paint a picture of homelessness in Rensselaer County, they do not include many individuals who are temporarily housed in institutions such as mental health and substance abuse facilities or jails; those illegally squatting in abandoned housing; or, as is particularly the case with families and youth, precariously doubled up with relatives or friends.

Homelessness takes a toll not only on the individuals and families that directly experience it, but on the larger community as well. No community can consider itself economically stable if it leaves a significant percentage of its citizens with unmet basic needs. In addition, communities that do not adequately address homelessness incur increased taxpayer costs for emergency and transitional housing, substance abuse and mental health treatment, emergency services personnel and hospital emergency rooms.

### **Who Experiences Homelessness**

Homelessness in Rensselaer County, as in most regions across the country, affects all facets of the community. It cuts across age, education level, socioeconomic background, race and ethnicity. Homelessness is most likely to affect low-income vulnerable populations who experience a lack of safe and affordable housing and low wages. For purposes of discussion, we have sub-divided populations to better describe the general characteristics.

#### *Chronic Homelessness*

The U.S. Department of Housing and Urban Development defines a person who is chronically homeless as: "a single, unaccompanied adult with a disabling condition who has experienced homelessness for one year continuously, or has experienced four episodes of homelessness within the past three years." The chronically homeless person typically is living on the street suffering with mental illness and/or a chemical dependency. Because of their disabilities and past negative experiences, chronically homeless people often distrust government and social service agencies and many have been unable or unwilling to access housing and services. Fortunately, Rensselaer County has several innovative programs that have been successful in engaging and permanently housing chronically homeless persons, enabling this difficult to serve population to have a life filled with hope and dignity. These existing programs are operating at full capacity, and the demand for greater resources is substantial.

#### *Family Homelessness*

Both anecdotal and statistical data suggest that homelessness has increased significantly to include more families with children, non-traditional family types and a greater number of working poor households. In Rensselaer County, emergency shelters and motels are used as a stop-gap measure to ensure people are not living on the street. However, families are staying in shelters longer and longer as they find it increasingly difficult to afford rising apartment rental

and utility costs. There are simply not enough safe, affordable apartments for all the families who need them.

### Youth Homelessness

There is reason to believe that there is a sub-population of youth experiencing homelessness separate and apart from all other homeless populations. Youth aging out of the foster care system, those who have grown up in generationally impoverished families, and other youth who have nowhere to call home are often found living in abandoned buildings, on the streets, and most often couch surfing in a cycle that just barely escapes formal homelessness. Many homeless youth are reluctant to access formal support services and instead rely on the underground network of youth who utilize survival tactics including the exchange of sex, drugs, and food for housing. Gaining access to this vulnerable population is critical for ensuring the end to homelessness.

### Elderly Homelessness

Just as the aging population is affecting services and resources in mainstream society, it is also affecting the homeless community. As the baby boom generation continues to age, more and more homeless persons who are already utilizing the homeless service system are aging in place. This aging population often requires specialized medical care and supportive services. Traditional homeless service providers are not sufficiently equipped or staffed to provide the necessary care to this vulnerable population.

### Rural Homelessness

There is significant anecdotal evidence that homelessness exists in the rural communities of Rensselaer County. However, due to a lack of services directed for homeless persons within rural communities of the county, statistical evidence only points to conditions of severe rural poverty, just steps away from homelessness. Homeless persons in rural communities often have privacy concerns and may be reluctant to access services offered by government-funded organizations. Providing service to this population will require identification of this nearly invisible population, and provision of culturally appropriate services within their own communities.

It is important to remember that while each description portrays general characteristics, these generalizations do not describe the individual circumstances of any individual or family who is, or has, experienced homelessness. All goals and recommendations for ending homelessness must offer sufficient flexibility for meeting the needs of individual persons within each of the subpopulations.

### **Contributing Factors to Homelessness**

There is no single cause of homelessness, nor is there a single solution for ending it. Among its contributing factors are poverty, lack of decent and affordable housing, an increasing inability for members of extended families to care for other disabled and/or impoverished family members, domestic violence, mental illness, substance abuse, physical disability, and other life challenges. While each of these factors contributes to the risk of homelessness, evidence suggests that poverty coupled with one or more disabilities creates the highest risk for homelessness. Mental illness, alcoholism and substance abuse generally do not lead to homelessness for those of middle or higher incomes. At the same time, many impoverished

persons without a disability can live at the fringes for years without ever actually losing their housing. However, for impoverished individuals struggling with disabilities, the risk of homelessness is significant.

Considering this correlation of factors, poverty must be discussed as a significant factor contributing to homelessness. The 2000 U.S. Census Bureau indicates that while the poverty rate in Rensselaer County is 9.5%, a rate lower than that for all of New York State (14.6%), the poverty rate in the City of Troy is 19.1%, a rate significantly higher than that of New York State. This means that nearly one in five persons in Rensselaer County's primary city center are living below the federal poverty line. The Census data also indicates that 80% of renters in Rensselaer County earning less than \$20,000 annually spend more than 35% of their income on housing. It is clear that impoverished households are paying a disproportionate amount of income for their housing, creating challenges and struggles that make obtaining and maintaining stable housing quite difficult.

According to the National Low-Income Housing Coalition's *Out of Reach* study, in Rensselaer County a household would need to earn \$28,600 per year (at an hourly wage of \$13.75 per hour) to afford to rent a two-bedroom apartment at the Fair Market Rent rate calculated by the U. S. Department of Housing and Urban Development (HUD) for a modest rental unit. However, the study indicates that 47% of Rensselaer County families who are renters earn less than this amount. This means that nearly one-half of these renters are paying more for rent and utility costs than they can comfortably afford, making them vulnerable to housing eviction if there is a crisis such as loss of employment, increased medical costs, or temporary disability of a family member. For these families, any increase in expenses, such as those in heating and other utility costs that are currently being experienced throughout Rensselaer County, could cause them to become homeless.

It is important to also recognize that some of those who become homeless have lost their housing due to a disability such as mental illness, chemical dependency, HIV/AIDS, or other physical disability. Mental illness and chemical dependency not only challenge one's ability to engage in behaviors that lead to housing stability, but they quite frequently result in loss of employment. Furthermore, those leaving institutional settings, including psychiatric inpatient units, drug or alcohol rehabilitation programs, foster care, or correctional facilities, may be discharged to settings inappropriate for supportive care, leading to further instability and an increased risk for homelessness.

People who have psychological, developmental, or physical disabilities that prevent them from working are entitled to Supplemental Security Income through the Social Security Administration. Currently this subsidy is less than \$700 per month. In Rensselaer County, the 2007 Fair Market Rent is \$616 for a one-bedroom apartment, and \$752 for a two-bedroom apartment. Coupled with heating and utility costs, food, and other essential needs, it is very difficult to pay for all housing expenses.

To further complicate matters, there are fewer decent, affordable apartments on the rental market. While many Rensselaer County residents have benefited from increased property values, those at the lower end of the economic scale have been priced out of the market. There has been a 11% increase in the HUD Fair Market Rent in the region since 2000. Nationally,

there has been a marked decrease of low-income housing units, beginning in the 1980s. In addition, there have been recent cuts in federally-funded low-income housing programs, such as public housing and Housing Choice Voucher (formerly called Section 8) programs run by local housing authorities. Simply put, there are just not enough places for impoverished persons in Rensselaer County to live.

There are, of course, other contributing factors to homelessness besides poverty, the lack of affordable rental units, and disabilities. One of these is a change in family structure and composition. In earlier times, extended families often had the resources to care for a family member who was disabled, impoverished, or otherwise unable to live by him/herself. With the increased number of single parents, more people moving away from the areas in which they were born, and greater stresses on families, fewer extended families have the capacity to care for their less fortunate family members. In addition, as overall poverty increases, many families simply do not have resources that can be shared with others.

Finally, another factor contributing to homelessness is domestic violence. Many people who otherwise would be stably housed have had to flee their housing because their lives were endangered by partners or family members. Unity House's Domestic Violence Shelter in Rensselaer County served 220 victims of domestic violence in 2004, and turned away another 475 due to lack of capacity. In addition, service providers estimate that at least 10% of those living in other emergency shelters have lost their housing due to domestic violence.

### **Inventory of Current Housing and Services**

In addition to understanding who is homeless in our community, the characteristics of homeless persons, and the factors that contribute to becoming homeless, it is important to consider the existing community services available to assist homeless persons. Rensselaer County has long been at the forefront of providing services to impoverished and homeless persons. The existing homeless housing and support services provide a full continuum of care to those in need.

The first time an individual or family is identified as being homeless is typically in an emergency homeless shelter. In Rensselaer County there is a homeless shelter specified for individual men and women, another for individual women and women with children who are victims of domestic violence, a homeless shelter for families, and a newly opened homeless shelter for women with children. In addition, motel units are secured as needed through the Rensselaer County Department of Social Services to house additional families. At any given time, there are up to 50 families sheltered in motels.

Transitional Housing is defined as housing and support services for persons who lack the skills and resources necessary to move directly into permanent or permanent supportive housing. Homeless persons who move into transitional housing may stay no more than twenty-four months. There are few transitional programs in Rensselaer County that exclusively serve persons who are homeless. Most are targeted to persons with disabilities, a percentage of which meet HUD's definition of homeless. The homeless housing inventory chart below includes only those individuals and families in transitional housing that are homeless, and does not include those living in transitional housing for reasons other than homelessness.

Permanent supportive housing is the end goal for all households when entering the homeless service system. Obtaining and maintaining permanent housing ensures that sufficient rent subsidies and support services are in place to maintain continued housing stability for the household. Permanent supportive housing can include both site-based housing and scattered-site housing. Supports are adjusted to meet the individual need of the household and can include case management, training in life skills, financial literacy, employment skills, and education, mental health services, substance abuse services, medical treatment, and more.

Rensselaer County's current homeless housing inventory is as follows:

<b><u>Housing Type</u></b>	<b><u>Family Units/ Beds</u></b>	<b><u>Individuals</u></b>
Emergency Shelter	11 units/ 42 beds	23 beds
Transitional Housing	12 units/ 27 beds	81 beds
Permanent Supportive Housing	36 units/ 98 beds	223 beds

In addition to housing, homeless service providers offer a full range of prevention, outreach and supportive services to reduce the number of people experiencing homelessness, reduce the length of time people are homeless, and ensure housing stability after an episode of homelessness. Supportive services include rental and utility assistance, counseling, legal assistance, street outreach, case management, life skills training, employment training, child care services, and transportation to name a few.

Please see Attachment A for a full list of supportive services offered in Rensselaer County for homeless persons and those at risk of homelessness.

**Successes in Rensselaer County**

Homeless service providers in Rensselaer County have an extraordinary history in the coordination of services. The Rensselaer County Homeless Services Collaborative (RCHSC) is an association of organizations and individuals who are committed to ending homelessness through effective delivery of housing, services, and advocacy. Members of the Collaborative include city, county, and state governmental agencies; homeless service providers; veterans' organizations; providers representing persons living with disabilities such as mental illness, chronic substance abuse and/or HIV/AIDS; agencies serving victims of domestic violence; faith-based organizations; housing developers; foundations; and homeless and formerly homeless persons. The Rensselaer County Homeless Services Collaborative meets on a monthly basis to gather data about the needs of homeless persons, identify ways of addressing these needs, and collaboratively develop new projects.

Another of Rensselaer County's strengths is the level of cooperation between not-for-profit agencies and local government. Representatives from the Rensselaer County Department of Social Services and Department of Mental Health participate in the RCHSC. Not-for-profits participate in the Department of Mental Health Single Point of Access (SPOA) housing placement system. The Department of Social Services has a unique relationship with the homeless family shelter providers, who work with homeless families during their stay in the shelter system and for an additional nine months after securing permanent housing. Not-for-profit agencies are represented in all working groups convened by the County to address the

needs of specific homeless populations including chronically homeless adults and homeless families. This level of cooperation can be most clearly demonstrated in the opening of St. Paul's Shelter in the City of Rensselaer in October 2006. The process utilized in the development of this 19-bed shelter for families is a classic example of what can be accomplished when a not-for-profit agency acts with significant support from government agencies.

### **Identification of Gaps**

Despite the successes realized in Rensselaer County and the outstanding coordination of housing and services, more needs to be done. Joseph's House reported that more than 750 unduplicated persons were turned away in 2005 from emergency shelter due to lack of capacity. In addition, the Rensselaer County Department of Social Services indicates that on any given night, 40 to 45 families with children are living in motels due to the lack of more appropriate emergency shelter. Last year, 30 percent of intakes to Joseph's House, more than 100 individuals, came directly from psychiatric facilities, hospitals, jails, and treatment programs. It is obvious that there are simply too many people entering the homeless service system, and simply not enough places to house them all.

Following admission to an emergency homeless shelter or DSS sponsored motel, housing placement specialists work with families and individuals living in homeless shelters and motels to secure permanent housing. New York State contracts to provide these vital resettlement services for 80 families each year. In 2005, 136 families were served. The resources for serving these families in need are stretched extremely thin and continue to be strained as more and more families enter the homeless services system. In October 2006, St. Paul's Center, a 19 bed homeless shelter for families was opened, providing both emergency housing and housing placement services. Within one week, the program was running at full capacity and the community need still surpassed the available services.

Moving individuals and families into permanent housing can be a trying experience. Supportive housing programs dedicated to serving formerly homeless persons are operating at full capacity. After reviewing data from providers regarding housing utilization trends among the populations they serve, analyzing housing provider waiting lists, and using the point-in-time count to determine the number of unsheltered chronically homeless persons, the Rensselaer County Homeless Services Collaborative identified a need for an additional 213 permanent supportive housing beds for individuals, with at least 50 units designated for chronically homeless persons. In addition, there was an identified need for an additional 100 permanent supportive housing units for families. Troy Housing Authority offers subsidized rent in public housing for income qualified persons and has a waiting list of more than 500 households. The average waiting list for a public housing unit exceeds one year.

The existing service system is bursting at the seams. The need is increasing, but the resources for serving this population remain the same. While emergency shelter and emergency motel placements can alleviate the immediate need, they are not the ultimate solution to homelessness. Permanent supportive housing is the only means for ending homelessness, providing housing for those who are currently homeless, and ensuring housing stability in order to prevent future episodes of homelessness. It is time to acknowledge these challenges and to appropriately respond with adequate resources to serve our homeless population.

### **Rensselaer County Plan to End Homelessness Goals**

The existing homeless service system in Rensselaer County is able to meet the needs of many in a dignified and timely manner. But as the number of persons at the brink of homelessness rise, the ability to meet this need is drastically reduced. The existing housing resources are filled to maximum capacity and continually threatened by budget costs and social constraints. The preventative safety net is stretched too thin and far too many people are falling through it and experiencing homelessness. Resources for support services after housing placement have become more limited, leaving more people vulnerable to falling back into the trap of homelessness once again.

To succeed in ending homelessness in Rensselaer County, the existing housing and service resources need to be expanded. The goals for the Rensselaer County Plan to End Homelessness focus on prevention of homelessness, appropriate and affordable housing for those who do become homeless, and support services after housing placement to ensure housing stability. In addition, efforts focus on community engagement. Recommendations for each goal include consideration for the special needs of each sub-population to be served.

When working together, these efforts will successfully reduce the number of people experiencing homelessness, the length of time people are homeless, and eliminate future episodes of homelessness. With the genuine commitment to ending homelessness that has created this plan, we know we can be successful.

### **Goals**

- **Homelessness Prevention:** Increase resources directed to prevention efforts as the first line of defense in combating homelessness.
- **Housing:** Expand the availability of appropriate and affordable housing throughout Rensselaer County.
- **Supportive Services:** Strengthen community supports for formerly homeless individuals and families to ensure housing stability.
- **Community Engagement:** Increase the investment and involvement of community members in ending homelessness in Rensselaer County.

## SECTION 2: GOALS AND RECOMMENDATIONS

### **Homelessness Prevention**

**Goal:** Increase resources directed to prevention efforts as the first line of defense in combating homelessness.

The most effective strategy for addressing homelessness for those at imminent risk is to prevent its occurrence in the first place. Prevention efforts typically include strategies such as one-time or short-term rent or mortgage assistance, legal assistance programs, representative payee and direct payment programs, and housing placement services. While effective, these prevention strategies are limited in funding and they do not catch those households who are threatened with homelessness due to landlord-tenant relations or problems with housing quality.

*Recommendations for homelessness prevention include:*

- Develop a system whereby those at greatest risk of homelessness are identified prior to entering the homeless service system and provide them with appropriate services to ensure that housing stability is maintained.
- Maintain and enhance existing homelessness prevention programs to ensure educational programming, financial literacy, and job training is available to all those identified as at risk of homelessness.
- Provide training programs targeted to both tenants and landlords that demonstrate reasonable expectations for both parties and offer access to programs and services to better facilitate the landlord-tenant relationship.
- Work with code enforcement agencies to find alternative housing before tenants are displaced from residence.
- Obtain additional prevention resources (funding to pay for past due rent, utility services, and eviction prevention services.)
- Work with 211, a 24-hour non-emergency information and referral service hotline, or other means of centralized access to services for those at risk of losing their housing.

Prevention efforts also include more systemic strategies that seek to prevent homelessness by ensuring that people leaving institutions such as jails, prisons, or treatment facilities are not discharged to the streets or shelter system.

*Recommendations for homelessness prevention from institutional settings include:*

- Coordinate efforts with the newly convened Rensselaer County Re-Entry Task Force to ensure the housing needs of ex-offenders are met prior to discharge from prison or jail.
- Continue efforts to coordinate medical, psychiatric, and drug/alcohol treatment discharges to ensure that appropriate housing and services are available prior to discharge.

## **Housing**

**Goal:** Expand the availability of appropriate and affordable housing throughout Rensselaer County.

Affordable and appropriate housing resources are the building block for successfully ending homelessness in Rensselaer County. There are a variety of housing resources for homeless persons in Rensselaer County including site-based and scattered-site housing units. These varied housing opportunities ensure an appropriate level of support is offered to those who have experienced homelessness. However, the existing permanent supportive housing resources are filled to capacity with lengthy waiting lists.

*Recommendations for supporting the existing network of supportive housing programs include:*

- Expand the availability of housing placement services for those living in shelters to ensure stable, permanent housing is secured.
- Develop appropriate housing for special needs populations leaving institutional care to ensure appropriate transition from institution to the community.
- Advocate for increased federal and state support for subsidized rental assistance, including increasing the availability of Shelter Plus Care and other supportive housing rental subsidies.
- Develop additional site-based and scattered-site supportive housing for chronically homeless individuals.
- Investigate opportunities for site-based and scattered-site housing in rural communities.

Another factor contributing to the low-income housing crunch in Rensselaer County is the recent real estate boom across the country and the Capital Region. As housing costs continue to escalate, low and no income persons are increasingly squeezed out of the housing market. Lack of affordable housing has a direct impact on the homeless community as it creates a bottleneck for those who may be able to move into a higher level of independent housing. When discussing opportunities for ending homelessness, it is important to also address the impact of the low to moderate income housing market as well.

*Recommendations for improving housing opportunities for low- to moderate- income households include:*

- Establish a county-wide compact to encourage development of housing for low to moderate income households.
- Advocate to maintain and/or increase CDBG HOME funds to provide financial assistance for home repairs for low-income homeowners.
- Call for statewide action requiring affordable housing in every community.
- Maintain and increase accessibility to training programs for low-income homeowners.

Rensselaer County is further impacted by the age and quality of its housing stock. This housing stock is aging and often does not meet modern day code requirements. Property tax requirements, coupled with the low-rent these sub-standard units can secure, makes it difficult for any potential property owner to sufficiently repair units and bring them in compliance. These substandard units represent potential housing for the homeless community and must be considered as part of a plan for ending homelessness in the community.

*Recommendations for increasing the availability of existing housing stock include:*

- Provide financial incentives for landlords and home-owners who successfully rehabilitate properties for occupancy.
- Obtain funding and incentives for building rehabilitation.
- Obtain funding for selective demolition of housing units determined to be beyond rehabilitation.

To successfully end homelessness, there must be an adequate blend of housing resources that are both appropriate and affordable for formerly homeless persons.

### **Supportive Services**

**Goal:** Strengthen community supports for formerly homeless individuals and families to ensure housing stability.

Housing stability is a function of a household's ability to access fundamental resources and supports that assure that, when a crisis does occur, it does not threaten the security of that housing. For all households, these supports include affordable healthcare with mental health and substance abuse services; employment at a livable wage and/or other income supports; and for families, childcare. These supports are all the more critical for poor households, for whom a crisis often means choosing among competing essential needs for housing, food, or medical care.

*Recommendations for providing sufficient supportive services include:*

- Maintain and expand existing system providing after-care (case management, services, and/or assistance as requested) to individuals leaving institutional settings and emergency shelters.
- Work with 211, a 24-hour non-emergency information and referral service hotline, or other means of centralized access to services for those at risk of losing their housing.
- Engage in resource identification efforts to identify alternative sources of funding for needed supportive services and provide assistance to local agencies in obtaining this funding.

Providing sufficient supportive services is critical for ensuring the end of homelessness. This Plan to End Homelessness is committed to ensuring that households have access to a full range of resources and services to protect the stability of their housing. Support services integrate all services needed by an individual or family through a cohesive and personalized service plan that guides all service provision. The goal is achieving housing stability and long-term self-sufficiency.

*Recommendations for continued coordination of support service efforts include:*

- Expand staffing capacity of current collaborative resettlement program for homeless families; add additional providers to bi-weekly case management meetings; continue tracking and assisting families for at least 36 months.

- Expand membership in Rensselaer County Homeless Services Collaborative to include all agencies addressing homelessness and poverty; where feasible, require collaboration as a condition of receipt of funding.

### **Community Engagement**

**Goal:** Increase the investment and involvement of community members in ending homelessness in Rensselaer County.

Rensselaer County is a vibrant community filled with diverse resources and talents. Home of premier universities, medical facilities and cultural centers, Rensselaer County has residents who have talents and skills that could be used to most effectively address and end homelessness. However, all too often, these well-meaning community members do not know how to contribute these skills. As part of this Plan to End Homelessness, it is important to develop a method for educating the community at large about the issues of homelessness and how this impacts the community and each member of that community. Creating non-traditional volunteer opportunities will encourage community members to assist with home repairs, help families establish new home environments, and otherwise contribute their talents to meet housing and service needs. In this way, the entire community can support this initiative and work together to end homelessness.

*Recommendations for engaging community members in the Plan to End Homelessness include:*

- Develop a strategy to successfully implement the Rensselaer County Ten Year Plan to End Homelessness.
- Educate community members and engage them in serving as advocates to address the needs of homeless persons.
- Establish a centralized volunteer center through which volunteers can be efficiently linked to volunteer opportunities in the community.
- Host periodic gatherings to evaluate the success of the Rensselaer County Ten Year Plan.

## SECTION 3: IMPLEMENTATION

### **Plan Implementation**

The above recommendations have been incorporated into a Work Plan that includes actions steps for achieving the above-identified goals. Over the next year, the Executive Committee will prioritize the goals and their action steps, and create a more detailed timeline for accomplishing them. During the implementation process, the Executive Committee will also develop a cost benefits analysis, identifying both the costs and savings that can be realized by the community through the successful implementation of this Plan.

Implementation of the Rensselaer County Ten Year Plan to End Homelessness will be guided by an Executive Committee comprised of representatives from Rensselaer County, the City of Troy, the City of Rensselaer, Troy Housing Authority, housing developers, funders, service providers, and religious leaders.

CARES, Inc. will continue to provide staff support in the implementation of the plan, working with agencies on the accomplishments of tasks identified in the work plan. CARES, Inc. will also prepare reports on overall progress toward plan on a semi-annual basis. After review by the Executive Committee, the semi-annual progress reports will be forwarded to Advisory Committee members, with a request for assistance in any areas in which obstacles to implementation have been encountered. The Advisory Committee will be convened in its entirety annually each November to review the progress of the plan and consider any updates that might be needed.

## SECTION 4: WORK PLAN

### Homelessness Prevention

<u>Strategy</u>	<u>Action Steps</u>	<u>Responsible Party</u>	<u>Timeframe</u>
Develop a system whereby those at greatest risk of homelessness are identified prior to entering the homeless service system and provide them with appropriate services to ensure that housing stability is maintained.	<ul style="list-style-type: none"> <li>• Conduct outreach to at-risk populations identifying available services and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2008</li> </ul>
Maintain and enhance existing homelessness prevention programs to ensure educational programming, financial literacy, and job training is available to all those identified as at risk of homelessness.	<ul style="list-style-type: none"> <li>• Target prevention programs toward those at the highest risk of homelessness to prevent additional episodes of homelessness.</li> <li>• Enhance services to ensure that 75 additional households can be served through educational and job training programs.</li> </ul>	<ul style="list-style-type: none"> <li>• CEO, Legal Aid Society, and the Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>
Provide training programs targeted to both tenants and landlords that demonstrate reasonable expectations for both parties and offer access to programs and services to better facilitate the landlord-tenant relationship.	<ul style="list-style-type: none"> <li>• Utilize training curriculum to cultivate relationship with landlords and inform them of support services available</li> <li>• Utilize the TRIP tenant training curriculum to demonstrate methods for being a responsible tenant</li> </ul>	<ul style="list-style-type: none"> <li>• TRIP</li> </ul>	<ul style="list-style-type: none"> <li>• January 2010</li> </ul>
Work with code enforcement to find alternative housing before tenants are displaced from residence.	<ul style="list-style-type: none"> <li>• Consult with communities with existing building registration and inspection programs</li> <li>• Explore effectiveness of registration and inspection program to ensure higher quality rental housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Cities and towns within Rensselaer County</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>
Obtain additional prevention resources (funding to pay for past due rent, utility services, and eviction prevention services.)	<ul style="list-style-type: none"> <li>• Effectively utilize funds through ESG, CDBG and private funding sources to effectively prevent homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>

*Homelessness Prevention (continued)*

<b><u>Strategy</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeframe</u></b>
Work with 211, a 24-hour non-emergency information and referral service hotline, or other means of centralized access to services for those at risk of losing their housing.	<ul style="list-style-type: none"> <li>• Work with the United Way to obtain information on services available</li> <li>• Once 211 is established, work in collaboration with the United Way to promote the use of the system and continued upgrades of information.</li> </ul>	<ul style="list-style-type: none"> <li>• United Way of Northeastern New York</li> </ul>	<ul style="list-style-type: none"> <li>• January 2008</li> </ul>
Coordinate efforts with the newly convened Rensselaer County Re-Entry Task Force to ensure the housing needs of ex-offenders are met prior to discharge from prison or jail.	<ul style="list-style-type: none"> <li>• Develop and implement a prisoner re-entry program with correctional facilities that include housing placement, assistance with education and/or employment, life skills training, and linkage to needed mental health, substance abuse, and medical care.</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Re-Entry Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>
Continue efforts to coordinate medical, psychiatric, and drug/alcohol treatment discharges to ensure that appropriate housing and services are available prior to discharge.	<ul style="list-style-type: none"> <li>• Utilize discharge planning system to coordinate after-care services prior to institutional discharge</li> <li>• Advocate for increasing resources for the development of 75 specialized housing units for those leaving institutional settings.</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Unified Services</li> </ul>	<ul style="list-style-type: none"> <li>• January 2009</li> </ul>

**Housing**

<b><u>Strategy</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeframe</u></b>
Expand the availability of housing placement services for those living in shelters to ensure stable, permanent housing is secured.	<ul style="list-style-type: none"> <li>• Continue case-coordination of after-care services between Rensselaer County Department of Social Services and homeless service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Department of Social Services</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>

*Housing(continued)*

<b><u>Strategy</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeframe</u></b>
Develop appropriate housing for special needs populations leaving institutional care to ensure appropriate transition from institution to the community.	<ul style="list-style-type: none"> <li>• Identify best practices for housing persons leaving institutional settings including psychiatric, drug/alcohol, and jail/prison settings</li> <li>• Advocate for increased state funding to expand supportive housing for mentally ill adults; explore opportunities for matching funding from local entities.</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Unified Services</li> </ul>	<ul style="list-style-type: none"> <li>• December 2007</li> </ul>
Advocate for increased federal and state support for subsidized rental assistance, including increasing the availability of Shelter Plus Care and other supportive housing rental subsidies.	<ul style="list-style-type: none"> <li>• Advocate on the federal level for the maintenance, if not increase, in federal support of the existing Section 8 program</li> <li>• Advocate on the federal level for expansion of 100 vouchers through the Section 8 and Shelter Plus Care programs</li> <li>• Advocate on the state level for the expansion of rental subsidies for homeless persons.</li> </ul>	<ul style="list-style-type: none"> <li>• Troy Housing Authority</li> <li>• Continuum of Care</li> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>
Develop additional site-based and scattered-site supportive housing for chronically homeless individuals.	<ul style="list-style-type: none"> <li>• Develop an additional 15 units of site-based permanent supportive housing for chronically homeless persons</li> <li>• Develop an additional 35 units of scattered site permanent supportive housing for chronically homeless persons</li> </ul>	<ul style="list-style-type: none"> <li>• Joseph's House and Rensselaer County Homeless Services Collaborative</li> <li>• Troy Housing Authority</li> </ul>	<ul style="list-style-type: none"> <li>• December 2008</li> <li>• January 2014</li> </ul>
Investigate opportunities for site-based and scattered-site housing in rural communities.	<ul style="list-style-type: none"> <li>• Document need for specialized housing in rural communities</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2008</li> </ul>
Recommend a county-wide compact to encourage development of housing for low to moderate income households.	<ul style="list-style-type: none"> <li>• Work with neighboring communities to explore opportunities for developing regional compact agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>

*Housing (continued)*

<b><u>Strategy</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeframe</u></b>
Advocate to maintain and/or increase CDBG HOME funds to provide financial assistance for home repairs for low-income homeowners.	<ul style="list-style-type: none"> <li>• Work with US Department of Housing and Urban Development to ensure maintenance of CDBG HOME program</li> <li>• Expedite administration of HOME program to ensure funding level is secured</li> <li>• Work with HUD to provide federal funding support for innovative programs to assist low income homeowners</li> </ul>	<ul style="list-style-type: none"> <li>• Cities within Rensselaer County</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>
Develop congregate housing for special needs populations leaving institutional care to ensure appropriate transition from institution to the community.	<ul style="list-style-type: none"> <li>• Develop 75 additional units of community residence for persons leaving psychiatric hospitals and substance abuse facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Department of Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>• January 2010</li> </ul>
Call for statewide action requiring affordable housing in every community.	<ul style="list-style-type: none"> <li>• Work with state elected officials to review opportunities for inclusion of inclusionary zoning policies across all municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan to End Homelessness Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>• January 2009</li> </ul>
Maintain and increase accessibility to training programs for low-income homeowners.	<ul style="list-style-type: none"> <li>• Utilize existing homeowner training program to provide education to new homeowners.</li> </ul>	<ul style="list-style-type: none"> <li>• TRIP</li> </ul>	<ul style="list-style-type: none"> <li>• January 2008</li> </ul>
Provide financial incentives for landlords and home-owners who successfully rehabilitate properties for occupation.	<ul style="list-style-type: none"> <li>• Explore tax incentives</li> </ul>	<ul style="list-style-type: none"> <li>• City of Troy; Rensselaer County</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>
Obtain funding and incentives for building rehabilitation.	<ul style="list-style-type: none"> <li>• Explore funding opportunities to rehabilitate aging housing stock to ensure it meets modern code expectations</li> </ul>	<ul style="list-style-type: none"> <li>• TRIP</li> </ul>	<ul style="list-style-type: none"> <li>• January 2010</li> </ul>
Obtain funding for selective demolition of housing units determined to be beyond rehabilitation.	<ul style="list-style-type: none"> <li>• Explore funding for demolition of select housing stock that is deemed unsafe and unable to be effectively rehabilitated.</li> </ul>	<ul style="list-style-type: none"> <li>• TRIP</li> </ul>	<ul style="list-style-type: none"> <li>• January 2010</li> </ul>

**Supportive Services**

<b><u>Strategies</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeline</u></b>
Maintain and expand existing system providing after-care (case management, services, and/or assistance as requested) to individuals leaving institutional settings and emergency shelters.	<ul style="list-style-type: none"> <li>• Convene bi-weekly case conferencing session to collaborate on housing placement and after-care services</li> <li>• Provide on-going case management including flexible individualized service plans</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Unified Services</li> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>
Work with 211, a 24-hour non-emergency information and referral service hotline, or other means of centralized access to services for those at risk of losing their housing.	<ul style="list-style-type: none"> <li>• Work with the United Way on acquisition of information on services available</li> <li>• Collaborate with the United Way to promote the use of the system and continued upgrades of information.</li> </ul>	<ul style="list-style-type: none"> <li>• United Way</li> </ul>	<ul style="list-style-type: none"> <li>• January 2008</li> </ul>
Engage in resource identification effort to identify alternative sources of funding for needed supportive services and provide assistance to local agencies in obtaining this funding.	<ul style="list-style-type: none"> <li>• Identify local funding opportunities</li> <li>• Develop collaborative need assessment identifying community need for support services</li> <li>• Work with local funders to make provision of supportive services to homeless individuals and families a funding priority.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuum of Care</li> </ul>	<ul style="list-style-type: none"> <li>• May 2007</li> </ul>
Expand staffing capacity of current collaborative resettlement program for homeless families; add additional providers to bi-weekly case management meetings; continue tracking and assisting families for at least 36 months.	<ul style="list-style-type: none"> <li>• Continue to convene bi-weekly case management meetings with DSS and Joseph's House</li> <li>• Expand existing collaboration to include St. Paul's Center</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Department of Social Services</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007 and on-going</li> </ul>

*Supportive Services (continued)*

<b><u>Strategies</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeline</u></b>
Expand membership in Rensselaer County Homeless Services Collaborative to include all of those receiving federal/state/local funding for addressing homelessness and poverty; where feasible, require collaboration as a condition of receipt of funding.	<ul style="list-style-type: none"> <li>• Continue to convene regular meetings of the Rensselaer County Homeless Services Collaborative (RCHSC)</li> <li>• Continue to extend invitation to all homeless and anti-poverty advocates to participate</li> <li>• Establish procedure for case conferencing in conjunction with RCHSC</li> </ul>	<ul style="list-style-type: none"> <li>• CARES, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>

**Community Engagement**

<b><u>Strategy</u></b>	<b><u>Action Step</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeline</u></b>
Develop strategy to successfully implement Rensselaer County Ten Year Plan to End Homelessness.	<ul style="list-style-type: none"> <li>• Convene quarterly meetings of the Executive Committee</li> <li>• Develop sub-committee structure for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Plan to End Homelessness Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>
Educate community members to serve as advocates to address the needs of homeless persons.	<ul style="list-style-type: none"> <li>• Adopt November as Homelessness Awareness Month; host activities throughout Homelessness Awareness Month to bring attention to the problem of homelessness in the community and the efforts of service providers to address this problem.</li> <li>• Develop a community awareness campaign regarding homelessness</li> <li>• Establish educational initiatives involving universities, junior colleges, high schools, and elementary schools</li> <li>• Identify media personality that will support the issue of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Homeless Services Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>• November 2007, and annually thereafter</li> </ul>

*Community Engagement (continued)*

<b><u>Strategies</u></b>	<b><u>Action Steps</u></b>	<b><u>Responsible Party</u></b>	<b><u>Timeline</u></b>
Establish a centralized volunteer center whereby volunteers can be efficiently linked to volunteer opportunities in the community.	<ul style="list-style-type: none"> <li>• Utilize 211, a 24-hour non-emergency information and referral service hotline related to volunteer opportunities</li> <li>• Identify non-traditional volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• United Way of Northeastern New York</li> </ul>	<ul style="list-style-type: none"> <li>• January 2007</li> </ul>
Host periodic gatherings to evaluate the success of the Rensselaer County Ten Year Plan.	<ul style="list-style-type: none"> <li>• Host annual meeting of Advisory Committee membership to review progress on the Plan to End Homelessness implementation</li> <li>• Host quarterly meetings of the Executive Committee to implement the Plan to End Homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Rensselaer County Plan to End Homelessness Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>• November 2007 and annually thereafter</li> </ul>

## SECTION 5: ATTACHMENTS

### Attachment A

#### Supportive Services Provided by Agencies in Rensselaer County (developed May 2006)

<b>Provider Organizations</b>	<b>Prevention</b>					<b>Outreach</b>			<b>Supportive Services</b>									
	Mortgage Assistance	Rental Assistance	Utilities Assistance	Counseling/Advocacy	Legal Assistance	Street Outreach	Mobile Clinic	Law Enforcement	Case Management	Life Skills	Alcohol & Drug Abuse	Mental Health Counseling	Healthcare	HIV/AIDS	Education	Employment	Child Care	Transportation
AIDS Council of Northeastern New York	X	X	X						X					X				
Albany Medical Center's AIDS Treatment Program									X			X	X					
Bethany Hospitality Center						X												
C.O.P.E.S program.		X								X						X		X
Capital District Transportation Authority (CDTA)																		X
Catholic Charities		X											X					X
City of Troy Police Department								X										
Commission on Economic Opportunity (CEO)		X		X					X	X					X	X	X	
Conifer Park Day Treatment Center									X		X							
Cornell Cooperative Extension										X					X			
Economic Opportunity Center															X	X		
Hudson Valley Community College															X			
Hudson-Mohawk Recovery Center									X		X							
Joseph's House				X	X	X			X	X			X					
Legal Aid Society				X	X				X				X	X				
My Sister's Closet																X		
New York State's Vocational and Educational Services for Individuals with Disabilities (VESID)																X		
Rensselaer County Department of Social Services	X	X	X						X		X					X	X	X
Rensselaer County Unified Services				X					X		X	X						
Roarke Center		X		X		X						X			X			
Samaritan Hospital										X	X	X						
Seton Health Care										X		X						
Troy Area United Ministries		X											X		X			
Troy Housing Authority	X	X	X															
Troy Rehabilitation and Improvement Program		X																

Provider Organizations	Prevention				Outreach			Supportive Services										
	Mortgage Assistance	Rental Assistance	Utilities Assistance	Counseling/Advocacy	Legal Assistance	Street Outreach	Mobile Clinic	Law Enforcement	Case Management	Life Skills	Alcohol & Drug Abuse	Mental Health Counseling	Healthcare	HIV/AIDS	Education	Employment	Child Care	Transportation
Unity House of Troy		X		X	X				X	X			X	X		X	X	X
Whitney M. Young, Jr. Health Center									X		X	X	X	X				
YWCA of Troy-Cohoes				X					X	X						X	X	X

**Attachment B**

**Executive Committee Membership**

**Mr. John Beaudoin**

Commissioner  
Rensselaer County Department of Social  
Services

**Ms. Katherine Maciol**

Commissioner  
Rensselaer County Department of Mental  
Health

**Ms. Judy Breselor**

Planning Commissioner  
City of Troy

**Mr. Patrick Madden**

Executive Director  
Troy Rehabilitative Improvement Project

**Mr. Chris Burke**

Executive Director  
Unity House of Troy

**Mr. Mario Musolino**

Executive Director  
Troy Housing Authority

**Ms. Leslie Cheu**

Executive Director  
Troy Savings Bank Charitable Foundation

**Ms. Tracy Neitzel**

Executive Director  
Joseph's House

**Mr. Thomas Coates**

Operations Director  
Catholic Charities Housing Office

**Ms. Kathy Pelham**

President  
United Way of Northeastern New York

**Mr. William Dessingue, Jr.**

Program Officer  
Charitable Leadership Foundation

**Rev. Donna Elia**

Executive Director  
Troy Area United Ministries

**Mr. Rocky Ferraro**

Executive Director  
Capital District Regional Planning  
Commission

**Mr. Randy Hall**

Chief Examiner  
Rensselaer County Department of Social  
Services

**Attachment C**

**Advisory Committee Membership**

**Mr. George Baker**  
*Community Advocate*  
Christ Church

**Mr. Lee Bordick**  
*Superintendent*  
Lansingburgh School District

**Ms. Joann Buchas**  
*United Way Campaign Manager*  
United Way of Northeastern New York

**Ms. Debbie Byers**  
*Grants Program Administrator*  
Howard & Bush Foundation

**Ms. Mary Capobianco**  
*Assistant Superintendent*  
Troy School District

**Ms. Scarlett Clements-Bueffoline**  
*Vice President of Mental Health*  
Samaritan Hospital

**Mr. Jim Cowie**  
*Executive Director*  
Hudson-Mohawk Recovery Center

**Ms. Deborah Damm-O'Brien**  
*Executive Director*  
Catholic Charities Housing Office

**Ms. Sharon DeMartini**  
*President, Board of Director*  
St. Paul's Center

**Ms. Kirstein DonVito**  
*SPOA Coordinator*  
Rensselaer County Unified Services

**Mr. James Flanigan**  
*Executive Director*  
Rensselaer County ARC

**Ms. Deborah Frenn**  
*Chief Nurse Executive*  
St. Mary's Hospital

**Ms. Suzin Frost**  
*Executive Director*  
COPEs

**Ms. Marion Gardner**  
*Community Advocate*  
Our Lady of Victory

**Ms. Amanda Gentner**  
*Case Manager*  
Unity House

**Ms. Liz Girolami**  
*Assistant Director, Client Services*  
AIDS Council of Northeastern New York

**Ms. Karen Gordon**  
*Executive Director*  
Commission on Economic Opportunity

**Ms. Sandy Gull**  
*Director*  
Riverfront Planning & Development  
Corporation

**Ms. Maryann Gronau**  
*Commissioner*  
Rensselaer County Employment & Training  
One-Stop Center

**Mr. Brandon Haight**  
*Case Worker*  
Joseph's House

**Mr. Fred Harrigan**  
*Board of Directors*  
Rensselaer Housing Authority

**Mr. Jay Hayes**  
*Probation Director*  
Rensselaer County Probation

**Mr. Philip Herrington**  
*Supervisor*  
Town of Brunswick

**Ms. Beverly Hickman**

*Case Manager*  
Unity House of Troy

**Ms. Linda Hillman**

*Executive Director*  
Rensselaer County Chamber of Commerce

**Mr. Thomas E. Hulihan**

*Director of Planning and Program  
Development*  
Troy Housing Authority

**Ms. Maureen Jerome**

*Community Advocate*  
Our Lady of Victory

**Ms. Kathy Jimino**

*County Executive*  
Rensselaer County

**Fr. Ed Kacerques**

University Parish of Christ Sun of Justice

**Mr. Nicholas Kaiser**

*Chief*  
City of Troy Police Department

**Ms. Andreas Kriefall**

*Organizer*  
ARISE

**Ms. Julie Laurenzi**

*Coordinator*  
Healthcare for Homeless Veterans  
Department of Veterans Affairs

**Ms. Jackie Mahoney**

*Director of Grantmaking*  
Community Foundation for the Capital Region

**Ms. Janet Malo**

*Case Manager*  
Unity House of Troy

**Mr. Philip Malone**

*Aid to the Minority Leader*  
Rensselaer County Legislature

**Ms. Mary Malcolm**

*Family Services Coordinator*  
Joseph's House

**Ms. Linda Mappes**

*Executive Director*  
Vanderheyden Hall

**Mr. Timothy Mattice**

*Planning Director*  
City of Troy

**Ms. Brenda McAteer**

*Assistant Director of Operations*  
Catholic Charities Housing Office

**Mr. Robert McCarthy**

*Community Advocate*

**Mr. Henry McClenos**

*Case Manager*  
Unity House of Troy

**Ms. Emily McDougal**

*Case Manager*  
Unity House of Domestic Violence Services

**Mr. Frank McGivern**

*Publisher*  
The Troy Record

**Ms. Lillian Moy**

*Executive Director*  
Legal Aid Society of Northeastern New York

**Ms. Michelle Nadeau**

*Case Manager*  
Unity House of Troy

**Mr. Kevin O' Connor**

*Associate Director*  
Joseph's House

**Ellie O'Reilly**

*Community Advocate*

**Sr. Linda O'Rourke**

*Executive Director*  
Roarke Center

**Mr. Gino Pazzaglini**  
*CEO*  
Seton Health

**Ms. Marybeth Pettit**  
*City Planner*  
City of Rensselaer

**Mr. Jonathan Pollock**  
*VA Section 8 Housing Coordinator/  
Outreach Specialist*  
Health Care for Homeless Veterans Program  
Department of Veterans Affairs

**Mr. James Reed, MD**  
*President & CEO*  
Northeast Health

**Robert Reiter**  
*Commissioner*  
Rensselaer County Department of Veterans  
Affairs

**Sr. Mary Anne Rodgers**  
*Senior Vice President for Mission Integration*  
Seton Health

**Ms. Claudette Senior**  
*Assistant Program Manager*  
Domestic Violence Services  
Unity House of Troy

**Ms. Rikki Shaw**  
*Case Manager*  
Unity House of Troy

**Mr. Bob Signoracci**  
*Operations Specialist*  
U.S. Department of Housing and Urban  
Development

**Mr. Eric Smith**  
*Director*  
University Parish of Christ Sun of Justice  
Chapel and Cultural Center

**Ms. Sarah Spies**  
*Director of Housing*  
YWCA of Troy-Cohoes

**Ms. Michelle Suen**  
*Case Worker*  
Unity House of Troy

**Sr. Nora Sweeney**  
*Case Worker*  
Roarke Center

**Ms. Mia Tarver**  
*Case Worker*  
Commission on Economic Opportunity

**Mr. Harry Tutunjian**  
*Mayor*  
City of Troy

**Ms. Donna Vaughn**  
*Social Worker*  
Health Care for Homeless Veterans Program  
Department of Veterans Affairs

**Ms. Susan Weinrich**  
*Director, Community Planning and Research*  
Council of Community Services

**Ms. Robert Wagner**  
*Case Manager*  
Unity House of Troy

**Ms. Darlene Ward**  
*Board of Directors*  
St. Paul's Center

**Ms. Charlotte Wilkins**  
*Case Manager*  
Unity House Domestic Violence Services

**Mr. Brian Williams**  
*Program Coordinator*  
Rensselaer County One-Stop Employment  
Center

**Ms. Nancie Williams**  
*Director of Grantmakers Alliance of  
Northeastern New York*  
Community Foundation for the Capital Region

**Ms. Michele Woodcock**  
*Social Worker*  
Whitney Young Health Center

**Ms. Aimee Young**  
*Case Manager*  
Unity House of Troy

**Ms. Megan Zacher**  
*SHIP Coordinator*  
Commission on Economic Opportunity

**Ms. Patrice Zedalis**  
*Director*  
Hoosick Housing Authority