

**City of  
Minot,  
North Dakota**



**10-YEAR PLAN  
TO  
END  
HOMELESSNESS  
2007**

Prepared by  
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# City of Minot

Office of the Mayor

November 8, 2007

Dear Members of the City Council,

I would like to express my appreciation to the Steering Committee members: City representative, Chief Jeff Balentine; United Way Director, Gerald Lumely; YWCA Director, Deb Kunkel; Burdick Job Corps Business and Community Liaison, Edna Sailor Bergstad; Community Action Representative, Brent Dolbeare; and Executive Director, Minot Area Homeless Coalition, Louis McLeod; as well as the many community stakeholders who have met numerous times over the past several months to gain input from the public and develop our city's Ten Year Plan to End Homelessness. There is no doubt this has been a broad based community effort.

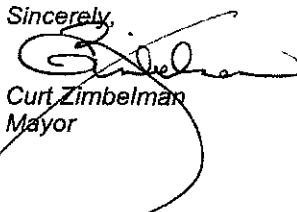
As you know Minot is one of many major cities in our state working with the North Dakota Coalition for Homeless people to combat issues of homelessness across North Dakota through the Ten Year Plan process.

Additionally, Minot and other major cities are following directives enacted by Governor Hoeven's Interagency Council on Homelessness to address issues this year. This has been an excellent opportunity for government to partner with stakeholders in our community to solve problems and elevate economic advantage for those most needing it in our city.

Lastly, Minot has also positioned itself to be among the front-runners of cities our size in the nation to work toward the objective of ending homelessness as directed by President Bush and the United States Interagency Council on Homelessness (USICH). Ms. Charlene Moran Flaherty, Regional Representative for USICH, visited our city to kick off the process. I and other city representatives and agencies were able to attend her presentation in February. I am pleased that Minot is deserving of this type of positive attention. Ms. Flaherty commented after the meeting that it was the best city and community representation she had experienced while visiting many cities in her region.

My thanks, again, for the hours of discussions and community involvement that has culminated in this plan.

Sincerely,

  
Curt Zimbelman  
Mayor

★ The Magic City ★

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## PREFACE

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The face of homeless has changed dramatically throughout history, as have the changes in attempts to move homeless individuals and families into permanent, long-term housing. The worldwide movement began in the 16<sup>th</sup> century when the English government first tried to give housing to vagrants and provide them with training for a profession instead of punishing them. Modern homelessness in the United States, as we know it, started as a result of the economic stresses in society and a reduction in the availability of affordable housing for poorer people.

Many attempts were made in the United States to reduce the numbers of “vagrants,” “bums,” and “street people,” terms associated primarily with urban cities. (Rossi 1990) By the mid-1980s, there was a dramatic shift in the homeless population with an increase in family homelessness. (Rossi 1990) Tied into this were an increasing number of impoverished and runaway children, teenagers and young adults, which created a new sub-stratum of the homeless population. (Rossi 1990) Also in the 1980s, early federal legislation was introduced for the homeless as a result of the work of Congressman Stewart B. McKinney. In 1987, the McKinney-Vento Homeless Assistance Act was enacted. (Culhane 2001) In 2002, research showed that children and families were the largest growing segment of the homeless in the United States, which has presented new challenges to agencies. (FACS 2002)

Many people think of homelessness as a strictly urban phenomenon because homeless people are greater in number and are more visible in urban areas. Homelessness is, however, pervasive in rural areas. People who experience homelessness in rural places are often referred to as the “hidden homeless.” Barriers to serving rural homeless people abound. These include insufficient available affordable housing, limited transportation infrastructures, and the tendency to favor urban areas when awarding dollars from federal priorities and programs.



Interagency Council on Homelessness Director Philip Mangano said in an address to the U.S. Conference of Mayors, “When we recognize a problem in our cities, we make a plan to address it.” (Mangano 2003) The City of Minot took a serious look at the problem of homelessness and has moved beyond efforts to simply manage the problem toward strategies that will prevent and end it.

The City of Minot and its stakeholders in the homelessness issue have recognized the problem. This document is the plan to end the problem for the city and the surrounding region.

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## **EXECUTIVE SUMMARY**

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Homelessness may not look the same in Minot, North Dakota as it does in our nation's more urban centers. The streets are not teeming with people sleeping in cardboard boxes or pushing carts full of all their worldly belongings along the downtown sidewalks. Rather, homeless individuals in Minot are "hidden homeless," a category so often defined for homeless individuals and families in rural America.

These are people who might have been evicted from apartments or might be "couch surfing" with friends and families. They might be adults and children who have fled their homes because of domestic violence. They might have been released from institutionalized care, such as substance abuse treatment, mental health treatment, or corrections facilities with no place to call home. They might be young adults who have been evicted from their family homes or aged out of foster care. They could be war veterans who, upon their return from duty, find their homes are no longer welcome to them. Or, they could be individuals and families that simply do not have the skills and income necessary to acquire and maintain housing. Regardless of the problem, homelessness is a real issue in Minot, one that costs the taxpayers well over \$150,000 each and every month.

The City of Minot joined a group of more than 40 community stakeholders and service providers to develop a long-term, 10-year plan to end chronic and long-term homelessness and reduce all homelessness in general within the community. Through a planning process, the stakeholders identified three main strategies to be accomplished. These include increasing community education and awareness, increasing the availability of housing to all citizens, and developing a central intake process for those seeking services. Twenty-two activities have been planned to achieve these three main strategies.

The stakeholders recognize that the plan is an ambitious one and will take a concerted effort to accomplish. However, this dedicated group of people is committed to working in collaboration and partnership to ensure the plan's success. By the end of 2018, all citizens previously classified, as "homeless" will have a place to call "home."

## **MINOT, NORTH DAKOTA**

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Minot is the largest city in North Dakota's Region 2, which is comprised of seven counties in the north central part of the state: Bottineau, Burke, McHenry, Mountrail, Pierce, Renville, and Ward. Minot is the fourth largest city in the state with a population of 36,567, and the city comprises 41.5 percent of the region's 88,089 people (U.S. Census Bureau.) The city is the area hub for medical, financial, shopping, recreational, and educational services in the seven-county region. The area is impacted economically by agriculture, light industry, the health industry, and recreation. Tourists converge on the city during the North Dakota State Fair and Norsk Høstfest. Minot serves as a transportation hub in the state, with an international airport, railroad, and the crossroads of U.S. Highways 83, 52 and 2. Minot State University draws students from throughout the upper Midwest and Canada, and is demonstrating success in recruiting international students.

The Minot Air Force Base, located a few miles north of the city, is a significant partner with the City of Minot and the surrounding communities. Its population of 7,599 is 79 percent white, 10 percent African American and six percent Latino (U.S. Census Bureau.) Eight percent speak a language other than English, three percent is foreign born, and eight percent has been identified as being disabled.

Whites comprise 93.2 percent of Minot's population, while Native Americans account for 2.8 percent of the population. Latinos and African Americans, combined, account for approximately three percent of the people living in Minot. Less than one percent are some other race. Almost five percent of the population speaks a language other than English at home, but only two percent is foreign-born. Almost nineteen percent of the population has some type of disability status.

There are 16,475 housing units in Minot, according to the U.S. Census 2000, and 94 percent of them are occupied; 62 percent owner-occupied and 38 percent renter occupied. Vacant housing units number 955. There are 15,495 households in the city.

The average household income in Minot is \$41,780. Almost nine percent (8.8) of all families are below poverty level, compared to 8.3 percent of all families in North Dakota. In Minot, the percentage rises to 14.6 percent when families have children under the age of 18 living at home and to over 23 percent when the children are under the age of five.

About 17 percent of all households in Minot are single female heads-of-household. Thirty-three percent of all families with a single female as head-of-household are below poverty level. That number rises to 43.5 percent for single mother families with children under age 18 and almost 56 percent when the children are under the age of five.

In Ward County, 13 percent of all children ages 0-17 are living in poverty. This rises to almost 17 percent for children under the age of five. (ND Kids Count) About seven percent of all children are living in extreme poverty.

When one takes into account the ratio of families who are living in poverty, it is easy to understand why the top reason given for homelessness is "can't afford the rent." It also is evident, when comparing the ratio of females who are living in poverty, why the largest majority of those who are homeless are female.

## HOMELESSNESS DEFINED

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In general, the U.S. Department of Housing and Urban Development (HUD) considers a person homeless if, without HUD assistance, he or she would have to spend the night in a homeless shelter or in a place not meant for human habitation.

More specifically, a person is considered homeless if he or she is:

- Sleeping in an emergency shelter;
- Sleeping in places not meant for human habitation, such as cars, parks, sidewalks, or abandoned or condemned buildings;
- Spending a short time (30 consecutive days or less) in a hospital or other institution, but ordinarily sleeping in the types of places mentioned above;
- Living in transitional/supportive housing but having come from streets or emergency shelters;
- Being evicted within a week from a private dwelling unit and having no subsequent residence identified and lacking the resources and support networks needed to obtain access to housing;
- Being discharged from an institution and having no subsequent residence identified and lacking the resources and support networks needed to obtain access to housing.

Four different types of homelessness have been defined by the North Dakota Coalition for Homeless People.

*Literally homeless* are people who stay in emergency shelters or transitional housing. This category also includes unsheltered homeless people who sleep in places not meant for human habitation and who may also use shelters on an intermittent basis.

*Precariously-housed* are people who are at imminent risk of becoming literally homeless at any time. They may be temporarily doubled up with other people, or staying in a motel when they have enough money for a room.

*Chronically homeless* are people with a disabling condition who have either been continuously homeless for a year or more, or who have experienced homelessness at least four

times within the previous three years. They must have been sleeping in a place not meant for human habitation and/or housed in emergency shelter during that time.

*Long-term homeless* includes individuals who are chronically homeless and families that have been homeless (lacking a permanent place to live) for a year or more, or have been homeless four or more times during the previous three years. An individual or family member must also have a disabling condition that limits their daily living activities.

National evidence indicates that 80% of the national homeless population is “transitional,” while the remaining homeless are “chronic and long-term.” The 20% of the population considered chronic or long-term are either homeless on a long-term basis or regularly homeless on an episodic basis. Chronic homeless may consume as much as 80% of the ongoing, available public resources; and therefore warrant the priority attention.

This plan attempts to address “all homelessness” in Minot, with a special focus on dealing with the chronic homeless.

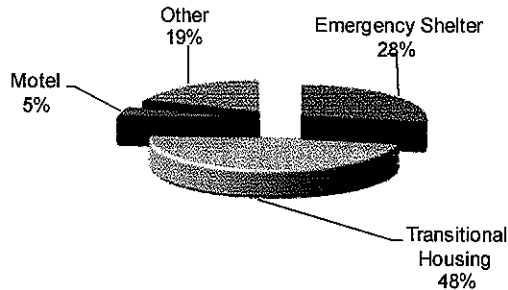
## HOMELESSNESS IN MINOT AND REGION 2

### Where the Homeless Sleep

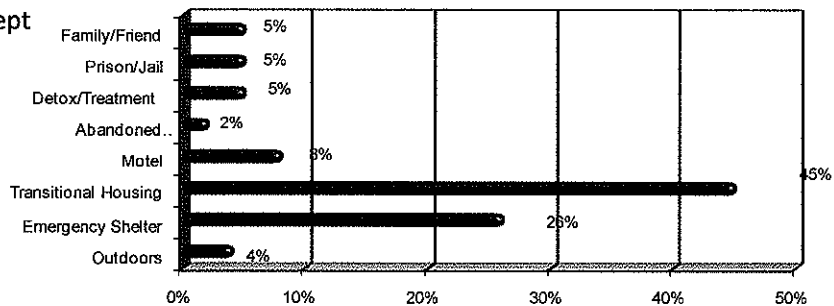
Every year, on one day during a designated week in January, all states participate in the Department of Housing and Urban Development's Point in Time Survey. Agencies serving homeless people in each of North Dakota's homelessness planning regions provide the survey forms to homeless clients for completion. The survey is conducted over the course of just one day and because of that, numbers fluctuate significantly from year to year.<sup>1</sup>

Of the 84 homeless people surveyed in Region 2 from 2005 to 2007 in the North Dakota Point-in-Time survey conducted by the North Dakota Coalition for Homeless People, 48 percent were utilizing transitional housing. Emergency shelters were used by 28 percent of those surveyed and only five percent were living in hotels. Ten percent were using some other form of housing, such as an abandoned building, an automobile, a hospital, or an agency office. None who were surveyed in these years had been living directly outdoors at the time of the survey.

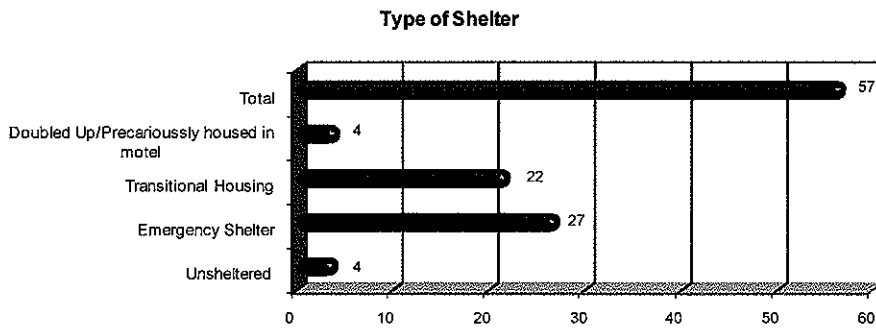
**Survey Location**



Nearly three-quarters of those surveyed had slept in transitional housing the night before they were surveyed.



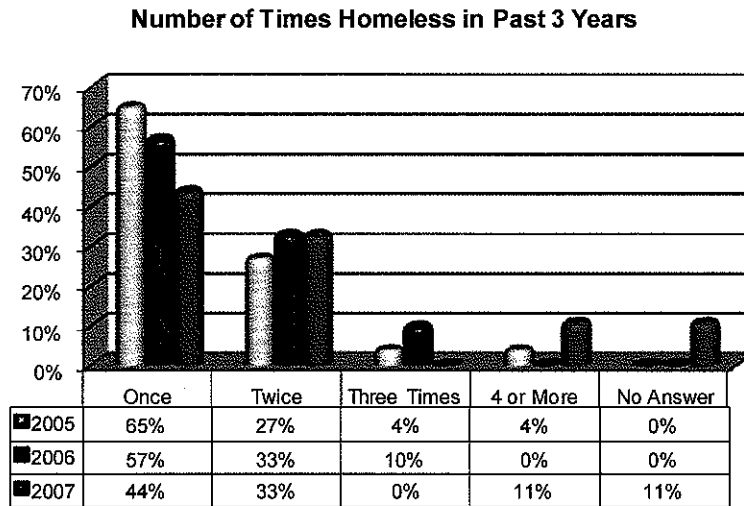
<sup>1</sup> It is important to note that the numbers of homeless surveyed in the Point In Time Survey are significantly smaller than the total numbers of homeless people actually served in Minot and Region 2 in any given year.



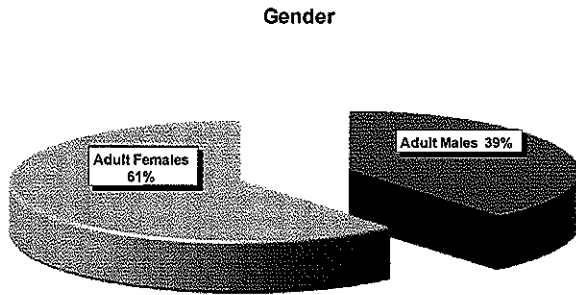
Emergency shelter includes emergency overnight shelter, motel, detoxification facility, substance abuse treatment, and jail.

### Frequency of Homelessness

While the number of people who have been homeless one time has dropped, the numbers increased for those who have been homeless two times or more.



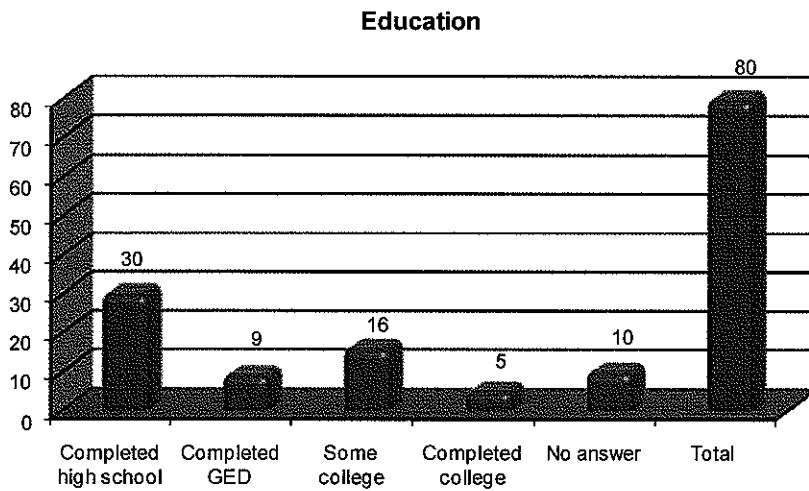
**Homelessness Gender**



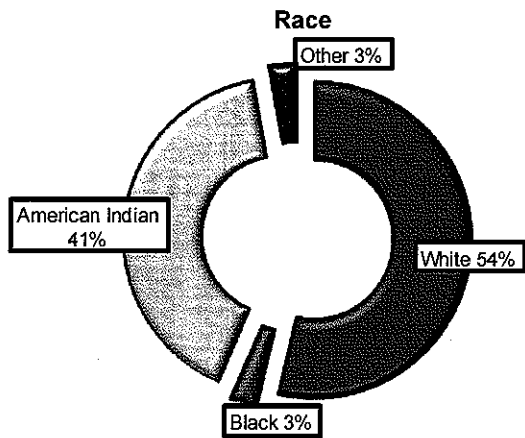
Women made up nearly two thirds of the homeless population in the three years between 2005 and 2007.

**Education Levels of Homeless**

Most citizens who found themselves homeless had completed high school or had obtained a GED; a certain amount of homeless had completed at least some college, or even earned a degree.



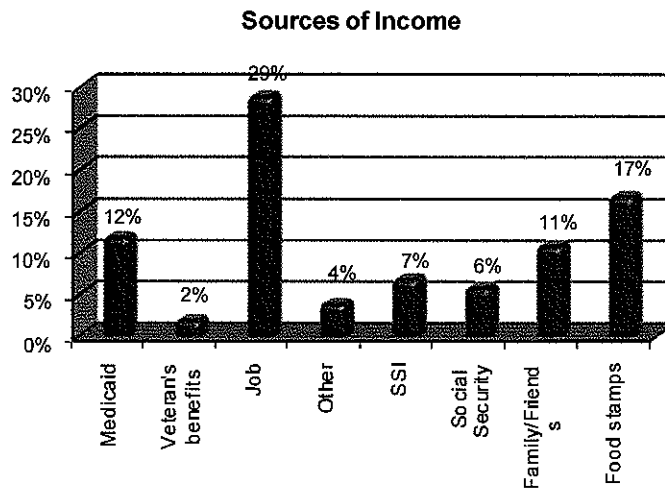
**Race/Ethnicity**



Whites made up over half of the homeless population in Region II. American Indians were grossly over-represented in this survey. While less than three percent of the population was American Indian, this race comprised 41 percent of the homeless population.

**Income Sources of the Homeless**

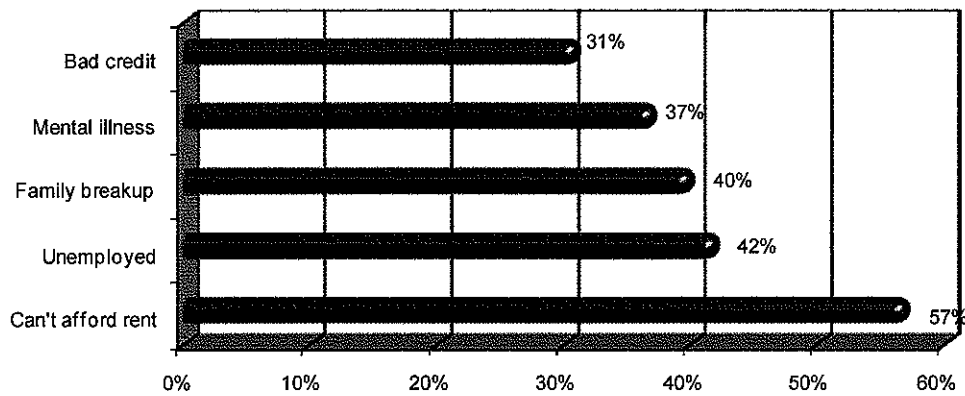
Although 29 percent of the homeless population held jobs, many still qualified for government services. Other people relied on family and friends as a source of income.



**Reasons for Homelessness**

While several reasons were identified by homeless individuals in Region II for why they became homeless, the largest percentage said they couldn't afford rent. Unemployment was a factor in just over 40 percent of the cases, with family break-up following close behind. Mental illness and bad credit rounded out the five top characteristics of the homeless population.

**Characteristics of Homeless**



## **SERVICES PROVIDED IN MINOT AND REGION II**

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This section is dedicated to all the agencies, organizations, community groups, and churches that offered information during the planning process. The information was gathered by asking each entity to provide information on the services it provides to homeless individuals and/or families, the criteria required to access services, the numbers of people who were served in 2006, and the funding source(s) for the services.

**Burdick Job Corps Center** is a 250 bed residential facility that serves youth throughout the state of North Dakota. Five percent of the served youth transfer from out of state for specific trades. Offerings at Burdick Job Corps Center include a solo parent program, which houses the parent and offers childcare and a learning center for children while solo parents are training. There are only five such Job Corps facilities in the nation offering the solo parent program.

Youth are entitled to services for two years, with two additional years for college if they qualify. The youth receives a \$27,000 scholarship annually, and there is no charge for services. The average length of stay per youth is approximately 210 days. Approximately one-third, or 80, of the youth who attend Job Corps are either homeless or aging out of the foster care system. The National Job Corps has determined that of the costs of housing and educating this program's youth, \$2.01 for every dollar spent is returned to the community. This calculates to \$2,646,000 returned to the entire state.<sup>2</sup>

An applicant must meet Federal low-income guidelines and be between the ages of 16 and 24. Background checks are done, and outstanding issues (payment of fines, etc.) must be resolved before admission can take place. Age criteria are waived for youth with documented disabilities.

**Churches** are an integral community partner in providing services to homeless individuals in Minot. All Saints Episcopal Church provides services from a discretionary account, funded from church and other donations. In 2006, All Saints Episcopal spent approximately \$2,700 assisting over 1,600 people with a variety of services. (See table on next page.)

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<sup>2</sup> Calculated as follows: \$27,000/year per scholarship, divided by 365 days, multiplied by the 210 average day stay, multiplied by the estimated 80 homeless youth, multiplied by the National Job Corps community return figure of \$2.01 ( $\$27,000 / 365 \times 210 \times 80 \times \$2.01$ )

<b>Service</b>	<b># Served</b>	<b>Cost</b>
<b>Soup Luncheon</b>	1,560	\$1,500.00
<b>Gas Money</b>	20	400.00
<b>Motel</b>	3	135.00
<b>Bus Ticket</b>	5	60.00
<b>Prescription/Medication</b>	3	45.00
<b>Groceries</b>	30	300.00
<b>Utilities</b>	3	300.
<b>Totals</b>	<b>1,624</b>	<b>\$2,740.00</b>

The only criteria required to receive services, other than need, is a valid driver's license for gas money. All Saints Episcopal can fill no more than one request per night for temporary overnight housing. An additional 36 people sought assistance for at least one of the categories served by All Saints Episcopal, but were unable to receive services.

Augustana Lutheran Church assists the homeless by providing community traveler's assistance for those who cannot meet their transportation needs and by distributing food and clothing to the food pantries through congregational donations. All homeless who seek assistance at Augustana Lutheran are referred to Salvation Army and the Minot Area Homeless Coalition.

Eight churches sponsor weekly meals for people in need. Each of the following churches sponsors one meal a week and each day is covered: All Saints Episcopal Church, Faith United Methodist, Christ Lutheran, Immanuel Baptist, First Lutheran, Congregational United Church of Christ, and Seventh Day Adventist. First Presbyterian offers an evening meal one day a week. These church-based meal centers, combined, serve over 1,200 people every month.

In addition to its participation in the weekly meal program, First Lutheran Church has a free clinic that serves approximately 25 homeless individuals every year in addition to other clients.

Our Lady of Grace Catholic Church maintains a food pantry, and serves an average of 650 families per month. Faith United Church has a thrift center and also operates a food pantry.

**Community Action Opportunities, Inc.** provided an average of \$274 per qualified client for rent, mortgage, and security deposit assistance. Funding is available from four federal grants (ESGP, CSBG, ESFP, HOME). Clients must be income-eligible and must meet all program criteria to receive these services. Community Action also administers the food pantry program in the seven-county region, provides homebuyer education, and housing rehabilitation and weatherization services.

**Domestic Violence Crisis Center** offers safe home emergency shelter for women and children who have suffered from domestic violence. While at the shelter, clients receive shelter, clothing, food, and personal care items. During 2006, 121 women and 95 children were housed in the safe home emergency shelter. The shelter can serve up to 18 individuals on any given night, and they can stay for up to 30 days.

Families may also access one of DVCC's eight transitional housing units. DVCC provides an apartment and utilities for up to 18 months. If possible, families pay 30 percent of their gross adjusted income for rent. DVCC provides heat, electricity, water, and garbage. DVCC operates two efficiency apartments, two one-bedroom apartments, and four two-bedroom apartments. Seventeen families and individuals accessed DVCC's transitional housing units in 2006.

Services for the transitional housing are funded with federal, state and foundation funds. The emergency shelter receives these same types of funds and also utilizes funding from local government sources.

**Job Service North Dakota** provides a number of services for individuals, including those who are homeless.

The Workforce Investment Act Program provides skill development, on-the-job training, work experience, job search relocation assistance within North Dakota, and basic needs assistance.

Wagner-Peyser grants do not require eligibility criteria and provide for skills assessment and job search assistance, including workshops, job listings, registration assistance, resume development, etc.

The Veteran's Training and Employment Program offers services to veterans including career planning, testing, referral to support services, education etc.

Through the SHARE Network, over 100 services are posted with 700+ community and faith-based organizations to which JSND can make referrals.

The Work Opportunity Tax Credit Program is available to food stamp recipients, TANF/AFDC recipients, service receivers through an approved Vocational Rehab program, those who live in an Empowerment Zone or Rural Reduction Zone, or recipients of Supplemental Social Security.

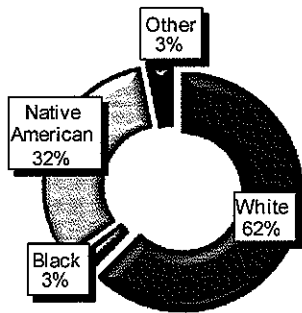
The Federal Bonding Program assists those who have a job offer and firm start date.

The Job Opportunities and Basic Skills Program (JOBS), funded by the North Dakota Department of Human Services, is designed to help individuals receiving Temporary Assistance for Needy Families (TANF) in transitioning from welfare to paid employment and self-sufficiency.

Unemployment Insurance is provided to those who become unemployed through no fault of their own and requires certain activities from the recipients.

**Legal Services of North Dakota** served 109 clients in Region II in 2006. These were individuals who were homeless, living in a shelter, or living with relatives. In order to qualify for services, an individual must be 60 years of age or older and meet income criteria. Serving these 109 clients cost Legal Services of North Dakota almost \$39,000.

**The Minot Area Homeless Coalition, Inc.** is the front-line provider to the homeless within Region II, providing services 24/7 in the seven counties. MAHC offers rental assistance and security deposits, assistance with utilities, in-town transportation, and emergency medications. Information and referral services are provided to agencies in Minot and across the State. MAHC supports eight soup kitchens and two small food pantries. The MAHC spent nearly \$38,000 in 2006 for services to the homeless in Region II. Of the 1,138 served, nearly half were women and 318 were under the age of 18. Forty-four clients received food vouchers and transportation assistance, while 177 were housed in Emergency shelter for a total of 385 nights. Over \$20,000 of the total amount spent was for rent and deposits.



Over half of the population helped by the Minot Area Homeless Coalition was white and one-third was Native American.

**The Minot Air Force Base Family Support Center** assisted approximately 1,500 people with budget counseling in 2006, and approximately 500 individuals with transitional assistance. In addition, the FSC offered services for emergency travel assistance, rental assistance, employment assistance, deployment assistance, and reintegration

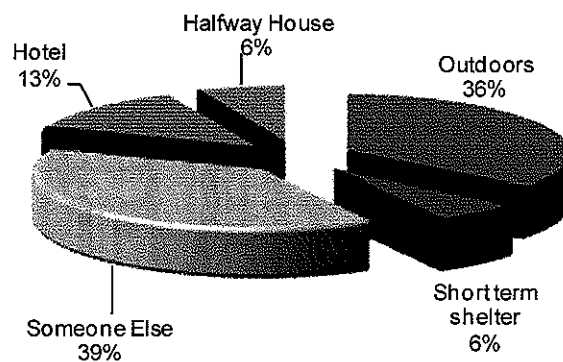
Services are provided to anyone in active duty or retirees, their spouses and family members, DOD civilians and contractors, and National Guard members. While some of these people are homeless, homelessness is not a criterion for accessing services.

**The Minot Housing Authority** (MHA) administers the Housing Choice Voucher Program (formerly Section-8 Housing Program) and Public Housing in Ward County. The Housing Choice Voucher Program and Public Housing Program are regulated by the Department of Housing and Urban Development (HUD.) MHA owns and operates the Milton Young Towers and 40 family sites scattered throughout Minot. High priority for Public Housing is given to elderly and persons with disabilities. MHA also provides resources and referral information to those receiving housing assistance.

**The Minot Police Department** is often the front-line agency for homeless individuals. The MPD offers referral services to all providers in the Minot area.

**The Minot Vet Center and Bismarck Outstation** provides readjustment counseling to honorably-discharged combat veterans. Many of these veterans find themselves homeless for a variety of reasons. In 2006, the Vet Center assisted 411 veterans (not all homeless) through 2,322 appointments, spending \$375,000 from Veterans Affairs funding.

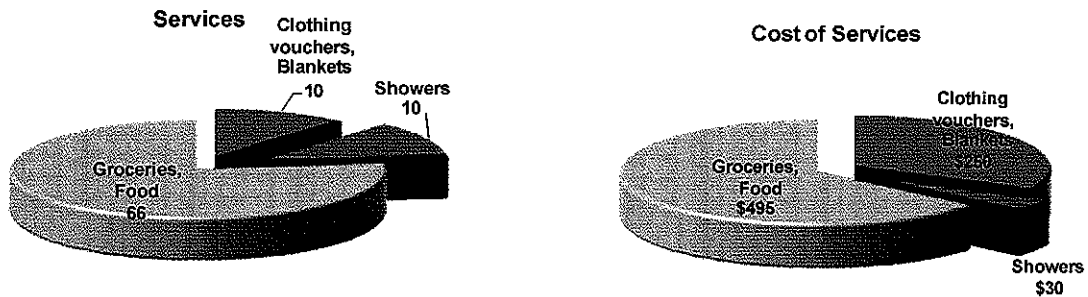
**North Central Human Service Center, PATH** spent nearly \$68,000 in 2005 for services dedicated to persons who were homeless and had serious mental illnesses. One hundred three people sought assistance, and of these 103, 36% or 37, became PATH clients. The greatest majority of PATH clients were between the ages of 18 and 49 and just over one-half of the clients were female. One-half of all clients were white and two in five were Native American.



While a majority of PATH clients found shelter indoors, a staggering 36% found they were sleeping outdoors.

**The Salvation Army** provides services to the homeless and transient individuals on a drop-in basis. Services are funded through the annual kettle campaign and solicited donations. Individuals must go through an interview and application process to access services.

Approximately \$155/month was spent on these services from March through July 2007.<sup>3</sup> Food and showers are always available to anyone in need. The cost of these services is about \$9 per person.



**The Vegas Motel** is often the last resource for homeless women to transition from the YWCA into the community. The Vegas Motel develops a training and employment relationship for homeless women in exchange for a room.

**Ward County Social Services** offers a wide variety of services for individuals and families, many of whom may be homeless. The agency does not keep specific data on the services accessed by homeless people. Services fall under two broad categories: economic assistance and social services.

Economic assistance programs include Temporary Assistance for Needy Families, medical assistance, general assistance, help with heating and food, child care reimbursement, basic care for disabled and elderly, foster care payments and information and referral.

Temporary Assistance for Needy Families (TANF) is a cash grant, plus medical assistance, for single parent families with little or no income, or pregnant women in the third trimester.

Medical Assistance (Medicaid or MA) is available to children under age 21, pregnant women, elderly over age 65, or people receiving Supplemental Security Income (SSI)

<sup>3</sup> Data is not available for 2006.

General Assistance is a short-term program for on-going emergency needs. Funds are limited and assistance is only granted in cases where an individual has no other resources for assistance. The program covers such items as rent, utilities, food, medical, and transportation.

The Low Income Energy Assistance Program (LIHEAP) offers assistance for heating expenses from October 1 through May 31.

Food Stamps help low-income households purchase food.

The Child Care Assistance Program reimburses a portion of childcare expenses for families who are working or attending school.

Basic Care Supplementation is intended to assist blind and disabled individuals who are at least age 18 or age 65 and over, who need services provided by a licensed basic care facility.

The Foster Care Maintenance Payments Program provides payment of foster care supported by federal, state, and county funds for dependent children who are living in licensed foster family homes, foster care group homes, residential childcare facilities, or residential treatment facilities.

Through Information and Referral, Ward County Social Services provides information about services provided by public and private service providers and a brief assessment of client needs to facilitate appropriate referral to these community resources.

Social service programs provide child protective services, child care and child care licensing, home and community based services for the elderly and disabled, in-home services, foster care and foster care licensing, and children's health services.

Child Protective Services is a program whereby licensed social workers receive and assess concerns for child abuse and neglect in accordance with North Dakota law.

Child Protective Services Follow Up/Family Social Work occurs when services are required, contracted, or court-ordered. A social worker is assigned to ensure families follow through with services. Family Social Work is the model for providing child welfare case management, which includes child protection services, family preservation, and foster care. Services are provided in the home to families whose children are at risk of maltreatment or out-of-home placement.

Prime Time Day Care is a program providing daycare for children from families in crisis. The Crossroads Child Care Program provides childcare assistance for eligible teen parents who

are pursuing high school, GED, or alternative education. Ward County Social Services is the licensing agency for Early Childhood Licensing.

Home and Community Based Services for the Elderly and Disabled help the elderly and physically disabled so they can continue to live independently in their community. Services include adult foster care, family home care, personal care services, homemaker assistance, respite, chore assistance, non-medical transportation, adult day care, environmental modifications, specialized equipment and supplies, emergency response system, case management, adult residential services (in Alzheimer's Units), adaptive assessment, and training family caregivers.

Intensive In-Home Services provide therapy, counseling, parenting skills, education, and community interventions from The Village Family Service Center. The program is offered to families who have at least one child at risk of abuse/neglect or out-of-home placement, or if a child is in foster care and assistance is needed with reunification.

Foster Care Management is the provision of substitute parent care to children under age 21 who are removed from the care, custody, and control of their parents due to abuse/neglect, deprivation, or unruly behavior. A court order is required. Ward County Social Services is the agency that licenses foster and adult foster homes.

Children's Special Health Services provide assistance for any person between birth and age 21 whose physical function or emotional development is impaired by accident, disease, or congenital deformity. North Dakota Health Tracks is a preventive health program that is free for children ages 0-21 who are eligible for Medicaid.

The Family Aide Program offers services from paraprofessionals who establish trusting relationships with parents experiencing difficulties in parenting. The relationship is used as a vehicle for resolving family problems.

Safety/Permanency Funds can be used to help prevent placement of children in out-of-home care, safely reunify children with their families, or assist with other permanency plans for children.

**The YWCA-Minot** provides emergency shelter for up to 18 months for women and children. Donations from the community also allow for some assistance to furnish apartment needs.

The YWCA provided assistance with acquisition of furniture and household items to 35 families in 2006. By October 2007, this number increased four-fold, to 137 families.

Fifty-five families received food assistance in 2006. As of October 2007, 39 families had been assisted with food, seven with rental assistance, and ten with transportation.

In 2006, the YWCA had requests for emergency housing from 170 women and 79 children. Funding allowed the YWCA to provide housing for 73.5 percent of the women and 82.2 percent of the children who requested services. These 125 women and 65 children were housed a total of 485 nights.

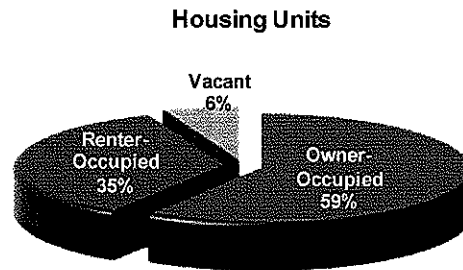
In 2007, the YWCA opened the Florence Anderson Center of Hope, which houses ten women and their children for up to 60 nights. These women will also be provided with food, shelter, and personal items if needed. The YWCA also offers day care services and parenting education.

**Community Funding Agencies.** In addition to federal funding programs, businesses, and individuals who make direct donations, Minot has two local agencies that provide funding for homeless programs. The ***Souris Valley United Way*** funds, overall, 27 programs in 25 agencies. United Way is also the distributor of funds for the Federal Combined Program and is the central point-of-contact for FEMA. ***The Minot Area Community Foundation*** funds non-profit organizations. The foundation has unrestricted funds to assist women and children. Some of the Foundation's funding is restricted by the donors.

## HOUSING

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About six of every 100 housing units available in Minot in 2000 were vacant. Of those that were occupied, slightly more than one-third of the units were renter-occupied. (US Census Bureau American FactFinder)



The Minot Housing Authority administers the following programs in Minot:

Program	# Units	# People Served	Ratio of People to Unit
Housing Choice Vouchers	792	1,950	2.50 : 1
Public Housing Apartments (Milton Young Towers)	219	227	1.04 : 1
Public Housing Family Units (Scattered Sites)	40	97	2.43 : 1
<b>TOTAL</b>	<b>1,051</b>	<b>2,274</b>	<b>2.16 : 1</b>

According to the MHA, there was no one on the waiting list for any of the housing assistance programs as of October 1, 2007. Since April of 2006, the average length of time an individual was on the waiting list was 45 to 60 days. It takes approximately an additional 45 days for an individual application to process.

Only 30% of those who apply for housing assistance actually follow through with a lease. The low percentage of those eligible for housing assistance that actually do acquire a lease may be related to a lack of affordable, quality housing available in Ward County.

The table below outlines the payment standard in Ward County for the Housing Choice Voucher Program, as of October 1, 2007. HUD has set standards that no family/individual should be paying more than 30% of their gross income on housing. The average payment in Ward County is \$300/month.

Housing Choice Voucher Program Payment Standards

<b>Bedroom Size</b>	<b>Payment Standard<sup>4</sup></b>
<b>1</b>	<b>\$410</b>
<b>2</b>	<b>\$535</b>
<b>3</b>	<b>\$740</b>
<b>4</b>	<b>\$877</b>
<b>5</b>	<b>\$918</b>

<sup>4</sup>Payment standard is the maximum rent, which includes utilities, under the HUD program.

## **COST OF SERVICES TO THE HOMELESS**

While it is difficult to ascertain the true cost of homelessness in the city of Minot and the surrounding area, it can be estimated safely that well over \$1 million is spent annually to provide assistance for shelter, medical, transportation, and food for the homeless. Transitional living costs for homeless youth or those leaving foster care included educational expenses.

The list of agencies and organizations, below, that provided costs of services to the homeless for this report is certainly not exhaustive, as all agencies and organizations that were requested to provide costs did not report expenditures. Generally, these figures may not reflect the organizations' costs for administration and staff.

<b>Cost of Services<sup>5</sup></b>		
<b>Organization</b>	<b>Approximate Cost/Year</b>	<b>Approx. Cost/Month</b>
<b>MAHC</b>	\$38,000 – 2006	\$3,167
<b>YWCA</b>	\$25,000 – 2006	\$2,083
<b>ALL CHURCHES (est. costs)</b>	\$10,000 – 2006	\$ 833
<b>PATH</b>	\$68,000 – 2005	\$5,667
<b>DVCC (Emergency Shelter)</b>	\$152,720 – 2006	\$12,727
<b>DVCC (Transitional Shelter)</b>	\$43,000 – 2006	\$3,583
<b>Salvation Army</b>	\$775 – Mar-July 2007	\$ 155
<b>Community Action</b>	\$29,870 – 2006	\$2,489
<b>Legal Services of ND</b>	\$38,928 – 2006 <sup>6</sup>	\$3,244
<b>Burdick Job Corps Center</b>	\$1,289,870	\$122,635
<b>TOTAL COSTS/MONTH</b>		<b>\$156,583</b>

<b>Minot Vet Center</b>	<b>\$375,000 – 2006<sup>7</sup></b>	<b>\$31,250/mo.</b>
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*The average cost for services noted in the above table would pay for rent and utilities for 293 two-bedroom housing units every month, using HUD's payment standards.<sup>8</sup>*

## **CHILDREN AND FAMILIES IN POVERTY**

<sup>5</sup> The costs noted are not complete as all agencies and organizations did not provide cost information.

<sup>6</sup> Cost was extrapolated from total cost of services supplied by Legal Services of North Dakota - \$1.9 million, divided by 5,320 total served X 109 Minot clients.

<sup>7</sup> The Minot Vet Center's cost of services is for all people served, housed and homeless.

<sup>8</sup> Based on the \$535 maximum monthly amount allowed for a two-bedroom unit and utilities under HUD's Housing Choice Voucher Program and Public Housing Program

In 2000, 8.8 percent of all families with children under age 18 in Ward County were below poverty level. (U.S. Census Bureau) This percentage increased to 14.6 percent for families with children under the age of five. Single-mother families accounted for 24 percent of all families below the poverty level with children under 18 years and 28 percent of those with children under age five. For single-mother families, 43.5 percent of those with under age-18 children were below poverty level. This increased to 55.8 percent for single mothers with children under age five.

Of all families who received Supplemental Security Income (SSI) or other types of public assistance, 42.6 percent (of 495 families) were below poverty level.

In 2004, 13.27 percent of all children under age 18 in Ward County were living in poverty. (US Census Bureau) Over one-third of these children were under the age of five. Percentages of children living in poverty within the seven counties in Region 2 of North Dakota were higher than those in Ward County.

<b>Children Ages 0 – 17 Living in Poverty</b>						
	<b>Ages 0 – 4</b>		<b>Ages 5 – 17</b>		<b>Total</b>	
<b>Ward Co.</b>	708	16.88%	1,303	11.88%	2,011	13.27%
<b>Region 2</b>	1,075	18.97%	2,135	12.94%	3,210	14.48%

The Minot Public Schools reported that 42 homeless children attended school in Minot during 2006-2007. In 2007-2008, thirteen children were identified as homeless by the end of September 2007.

## **THE PLANNING PROCESS**

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The City of Minot joined North Dakota's other major cities in agreeing to develop a ten-year long-term plan to end homelessness. A steering committee was appointed by the City of Minot to identify stakeholders throughout the city and county to participate in development of the plan. This committee was also charged with ensuring the long-term plan would be developed and returned to the City for approval. The steering committee consisted of the following people:

■ Chief Jeff Balentine	Minot Police Department – City of Minot
■ Edna Sailor-Bergstad	Burdick Job Corp
■ Brent Dolbeare	Community Action Opportunities, Inc.
■ Debra Kunkel	YWCA
■ Gerald Lumley	Souris Valley United Way
■ Louis "Mac" McLeod	Minot Area Homeless Coalition

The steering committee placed a call for proposals from consultants who would conduct an assessment of homelessness in Minot, facilitate a series of planning meetings with community stakeholders, prepare interim meeting reports, and write the final plan. DLN Consulting, Inc. was selected among the applicants to fulfill this service.

Community stakeholders in the homelessness issue (see Appendix A) were invited to participate in planning meetings and to provide information and data for the assessment process. Planning meetings were held on August 8, September 19, and October 22, 2007. Those who attended the planning meetings identified key strategies and activities that would positively impact the homelessness issue within Minot and the surrounding region.

The next pages (pages 28-37) are the results of the planning meetings, including goals, measures for success, strategies and activities, and priority activities.

## **COMMUNITY STRENGTHS TO END HOMELESSNESS, AS IDENTIFIED BY STAKEHOLDERS**

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- ▶ Strong **leadership** is already in place to address the problems associated with homelessness.
- ▶ There is a long history of **community and agency collaboration**, with resources already in place.
- ▶ Collaboration between the community, **Minot State University and Minot Public Schools** is in place.
- ▶ The community has benefited from many assets created by the **Minot Air Force Base**.
- ▶ A solid **volunteer base** with a solid work ethic and willingness to solve problems is in place in the city. This volunteer base is supported by the Volunteer and Resource Center administered by First Link, a Fargo-based non-profit agency that has developed network listing of volunteers in several communities in the state.
- ▶ A well-supported and solid **faith-based community** is supportive of the homeless issue.
- ▶ Those who work with the homeless have a considerable amount of **knowledge and experience** in working with this population.
- ▶ The citizens of Minot and the surrounding area demonstrate **compassion** for those less fortunate.
- ▶ The community, while perhaps not fully aware of the extent of homelessness in the community, is **aware that there are needy and less fortunate** people in the community who need assistance and is willing to help if people know what they can do.
- ▶ **Local government** is supportive of those who are trying to solve the homeless issue in Minot.
- ▶ Several **facilities** are already in existence to work with those who are homeless.
  - ◆ Transitional facility for individuals involved in domestic violence situations
  - ◆ Transitional facility for women and women with children will open in September 2007.
  - ◆ Two rehabilitation facilities for individuals who are chemically dependent
  - ◆ One agency that provides 24-hour service to the homeless
  - ◆ Drop-in center specifically for transient individuals who require limited help such as a shower and food
  - ◆ One of three Vet Centers in ND is located in Minot

- ◆ Burdick Job Corps provides skill-building services for youth
- ◆ Several soup kitchens
- ◆ Several food pantries
- ▶ **Funding** is in place from federal assistance and community funding sources, though not enough to solve the problem of homelessness.
- ▶ **Corporate and business support** has been durable over time.
- ▶ Agencies and organizations dedicated to this issue enjoy support from a variety of **media** sources in the community.
- ▶ **Minot is connected** to other communities in the state through the ND Homeless Coalition and is able to share information.

## **CHALLENGES TO OVERCOME, AS IDENTIFIED BY STAKEHOLDERS**

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### **Overall problems:**

- Minot has ***all levels of homelessness***, as defined.
- ***Funding*** for providers is not adequate to provide all necessary services.
- ***Resources are stretched*** to the limit.
- ***Alcohol and drug issues*** that can lead to long-term substance abuse, incarceration, broken families, etc., including homelessness, continue to drain the community.

### **Housing Issues:**

- Lack of ***affordable*** housing
- Lack of ***safe*** housing
- ***Sub-standard*** rental units
- Limited rental ***availability***
- No ***family shelter*** facility
- No ***transitional housing*** for those leaving correctional facilities, foster care, substance abuse treatment facilities, mental illness treatment facilities, or troubled homes, or for veterans and/or their families
- No ***permanent supportive living facility*** for those suffering from long-term mental illness
- ***Shared housing*** is common for many individuals due to lack of affordable, safe housing
- A lack of ***non-profit housing*** in the City
- Limited (or sometimes no) ***hotel availability*** for homelessness voucher system

### **Independent Living Issues:**

- Lack of ***living wage*** employment
- Lack of ***public transportation options*** during non-traditional hours and for those with limited incomes
- Lack of affordable ***child care***
- Lack of or no ***medical*** insurance/care
- Limited or no ***education and skill-building*** services for youth moving into the community from foster care, school, youth services, troubled homes, etc.
- Limited ***education for clients who are already in the system*** that could help them achieve independence
- No ***advocacy*** from those who are or who have been homeless

**Community Perceptions:**

- ***Stereotypical perceptions*** of homelessness cause the general public to be unaware of the problem.
- Homeless is ***difficult to identify*** in the community.
- A perceived ***negative relationship between job opportunities and homelessness*** cause community complacency.

**Problems for those seeking services from providers:**

- ***Strict criteria*** for very limited funding leaves gaps in services and many fall through these gaps.
- No ***central location*** for intake or tracking exists.
- ***“System” requirements*** or criteria do not always coincide with those who have job requirements, creating a problem for businesses that employ homeless individuals.
- A ***uniform set of standards*** does not exist for the service providers.
- ***Wrap-around services*** are not consistent.
- Many homeless people would benefit from services of ***mentors or advocates***, which do not formally exist.
- All agencies require different and sometimes extensive ***applications***.
- Many applications are on-line, and individuals often do not have access to or knowledge about the ***Internet***.

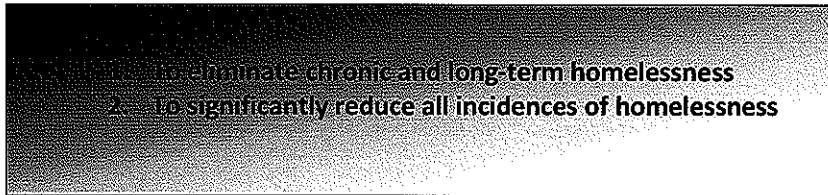
**Economic Issues:**

- Individuals have ***no, limited, or fixed incomes***.
- ***Incomes have not increased*** at the same rate as the cost of living.
- ***Gas prices*** have driven up the cost of basic items, creating additional hardship for people who are homeless.

## DETERMINING SUCCESS

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At the end of ten years, the goals the City of Minot aim to achieve are:



### Measuring Success<sup>9</sup>

At the end of:	Chronic and Long-Term Homelessness	All incidences of homelessness
<b>YEAR 1 2008</b>	The number of chronic and long-term homeless individuals and families living in Minot will decline by 10%.	<b>Sixty percent of all homeless individuals and families will receive the assistance necessary to place them into housing.</b>
<b>YEAR 5 2013</b>	The number of chronic and long-term homeless individuals and families living in Minot will decline by 50%.	<b>Eighty percent of all homeless individuals will receive the assistance necessary to place them into housing.</b>
<b>YEAR 10 2018</b>	Chronic and long-term homelessness in Minot will be eliminated.	<b>All homeless individuals in Minot will receive the assistance necessary to move into "housing first."</b>

<sup>9</sup> To measure success, it will be imperative that the community first identify the current ratio of individuals who are categorized as chronic and long-term to all individuals who are identified as homeless.

## **STRATEGIES FOR ACHIEVING SUCCESS**

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Strategies have been designed to address the causes, not just the symptoms, of homelessness. The best strategies to end homelessness are first built on knowing the extent of the problem, and then developing methods of solving the problem with everyone working together to achieve end results. To end homelessness in Minot and the surrounding region:

- There would be an adequate supply of decent, affordable housing.
- All those able to work would be adequately trained to do so and would be able to find jobs that pay a livable wage.
- Those who cannot work would be supported by a safety net that holds them above the poverty line and guarantees them food, shelter and health care.
- Those who cannot maintain stable permanent housing because of substance abuse, mental illness or other problems would have housing options other than temporary shelters, jail or the streets.
- People who confront personal problems and crises could readily access help from a supportive community environment and would be treated with respect and dignity.

Change of this magnitude can only be accomplished if everyone works together to achieve the end results. This includes all stakeholders at the local, state, and national levels. The stakeholders involved in the development of this plan believe the following three strategies are the best methods of accomplishing the end of homelessness in Minot and the surrounding area.

1. Increase community education and awareness
2. Increase the availability of housing to all citizens
3. Develop a central intake process

The following pages list the proposed strategies and actions to be accomplished, identify the entities that must take responsibility for coordinating implementation of that action, identify the funding that must be in place for these actions to be achieved, and establish a timeline for actions to be initiated.

**STRATEGY #1: Increase levels of community education and awareness.**

Activities	Resources	Leadership	Funding	Timeline
<p>a. Use media to educate the public about homelessness in the Minot area.</p> <ol style="list-style-type: none"> <li>1. Develop a "What is Homelessness?" campaign</li> </ol>	<p>MSU MAHC The Vet Center</p>	<p>MAHC</p>	<p>In-Kind</p>	<p>First Qtr. After inception of plan</p>
<p>b. Develop a Speakers Bureau and a script for presentations. Use oral presentations to deliver the homelessness message to civic groups, churches, schools, corporations, military, and cultural groups.</p>	<p>Speakers Bureau</p>	<p>The Vet Center MAHC</p>	<p>In-Kind</p>	<p>Year One</p>
<p>c. Teach skills needed to enhance an individual's ability to be productive in the community.</p> <ol style="list-style-type: none"> <li>1. Budgeting and finance.</li> <li>2. Obtaining valid forms of identification.</li> <li>3. Goal setting and responsibility.</li> <li>4. Work skills.</li> <li>5. The difference between setting realistic and idealistic goals.</li> <li>6. Cooking and housekeeping skills.</li> <li>7. Dress and appearance skills.</li> <li>8. Résumé and interview skills.</li> <li>9. Skills in accessing available resources.</li> <li>10. Accountability.</li> </ol>	<p>#1-2 – CAO, YWCA, The Village  #3-10 – Dakota Boys &amp; Girls Ranch, Burdick Job Corps, Adult Learning Center, Minot Public Schools, NDSU Extension Service</p>	<p>Education Committee</p>	<p>Organizational Funding</p>	<p>Mid-Year Two and Ongoing</p>
<p>d. Develop business/employee relationships.</p> <ol style="list-style-type: none"> <li>1. Encourage mentorship.</li> <li>2. Workplace etiquette.</li> <li>3. Goal setting.</li> <li>4. Teamwork.</li> <li>5. Flexibility.</li> <li>6. Thinking outside the box.</li> </ol>	<p>Chamber of Commerce, Downtown Business Assoc., ING, Choice International, Minot Air Force Base</p>	<p>Education Committee</p>	<p>Businesses Grants</p>	<p>Year Two</p>
<p>e. Educate community about unique transportation needs to move people out of homelessness.</p>	<p>Housing Assessment Committee</p>	<p>Housing Assessment &amp; Education Com.</p>	<p>NDDOT Guidance from County &amp; City</p>	<p>Year Three</p>

**STRATEGY #2: Increase the availability of housing to all citizens within Minot and Ward County.**

<b>Activities</b>	<b>Resources</b>	<b>Leadership</b>	<b>Funding</b>	<b>Timeline</b>
a. Establish Housing Assessment Committee	Steering Committee	Steering Committee	In-Kind	First Qtr.
b. Assess available community housing 1. Develop criteria for affordable safe housing.	Apartment Assoc., MHA, Realty Assoc.	MHA	In-Kind (MHA)	First Qtr.
c. Develop a needs analysis across continuum of care. 1. Emergency to transitional to permanent.	YWCA, DVCC, MSU	YWCA	In-Kind (MSU)	Year One
d. Assess available financial resources	City of Minot, Ward County, Community Fdn., City Planner, Apt. Assoc. SVUW	SVUW, YWCA	In-Kind Grants	Year One
e. Assess models available – what fits our community?	Job Service	Job Service	In-Kind	Year One
f. Identify structural availability (for use in remodeling)	211 System			
g. Assess support services available – broad. SHARE network as a starting point	City Bus, Souris Basin, CAO, Minot Cab 8000, Taxi 9000, Vet Transportation Van, NCHSC, Job Service, Heartland Bus, Minot Public Schools	Housing Assessment Committee	In-Kind	Year One
h. Assess transportation issues for people to access housing, jobs and services	Stakeholders	Education Committee	In-Kind	Ongoing
i. Work closely with Education Committee	Housing Assessment Committee	Housing Assessment Committee	In-Kind	Year Two
j. Establish timeline and budget	Stakeholders	Steering Committee	In-Kind	Year Two
k. Establish committee to implement plan.				

**STRATEGY #3: Develop one central intake process for the homeless to access services.**

Activities	Resources	Leadership	Funding
<p>a. Determine what must be used for identifying information 1. Demographics (photo?) 2. Income and assets</p>	<p>1. Drivers License, Military ID, Veterans ID, Birth Certificate, Social Security, other agency applications. 2. Applicant, Tax Returns, Disability Agency, SSI, County, Veterans Adm., Community Health,</p>	<p>Servicing agencies, software applications, Minot Area Homeless, Coalition, Legal Services of North Dakota, Homeless Advocate. 2. Applicant, IVES, Job Services, Prior Employers MAHC,</p>	<p>Counties may bear the cost through referred agency, applicant, County General Services. 2. Homeless Advocate may be funded by grant.</p>
<p>b. Identify the Issue/Problem to be addressed 1. Client-identified problem 2. Provider assessment</p>	<p>1. Basic Intake Data Format. 2. May be different than requested by applicant. Pre-formatted check off boxes. Brief Narrative.</p>	<p>All partnered referral agencies for relevant services. MAHC/Homeless Advocate, North Dakota Legal Services assist in developing data format for legal purposes. Existing data base software available.</p>	
<p>c. Establish a Referral Process 1. A.D.</p>	<p>MAHC/ Homeless Advocate. Vet. Adm., Social Security, North Dakota Legal Services, The village Family Services, Community Action Opportunities, Commission on Aging, Salvation Army, Free clinic, 1st district Health, Trinity Health, County Social Services, North Central Human Services, Independence Inc., YWCA, Rehab Services, Inc., Minot Housing Authority, Domestic Violence Crisis Center, Lutheran Social Services, Catholic Charities.</p>	<p>MAHC/Homeless Advocate</p>	<p>Homeless Advocate to be funded by grant,</p>

**STRATEGY #3: Develop one central intake process for the homeless to access services. Continued.**

<p>d. Develop a cross agency authorization/waiver</p>	<p>Limited Privacy issues determined by individual agency restrictions. Agencies may accept and share limited information. Purpose is primarily to get client info to agencies not for agency to share info in return. Desire limited feedback from agency acknowledging referral and if possible client accepted for services.</p>	<p>Existing software formats. North Dakota Legal Services to assist with format to meet legal criteria -federal and state.</p>	
<p>e. Make referral to appropriate agency provider</p>	<p>Homeless Advocate/MAHC, utilizing hard copy applications or computer kiosk, Web Based function</p>		
<p>f. Identify funding sources for development of new intake process</p>			<p>Gates Foundation  Bremer Foundation  Bush Foundation Tech  Soup State Coalition  "HIMS"  Colleges/Universities  In-Kind (UWA, Points of Light), Hewlett  Packard, ING Financial,  SRT Communications</p>

## **PRIORITY ACTIVITIES**

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There are 22 different activities identified in this plan to end chronic and long-term homelessness and reduce the incidence of all homelessness within Minot. The following eight items should be considered as first steps.

1. **Adopt** the plan at the Minot City Council. The City should continue to take an active role by authorizing staff to participate in and help guide the plan's implementation process.
2. **Establish committees.** Committees should be established and be charged with plan implementation. The steering committee established by the Minot City Council will make recommendations for these committees and submitted to the Minot City Council for approval. The suggested committees are outlined in the next two steps.
3. **Housing Public Information and Education Committee.** This committee, to be comprised of stakeholders and media and marketing representatives, will develop and implement a broad-based public information and education campaign and community delivery plan to increase knowledge of the homelessness problem within the city.
4. **Housing Assessment Committee.** This committee will be charged with implementing a community plan to assess and analyze the current and future availability of housing within the community and identify and help implement an appropriate model to assure housing availability for all.
5. **Recommendations for funding.** Once established, the committees will make recommendations for funding that is alternative to City funding.
6. **Central coordination and intake.** Stakeholders should begin the collaborative process required to develop a central coordination, intake and tracking system among service providers.
7. **Assess outlying community resources.** Communities in Region 2 outside of Minot contribute to the homelessness issue within Minot. These communities' resources must be assessed to determine how and at what levels they can participate in the homelessness solution.
8. **Identify numbers of chronic and long-term homeless.** The steering committee, along with the established committees noted above must identify the ratio of chronic homeless and long-term homeless individuals to all homeless individuals. Until this is done, the goal to end chronic homelessness cannot effectively be measured.

## **GETTING A HEAD START ON HOMELESSNESS**

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Various agencies and organizations are actively pursuing projects that will have an impact on the implementation of this plan.

- The City of Minot appointed a steering committee, charged with identifying community stakeholders in the homelessness issue. The steering committee and stakeholders are committed to continuing their collaborative efforts and implement the process initiated by the formation of this plan.
- The YWCA opened the Florence Anderson Center of Hope in September 2007. This new housing facility houses ten women and children for up to 60 nights. The women and children accessing the Center of Hope will also, when needed, be provided with food, shelter, and personal items.
- The YWCA will have seven permanent supportive housing units (apartments) for homeless women and children functioning by early 2008.
- The Minot Area Homeless Coalition is only one of two incorporated homeless coalitions in the state. This means a formal community structure is already in place to oversee the implementation of the plan.
- A coalition has been formed through United Way agency partners (Minot Area Homeless Coalition, YWCA, Souris Valley United Way, and an independent realtor) and is already in the process of looking at existing structures in Minot that could be available for conversion to an emergency shelter, transitional shelter, and/or permanent supportive housing.

## **STATEWIDE PARTNERSHIPS AND EFFORTS**

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The City of Minot recognizes it is simply one piece in the overall regional, state, and national solution to end homelessness. If homelessness is to be eradicated, a coordinated and collaborative effort must be implemented. A partnership must be reached with surrounding counties and smaller communities within Region II if a true impact is to be made.

Homelessness knows no real boundaries in North Dakota; those affected by homelessness are often moving from community to community. Homelessness in other cities in North Dakota affects Minot. The efforts of the other communities and regions in North Dakota must be shared and wherever possible, collaboration must continue on a statewide basis. Some statewide coordinated efforts are already in place, as noted below.

- In 2005, Governor John Hoeven created the North Dakota Interagency Council on Homelessness. The City of Minot has a representative on the Interagency Council and is committed to its continued collaboration across the state in addressing the issue of how to end chronic and long-term homelessness.
  
- The North Dakota Continuum of Care, coordinated by the North Dakota Coalition for Homeless People, continues to engage organizations from across the state in an effort to develop a coordinated strategy for addressing homelessness. Representatives from the Minot Area Homeless Coalition, YWCA, Minot Housing Authority, and Domestic Violence Crisis Center represent Minot and Region 2 for the Continuum of Care project. The City of Minot will continue to maintain collaboration and communication with the efforts of the North Dakota Coalition for Homeless People.
  
- The Homelessness Management Information System (HMIS) is being developed by the North Dakota Coalition for Homeless People. Most of the public organizations serving homeless people in Minot are ready to begin implementation of HMIS.

**APPENDIX A**

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**Participating Community Stakeholders**

The following list is not conclusive of all stakeholders in the homelessness issue in Minot, Ward County, and Region 2. Rather, the list of stakeholders represents all those who either provided information for the plan or who participated in the development of the plan through the planning meeting process.

## STAKEHOLDERS

All Saints Episcopal Church	George Slanger
Augustana Lutheran Church	Greg Anderson
Burdick Job Corps	Edna Sailor-Bergstad, Rae Schobinger
Christ Lutheran Church	Carol Moen
City of Minot	
Community Action Opportunities, Inc	Brent Dolbear
Congregational United Church of Christ	Judy Allen
Domestic Violence Crisis Center	Dena Filler
Downtown Business & Professional Assn.	George Slanger
Faith United Methodist Church	Louise Eriksmoen
First Lutheran Church	Virginia Minette
First Presbyterian Church	
Grace Fellowship Church	Pat Powers
Immanuel Baptist Church	Pastor Lively
Job Service North Dakota	Bryn Halgrimson
Legal Services of North Dakota	Richard LeMay
Minot Air Force Base Family Readiness Center	Brendon Lausch
Minot Area Community Foundation	Shari Larson
Minot Area Homeless Coalition	Louis "Mac" McLeod
Minot Daily News	Jill Schramm
Minot Housing Authority	Brenda Boehler
Minot Police Department	Chief Jeff Balentine, Capt. Bill Brown
Minot Public Schools	Polly Sivertson, Lisa Wolf
Minot State University	Dr. JoAnn Linrud
Minot State University, Social Work Dept.	Ruth Kihm
Minot State University Social Work Students	Heather McMains, Rhonda Mathistad, Jenny Striha
Minot Vet Center & Bismarck Outreach	Janet Angell
North Central Human Service Center	Neils Anderson
North Dakota State Representatives	Kari Conrad, Lisa Wolf
Our Lady of Grace Catholic Church	Jeanette Klein
Salvation Army	Ruby Rau
Seventh Day Adventist Church	Dorothy Johnson
Souris Valley United Way	Gerald Lumley
Thompson Larson Funeral Home	Grace Fisher
Ward County Commissioner	Carroll Erickson
Ward County Social Services	Dan Richter
US Senators Byron Dorgan & Kent Conrad's Offices	Gail Bergstad
Vegas Motel	Wendy Rupert
YWCA	Debra Kunkel

**APPENDIX B**

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**Planning Meeting Reports**

HOMELESSNESS IN MINOT  
STAKEHOLDER MEETING  
REPORT OF SESSION ONE  
August 8, 2007

A group of community members came together on August 8 in Conference Room A at City Hall to begin the process of developing a long-term, 10-year plan to eliminate homelessness in the city of Minot. Attendees represented service providers, government officials, legislators, community funding agencies and concerned citizens (see attached list of participants). The meeting was facilitated by Deb Nelson of DLN Consulting, Inc.

Following a welcome by Minot Area Homeless Coalition president Edna Sailor-Bergstad, participants introduced themselves and identified who they represented, followed by stating their interest in attendance at the meeting.

Nelson informed the group that this issue is being addressed in all major communities in the state of North Dakota, and funding has been made available to develop the long-term plans. The idea of long-term plans came from the city of Fargo, which is the only city to have completed a 10-year plan. All other cities – Grand Forks, Jamestown, Bismarck, Dickinson, Williston, and Minot – are in various stages of completion.

Nelson provided an overview of the homeless issue in the state, noting definitions for the following provided by the North Dakota Homeless Coalition:

***Literally homeless***  
***Precariously housed***  
***Chronically homeless***  
***Long-term homeless***

The group participated in a series of discussions to identify the strengths and resources already in place in Minot that will make the strategies developed in the long-term plan somewhat easier to fulfill. The group also participated in a lengthy discussion of problems that exist within the community that should be taken into consideration when strategies are developed for the plan. These strengths and problems are outlined in the next section.

## COMMUNITY STRENGTHS

- \* Strong **leadership** is already in place to address the problems associated with homelessness.
- \* There is a long history of **community and agency collaboration**, with resources already in place.
- \* Collaboration between the community, **Minot State University and Minot Public Schools** is in place.
- \* The community has benefited from many assets created by the **Minot Air Force Base**.
- \* A solid **volunteer base** with a solid work ethic and willingness to solve problems is in place in the city. This volunteer base is supported by the Volunteer and Resource Center administered by First Link.
- \* A well-supported and solid **faith-based community** is supportive of the homeless issue.
- \* Those who work with the homeless have a considerable amount of **knowledge and experience** in working with this population.
- \* The citizens of Minot and the surrounding area demonstrate **compassion** for those less fortunate.
- \* The community, while perhaps not fully aware of the homelessness issue, is **aware that there are needy and less fortunate** people in the community who need assistance and is willing to help if people know what they can do.
- \* **Local government** is supportive of those who are trying to solve the homeless issue in Minot.

- \* Several **facilities** are already in existence to help with the homeless issue.
  - ◆ Transitional facility for men and men with children (closes August 31)
  - ◆ Transitional facility for individuals involved in domestic violence situations
  - ◆ Transitional facility for women and women with children will open in September 2007.
  - ◆ Two rehabilitation facilities for individuals who are chemically dependent
  - ◆ One agency that provides 24-hour service to the homeless
  - ◆ Drop-in center specifically for transient individuals who require limited help such as a shower and food
  - ◆ One of three Vet Centers in ND is located in Minot
  - ◆ Burdick Job Corps provides skill-building services for youth
  - ◆ Several soup kitchens
  - ◆ Several food pantries
- \* **Some funding** is in place from federal assistance and community funding sources.
- \* **Corporate and business support** has been durable over time.
- \* Agencies and organizations dedicated to this issue enjoy support from a variety of **media** sources in the community.
- \* **Minot is connected** to other communities in the state through the ND Homeless Coalition and is able to share information

## COMMUNITY PROBLEMS

### **Overall problems:**

- ◆ Minot has ***all levels of homelessness***, as defined.
- ◆ ***Limited funding*** among providers to provide services
- ◆ ***Resources are stretched*** to the limit
- ◆ ***Alcohol and drug issues*** that lead to long-term substance abuse, incarceration, broken families, etc., including homelessness, continue to drain the community

### **Housing Issues:**

- ◆ Lack of ***affordable*** housing
- ◆ Lack of ***safe*** housing
- ◆ ***Sub-standard*** rental units
- ◆ Limited rental ***availability***
- ◆ No ***family shelter*** facility
- ◆ No ***transitional housing*** for those leaving correctional facilities, foster care, substance abuse treatment facilities, mental illness treatment facilities, or troubled homes, or for veterans and/or their families
- ◆ No ***permanent supportive living facility*** for those suffering from long-term mental illness
- ◆ ***Shared housing*** is common for many individuals due to lack of affordable, safe housing
- ◆ A lack of ***non-profit housing*** in the City
- ◆ Limited (or sometimes no) ***hotel availability*** for homelessness voucher system

### **Independent Living Issues:**

- ◆ Lack of ***living wage*** employment
- ◆ Lack of ***public transportation options*** during non-traditional hours and for those on limited incomes
- ◆ Lack of affordable ***child care***
- ◆ Lack of or no ***medical*** insurance/care
- ◆ Limited or no ***education and skill-building*** services for youth moving into the community from foster care, school, youth services, troubled homes, etc.
- ◆ Limited ***education for clients who are already in the system*** that could help them achieve independence
- ◆ No ***advocacy*** from those who are or who have been homeless

**Community Perceptions:**

- ◆ ***Stereotypical perceptions*** of homelessness cause general public to be unaware of the problem
- ◆ Homeless is ***difficult to identify*** in the community
- ◆ A perceived ***negative relationship between job opportunities and homelessness*** cause community complacency

**Problems for those seeking services from providers:**

- ◆ ***Strict criteria*** for very limited funding leaves gaps in services and many fall through these gaps
- ◆ No ***central location*** for intake or tracking
- ◆ ***“System” requirements*** or criteria do not always coincide with those who have job requirements, creating a problem for businesses who employ the homeless
- ◆ A ***uniform set of standards*** does not exist for the service providers
- ◆ ***Wrap-around services*** are not consistent
- ◆ Many homeless would benefit from services of ***mentors or advocates***, which do not formally exist
- ◆ All agencies require different and sometimes extensive ***applications***
- ◆ Many applications are on-line, and individuals often do not have access to or knowledge about the ***Internet***

**Economic Issues:**

- ◆ Individuals have ***no, limited or fixed incomes***
- ◆ ***Incomes have not increased*** at the same rate as the cost of living
- ◆ ***Gas prices*** have driven up the cost of basic items
- ◆ ***Low income housing*** is minimal

## SERVICES

All those in attendance at the meeting at 3:00 PM were asked to provide a brief overview of the services their agencies provide to address the issue of homelessness.

**All Saints Episcopal Church** – downtown church with a special interest in Native American ministry; provides a daily lunch and weekly evening meal; offers monetary assistance when dollars are available; also a member of the Downtown Business Association – concern that with upgrade of downtown apartments, low income housing availability will shrink

**Burdick Job Corp** – serves youth ages 16-24; housing, limited medical care, mentoring and education. 90% served are from ND and 91% are placed in jobs

**Community Action Opportunities, Inc.** – past-due rent and mortgage assistance, security deposits, administers some of the food for food pantry at Our Saviors Catholic Church and seven food pantries in the region; homebuyer education; housing rehab and weatherization

**Job Service ND** – skills assessment; paid work experiences; transportation assistance; rental and utility assistance, on-the-job training; technical training; Job Opportunities and Basic Skills program; information and referral

**MAFB Family Support Center** – budget counseling; emergency travel assistance, rental assistance, transitional assistance; employment assistance; deployment assistance and reintegration; manage the MAFB Volunteer Resource Program; serve active duty, retirees, spouses and families, DOD civilians and contractors, National Guard, etc.

**Minot Area Community Foundation** – funds local non-profit organizations; unrestricted funding funds programs for women and children; restricted funding from donors who can determine the distribution; working to raise one million dollars in unrestricted funding that Bremer Foundation will match (one-third to goal, currently)

**Minot Area Homeless Coalition** – 24/7 services for the homeless; first agency called for services; serves seven counties; rental assistance and security deposits; utility assistance; transportation (in town); emergency medications; information and referral in Minot and across the state; awareness and education; support 8 soup kitchens and 2 small food pantries

**Minot Housing Authority** – work with residents of Milton Young Towers who move into public housing; Section 8; information and referral services; housing offered to seniors first, then disabled, and then open to the public; HUD-regulated.

**Minot Police Department** – often the front line agency for the homeless; information and referral services

**Minot State University** – emphasis on service-learning; placement of students in a volunteer role in the community

**Minot Vet Center** – serves combat veterans and their families with readjustment counseling; no fee for services

**Our Lady of Grace Catholic Church** – food pantry services serves approximately 650 families per month

**Souris Valley United Way** – funds 25 local non-profit agencies with 27 programs; central point for FEMA; distributes funds for the Federal Combined program

**Vegas Motel** – a last resort for housing; offers a training and employment relationship in exchange for a room (the only for-profit business at the meeting)

**YWCA** – emergency shelter for up to 18 months for women and children; will have 10-bed unit in September and will provide permanent supportive housing for these women; day care services; apartment set-up from donations; parenting education; information and referral services

## NEXT STEPS

1. An assessment of homelessness in Minot must be developed before the plan can be completed.
2. To aid in the assessment process, all identified service providers will receive and be asked to complete a brief questionnaire prior to the next meeting.  
Questions will be asked related to:
  - a. available services (education, skill-building, rental assistance, utility assistance, food, transportation/gas, medical/prescription services, counseling, etc.
  - b. numbers of homeless requesting services and numbers of people actually served in 2005 and 2006 (will provide some idea of the numbers of people falling through the gaps)
  - c. criteria for receiving services
  - d. funding sources
  - e. amount of money spent providing services to the homeless, including staff time if available.
  - f. # of people that can be served on any given night (if housing services are provided)
  - g. Length of time people can be provided with services

The assessment also requires the following information, which will need to be collected:

  - a. numbers of available rental units
  - b. average cost of rentals (efficiency apartments, two-bedroom apartments, houses)
3. All participants are asked to invite others from the community, who may have a vested interest in this topic, to the next planning meeting.
4. The next planning meeting is scheduled for Wednesday, September 19, 1:00 to 4:00 PM at City Hall.

HOMELESSNESS IN MINOT  
STAKEHOLDER MEETING  
REPORT OF SESSION TWO  
September 19, 2007

The 2<sup>nd</sup> session for long-term planning was held September 19, in Conference Room A at City Hall. Attendees represented service providers, government officials, legislators, higher education, community funding agencies, and concerned citizens. The meeting was facilitated by Deb Nelson of DLN Consulting, Inc. Lorrie Nantt and Lydia Camp, of DLN Consulting, Inc. assisted.

Following a welcome by Minot Area Homeless Coalition president Edna Sailor-Bergstad, participants introduced themselves, identified who they represented, and stated their interest in attendance at the meeting.

Draft assessments were delivered to participants and Nelson went through them with the group. Changes and additions were identified, with additional information to be forwarded to DLN Consulting, Inc. Both will be addressed in the assessment and presented at the next meeting.

Nelson took the group through the next step of developing goals for the long-term plan. Community problems identified at the previous meeting were listed and each participant had an opportunity to vote for what he or she felt should be included in the plan. Through consensus, three main goals were developed: community education and awareness, housing, and development of a central intake process.

Participants were separated into three groups to develop strategies for one area or goal. Each group identified multiple strategies for its goal. All strategies will be fine-tuned at the next meeting. The goals and strategies are on the next two pages:

**GOAL: To increase community education and awareness...**

- Use media to educate the public about homelessness in the Minot area.
  - Develop a “What is Homelessness?” campaign.

- Use oral presentations to deliver the homelessness message to civic groups, churches, schools, corporations, military, and cultural groups.
- Teach skills needed to enhance an individual's ability to be productive in the community.
  - Budgeting and finance.
  - Obtaining valid forms of identification.
  - Goal setting and responsibility.
  - Work skills.
  - The difference between setting realistic and idealistic goals.
  - Cooking and housekeeping skills.
  - Dress and appearance skills.
  - Résumé and interview skills.
  - Skills in accessing available resources.
  - Accountability.
- Develop business/employee relationships.
  - Encourage mentorship.
  - Workplace etiquette.
  - Goal setting.
  - Teamwork.
  - Flexibility.
  - Thinking outside the box.

**GOAL: To increase the availability of housing to all citizens...**

- Assess what the community already has
  - Develop criteria for affordable safe housing.

- Develop a needs analysis across continuum of care.
  - Emergency to transitional to permanent.
- Assess available financial resources.
- Assess models available – what fits our community?
- Identify structural availability (for use in remodeling).
- Assess support services available – broad. SHARE network as a starting point.
- Work closely with community awareness committee.
- Establish timeline and budget.
- Establish steering committee.

**GOAL:** Develop a central intake process...

- Identifying information
  - Demographics (photo?)
  - Income and assets
    - Current services
- Issue/Problem
  - Client
  - Provider assessment
- Referral Process
  - A.D.
- Authorization/Waiver
- Agency provider
- Identify funding
  - Gates Foundation

- Bremer Foundation
- Bush Foundation
- Tech Soup
- State Coalition “HIMS”
- Colleges/Universities
- In-Kind
  - UWA
  - Points of Light

## NEXT STEPS

1. Additional information will be forwarded to DLN Consulting, Inc. to be included in the assessment, such as;
  - a. any information that was not previously forwarded by agencies and organizations.
  - b. numbers of available rental units.
  - c. average cost of rental units (efficiency apartments, two-bedroom apartments, houses)
2. Fine tuning of the identified strategies.
3. Develop and fine tune activities.
4. Assign responsibilities.
5. Attach fiscal notes.

The next planning meeting is scheduled for Monday, October 22, 1:00 to 4:00 PM at City Hall.

HOMELESSNESS IN MINOT  
STAKEHOLDER MEETING  
REPORT OF SESSION THREE  
October 22, 2007

The 3<sup>rd</sup> session for long-term planning was held October 22, in Conference Room A at City Hall. Attendees represented service providers, higher education, community funding agencies, and concerned citizens. New stakeholders included representatives from Augustana Lutheran Church, North Central Human Service Center, and Ward County Social Services. The meeting was facilitated by Deb Nelson of DLN Consulting, Inc.

The first draft of the plan was presented to the group by Nelson. Nelson expressed appreciation to Rhonda Mathistad for her work in assessing the services of the various churches in the community. Some time was spent going through the sections of the plan. Nelson placed special emphasis on sections that needed the group's input and decisions: opening/supporting letter; executive summary (to be written upon finalization of plan); Minot's definition of homelessness; goals; measures of success; strategies; steps already in place; priority activities; steering committee list; list of all participating stakeholders. Nelson also asked the group to pay special attention to the section on service providers to ensure the information written for each listing is accurate. Some time was given for the members to read through the plan and offer suggestions for change.

Deb Kunkel reported that transportation was identified as an important strategy for Minot at the state coalition meeting. The group decided to add transportation as an activity in two areas, strategy #1 (education) and strategy #2 (housing issues), rather than add it as a stand-alone strategy.

Nelson divided the stakeholders into two small work groups to identify resources, leadership responsibility, funding possibilities and timelines for strategy #1 (community education) and strategy #2 (housing). Strategy #3 (central intake process) will be worked on in committee and forwarded to Nelson for inclusion in the plan.

## NEXT STEPS

1. Stakeholders will review the draft plan for edits and forward all suggestions to Deb Kunkel.
2. Additional information will be forwarded to DLN Consulting, Inc. no later than November 1.
  - a. Letter from mayor
  - b. Any services missing from the plan
  - c. Finalization of definition, goals, measures, steps already in place, priority activities
  - d. Deb Kunkel will send the steering committee contacts and the list of all participating stakeholders
  - e. Strategy #3 will be developed and forwarded.

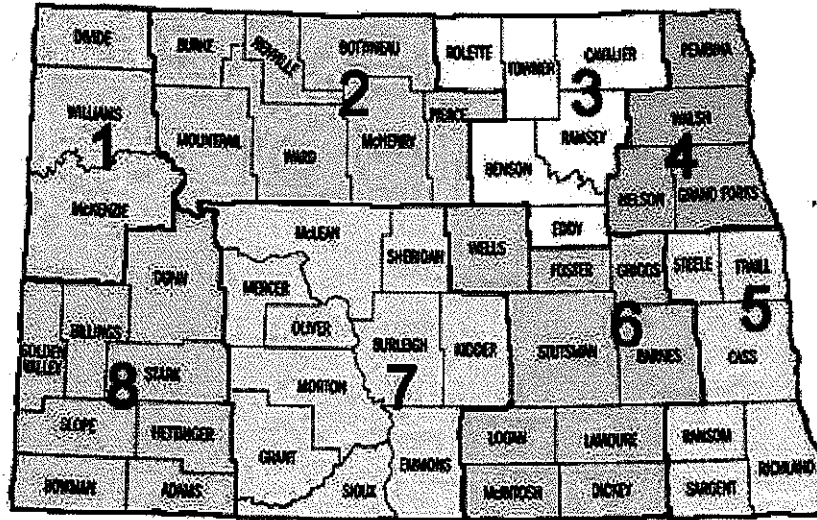
The plan must be completed and delivered to City Hall no later than mid-November for City Council action in December. DLN will provide 10 bound color copies, a grayscale copy for copying purposes and a CD for future printing purposes.

**APPENDIX**

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**North Dakota Homelessness Planning Regions**

## North Dakota's Planning Regions



1. Williston Basin Resource Coalition
2. Minot Area Coalition for Homeless Persons
3. Devils Lake Area Coalition for Homeless Persons
4. Community Agency Networking Association
5. Fargo/Moorhead Area Coalition for Homeless Persons
6. South Central Homeless Coalition
7. Missouri Valley Coalition for Homeless Persons
8. Southwest Homeless Coalition

**APPENDIX D**

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**North Dakota Results of Point In Time Survey 2006**

**ND HOMELESSNESS BY REGION**  
2006 Point in Time Survey

<b>Region</b>	<b>Adults</b>	<b>Children &lt;18</b>	<b>Total Persons</b>	<b>Chronic</b>	<b>Long- Term Homeless</b>	<b>% of ND Pop<sup>10</sup></b>	<b>% of Homeless Pop</b>	<b>% of LTH Pop</b>
<b>1</b>	19	5	24	2	7	4%	3%	4%
<b>2</b>	30	20	50	0	6	13%	7%	3%
<b>3</b>	54	38	92	7	20	7%	12%	11%
<b>4</b>	90	25	115	16	19	14%	16%	10%
<b>5</b>	208	45	253	63	79	26%	34%	43%
<b>6</b>	30	0	30	15	15	9%	4%	8%
<b>7</b>	96	54	150	12	31	21%	20%	17%
<b>8</b>	10	6	25	7	8	6%	4%	4%
<b>Total</b>	<b>546</b>	<b>193</b>	<b>739</b>	<b>122</b>	<b>185</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<sup>10</sup> Based on July 1, 2005 Census Bureau estimate of county populations

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