



**DELAWARE COUNTY
HOUSING CONSORTIUM**

Together to House

STRATEGIC PLAN 2024 – 2028



Who We Are



Vision:

Homelessness becomes rare and brief for neighbors seeking housing solutions in our community.

Mission:

An effective network of connected organizations working strategically to reduce homelessness in Delaware County.

Key Principles:

- **Collaboration** that respects each partner’s expertise and is built on trust and accountability
- An **inclusive and welcoming**, compassionate, human-first approach to those we serve
- A shared belief that a **clean, safe, and affordable housing** option is possible for everyone
- Housing must be paired with effective **mental, physical, and behavioral health services**
- A comprehensive solution requires **strategies addressing prevention through care** for the long-term, chronically homeless

Delaware County Housing Consortium



Population Focus



Homelessness has multiple causes and impacts a wide range of individuals and families across our community. In this strategic plan, the Delaware County Housing Consortium has prioritized solutions for chronically homeless individuals, families in crisis, and unhoused youth (ages 18-24).

Chronically homeless

Homeless shelter and support service providers are constantly challenged to find appropriate solutions for neighbors who have lived on the streets for extensive periods of time (often 12 months or more.) Many of these individuals have cycled through prior shelter stays, received prior housing assistance but were unable to maintain stable placement, and/or continually face significant physical health, mental health, or substance abuse challenges. Pursuing stable alternatives for the chronically homeless addresses the most visible source of community concern, and can lighten persistent caseload pressures on providers.

Families

Whether due to a sudden crisis or compounded over time, more and more limited-income households are experiencing financial instability that threatens their housing. Families thrust into homelessness have few options in our community. Existing emergency shelters cannot accommodate paired couples with children. The few available short-stay options for families are almost always at capacity. Too often families resort to sleeping in vehicles or depleting their limited resources with hotel/motel stays. Minimizing disruptive moves by providing safe and stable housing can improve the social, health, and educational outcomes for children in families threatened by homelessness.

Youth

Homelessness is a growing challenge among young people. National data indicates youth and young adults (ages 18-24) from population segments such as foster care youth, LGBTQ+, and those who experienced homelessness at earlier ages, are more prone to find themselves without a home. These vulnerable youth populations are often targeted for exploitation and trafficking. Currently Delaware County does not have a robust response to the needs of homeless youth. Ad hoc solutions are pursued when there is no appropriate placement to be found for a young person needing safe housing. Closing this gap signals our community's commitment to ensuring a safer transition to adulthood for young people without family support.

Outcome Focus



Housed:

Ensure sufficient capacity and appropriate spaces for those at risk of homelessness or currently experiencing homelessness

Indicators

- # of available shelter beds
- # of permanent supportive units
- # of individuals and families supported through Rapid Rehousing programs

Objective 1 (All Focus Populations)

Partners and community support a single point of entry for persons facing homelessness

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Continue to strengthen the HUB as our community’s one-stop, multi-agency portal for access to day services, shelter and housing resources, health and other support services	Access for 1,000+ clients annually	Muncie Mission	Consortium Partners Funding: IHCD, CDBG, United Way	Ongoing	\$160,000 annual operations

Objective 2 (Chronically Homeless)

Expand Permanent Supportive Housing options with comprehensive wrap around services

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Pursue new PSH development targeted for those who have chronic mental health needs	20-40 units	Community Development	Consortium Partners, Developer, Meridian, Open Door Funding: Home ARP, IHCD (LIHTC)	2024-2027	Est \$15 million
Pursue increased funding for scattered, client-based PSH support	10-20 additional clients	Meridian	Consortium Partners Funding: IHCD	2024	TBD

Outcome Focus



Objective 3 (Chronically Homeless/Families)

Increase community support for Rapid Rehousing and additional housing options

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Create a housing advocate position to build relationships between housing programs and landlords	1 FT position to connect with mission-driven landlords (total 50 units)	A Better Way	Consortium Partners Funding: Home ARP	2024	\$70,000 annually
Create a renter education program integrating landlords and community, to assist those with negative rental histories	100 graduates from program each year	Pathstone	Consortium Partners, 8twelve Coalition	2024	TBD
Coordinate with faith communities to commit vacant parsonages for RRH family rentals	10 homes available for RRH families	Christian Ministries	Faith Communities	Ongoing	TBD

Objective 4 (All Focus Populations)

Increase shelter space for priority populations with case management and wrap around services

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Increase temporary shelter space for families with children	Construct new shelter facility with space for 4 families	Center Township Trustee	Funding: Trustee	2024	\$3M capital, \$50,000 annually
Expand emergency shelter at YWCA for hardest to serve women	4 - 3 br units, up to 24 beds	YWCA Central Indiana	Funding: Community Development, Lilly Endowment (YWCA-USA), Madison Co Comm Found, IHEDA	2024	TBD
Explore non-congregate shelter options (tiny homes, scattered sites)	20+ units with 24/7 security/staff support	Community Development	Consortium Partners	Ongoing	TBD
Investigate master lease program to secure shelter for select youth, adults, or families	6-10 units available	Community Development	Consortium Partners	Ongoing	TBD

Outcome Focus



Diverted/Stabilized/Supported:

Ensure those experiencing homelessness or at risk of homelessness have timely access to critical resources and support services

Indicators

- # of households receiving homelessness prevention assistance
- # of support service provider contacts
- # of street outreach contacts

Objective 1 (All Focus Populations)

Increase support to those needing diversion or homelessness prevention assistance

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Create a housing relief gap fund to be used by case managers for diversion (deposits, utility assistance), landlord incentives, RRH match	\$50,000 fund for small grant awards (typically under \$1000)	Consortium Partners	Private and community foundations, United Way	2024	\$50,000 annually
Establish voucher program to meet transportation needs of homeless youth and adults	Provide 250+ transportation vouchers each year	Center Township Trustee	Consortium Partners, Taxi services	Ongoing	\$5,000 annually
Support and coordinate community outreach workers to grow relationships with unsheltered	100 documented contacts with unsheltered neighbors each year	Muncie Mission	Consortium Partners, Neighbor advocates	Ongoing	\$10,000 annually

Objective 2 (Youth)

Youth experiencing homelessness are identified and safely housed

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Create youth committee to identify and address at-risk, homeless youth using an individualized approach	Youth committee meets monthly	Community Development	YOC Community schools	Ongoing	TBD
Create a community awareness campaign to educate local community regarding homeless youth needs and resources	Materials produced and distributed	Youth committee	Marketing, media partners	2025	TBD

Outcome Focus



Objective 3 (All Focus Populations)

Boost economic stability for those with a history of experiencing homelessness

STRATEGY	GOAL	LEAD	PARTNERS	TIMEFRAME	COST
Create/support on-the-job skills training programs and education opportunities for those with history of homelessness to maintain stabilization once housed	30 individuals receive job skills training	Eastern Indiana Works	Work One, Ivy Tech, BloodNFire, EcoRehab	2025-2027	TBD
Increase access to financial counseling for those who have experienced homelessness	30 individuals receive financial counseling	Consortium Partners	Financial institutions, financial planners	2025-2027	TBD

Our need is real.

On any given night in Delaware County, **nearly 300 people are experiencing homelessness**. Half of those will be sheltered in one of our county's emergency facilities. The others will be unsheltered.

→ **33%**
are dealing with
mental illness

→ **20%**
are dealing with
addictions issues

→ **15%**
are dealing with
domestic abuse

Our challenge is daunting.

CHRONIC

First, priority needs to be given to those who are chronically homeless.

- These vulnerable neighbors face the harsh reality of homelessness compounded by mental illness and substance abuse.
- Focusing efforts with these people creates fewer issues downstream in other agencies.

FAMILY

Second, family homelessness is escalating due to narrowing options available for those with financial instability.

- Increasing rents and tighter restrictions for those with compromised credit scores and negative rental histories are hindering families' ability to secure safe, stable homes.
- Opportunities are scarce for a fresh start, or for affordable options.

YOUTH

Third, youth homelessness is a growing concern.

- Those aged 18-24 with marginalized backgrounds including former foster youth and those with LGBTQ+ backgrounds are disproportionately homeless.
- Their age and histories expose gaps in services available for them.

No single agency can fully respond.

That's why the Delaware County Housing Consortium has joined hands. This collective meets weekly to increase coordination in efforts to **make homelessness rare and brief**.



Our response is coordinated.

DELAWARE COUNTY HOUSING CONSORTIUM: **Together to House**

We need you, our valued partners and funders, to join us in creating new local solutions to homelessness, so that it indeed becomes rare and temporary.

Vision:

Homelessness becomes rare and brief in our community.

Mission:

Collaboratively working to reduce homelessness. We are together to house!

Key Principles:

- **Collaboration** that respects each partner's expertise and is built on trust and accountability
- An **inclusive and welcoming**, compassionate, human-first approach to those we serve
- A shared belief that a **clean, safe, and affordable housing** option is possible for everyone
- Housing must be paired with **effective support services**, including physical and behavioral health care
- A comprehensive solution requires **strategies addressing prevention through care** for the long-term, chronically homeless

Our coordinated collective includes:



Coordinates community-wide rapid re-housing programs in addition to an array of services for survivors of domestic abuse and sexual assault.



Offers financial relief to persons living in poverty to prevent homeless situations.



Provides year-round family shelter for short term housing needs, as well as a seasonal cold weather sleeping room for men from October to April.



The City's Community Development Office convenes this consortium, allocates funding to support shelter operations, and seeks additional private and public resources for housing solutions.



Coordinates services for Permanent Supportive Housing which includes case management for homeless persons with disabilities.



Provides compassionate relief for homeless men, is the operating partner for the Muncie Hub (including tiny homes), and convenes the network of support for HUD funded agencies across six counties.



Brings expertise in substance abuse disorders and adds insurance enrollment specialists and neighborhood outreach workers to the team.



Serves women in need with an overnight stay up to 45-day emergency shelter offers longer term solutions and life skills programming, and manages the coordinated entry process for housing services.

Our stories are compelling.

Delaware County Housing Consortium (DCHC) partners have proven effective in helping neighbors resolve homelessness.

A father abandoned his disabled family and left for Florida. The mother and two adult children were all challenged by intellectual disabilities. **Staff assisted this family in securing an Emergency Housing Voucher and found placement in a duplex.**

The mother was later diagnosed with early onset Alzheimer's. Staff again assisted and helped the children through the process of getting their mother into a nursing home. **Now the children are living on their own and taking great care of an apartment, passing inspections, and paying bills on time.**

A single male was homeless and living in his car. He was offered housing in a HUB tiny home while looking for work and an affordable apartment. **He quickly gained employment and was able to re-locate entirely self-supported.**

A blended family of nine was on the verge of a DCS detainment due to being without an appropriate nighttime residence for children. The family qualified and was able to obtain an emergency Section 8 voucher while staying in temporary housing. The family was then able to relocate to Putnam County to be near extended members for support. **The family is now thriving after nearly five years of instability and homelessness.**



Our next steps, together, are impactful.

Delaware County Housing Consortium needs your support to implement new solutions for our neighbors experiencing homelessness:

- Strengthen services at the Hub, our one-stop center that provides essential needs for vulnerable neighbors in our community
- Identify up to 10 additional units as potential placements for families needing rapid rehousing
- Increase the availability of Permanent Supportive Housing placements for guests with long-term needs
- Expand emergency shelter space with 30-40 new beds for priority populations
- Build a flexible response fund that enables case managers to prevent evictions or quickly address small financial barriers to housing
- Create a youth committee to address at-risk, homeless youth using an individual approach
- Graduate 30 individuals each year from on-the-job training for those experiencing homelessness

The Delaware County Housing Consortium is on our way to filling service gaps and reducing homelessness across our community. As advocates, funders, and development partners, let's join hands to ensure everyone in Delaware County has a safe place to call home.

We are together to house!

For more information on ways to partner with Delaware County Housing Consortium please contact...

