

Safe & Sound

A Community Plan to Prevent and End
Homelessness in Dane County, WI

2016



**Homeless Services
Consortium**

DANE COUNTY / MADISON, WI

Table of Contents

Homeless Services Consortium (HSC) Vision Statement	2
Introduction	3
Homelessness in Dane County	6
The Plan at a Glance	10
The Plan to Prevent and End Homelessness	11
Goal 1: Prevent Homelessness in Dane County	11
Objective 1.1: Identify Barriers and Improve Access to Tenant Services	12
Objective 1.2: Identify Barriers and Improve Access to Mental Health and Substance Abuse Services	14
Objective 1.3: Identify Barriers and Improve Connections to Affordable Housing, Jobs, and Other Benefits and Resources	16
Objective 1.4: Prevent Persons Being Discharged into Homelessness from Institutions	19
Objective 1.5: Implement and Track Diversion	20
Objective 1.6: Prevent Homelessness Among Unaccompanied Youth	22
Goal 2: Support Persons and Families Experiencing Homelessness	24
Objective 2.1: Improve collaboration Among Service and Housing Providers	25
Objective 2.2: Improve Outreach and Access to Supportive Housing	27
Objective 2.3: Increase Rates of Placement from Shelter to Permanent Housing	29
Objective 2.4: Provide Supportive Services that address Individual Underlying Factors of Homelessness and Housing Instability	30
Goal 3: End Homelessness in Dane County	31
Objective 3.1: Support Funding for Rapid Rehousing	32
Objective 3.2: Align and Prioritize Capital, Operating, and Service Funding Packages for the Development of New Permanent Supportive Housing	33
Objective 3.3: Engage Private Landlords to Access Additional Units of Existing Housing	34
Objective 3.4: End Veteran Homelessness	35
Objective 3.5: End Chronic Homelessness	36
Objective 3.6: End Family Homelessness	37
Objective 3.7: End Homelessness Among Young Adults	38
Objective 3.8: Increase Housing Stock in Dane County to Meet the Needs Identified in the Housing Needs Assessment	39
Goal 4: Advocate and Collaborate with Local, State, and National Partners	40
Objective 4.1: Improve Data Collection and Evaluation	41
Objective 4.2: Increase Local Community and Political Will	43
Objective 4.3: Establish Partnerships for Advocacy Work	45
Appendix A: Homeless Services Consortium Committees	47
Appendix B: Implementation Framework	48
Appendix C: Glossary	68

HOMELESS SERVICES CONSORTIUM (HSC) VISION STATEMENT

All households in Dane County should have the opportunity to secure and maintain safe, stable, and affordable housing.

Guiding Principles

- 1** Housing is a Human Right.
- 2** People who have lived experiences of homelessness have an integral role in the design of solutions to prevent and end homelessness.
- 3** Racial disparities in housing stability are significant and ending homelessness is an important component of our local equity goals. Reducing racial disparities in the homeless system is a critical strategy in ending family homelessness and improving the lives of everyone impacted by homelessness.
- 4** The community will continue to explore creative solutions to ending homelessness beyond those objectives highlighted in this plan.
- 5** There has to be shared ownership and responsibility for preventing and ending homelessness across all Dane County groups including, but not limited to, representatives of service and housing providers, healthcare providers, government officials, developers, public safety staff, landlords, funders, advocates and persons with lived experience of homelessness. The Homeless Services Consortium (HSC) is a partnership of agencies, funders, advocates, and people who have experienced homelessness. Its success at preventing and ending homelessness is dependent upon a commitment to the strategies and results in this plan.
- 6** Community volunteers are recognized as an essential part of preventing and ending homelessness.

INTRODUCTION

All Persons. 4 Goals. 1 Result.

This plan is hopeful, but it is also realistic. It is intended to provide clear direction for public and private agencies in Dane County in their efforts to prevent and end homelessness. This plan embraces the Housing First model as the primary approach to ending homelessness, but recognizes that additional work needs to be done in preventing it, supporting those who still become homeless and advocating for funding and policies to make this possible. It is hoped that this plan will facilitate collaboration among Homeless Services Consortium members, other community organizations, and policymakers at various levels of government and provide benchmarks to collect useful data to update the plan based on increased knowledge of community conditions, best practices, and future priorities. It will be used to direct future policy decisions and identify needed resources. The Community Plan is deliberately organized to be concise in order to increase its accessibility to the larger community, city and county leaders, those with lived experiences of homelessness, and HSC member organizations. It may be a brief document but it contains clear steps and goals towards preventing and ending homelessness. Its included appendices provide additional resources to understanding both the plan and Dane County's Homeless Services Consortium.

All Persons.

Adults. Families. Black. White. Hmong. Hispanic. First Nations. Unaccompanied Youth. Children. Young Adults. Elderly. Disabled. Veterans. Queer. Immigrants. Abuse survivors. The faces of homelessness are as varied as the persons who experience homelessness. Although we believe homelessness is defined by those that experience it, we also know that it does not define them. This belief is key to partnering with persons and families experiencing homelessness in a way that is empowering and dignifying. Our efforts to prevent and end homelessness in Dane County must include the voices of those who experience homelessness in its many forms. The growing awareness of homelessness among unaccompanied youth and young adults in Dane County is of special attention in this community plan. We can do more to learn about their experiences and find ways to prevent or end their homelessness and exposure to predatory behaviors.

4 Goals.

Prevent. Support. End. Advocate. This plan presents four goals in the simplest language to provide a clear and common purpose for community action. The first goal is to prevent homelessness by working to identify individual and structural causes of homelessness in Dane County. This goal includes efforts to identify barriers to services and improve access for those at risk of homelessness. The second goal is to support those experiencing homelessness with a pathway to permanent housing. This goal will require the use of new methods such as diversion and improved collaboration among community organizations that encounter those experiencing homelessness. The third goal is to end homelessness by increasing access to permanent housing. This will include efforts to engage landlords with existing rental properties and additional funding for rapid rehousing and permanent supportive housing. This goal is also aligned with the federal initiatives to end veteran, chronic, and family homelessness in the next few years. The fourth goal is advocacy for increased community, political, and financial resources to prevent and end homelessness in Dane County. Each of these four goals is supported by specific objectives and action items informed by our collective expertise and best practices.

This plan relies on using three coordinated strategies to achieve its goals: collaboration, connection, and evaluation. Collaboration will include the bringing together of HSC, its member organizations, persons with lived experiences of homelessness and other community members to develop shared goals and coordinate action to accomplish the goals. In addition to strengthening connections between Dane County's many community organizations, the plan will create and strengthen connections between persons experiencing homelessness and the services that can help prevent or end their homelessness. Measuring and evaluating the results of HSC action is also important. This plan includes objectives to collect accurate, current, and useful data that can

inform our practice and future objectives. A key part of this plan is an annual system analysis and the modification, deletion, or addition of objectives, action items, or targets in the plan. Accurate data is vital for this annual analysis. This quantitative and qualitative data will also be shared with funders, local and state political leaders and the Dane County community to celebrate successes and refocus future dollars and efforts on preventing and ending homelessness.

1 Result.

There is one desired result: no person experiencing homelessness in Dane County. Ending homelessness and developing structural supports to prevent future homelessness is a priority for Dane County. We are confident that the goals, objectives, and strategies presented in this community plan will achieve this result. This plan was developed by the Homeless Services Consortium (HSC)--a network of agencies, funders, advocates, and people who have experienced homelessness that have committed to play a role in ending homelessness in our community. Moving forward it is important to continue find innovative and empowering ways to include those with lived experiences of homelessness in the search for solutions to homelessness. Its success will also depend on the communities in Dane County and local and state political leaders.

HOMELESSNESS IN DANE COUNTY

Dane County is just one of thousands of communities in the United States grappling with homelessness. Both Dane County and the City of Madison have adopted Housing First as the primary model to ending homelessness. Housing First is an approach to ending all types of homelessness, and is the most effective approach to ending chronic homelessness. It offers individuals and families experiencing homelessness immediate access to permanent or supportive housing, with a low-threshold for entry and without clinical prerequisites like completion of a course of treatment or evidence of sobriety. It also provides optional access to additional supportive services to maintain housing. Housing First is a guiding principle in the 2016 community plan to end homelessness.

Dane County and the City of Madison have also joined the national initiatives to end veteran homelessness (2016), chronic homelessness (2017), and homelessness among families with children and unaccompanied youth (2020). Every goal in this plan includes strategies towards addressing these specific forms of homelessness and the county already maintains a certified, by-name list for veterans, those who are chronically homeless, and families experiencing homelessness.

DEFINING HOMELESSNESS

One of the great challenges in addressing homelessness, both nationally and locally, is competing definitions of homelessness by federal agencies and federal funding. Most Dane County agencies rely on U.S. Department of Housing and Urban Development (HUD) funding and use the HUD definition for homeless. This definition includes four broad categories of homelessness: (a) people who are living in a place not meant for human habitation (e.g. the street, parks, emergency shelter, transitional housing), (b) people who are losing their primary nighttime residence, which may include a motel or hotel or a doubled up situation, (c) families with children or unaccompanied youth who are unstably housed and likely to continue in that state, and (d) people who are fleeing or attempting to flee domestic violence and have no other residence (USHUD, 2012). This HUD definition represents the dominant public perception of what it means to be homeless.

The U.S. Department of Education has a more expansive definition of homelessness under the McKinney-Vento Act. The McKinney-Vento definition includes children and youths living doubled-up, in motels, hotels, trailer parks, camping grounds, emergency shelters, abandoned in hospitals, waiting for foster care placement, private or public place not designated for sleeping, cars, parks, abandoned buildings, substandard housing, bus or trains stations, or “similar settings” due to loss

of housing. This is a significant difference because the inclusion of “doubled-ups” greatly increases the number students and families who are eligible for rights and opportunities that may not be available under the HUD definition. This broadened definition also implies a wider diversity of the experiences of persons and families experiencing homelessness. Dane county schools and youth and young adult organizations are more likely to operate with this definition of homelessness or a combination of the HUD and McKinney-Vento definitions.

There are different metrics in “measuring” homelessness in Dane County. The most commonly reported numbers are emergency shelter stays and the biannual Point-in-Time (PIT) counts. In 2015, 3,415 individuals were served in Dane County emergency shelters. This included 479 families (with 1,015 children), 1,273 single men, 511 single women, and 41 unaccompanied youth. These numbers overall have remained relatively constant over the past three years with some wider fluctuation in the numbers of unaccompanied youth. These overall 2015 numbers are also only slightly lower (4%) than the overall numbers in 2006—at the adoption of the last ten-year community plan. The numbers of families and children being served by shelters has increased since 2006. This data only provides one snapshot of homelessness in Dane County—those that access emergency shelter.

Dane County school districts also report the number of school-aged children and youth identified as being homeless. During the 2014-2015 school year, 2,119 were identified as being homeless under the McKinney-Vento definition, with 1,414 in the Madison schools. That number increased to over 1,470 for Madison schools in the 2015-2016 school year. These numbers do not include parents, guardians, and younger siblings who are not yet in school. The lack of a single, clear operational definition of homelessness in Dane County remains a serious obstacle to collaboration and policy implementation. These two federal, policy-oriented definitions may also fail to acknowledge the lived experiences of persons who are or have been homeless. This plan seeks to include the voices and experiences of persons and families in our community’s understanding of homelessness.

THE LANDSCAPE

There are many types of shelter, housing and services available to individuals and families in need in Dane County. These include emergency shelters for single men (Porchlight), single women (Salvation Army), families (Salvation Army, The Road Home, YWCA), victims of domestic abuse (DAIS), and youth (Briarpatch). Briarpatch also runs a transitional housing program for young adults as they transition to permanent housing and Porchlight hosts Safe Haven—housing for persons with mental illness. Mainstream providers manage rapid rehousing funds to move individuals and families from shelters into permanent housing. These providers also operate permanent supportive housing that includes additional services to assist individuals and families maintain housing. Rapid rehousing and permanent supportive housing aid the county’s adoption

of Housing First. It can be difficult to navigate the variety of emergency shelter and supportive housing available in Dane County. HSC uses a coordinated entry system to remove some of the difficulty and prioritize housing based on need. This plan supports the use of coordinated entry by all Dane County organizations involved in providing permanent housing. Another strategy in this plan is to develop a more precise and useful mapping of the services and housing opportunities in Dane County to identify gaps and improve inter-organizational collaboration.

Many Dane County agencies, organizations, congregations, and community members are engaged in the work towards preventing and ending homelessness at both the individual and structural level. The Homeless Services Consortium (HSC) organizes many of these organizations in a community-level effort. HSC also acts as the federally mandated (HUD) Continuum of Care (CoC) in Dane County. HSC develops policies, including this plan, to comply with HUD requirements, coordinate data collection, and apply for CoC funds. It is composed of a Board of Directors and thirteen committees (see Appendix A) representing more than eighty organizations (see Appendix C). The City of Madison, Dane County, and United Way are leaders in the work to end homelessness and the major local funders of services and housing. Mainstream providers provide services and housing—including emergency shelters, rapid rehousing (RRH), and permanent supportive housing (PSH). Smaller faith-based and grassroots organizations provide many different services and some additional housing for individuals and families experiencing homelessness. Other Dane County municipalities and school districts (including McKinney-Vento liaisons) work to identify and provide supports to families experiencing homelessness.

THE CHALLENGES

Dane County and the City of Madison face some serious challenges in the work to end homelessness. The vacancy rate in Madison and Dane County is extremely low—averaging less than four percent. Despite an increase in housing construction, there is inadequate development and construction of new affordable housing. This coupled with the loss of tenant protections through state legislation creates a daunting rental climate for persons and families living in poverty or who are experiencing homelessness. The increasing cost of living and the lack of jobs that do not require a college degree increases financial pressures on families and individuals that may be housing insecure—one financial crisis away from homelessness. Racial inequity and racism is another significant challenge to ending homelessness in Dane County. The Race to Equity report exposed the stark racial disparities that exist in Dane County, including employment, housing and education. The strategies in the community plan to prevent and end homelessness work to uncover and address racial disparities that exists in homelessness. All of these challenges guide the goals and strategies in this plan.

MAKING THE PLAN

This community plan builds on the 2006 plan—Dane County’s first community-wide plan towards ending homelessness in Dane County. The 2006 plan had three goals: provide support services for homeless households and households at risk of homelessness, to help homeless households by providing a short-term safety net with continuous support services with the goal of moving into stable housing, and provide an adequate inventory of affordable housing units for low-income households. While these goals are carried forward into this plan, they are supplemented with more actionable strategies and measurable outcomes.

In late 2015, a HSC steering committee was formed to begin the process of developing the next community plan to end homelessness. The HSC steering committee organized a community charrette in March 2016. This charrette provided an opportunity for organizations and community members to share their concerns about homelessness in Dane County. The conversations from the charrette were used to develop an emergent framework of four goals: preventing homelessness, supporting during homelessness, ending homelessness, and advocacy. This framework with initial strategies and benchmarks was made available for public review and comment at two community meetings in June 2016. Additional feedback came from other organizations and persons with lived experiences through smaller conversations focused on specific topics or written correspondence in response to circulating drafts of the plan. This collective feedback was incorporated into the final plan contained in this document. It is not perfect, but it represents our best next steps. It will be used to guide community efforts to end homelessness and it will be annually evaluated and updated to reflect the changing needs and progress towards its goals.

The Plan was presented to the HSC Board of Directors for approval. The Board looked at the Plan several times during its development. Several Board members were concerned that there were differences from earlier drafts. The Board felt some of the differences needed to be worked into the final version of the Plan so assigned a small group to look through all drafts of the Plan and recommend changes. This group presented their suggestions to the HSC Board who decided the Plan should be revised to include these suggestions. Plan developers explained to the Board that items were removed from the Plan if they did not have measureable outcomes or were repeated in other sections. The Board charged the Community Plan to Prevent and End Homelessness Oversight Committee with incorporating changes and completing benchmarks, responsible partners and timelines as needed. The Committee met in March 2017 to complete the work requested by the HSC Board.

THE PLAN AT A GLANCE

All Persons. 4 Goals. 1 Result.

PREVENT HOMELESSNESS

- Evaluate and change prevention services and dollars to maximize their use for those with the greatest needs
- Work with state agencies and institutions such as the foster care system and jails to prevent discharge of persons into homelessness
- Decrease evictions by non-profit, affordable and subsidized housing
- Identify barriers and improve access to tenant services (e.g. rental assistance, legal aid) and to mental health and substance abuse counseling
- Improve connections to affordable housing and jobs for those at risk of homelessness
- Implement and track diversion as a part of an empowering approach to preventing a household's homelessness in a manner that ensures safety and is empowering to the person or family being assisted
- Prevent homelessness among unaccompanied youth, ages 13-17 through reunification strategies, conflict resolution, and other services

SUPPORT PEOPLE EXPERIENCING HOMELESSNESS

- Improve outreach and access to help for those at risk
- or experiencing homelessness through street outreach teams, improved screening criteria, and coordinated intake of persons and families
- Fund capacity training in best practices including Harm Reduction, Trauma Informed Care, Racial Justice, and Housing First
- Create a Day Resource Center
- Improve collaboration among mainstream providers, faith-based, and grassroots organizations to address both crisis and housing stability efforts
- Provide services that address underlying factors of homelessness and housing instability including mental

- health, peer support, education, job training, and jobs for persons in supportive housing
- Organize service teams to provide housing stabilization services for people experiencing homelessness to help them move quickly back into permanent housing
- Increase rates of placement from shelter to permanent housing by 10% each year

END HOMELESSNESS

- Engage landlords to access new units of existing housing for single adults and families and support their transitions into permanent housing
- Realign the funding structures for rapid re-housing to provide more financial flexibility to move individuals and families in shelter back into housing
- Align and prioritize capital, operating, and service funding packages for the development of new permanent supportive housing
- End veteran, chronic and family homelessness

COLLABORATE WITH LOCAL, STATE, AND NATIONAL PARTNERS

- Improve data collection
- Form a common annual advocacy agenda for HSC
- Increase community resources and will to prevent and end homelessness by revitalizing the Community Oversight Group to report on progress toward plan goals regularly in the community
- Advocate for local and state laws to decriminalize homelessness
- Collaborate with state and national partners and organizations to support increased services, rights, and funding for preventing and ending homelessness

THE PLAN TO PREVENT AND END HOMELESSNESS

Goal 1: Prevent Homelessness in Dane County

The most effective step to ending homelessness is preventing it. This requires strengthening community support services for individuals and families who experience housing insecurity, or those at the threshold of being homeless. The causes of homelessness can vary as widely as the persons who experience it and include both individual and larger societal origins such as institutional racism. We can take steps as a community to identify barriers and improve access to services that may prevent homelessness among individuals and families, including tenant services, mental health counseling, substance abuse counseling, financial planning, education, job training, job placement, childcare, transportation, and other community resources. HSC member organizations will partner with those most at risk of becoming homeless before they lose stable housing. This collaborative work will be informed by recommendations from agencies and organizations that provide the services and by persons with lived experiences of homelessness. These support services should be available to those at risk of homelessness, experiencing homelessness, and formerly homeless. HSC will also work with public and private institutions such as schools, foster care, hospitals, and prisons to prevent homelessness from ineffective discharges and/or among unaccompanied youth and others at risk of being homeless. Diversion is strategy that will be more broadly adopted as an empowering approach to avoiding shelter stays and homelessness among households and families by finding safe and legal alternative housing. HSC will coordinate the development of a consensus definition, training, and tracking of diversion as a key strategy in prevention efforts. Preventing unaccompanied youth homelessness is a priority in this community plan. School districts and community youth organizations will form a working group to explore and recommend future strategies to understand and prevent youth homelessness.

This community plan includes the following specific objectives towards the goal of preventing homelessness in Dane County:

- Objective 1: Identify Barriers and Improve Access to Tenant Services**
- Objective 2: Identify Barriers and Improve Access to Mental Health and Substance Abuse Services**
- Objective 3: Identify Barriers and Improve Connections to Affordable Housing and Jobs and Other Benefits and Resources**
- Objective 4: Prevent Persons Being Discharged into Homelessness from Institutions**
- Objective 5: Implement and Track Diversion**
- Objective 6: Prevent Homelessness Among Unaccompanied Youth**

Objective 1.1: Identify Barriers and Improve Access to Tenant Services

Homelessness can be prevented by assisting persons and families at risk of being evicted by connecting them to tenant services (e.g. rental assistance, landlord mediation, eviction prevention education, legal aid, etc.). There are approximately 2000 evictions in small claims court in Dane County every year, and far more that never get to court. Once people lose housing through eviction, it is extremely difficult to obtain new housing due to negative landlord references, eviction history, low credit scores, high security deposits, and the low vacancy rates. This often leads to periods of homelessness in a vicious cycle that is hard to break. Barriers to these tenant services need to be identified (1.1.1) to decrease evictions and loss of housing. It is necessary to include the voices of persons with diverse lived experiences of homelessness (1.1.1) in the work to identify barriers and improve access to tenant services. The recommendations can be used by HSC during the Annual Plan Analysis (see Goal 4, Objective 1.3) to adopt specific strategies and set future benchmarks for this objective. These tenant services should also be made available to individuals and families in emergency, transitional, and permanent supportive housing, as well as formerly homeless individuals and families to prevent a return to homelessness as part of the broader Housing First strategy.

All agencies that engage in tenant services and homeless prevention should evaluate their spending (1.1.2) and develop ways to ensure that funds are reaching those with the most need (1.1.2) before they become homeless. About 5% or less of people calling for eviction prevention actually get funds and often the funds are distributed without a clear process based on need. Only about 1% of tenants going to court are represented by an attorney and only 15% receive mediation services. The need for eviction prevention dollars and tenant services far outweighs the availability in our community. This requires continued advocacy for increased funding for tenant assistance services.

Formerly homeless people who live in affordable housing programs and housing designed specifically for them also experience evictions. The HSC Written Standards Committee will add a prevention and diversion section and incorporate recommended changes to housing policy (1.1.3) in the Written Standards (Appendix D). Eviction best practices will be incorporated in local government contracts (1.1.4) with a requirement for documentation of efforts to prevent eviction (1.1.4) by non-profit, affordable, and subsidized housing. The Funders Committee should also consider the inclusion of race impact assessments in local government contracts. The number of evictions by non-profit, affordable, and subsidized housing can be decreased by 20% or more annually by establishing consensus eviction protocols (1.1.5).

In addition, all HSC member organizations and case managers should be trained on eviction prevention strategies and educated about fair housing and reasonable accommodation laws (1.1.6).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.1.1 Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to tenant services and recommend ways to improve access to these services	Community Plan Oversight Committee, Continuum of Care Coordinator, Tenant Resource Center, Legal Action of Wisconsin	December 2017 – Tenant Services Access Focus Group/Survey	2017
1.1.2 Evaluate how prevention dollars are being spent and develop ways to ensure that the funds are reaching those with the most need	Performance & Peer Review Committee, all HSC member organizations, United Way (FEMA)	N/A	2017
1.1.3 Add an <i>eviction prevention</i> and <i>diversion</i> section and incorporate recommended changes to housing policy in the Written Standards	Written Standards Committee	June 2017 – Prevention Section added to Written Standards	2017
1.1.4 Incorporate eviction prevention best practices in local government contracts and require documentation of efforts to prevent eviction in non-profit, affordable, and subsidized housing and advocate for increased funds for tenant assistance services (e.g. rent assistance, legal aid, mediation, prevention education, etc.) at the local and state levels.	Funders Committee	N/A	2018
1.1.5 Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually	Non-profit housing providers, Community Development Authority, Dane County Housing Authority, Legal Action of Wisconsin	December 2017– Establish consensus eviction protocols	ONGOING
1.1.6 Train case managers and member organizations about eviction prevention strategies, tenant laws, legal remedies for eviction notices, and educate about fair housing and reasonable accommodation laws	Tenant Resource Center, Fair Housing Council, Legal Action of Wisconsin	Two (2) HSC and/or community education opportunities annually	ONGOING

There are additional objectives and strategies to partnering with private landlords in Goal 3 and objectives and strategies to advocate for changes to state and local tenant laws in Goal 4.

Objective 1.2: Identify Barriers and Improve Access to Mental Health and Substance Abuse Services

Mental health and substance abuse issues can lead to housing insecurity and homelessness. It is important to remove barriers and improve access to these services for those persons and families experiencing mental health or substance abuse issues. Barriers to mental health and substance abuse counseling services need to be identified (1.2.1) and it is necessary to include the voices of persons with diverse lived experiences of homelessness and mental health or substance abuse issues (1.2.1) in this work. The recommendations can be used by HSC to adopt specific strategies and set future benchmarks for this objective during the Annual Plan Analysis (see Goal 4, Objective 1.3). Mainstream providers will follow these recommendations and work with faith-based organizations, grassroots organizations, and disability rights organizations to reduce barriers and improve access to mental health and substance abuse services in Dane County for all clients (1.2.4).

Individuals seeking mental health or substance abuse services and counseling are experiencing longer wait times because of a shortage of case managers and counselors in this field. Treatment facilities, mental health and Alcohol and Other Drug Abuse (AODA) providers, and Dane County Human Services should hire more mental health and substance abuse case managers to decrease wait times for clients seeking these services (1.2.2). These service providers should also include more support for children and youth who are homeless.

Supportive housing providers should be trained in behavioral health and evidence-based practices such as trauma-informed care and harm reduction (1.2.3). This objective and strategy will help meet the federal initiative to end chronic homelessness by 2018 (see Goal 3, Objective 5).

It is also important that all service providers and permanent supportive housing programs move towards a harm reduction model and evaluate program policies that ban people from receiving services (1.2.5). In addition, supportive housing providers should hire staff trained in harm reduction (1.2.3) in an effort to promote respect and preserve the dignity of persons seeking services to stay housed. Harm reduction works to minimize the harmful effects of substance abuse without withholding services, housing, or other assistance. It views substance use as a complex phenomenon and calls for non-judgmental and non-coercive assistance. However, it does not minimize or ignore the real danger and harm caused by substance use. Educating member organizations, service and housing providers, city & county leaders, law enforcement, and the larger community about harm reduction will work to reduce the stigma around mental health and substance abuse. These mental health and substance abuse counseling services should also be made available to individuals and families in emergency, transitional, and permanent supportive housing, as well as formerly homeless individuals and families to prevent a return to homelessness.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.2.1 Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services	Community Plan Oversight Committee, MACH OneHealth, Continuum of Care Coordinator	June 2018 – Mental Health & Substance Abuse Services Access Focus Group/Survey	2018
1.2.2 Hire more mental health and substance abuse case managers and counselors to decrease wait time when clients are ready for service and create case management plans while on waitlist	Continuum of Care Homeless Assistance Application Committee, Mental health and AODA providers, Dane County Human Services	N/A	ONGOING
1.2.3 Supportive housing providers will hire people with education and training in behavioral health and evidence-based practices such as Harm Reduction, Trauma Informed Care, and Racial Justice Training will be provided for current staff in these practices.	Supportive housing providers, HSC Service providers	N/A	ONGOING
1.2.4 Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers	Hospitals, Clinics, Treatment facilities, Dane County Human Services, Madison Area Urban Ministry, MACH OneHealth, Mainstream Providers, Grassroots organizations, Faith-based organizations	N/A	ONGOING
1.2.5 Encourage all housing programs and service providers to move toward a harm reduction model and evaluate other policies that ban persons from services or housing.	Funders Committee Written Standards	N/A	ONGOING

Objective 1.3: Identify Barriers and Improve Connections to Affordable Housing, Jobs, and Other Benefits and Resources

Structural causes of homelessness in Dane County include a lack of affordable housing, access to family-supporting jobs, quality childcare, transportation, and access to additional benefits such as healthcare or education. Homelessness can be prevented by reaching and connecting persons and families at risk to available affordable housing and jobs. HSC already works to keep an updated list of affordable rental units in Dane County. This should be continued, but barriers to this and other services need to be identified (1.3.1). It is necessary to include the voices of diverse persons with lived experiences of homelessness (1.3.1) in the work to identify barriers to affordable housing, jobs, and other benefits. The recommendations can be used by HSC during the Annual Plan Analysis (APA) to adopt specific strategies and set future benchmarks for this objective.

Funding should be increased for employment training (1.3.2) and improved access to transportation (1.3.6). Barriers to these resources need to be identified in order to increase access. Access to quality childcare and transportation is another recognized need for families at risk of becoming homeless. These connections to jobs, job training, and other benefits should also be made available to individuals and families in emergency, transitional, and permanent supportive housing, as well as formerly homeless individuals and families to prevent a return to homelessness. Increased access to jobs is not the only source of income that should be explored for the housing insecure and those experiencing homelessness. Barriers to other sources of income such as public benefits (e.g. SSI, W2, SSDI, etc.) should be identified and access increased for those who are entitled to them (1.3.3).

Providing regular relevant educational opportunities to staff is important. If staff is required to attend trainings and implement what is learned, then access to services may improve. Training should be provided to staff working at agencies administering public benefits programs on how to advance racial equity and dismantle institutional and systemic racism (1.3.3). In addition, shelter and housing providers must be trained on HUD regulations regarding gender identity protections and compliance (1.3.4).

Access to services is limited when a person has limited English proficiency (LEP). In order to improve services to people with LEP, providers must develop language access strategies that comply with federal requirements (1.3.5).

In order to end homelessness, affordable housing must be accessible to those who need it most (1.3.7). The HSC should work to develop strategies to approach affordable housing providers about removing barriers to accessing housing. Current barriers to accessing affordable housing include: income and credit requirements, eviction history, and criminal records.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.3.1 Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to finding affordable housing and jobs and recommend ways to improve access to these resources	Community Plan Oversight Committee, Continuum of Care Coordinator	June 2018 – Affordable Housing, Jobs & Benefits Access Focus Group/Survey	2018
1.3.2 Increase funding and access to employment and training programs. Employment obtained should be able to provide a housing wage and be family supporting.	Mainstream Resources Committee	N/A	ONGOING
1.3.3 Identify barriers and increase access to public benefits (SSI, W2, SSDI, VBA Benefits, Food Share, Medical Assistance programs etc.). Provide additional training and evaluation for providers and employees working at agencies administering public benefits programs to advance racial equity and dismantle institutional and systemic racism	Mainstream Resources Committee	N/A	ONGOING
1.3.4 Provide training regarding HUD Regulations on gender identity protections and review compliance.	Peer Review, Committee, Education and Outreach, Funders Committee	September 2017	2017
1.3.5 Develop language access strategies so that all agencies provide services to limited English proficiency (LEP) speakers and comply with requirements of Title VI of the Civil Rights Act of 1964.	Peer Review, Funders Committee, Coordinated Entry, Civil Rights Offices	Gather data on existing language access plans (2017); Develop recommendations, assistance, and written standards to enhance language access for homeless services providers (2017-2018)	2017-2018
1.3.6 Increase access to transportation options for homeless persons, including, but not limited to Madison Metro.	Legislative Issues Committee	Develop budget amendment for 2019 budget	2018

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.3.7 Develop strategies to approach affordable housing providers to remove barriers to getting into their housing related to: a. Inability to meet a minimum income requirement b. Lack of housing history c. Credit score d. Information on credit report that is disputed, in repayment, or unrelated to a past housing or utility (gas, electricity and water only) obligation e. Inability to meet financial obligations other than housing and utilities necessary for housing quality (gas, electric, water) f. Owing money to a prior landlord or negative rent payment history if the tenant's housing and utility costs were more than 50% of their monthly income. g. Owing money to a prior landlord or negative rent or utility payment history if applicant does one of the following: (1) establishes a regular record of repayment of the obligation; (2) signs up for the automatic payment of rent to PHA; or (3) obtains a representative payee. h. Wisconsin Circuit Court Access (aka CCAP) records; i. Criminal activity, except criminal activity resulting <i>in a criminal conviction for violent criminal activity or criminal activity that would threaten the health, safety or right to peaceful enjoyment of others within the last two years</i> and if the program or project is federally assisted, criminal activity <i>for which federal law currently requires denial</i>, (e.g. manufacture of methamphetamine, lifetime sex offender registry requirement.) j. Membership in a class protected by Madison's equal opportunity ordinance.	Legislative Committee, Funders Committee, Written Standards Committee	Present current proposals to CDA, DCHA and CDBGs	Fall 2017

Objective 1.4: Prevent Persons Being Discharged into Homelessness from Institutions

The transition from institutions such as hospitals, jail, and foster care occur at vulnerable times in the lives of persons at risk of homelessness. There is a responsibility and need for increased coordination between state agencies and local community organizations to prevent homelessness for persons being discharged from incarceration, youth exiting the foster care system, and persons being released from medical or psychiatric care. This coordination should be seamless and include access to programs available for education, job training, and mentoring. Dane County Department of Human Services will ensure that there is a confirmed plan for safe and stable housing for all youth exiting foster care (1.4.2). Additionally, confirmed procedures should be in place to ensure the discharge of all persons from incarceration and medical care into safe and stable housing (1.4.1/1.4.3). Where these procedures already exist, they should be reviewed, updated and followed by the appropriate state agencies. Where they do not exist, they should be developed and implemented. These “release plans” should include plans for job training or placement, education, housing and other determined support services.

State institutions should start conversations or form partnerships with service organizations about the needs of persons leaving foster care, medical care or incarceration. No person should be discharged from a public or private institution in Dane County into homelessness. Madison Area Urban Ministry’s (MUM) Journey Home and other best practices should be brought to scale and funded. In addition, planning for a facility (Healing House) can assist in the transition from hospitals to stable housing. More work still needs to be done in helping persons with criminal records access affordable housing. These and other efforts will address the challenges of preventing homelessness caused by institutional discharge.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.4.1 Work with jails to develop procedures for discharging homeless individuals and ensure that they are implemented. Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing	Wisconsin Department of Corrections, Dane County Sheriff's Office, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness, Shelter Providers Committee, Madison Police Department	December 2017 – Ensure procedures in place for incarceration discharge	ONGOING
1.4.2 Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing	Dane County Department of Human Services, Wisconsin Interagency Council to End Homelessness, Shelter Provider Group, Briarpatch	December 2017 – Procedures in place for every youth	ONGOING
1.4.3 Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing	Hospitals, Clinics, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness, Shelter Provider Group, Dane County Human Services	June 2018- Procedures in place for every hospitalization discharge	ONGOING

Objective 1.5: Implement and Track Diversion

Diversion is an emerging best practice that prevents an individual's or family's entry into emergency shelter by finding alternative, immediate and temporary or permanent housing. Although a number of agencies in Dane County are doing this type of work, there is not an agreed upon set of practices that constitute diversion. The implementation of skilled diversion assistance is increasingly showing success in keeping people out of the homeless system and the trauma associated with homelessness, and it is a low-to-no cost intervention. The community of Dane County believes that a coordinated effort and focus on this intervention could significantly reduce the number of people that enter shelter and the homeless system. The opportunity to deliver and/or invest in diversion strategies can engage all mainstream, grassroots, and faith-based provider organizations. HSC will identify resources for training for all organizations that are doing or want to do diversion (1.5.1). There are some concerns with diversion that could be addressed by developing a consensus definition of "diversion" for Dane County (1.5.1). Some diversion strategies may keep persons out of shelters, but may not be safe housing, it may jeopardize the leases of families they are living with, or it may disconnect individuals and families from needed services including access to affordable or supportive housing. The consensus definition of diversion (1.5.1) will determine best practices to be used by case managers using diversion in Dane County.

Data on the implementation and success of diversion needs to be collected. All agencies trained for diversion will track served households in HMIS (1.5.2) and follow-up with these households to connect them to additional services (tenant, mental health, substance abuse, jobs, etc.) as needed. Diversion is a strategy that bridges prevention and support because it addresses the moment of housing crisis for households. It is the goal of Dane County to divert 35% of households (1.5.3) seeking emergency housing assistance by 2021 in line with national standards. Also in line with these standards, less than 7% of households receiving diversion resources will experience homelessness over the course of two years (1.5.4).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.5.1 Develop a consensus definition of “diversion” and identify resources to pay for training for all organizations that are doing or want to do diversion	Written Standards Committee	June 2017 – Establish consensus definition of “diversion”	2017
	United Way, City of Madison, Dane County, Funders Committee	July 2018 – 25% of case managers will receive diversion Training July 2019 – 50% of case managers will receive diversion training July 2020 – 75% of case managers will receive diversion training	2020
1.5.2 All Agencies receiving training for diversion will track success of diverted households served in HMIS	Data Committee, Agencies using diversion	July 2017 – All publicly funded Continuum of Care agencies January 2019 –All agencies that receive diversion funding	2019
1.5.3 Divert 35% of households that contact any organization that helps people experiencing homelessness into safe and legal living conditions	Data Committee, Agencies using diversion	2018 – 10% Diversion 2019 – 15% Diversion 2020 – 25% Diversion 2021 – 35% Diversion	2021
1.5.4 Ensure that no more than 7% of households served with diversion resources will experience homelessness again over the course of two years	Data Committee, Agencies using diversion	- 85% Diverted Households remain stably housed - 93% Diverted Households remain stably housed	2020

Objective 1.6: Prevent Homelessness Among Unaccompanied Youth

This plan prioritizes preventing and ending homelessness among unaccompanied youth. Unaccompanied youth are young people (17 and under) who experience homelessness while not in the physical custody of a parent or guardian. These young people left or were forced to leave a home or stable housing due to abuse, neglect, or family conflict. In addition to the traumas associated with homelessness, these youths are also without legal rights (e.g. medical care, housing, financial, etc.), safe places to stay, and face additional risks of sex trafficking. While there is still much to learn about unaccompanied youth in Dane County, there are steps that HSC, youth and young adult organizations, and schools can take to prevent homelessness among these youths. First, youth and young adult organizations and Dane County school districts will form a working group (1.6.1) to explore the causes of youth homelessness and prevention strategies and make actionable recommendations to HSC (1.6.1) and funders by the end of 2018. These efforts should also involve youth forums and the voices of youth or former youth with lived experiences of homelessness. These strategies may include reunification, conflict management/resolution, trauma-informed care, family counseling, mental health counseling, and substance abuse counseling. Schools and youth and young adult organizations such as Briarpatch are best positioned to explore these options to prevent youth homelessness and make actionable recommendations to HSC and funders. The recommendations will be used by HSC to adopt specific strategies, set future benchmarks and strategies, and secure funding during the Annual Plan Analysis (APA).

In addition, Dane County school districts and YYA organizations will continue to collaborate formally to identify barriers and improve access to services (1.6.3) for youth at risk of homelessness. These efforts should include more relationships and connections to area mentoring programs (1.6.3) such as Project Respect, Mentoring Positives, Inc., the Boys & Girls Club of Dane County, Madison Area Urban Ministry, and the University of Wisconsin-Madison. In addition, all organizations that serve or encounter unaccompanied youth should evaluate their programs to determine if they are youth-friendly (1.6.2). This evaluation requires the voices and participation of homeless and formerly homeless youth and when possible should include external voices, such as the Peer & Performance Review Committee. These services and resources should be made available to youth in emergency, transitional, and permanent supportive housing, as well as formerly homeless youth to prevent a return to homelessness.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.6.1 Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC	Youth and young adult organizations, Dane County school districts, Dane County Department of Human Services, Madison School & Community Recreation, Mainstream Resources Committee	December 2018– Unaccompanied Youth Prevention Recommendations to HSC	2018
1.6.2 Youth and young adult organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness	Youth and young adult organizations, Dane County Department of Human Services, Performance Review Committee, Written Standards	Training and Evaluation Tools Established	2018
1.6.3 Youth and young adult organizations and Dane County school districts will partner to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships	Youth and young adult organizations, Dane County school districts, McKinney-Vento district liaisons, Dane County Department of Human Services, Mainstream Resource Committee	Meeting to be held, at least, annually	ONGOING
1.6.4 Develop temporary housing options for unaccompanied youth.	Wisconsin Department of Children and Families, Dane County Department of Human Services, Funders Committee	Homeless unaccompanied youth will have access to temporary housing.	30% by 2018 60% by 2019 100% by 2020
1.6.5 Advocate and support legislation that allows unaccompanied youth ages 16 and 17 to authorize medical and dental care/treatment for themselves, to sign lease agreements and to be employed without a work permit AND support access to legal services to support unaccompanied youth.	Wisconsin Legislature, Wisconsin Department of Children and Families, Legislative Issues Committee, Youth and Young Adult Organizations	Legislation is passed.	ONGOING
1.6.6 Develop housing options for unaccompanied homeless youth who are parenting.	Wisconsin Department of Children and Families, Dane County Department of Human Services, Funders Committee	Unaccompanied homeless parenting youth will have access to housing options.	30% by 2018 60% by 2019 100% by 2020
1.6.7 Provide support services to youth aging out of foster care to facilitate transition to education, employment and housing opportunities.	Dane County Department of Human Services, Funders Committee, Mainstream Resources Committee	Youth aging out of foster care will have support services.	30% by 2018 60% by 2019 100% by 2020

There are additional objectives and strategies to address youth homelessness in Goals 2 & 4--particularly addressing outreach, emergency and transitional shelter, community education, and local/state advocacy.

Goal 2: Support Persons and Families Experiencing Homelessness

Some persons and families will still continue to experience homelessness in Dane County despite the best prevention and Housing First efforts of the community. These persons and families will be supported in their transition back to safe and secure housing. Key to this goal and the plan is improved collaboration among service and housing providers in Dane County. This collaboration will use an up-to-date Services and Resources Map of Dane County providers in order to establish partnerships, align efforts, and share best practices related to harm reduction, trauma-informed care, and racial equity. The new day resource center will be an important part of the improving access to services and supporting those experiencing homelessness. Improved coordination among street outreach teams and reducing or standardizing screening criteria for housing and services are other parts of improving access to services. The creation of housing stabilization teams to quickly support persons and families who enter shelters will reduce the length of shelter stay. These strategies along with a standardized use of a coordinated entry list will increase rates of placement annually from shelter to permanent housing.

This community plan includes the following specific objectives towards the goal of supporting persons and families experiencing homelessness with a clear pathway to permanent housing:

- Objective 1: Improve collaboration among service and housing providers**
- Objective 2: Improve outreach and access to supportive housing**
- Objective 3: Increase rates of placement from shelter to permanent housing**
- Objective 4: Provide supportive services that address individual underlying factors of homelessness and housing instability**

Objective 2.1: Improve collaboration Among Service and Housing Providers

Faith-based and grassroots organizations make financial and material contributions to support persons experiencing homelessness such as providing meals, sleeping bags and warm clothing, and rental assistance. Improved collaboration and more community partnerships can help increase awareness of need and available resources. Effective collaboration facilitates the flow of information and relationships that strengthen our response to homelessness. Critical to improving collaboration is mapping the current services and resources (2.1.1) provided by faith-based and grassroots organizations in Dane County. This map will serve four important roles: 1) Identify gaps and needs for persons and families experiencing homelessness in Dane County; 2) Distinguish between efforts that are related to housing stability and those addressing daily and nightly survival needs (2.1.2); 3) Facilitate strategic partnerships and align efforts to better address these needs (2.1.2); 4) Promote relationships between mainstream providers and faith-based/grassroots organizations to provide housing stability services (2.1.3) such as integrated diversion services, coordinated intake, landlord engagement, move-in kits, job training, or tenant services. To further align efforts, grassroots organizations will use VI-SPDAT as a common tool (2.1.3) to evaluate individuals and families for a priority list for housing and other services based on need. The services and resources map (2.1.1) is also part of annual gaps and needs analysis required by the Department of Housing and Urban Development and in HSC by-laws.

It is important that the community has accurate data to illustrate the work being done to end homelessness. Service providers use HMIS to collect data. There are some providers that do not use the HMIS system. It is important to have strategies in place to collect accurate data from these entities (2.1.5).

Finally, community-wide trainings in best practices such as Harm Reduction, Trauma Informed Care, and Racial Justice (2.1.4) will build capacity for Dane County organizations and improve collaboration among agencies in the provision of services and housing. These trainings should be open to all HSC member organizations, other community organizations, local and state policymakers, law enforcement, and landlords who have committed to working with individuals and families who are experiencing homelessness (see Goal 3, Objective 3).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.1.1 Map the current services and resources provided by mainstream providers, faith-based and grassroots organizations	Community Plan Oversight Committee, Coordinated Entry Committee, Continuum of Care Coordinator	September 2017 – Dane County Services & Resources Map	2017
2.1.2 Mainstream providers, faith-based, and grassroots organizations will meet at least Twice per year in February and September (before cold weather and when days run out in the shelter) to share best practices and/or establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs	Coordinated Entry Committee, Continuum of Care Coordinator, Shelter Providers Committee, Mainstream providers, Grassroots organizations, Faith-based organizations	Meetings occur in February and September	ONGOING
2.1.3 Mainstream providers will engage with faith-based and grassroots organizations to establish partnerships around common efforts focused on coordinated entry and housing stability	Coordinated Entry Committee, Mainstream Providers, Grassroots organizations, Faith-based organizations	December 2018 – All HSC Members will use VI-SPDAT	ONGOING
2.1.4 Provide funding for capacity training opportunities in best practices including Harm Reduction, Trauma Informed Care, and Racial Justice	Funders Committee	Fund two trainings each year.	ONGOING
2.1.5 Develop strategies to collect data from non-HMIS users	Coordinated Entry Committee	Non-HMIS users use system for data collection.	ONGOING

Objective 2.2: Improve Outreach and Access to Supportive Housing

Outreach to persons and families experiencing homelessness is necessary to connect them to emergency shelter or permanent housing. Dane County currently relies on a publicized hotline and several outreach teams from a few agencies, but more can be done to reach the “hidden” homeless. In addition to street outreach, outreach efforts should include individuals and families that are self-paying in motels, couch surfing or living doubled-up. As an important first step, the Written Standards should be updated to specifically lay out best practices in this area (2.2.1). Technology can also benefit outreach efforts. For example, the creation of smartphone apps for those seeking assistance or even specifically for unaccompanied youth can be an innovative approach to improve access to supportive housing. Homelessness among unaccompanied youth and young adults is a growing concern in Dane County and greater effort at coordinated action to count and collect information about these youth and young adults is the first step. These efforts can be combined with street outreach services (2.2.4) to improve awareness of support services for youth and young adults not in the shelter system. Coordinated street outreach teams for all persons should include those with lived experiences of homelessness and members with mental health training (2.2.4).

The creation of a public and centrally located day resource center (2.2.2) is intended to improve access to support services and housing. The center will include resources such as showers, laundry, and storage and access to supportive services in Madison and Dane County, as well as serve as a cooling center in the summer and warming center in the winter.

It is important for all Dane County providers—both services and housing—to review and reduce their screening criteria (2.2.3) to reduce barriers for persons and families experiencing homelessness and increase their access to needed services and housing. These reviews should explicitly include a racial equity impact assessment to eliminate racial bias in program or housing criteria. All HSC member organizations should move towards using the VI-SPDAT as a common screening tool for services and housing (2.2.3). This will work to standardize access to housing among all providers and increase use of the priority list.

Housing First decreases the need for emergency and transitional housing. However, transitional housing is still appropriate for young adults, ages 18-24, experiencing homelessness as they may need a period of time in housing to learn the skills needed to maintain a household and be successful in permanent housing. The City of Madison and Dane County should commit to increase the number of designated beds in transitional housing for young adults—both singles and families (2.2.5).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.2.1 Revise the Outreach section and incorporate recommended changes in the Written Standards	Written Standards Committee	June 2017 – Outreach Section revised in the Written Standards	2017
2.2.2 Create a Day Resource Center to provide an accessible public resource for persons and families experiencing homelessness.	Dane County, City of Madison, Funders Committee	December 2016 – Secure location and service provider for Day Resource Center	December 2017
2.2.3 All HSC-funded providers will review, reduce, and standardize their screening criteria consistent with the Written Standards to increase access and reduce barriers to housing and services and will utilize Racial Equity Impact assessments in that process.	All Service and Housing Providers, Performance & Peer Review Committee	December 2018 – All HSC members will use VI-SPDAT	December 2018
2.2.4 Create and coordinate street outreach teams to improve awareness and access to supportive housing services for youth and young adults in Dane County	Funders Committee, Briarpatch, Veterans Affairs Hospital, Porchlight, City of Madison, Dane County	Street outreach teams regularly meet and discuss needs of youth and young adults.	ONGOING
2.2.5 Increase local funding for outreach services and transitional housing beds for young adults, ages 18-24	City of Madison Dane County, Funders Committees, Youth and young adult organizations	December 2018 – 24 Beds	ONGOING
2.2.6 All shelter and outreach providers shall complete VI-SPDATs	Funders Committee	All shelter and outreach providers will complete VI-SPDATs.	ONGOING

Objective 2.3: Increase Rates of Placement from Shelter to Permanent Housing

Emergency shelters exist only for times of crisis in the lives of individuals and families experiencing homelessness. Stays in shelters should be short, infrequent, rare, and non-recurring. A Housing First policy adopted by both the City of Madison and Dane County (see Goal 3) seeks to either keep persons and families out of shelters or move them very quickly into permanent housing with the option of support services. A coordinated entry list was developed by HSC and member organizations to prioritize the placement of individuals and families based on greatest need. It is important that all HSC-funded organizations use and prioritize this list in their housing placements (2.3.1). It's also important to recognize that this list relies on the HUD definition of homelessness rather than the McKinney-Vento definition. This may result in some families with children who are living doubled-up or self-paying in motels not being seen as a higher priority. Future changes to the coordinated entry list may help reconcile these sometimes competing definitions and their application in housing placement.

Increasing the availability of affordable housing and permanent supportive housing (see Goal 3) is critical for the success of families and individuals. Many persons and families may also benefit from support services as they exit homelessness. In most cases, under the existing system, case managers and housing navigators and/or locators are housed with one agency and work with persons and families being served by that agency. A promising model exists in which housing stabilization teams (2.3.2) made up of a primary case manager, a housing navigator and/or locator, and other needed service providers that can immediately partner with persons and families when they enter shelter to help them move into permanent housing. It is the goal of this plan to increase rates of placement from shelter to permanent housing by ten percent each year (2.3.3). Data from the Dane County Homeless System “Exits” Map (see Goal 4, Objective 1.3) will be used to measure success of this objective and strategies.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.3.1 Incorporate required use of the community priority list in local funding contracts	Coordinated Entry Committee, Funders Committee, Written Standards	December 2017 – 100% prioritization of HSC and partner-funded housing for people coming off the coordinated entry list in order of greatest need	2017
2.3.2 Align funding and organize service teams to provide housing stabilization services for people as soon as they move into shelter to help them move back into permanent housing	Funders Committee, Mainstream Providers	Develop structure for how service teams will look and function.	2019
2.3.3 Increase rates of placement from shelter to permanent housing by 10% each year	All HSC Shelter, Transitional, and Permanent Supportive Housing Providers, Performance Review	September 2017 – Updated Data on Exits (<i>see Goal 4, Objective 1.2</i>)	2020

Objective 2.4: Provide Supportive Services that address Individual Underlying Factors of Homelessness and Housing Instability

Providing individualized services is key to stabilizing households in housing. The first six months households are re-housed can be the most unstable. It is necessary that households are wrapped with the services they need and identify to stabilize their housing situation. This will start with mental health staff providing training to or partnering with housing case managers (2.4.1). Hiring staff with lived experience of homelessness will be beneficial to the households served (2.4.2). It can be affirming to talk with someone who has had very similar experiences. When hiring, providers need to consider if applicants have education and training in evidence based practices that will help support people in housing (2.4.3). For households who are looking to continue their education or find employment, connections must be made to support them in starting and completing their goals (2.4.4).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.4.1 Funders and mainstream providers will engage mental health agencies to partner in service delivery and/or training to support housing case managers.	Funders Committee, Mainstream Providers	Meet with mental health agencies to explore areas for partnership and training needs.	ONGOING
2.4.2 HSC Member organizations will hire persons with lived experiences of homelessness as a peer support.	ALL HSC member organizations	N/A	ONGOING
2.4.3 Supportive housing providers will hire people with education and training in behavioral health and evidence-based practices such as trauma-informed care to serve people with the greatest needs	Supportive Housing Providers	N/A	ONGOING
2.4.4 Mainstream and supportive housing providers will connect homeless adults and young adults with mentoring relationships, jobs, job training, and continuing education opportunities.	Mainstream Providers, Supportive Housing Providers, YYA organizations, Veteran's Hospital	N/A	ONGOING

Goal 3: End Homelessness in Dane County

This plan reflects the adoption of a Housing First approach to ending homelessness by the City of Madison, Dane County, and United Way. The surest way to end homelessness is to provide access to permanent housing to all in need. Housing First also provides voluntary access to support services to decrease the chances of a return to homelessness. Although the steps to prevent homelessness and support persons experiencing homelessness are important in ending homelessness, they will not end homelessness without an increase in the supply of affordable housing. HSC will align and prioritize funding packages for new permanent supportive housing for individuals and families. Private landlords will also be engaged in order to increase access to existing housing units for persons and families at risk of or experiencing homelessness. Cooperating landlords will be supported with a 24-7 case management hotline and mitigation fund. Special attention will be paid to the federal initiatives to end veteran homelessness (2016), chronic homelessness (2018), and family homelessness (2020). Although these subpopulations are addressed throughout the plan, certified by-name lists and specific coordinators will be responsible for tracking the success of these initiatives in Dane County. This community plan includes the following specific objectives towards the goal of ending homelessness in Madison and Dane County by increasing the supply of affordable housing:

- Objective 1: Support funding for rapid rehousing**
- Objective 2: Align and prioritize capital, operating, and service funding packages for the development of new permanent supportive housing**
- Objective 3: Engage private landlords to access additional units of existing housing**
- Objective 4: End veteran homelessness**
- Objective 5: End chronic homelessness**
- Objective 6: End family homelessness**
- Objective 7: End homelessness among young adults**
- Objective 8: Increase housing stock in Dane County to meet the needs identified in the Housing Needs Assessment.**

Objective 3.1: Support Funding for Rapid Rehousing

Rapid Rehousing is a key part of ending homelessness in Dane County. This model works to move families or individuals experiencing homelessness into permanent housing as quickly as possible, usually with housing location, rental assistance, and supportive services. In the first year of this plan, current funding structures for rapid re-housing can be realigned in order to provide more flexibility and support more individuals (3.1.1) and families (3.1.2) with existing funding. This realignment will allow us to serve 50 more single adults (3.1.1), 50 more families (3.1.2), and 20 more young adults and families (3.1.3). The focus on increasing the number of rapid re-housing allotments for families (3.1.2) is part of the federal initiative to end homelessness of families with children by 2020 (See Goal 3, Objective 6). The Annual Plan Analysis by HSC (see Goal 4, Objective 2.1) will determine future benchmark of rapid re-housing allotments needed for this objective.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.1.1 Increase or fund new allotments of rapid rehousing assistance for single adults	Porchlight, Salvation Army, Community Action Coalition, Tenant Resource Center	December 2017 – 50 new allotments	ONGOING
3.1.2 Increase or fund new allotments of rapid rehousing assistance for families	Funders Committee, United Way, Veterans Affairs, YWCA, Salvation Army, The Road Home Dane County	December 2017 – 50 new allotments	ONGOING
3.1.3 Increase or fund new allotments of rapid rehousing assistance for young adults, 18-24	Single Adults (Porchlight, Salvation Army), Young Families (United Way)	December 2017 – 20 new allotments	ONGOING

Objective 3.2: Align and Prioritize Capital, Operating, and Service Funding Packages for the Development of New Permanent Supportive Housing

A successful Housing First policy requires an availability of affordable housing and permanent supportive housing in Dane County that cannot be met by realigning Rapid Rehousing funding structures (see Goal 3, Objective 1) and increasing access to existing housing (see Goal 3, Objective 3). City and county housing authorities will continue to support the development and funding of new permanent supportive housing through comprehensive planning and effective zoning changes, affordable housing funds, the Community Development Block Grant (CDBG), tax credits, vouchers, and tax increment financing (TIF). These tools will be used to fund and build new units of housing for single adults (3.2.1) such as the Rethke Terrace Apartments that opened in 2016. This housing development addressed both veteran and chronic homelessness. All of the new units of permanent supportive housing for are targeted for individuals and families with long periods of homelessness and who have a disability. Some future units should be targeted to Veterans. Additional new units should be funded and developed specifically for families (3.2.2) and young adults (3.2.3).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.2.1 Fund 160 new units of permanent supportive housing for single adults. Funders will follow best practices for client to staff services according to written standards for case management.	Funders Committee, Community Development Authority, Dane County Housing Authority	2017 - 20 units 2018 – 50 units 2019 – 80 units 2020 – 120 units 2021 – 160 units	2021
3.2.2 Fund 40 new units of permanent supportive housing for families. Funders will follow best practices for client to staff services according to written standards for case management.	Funders Committee, Community Development Authority, Dane County Housing Authority	2017 - 5 units 2018– 10 units 2019 – 20 units 2020 – 30 units 2021 – 40 units	2021
3.2.3 Fund 20 new units of permanent supportive housing for young adults, 18-24. Funders will follow best practices for client to staff services according to written standards for case management.	Funders Committee, Community Development Authority, Dane County Housing Authority	5 new units each year	2021

Objective 3.3: Engage Private Landlords to Access Additional Units of Existing Housing

Engaging private landlords is a crucial step in increasing access to available housing in the private market. This objective also works with the Housing First and Rapid Rehousing models. It is not enough to rely on the development of new housing. Madison and Dane County is a difficult rental market with historically low vacancy rates and a legal climate that favors landlords over tenants. This plan includes efforts to advocate changes in state landlord-tenant laws (see Goal 4, Objective 3.4), but it is equally important to work with landlords to find housing for persons and families experiencing homelessness. One inducement and support for private landlords who commit to working with formerly homeless person and families is a 24-hour case management hotline (3.3.1). This hotline can be a support to assuage some fears of renting to formerly homeless persons and families and as a tool to reduce evictions. Another inducement and support is to identify and increase funds for a Landlord Mitigation Fund (3.3.2) to guarantee rent payments, cover damages, filing fees, or court costs. With these tools, housing locators and navigators can conduct further county-wide outreach efforts (3.3.3) to landlords to establish commitments for additional units of existing housing. Future efforts can also be made to work with the Apartment Association of South Central Wisconsin (AASCW) to engage more landlords and access more units of existing housing.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.3.1 Establish a 24-hour/7 days a week case management hotline to support landlords who agree to work with formerly homeless individuals and families	Funders Committee, Shelter Provider's Committee	January 2018 – 24/7 Landlord Case Management Hotline	2018
3.3.2 Consider the creation of a Landlord Mitigation Fund	Funders Committee, Housing Locators	December 2017 – Establish Landlord Mitigation Fund	2017
3.3.3 Conduct a landlord-outreach campaign to establish commitments for additional units of existing housing in the private market for people experiencing homelessness	Housing Locators, Housing Navigators	2016 - 60 units 2017 - 125 units 2018 - 185 units	2019
3.3.4 Organize housing locators to engage and support landlord who participate in ending homelessness	Housing Locators, Housing Navigators	N/A	ONGOING

The City of Madison and Dane County have joined several federal initiatives to end homelessness among targeted populations. These federal initiatives come with increased funding and increased requirements for HSC in Dane County to focus on specific subpopulations of persons experiencing homelessness including: veterans (3.4), chronic homelessness (3.5), families with children (3.6), and youth homelessness (3.7). These initiatives aim to reach a functional zero—or establishment of an efficient community system that ends chronic homelessness and ensures that homelessness for veterans, families with children, and youth is a short, rare, and non-recurring experience. The adoption of a Housing First approach, diversion (see Goal 1, Objective 5), and other strategies in this plan all work towards achieving this objective. There are also specific strategies for increasing Rapid Rehousing funds (see Goal 3, Objective 1) and new permanent supportive housing (see Goal 3, Objective 2) for families. Youth homelessness is addressed through community education and prevention efforts (see Goal 1, Objective 6), coordinated street outreach (see Goal 2, Objective 2), and increased advocacy (see Goal 4, Objective 3).

Objective 3.4: End Veteran Homelessness

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.4.1 Establish a quality by-name list of veterans who need housing	City of Madison, Dane County, Veterans Affairs Hospital, Coordinated Entry Committee	December 2017 – Functional zero in veteran homelessness	2017
3.4.2 Reach and maintain functional zero in veteran homelessness	City of Madison, Dane County, Coordinated Entry Committee	December 2017 – Functional zero in veteran homelessness	2017
3.4.3 Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher.	Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators	1. Recruit congregations or groups to support rental assistance and community support to households leaving homelessness. 2. Recruit landlords to work with people who don't meet income requirements. 3. 10 units in 2017 and increase by 10 units each year	ONGOING
3.4.4 Develop strategies to house people who are on the sex offender registry.	Department of Corrections, Housing Locators, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee	Training for Case Managers on 1. requirements for people on the registry 2. what housing options currently exist 3. where does advocacy need to happen	March 2018
3.4.5 Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up.	Housing Locators, Community Development Authority, Dane County Housing Authority, William S. Middleton Memorial Veterans Affairs Hospital, Coordinated Entry Committee, Inreach/Outreach, Legislative Issues Committee	1. VASH and Section 8 Staff will know referral process to housing locators for voucher holders experiencing homelessness. 2. Education to HSC membership on voucher timeline, process for extensions, etc. 3. Facilitate voucher extensions for households with barriers.	1. September 2017 2. November 2017 3. April 2018

Objective 3.5: End Chronic Homelessness

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.5.1 Establish a quality by-name list of people who meet the definition of chronic homelessness and need housing.	City of Madison, Dane County, Veterans Affairs Hospital, Coordinated Entry Committee, Shelter Providers	June 2018 – Functional zero in chronic homelessness	2018
3.5.2 Reach and maintain functional zero in chronic homelessness	City of Madison, Dane County, Coordinated Entry Committee	June 2018 – Functional zero in chronic homelessness	2018
3.5.3 Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher.	Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators	1. Recruit congregations or groups to support rental assistance and community support to households leaving homelessness. 2. Recruit landlords to work with people who don't meet income requirements. 3. 10 units in 2017 and increase by 10 units each year	ONGOING
3.5.4 Develop strategies to house people who are on the sex offender registry.	Department of Corrections, Housing Locators, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee	Training for Case Managers on 1. requirements for people on the registry 2. what housing options currently exist 3. where does advocacy need to happen	March 2018

Objective 3.6: End Family Homelessness

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.6.1 Establish a quality by-name list of families who are experiencing homelessness and need housing.	Community Action Coalition, YWCA, The Road Home, The Salvation Army, Coordinated Entry Committee	1. Update length of homelessness and verify disability (if applicable) 2. Train all housing providers on using the list	ONGOING
3.6.2 Reach and maintain functional zero in family homelessness	City of Madison, Dane County, Coordinated Entry Committee	June 2020 – Functional zero in family homelessness	2020
3.6.3 Reduce the length of family homelessness	Community Action Coalition, YWCA, The Road Home, The Salvation Army, Porchlight, CDA, DCHA, United Way, Coordinated Entry Committee	1. All housing agencies in Dane County use priority list to fill vacancies 2. All housing agencies invited to housing placement meetings	2020
3.6.4 Develop strategies to end homelessness for families without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher.	Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators, HSC Member Organizations	1. Recruit congregations or groups to support rental assistance and community support to households leaving homelessness. 2. Recruit landlords to work with people who don't meet income requirements. 3. Develop shelter diversion programming 4. Raise unallocated funds to provide flexible and individualized services to families experiencing homelessness. 5. 10 units in 2017 and increase by 10 units each year	ONGOING
3.6.5 Develop strategies to house families who have a member who is on the sex offender registry.	Department of Corrections, Housing Locators, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee	Training for Case Managers on: 1. requirements for people on the registry 2. what housing options currently exist 3. where does advocacy need to happen Policy and program development to address the gap in housing for families with a member on the registry	March 2018 2020
3.6.6 Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up.	Housing Locators, Community Development Authority, Dane County Housing Authority, Coordinated Entry Committee, Inreach/Outreach, Legislative Issues Committee	1. Section 8 Staff will know referral process to housing locators for voucher holders experiencing homelessness. 2. Education to HSC membership on voucher timeline, process for extensions, etc. 3. Facilitate voucher extensions for households with barriers.	1. September 2017 2. November 2017 3. April 2018
3.6.7 Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8, and other HUD funded housing.	CDA, DCHA, YWCA, Community Action Coalition, The Road Home, The Salvation Army, Funders Committee	1. Obtain funding to hire housing case managers to serve families in subsidized housing. 2. Develop a process through which families in danger of losing their Section 8 vouchers or subsidized housing can obtain access to housing case management services.	2020

Objective 3.7: End Homelessness Among Young Adults

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.7.1 Ensure that youth aging out of foster care and other placements have a realistic and affordable plan for safe/stable housing including support services.	Dane County Department of Human Services, Funders Committee, Department of Corrections-Juvenile Justice	Youth will have a plan for safe/stable housing	30% by 2018 60% by 2019 100% by 2020
3.7.2 Increase supported transitional housing and affordable permanent housing options for 18-24 year olds.	Funders Committee, HUD Assistance Application Committee, Youth and Young Adult Organizations	Young adults have access to safe/stable housing	30% by 2018 60% by 2019 100% by 2020
3.7.3 Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test.	Funders Committee, Dane County Department of Human Services, Madison Metropolitan School District, Madison College, Mainstream Resources Committee	Young adults have access to GED services	30% by 2018 60% by 2019 100% by 2020
3.7.4 Expand job training and employment opportunities for young adults aging out of foster care.	Funders Committee, Dane County Department of Human Services, Mainstream Resources Committee, Madison College, Employment and Training Programs	Young adults aging out of foster care will have access to these opportunities.	30% by 2018 60% by 2019 100% by 2020

Objective 3.8: Increase Housing Stock in Dane County to Meet the Needs Identified in the Housing Needs Assessment

In order to prevent and end homelessness in Dane County we need to implement and execute a plan to meet the existing and projected housing needs of our growing community. These needs have been identified in the Dane County Housing Needs Assessment (Paulsen, 2015).¹ The community needs to create incentives for affordable housing development and affordable housing preservation by pursuing policy changes and increased funding for affordable housing creation.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.8.1 Pursue and implement a housing plan for Dane County to address the housing gap set forth in the Dane County Housing Needs Assessment and substantially increase the number of new affordable housing units available to Dane County residents, particularly those at or below a score of 4 on the VI-SPDAT.	Funders Committee, HSC Board, Legislative Committee	Draft and advocate for funding to support development of housing plan in 2018 budget processes of Dane County and municipalities in Dane County.	Summer-Fall 2017 (Budget advocacy) 2018 (Planning Process)
3.8.2 Pursue legislation to prioritize affordable housing development with surplus property owned by local governments, including tax deeded properties.	Legislative Committee	1. Draft, circulate, and have a supervisor introduce a county ordinance amendment for property disposition preference for affordable housing development. 2. Introduce resolution and/or ordinance amendment to establish process for appropriate tax deeded properties to be transferred to municipalities to make available to developers for affordable housing development.	2017
3.8.3 Maintain and enhance affordable housing funds established by the City of Madison and Dane County.	Funders Committee, HSC Board, Legislative Committee	Increased funding in budget processes for 2018 Capital Budget for City of Madison and Dane County.	2017 and future years
3.8.4 Evaluate and provide input regarding the City of Madison's affordable housing development initiative to create 1000 new affordable housing units and Dane County's affordable housing fund and make recommendations about distribution of units among targeted populations.	City Housing Strategy Committee; HSC Board, Data Committee, Legislative Committee	Gather and review existing data on number of units and compare to stated priorities in Community Plan. (2017) Compile and deliver recommendations. (2018)	2017-2018
3.8.5 Prioritize affordable rental housing with CDBG funds allocated to the City of Madison and Dane County.	Legislative Committee, Funders Committee, City and County CDBG staff and committees	Communicate priority to CDBG Committees and staff (2017)	Next funding cycles

¹ https://www.countyofdane.com/plandev/pdf/Housing_Needs_Assessment_01152015.pdf

Goal 4: Advocate and Collaborate with Local, State, and National Partners

Preventing and ending homelessness in Dane County cannot be achieved by HSC and its member organizations alone. It will take strong advocacy and partnerships with other local, state, and national partners. To be successful, this plan begins with reliable data collection. Through the use of common, validated tools such as HMIS or VI-SPDAT, the HSC will know who is being served and the outcomes of service and housing in Dane County. The Community Plan Oversight Committee will administer and routinely evaluate this community plan. It will conduct an Annual Plan Analysis (APA) to recommend changes to the community plan each year. This allows the plan to be adaptive to changing conditions and new issues that may arise. It will also use this data to report successes to the community and policy-makers. Data that demonstrate results and is reported regularly and widely gives funders and policy makers the information they need to make strategic investments. Communities armed with data on what works can be powerful advocates for change. Public education forums and community conversations on key issues such as unaccompanied youth and elderly homelessness mobilize support for funding and increased services. HSC and its member organizations will continue to partner with state and national partners in order to advocate for more funding and effective solutions to ending homelessness. This will involve attending and participating in local, state, and national conferences. It will also include direct advocacy work with local and state government in areas such as reforming landlord-tenant laws, expanding rights for unaccompanied youth, and decriminalizing homelessness. This community plan includes the following specific objectives toward the goal of advocate and collaborating with local, state, and national, partners:

- Objective 1: Improve Data Collection and Evaluation**
- Objective 2: Increase Local Community and Political Will**
- Objective 3: Establish Partnerships for Advocacy Work**

Objective 4.1: Improve Data Collection and Evaluation

Accurate and up-to-date data about who is experiencing homelessness in Dane County can be used to identify needs, inform funding decisions, develop new programs, reform existing programs, celebrate successes, and advocate to generate more community and political support. As a first step, all HSC service and housing providers will be encouraged to use HMIS and VI-SPDAT (4.1.1) to coordinate and track efforts. These common tools are especially helpful in providing useful data because they can help assure that everyone is getting the same assessment and recommended for appropriate services (tenant resources, mental health, substance abuse, jobs, etc.) and housing. HSC will facilitate providing funds and training for agencies to use HMIS (4.1.1). Many individuals or families with children living doubled-up or self-paying in motels (McKinney-Vento definition) may be missed by HMIS because they do not meet the Housing and Urban Development (HUD) definition of homelessness. The Data Committee will explore and recommend the use of other qualitative tools as part of a quarterly review (4.1.1) of system-wide data. These future recommendations should also include system-wide race equity analyses. The Data Committee will provide training opportunities to educate member organizations on the role that data can play in funding, evaluating, and meeting the goals of this community plan. The Data Committee and the Performance & Peer Review Committee will use HMIS data to create and maintain an annual assessment of “exits” (4.1.2) in Dane County’s homeless support system. This map will identify the housing outcomes for persons and families who are served by emergency shelters, transitional housing, and permanent housing.

One of the most important parts of this plan is the Annual Plan Analysis (APA). Every year, the Community Plan Oversight Committee will evaluate the progress made on this plan using available data from the Data Committee, Performance & Peer Review Committee, and member organizations (4.1.3). The Community Plan Oversight Committee will recommend changes to the plan, including modifying or adding new objectives, strategies or benchmarks as needed. This strategy allows the plan to remain flexible and adaptive to the needs of persons and families experiencing homelessness in Dane County. These changes will be presented annually to the Board of Directors for final approval and made publicly available each year (see Goal 4, Objective 2.8).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.1.1 Review HMIS and other data quarterly to recommend system-wide improvements for data collection	Data Committee	Four (4) data reports annually to HSC Board	ONGOING
4.1.2 Create and maintain an annual assessment of Dane County Homeless System "Exits" Map	Data Committee, Performance & Peer Review Committee, Continuum of Care Coordinator	December 2017 - DCHS Exit Map December 2018 - DCHS Exit Map December 2019 - DCHS Exit Map December 2020 - DCHS Exit Map	ONGOING
4.1.3 Conduct an Annual Plan Analysis (APA) to review outcomes for people experiencing homelessness to make adjustments in the projected need for each objective in this plan and made recommendations for new objectives and strategies	Community Plan Oversight Committee, Data Committee	July 2017 - Annual Plan Analysis July 2018 - Annual Plan Analysis July 2019 - Annual Plan Analysis July 2020 - Annual Plan Analysis	ONGOING
4.1.4 All publicly funded HSC member organizations will use HMIS and VI-SPDAT as common tools	Data Committee HSC member organizations	July 2017-Continuum of Care publicly funded agencies January 2018 Everyone else	2018

Objective 4.2: Increase Local Community and Political Will

In order for the efforts laid out in this plan to be successful, it is important to increase local community and political will. As part of that process, the HSC will revitalize the Community Plan Oversight Committee (4.2.1) to focus on the plan as a whole. One of its most important responsibilities will be to report regularly on plan goals, strategies, and successes to the community and media. Another primary task of the Community Plan Oversight Committee will be to assist in forming an annual common advocacy agenda for HSC (4.2.5) that prioritizes no more than three key items. This agenda will be used to coordinate focused efforts by HSC, its member organizations, and local policymakers on the identified key issues for each year. The Community Plan Oversight Committee will also have other responsibilities as defined in this plan and determined by the HSC Board of Directors.

The City of Madison, Dane County, and United Way have taken steps in recent years towards implementing promising solutions to prevent and end homelessness, including the adoption of Housing First policies. The city included the Affordable Housing Plan as part of the 2015 budget, which partners with the Wisconsin Housing and Economic Development Authority (WHEDA) to get federal tax credits for housing developers. A housing development for homeless single adults and veterans opened in summer 2016 and another housing development for homeless families will open in 2018. Dane County has also adopted Housing First policies and increased funding for affordable housing through its Affordable Housing Development Fund. HSC must build on this momentum to increase support and funding to prevent and end homelessness. This requires active advocacy efforts, and advocacy begins at home. HSC will either reframe the responsibilities of the existing HSC Legislative Committee or create a new Advocacy Team (4.2.2) for work at the local and state level. This advocacy work should focus on the objectives and strategies in this plan and changes made in the Annual Plan Analysis (See Goal 4, Objective 1.3). It should also be informed by policy challenges and changes as they happen. Specific efforts will be made to ensure that the city and county laws and ordinances do not criminalize homelessness. City, county, and state leaders will be invited to all HSC community conversations and community education events (4.2.6) to increase their knowledge and capacity to act on issues of housing, mental health, substance abuse, and jobs. These community events should include persons with lived experiences of homelessness or at risk of homelessness.

There is always a need to inform and engage the community on issues related to homelessness. An informed community is more equipped to take action to address recognized problems. Many community organizations and schools have established educational opportunities, such as the mobility class from MMSD's Transition Education Program (TEP). These opportunities should continue and be expanded when possible. It is especially important for this plan for the community to be aware of the experiences of unaccompanied youth and young adults who are homeless in Dane County. In addition to the risks associated with being homeless, unaccompanied youth and young adults experience greater risk of physical and sexual abuse, including human trafficking. The participation and voices of these unaccompanied youth and young adults is vital in educating the community in a public education forum(s) (4.2.3) organized by HSC and youth providers in Dane County. This forum should be held in 2018 and youth providers can teach the adult system and interested community members more about the developmental stages of young adulthood and encourage community engagement in mentoring, providing respite homes, and ongoing

public awareness. Mainstream, grassroots, and faith-based providers will encourage participation of the greater community, and assist young people with lived experiences of homelessness to develop the forum agenda and participate.

There is also an increasing awareness of elderly persons experiencing homelessness in Dane County. HSC will organize a public education forum by the end of 2017 that includes the specific needs and experiences of elderly homelessness (4.2.4). This forum should include the voices and lived experiences of persons currently experiencing homelessness and elderly persons who experienced homelessness in the past. The Community Plan Oversight Committee can recommend future public education forums as part of the Annual Plan Analysis (APA). Finally, the creation and publicizing of this plan (4.2.8) and its annual updates (see Goal 4, Objective 1.3) is another strategy towards increasing community and political will to prevent and end homelessness.

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.2.1 Revitalize the Community Oversight Plan Committee to report on progress toward plan goals regularly and widely in the community	HSC Board of Directors	December 2016 - Appointments to and re-formation of the Community Plan Oversight Committee	2016
4.2.2 Assign advocacy role to Legislative Committee or encourage members to join Legislative Committee	HSC Board of Directors, Legislative Committee	August 2017 - Creation of new Advocacy Team or advocacy role for the Legislative Committee	2017
4.2.3 Host a public education forum about the specific needs and experiences of young people in Dane County who are experiencing or are at risk of homelessness and predatory behavior	Education Committee, Youth and young adult organizations, Dane County school districts	March 2018 – Public Education Forum on Youth and Youth Adult Homelessness	2018
4.2.4 Host a public education forum about the specific needs and experiences of elderly people in Dane County who are experiencing or are at risk of homelessness	Education Committee	September 2018 – Public Education Forum on Elderly Homelessness	2018
4.2.5 Annually form a common advocacy agenda	Legislative Committee HSC Board of Directors	January 2018 - Advocacy Agenda January 2019 - Advocacy Agenda January 2020 - Advocacy Agenda	ONGOING
4.2.6 Organize community engagement and conversations events for local and state policymakers (including legislators) around issues related to homelessness.	Education Committee, Legislative Committee or HSC Advocacy Team	Two (2) community events annually	ONGOING
4.2.7 Advocate for the evaluation and/or repeal of local laws in order to decriminalize homelessness	Education Committee, Legislative Committee, HSC Board of Directors	January 2018 – Advocacy Agenda	ONGOING
4.2.8 Prepare, annually update, and make public the Dane County Community Plan to Prevent and End Homelessness	HSC Board of Directors, Community Plan Oversight Committee	August 2017 - Publicize Dane County Plan to Prevent and End Homelessness	ONGOING

Objective 4.3: Establish Partnerships for Advocacy Work

The collaborative goals of this plan are not limited to members of the Homeless Services Consortium or organizations within Dane County. It involves efforts to collaborate and advocate with state and national partners including regional organizations, state legislators, the federal government, and national non-profits. These partnerships and experiences can connect HSC members to best practices in other cities and states. It's also an opportunity to share what's working in Dane County. Service and housing providers, HSC funders, and those with lived experiences should be encouraged and funded to attend state and national conferences (4.3.2). It is important to send representatives from Dane County with a variety of roles and perspectives to fully benefit from these networking and educational opportunities. HSC will also develop a process for conference attendees to share what they learn with the HSC community, either at board meetings or public community education meetings.

HSC will work with state and regional coalitions including the Wisconsin Coalition Against Homelessness (WCAH) to align advocacy efforts (4.3.1). HSC should also find ways to collaborate with other city, county, and regional organizations in the mental health, employment, and education fields to increase awareness and access to available resources. Working with city, county, regional, and state partners amplifies the voice of Dane County to advocate for much needed funding increases and solutions to prevent and end homelessness in Dane County and in the state of Wisconsin.

Homelessness among unaccompanied youth and youth adults cannot be addressed by local efforts only. There is a need to work with the Wisconsin State Legislature and Wisconsin Department of Children and Families. HSC should work with state legislators and the WI Department of Children and Families to increase the state's budget allocation to support services for runaway and homeless youth (4.3.3). This collaborative work should also support expanding rights for unaccompanied youth, ages 16-17 (4.3.3). This could take the form of specific rights such as marriage, signing contracts, or authorize medical care for self. The HSC Legislative Committee will also work with city and county lobbyists to advocate for increased funding for tenant, mental health, substance abuse, and job training services. The HSC Legislative Committee will advocate at the state level to change landlord-tenant laws with the goal to provide more tenant protections and access to affordable housing (4.3.4). This advocacy should include repealing rental application restrictions and reforming laws regarding the sheltering and housing of unaccompanied youth (4.3.4).

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.3.1 Work with the Wisconsin Coalition Against Homelessness (WCAH) to do statewide advocacy	HSC Board of Directors	N/A	2017
4.3.2 Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences	Funders Committee, Community Plan Oversight Committee, Education Committee	N/A	ONGOING
4.3.3 Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services	HSC Board of Directors Legislative Committee or HSC Advocacy Team, Youth and young adult organizations, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services	N/A	ONGOING
4.3.4 Advocate and work with state legislators to change landlord-tenant laws to provide for more tenant protections	Legislative Committee or HSC Advocacy Team, City of Madison and Dane County lobbyists	N/A	ONGOING

APPENDIX A: HOMELESS SERVICES CONSORTIUM COMMITTEES

Community Plan Oversight Committee Monitor and report annual results on Action Steps in the Community Plan; responsible for planning five (5) year community process to review goals and objectives to ensure that they continue to reflect current and future activities.

Chair: Torrie Kopp Mueller, 608-266-6254

HUD Homeless Assistance Application Committee

Advise the Board of Directors on annual CoC and ETH application requirements and propose projects for inclusion in federal application for funds. **Chair: Linette Rhodes, 608-261-9240**

Coordinated Entry System Committee

Advise the Board of Directors on issues related to planning, implementing and evaluating the activities of the local coordinated intake and assessment system.

Chair: Torrie Kopp Mueller, 608-266-6254

Data Committee

Advise the Board of Directors on issues related to managing the local homeless management information system (HMIS) and representing local interests at the state and federal level. **Chairs: Melissa Sorenson, 608-250-2227 and Sarah Lim, 608-261-9148**

Inreach and Outreach Committee

Educate and inform the HSC membership and public on local efforts to serve the Dane County homeless population. **Chairs: Jani Koester 608-204-2063, Jeanne Erickson 608-770-2049**

Funders Committee

Provide a forum for public and private funders of housing and services targeted to homeless and at-risk persons to share information and coordinate activities as possible.

Chair: Martha Cranley, 608-246-4353

Legislative Committee

Monitor and respond to proposed federal, state and local legislation and educate members of the HSC on issues affecting the homeless population. **Chair: Vacant**

Mainstream Resources Committee Coordinate efforts of local service providers in accessing mainstream resources for all clients being served by the HSC. **Chair: Vacant**

Nominating & Governance Committee

The Chair of the Nominating Committee will be appointed by the President of the Board of Directors. Recruit a broad spectrum of potential Board of Director candidates, solicit interested persons and review qualifications in order to present a ballot at the Annual Meeting of potential Board members; review bylaws at least annually **Chair: Torrie Kopp Mueller, 608-266-6254**

Performance & Peer Review Committee Conduct peer reviews of programs funded through Continuum of Care and ESG funds to ensure that high quality programs are available to serve homeless and persons at risk of homelessness; committee will advise the Continuum of Care Homeless Assistance Application Committee and the Board of Directors in prioritizing and selecting programs for inclusion in funding applications. **Chair: Sarah Lim, 608-261-9148**

Point-In-Time Committee

Coordinate efforts to implement the semi-annual sheltered and unsheltered counts; advise the Board of Directors on issues related to HUD requirements for the PIT counts. **Chair: Sarah Lim, 608-261-9148**

Shelter Providers Committee

Advise the Board of Directors on issues related to the operation of the emergency shelter system including unmet needs; provide forum for shelter providers to improve coordinated efforts to move homeless persons out of homelessness as soon as possible. **Chair: Kristin Rucinski, 608-294-7998**

Written Standards Committee

Advise the Board of Directors on issues related to updating the current Written Standards for Providing Assistance to Homeless and At-Risk Persons in Dane County. **Chairs: Torrie Kopp-Mueller, 608-257-1436 and Maggie Carden, 608-807-1381**

APPENDIX B: IMPLEMENTATION FRAMEWORK

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
HSC Board of Directors	3.8.1	Pursue and implement a housing plan for Dane County to address the housing gap set forth in the Dane County Housing needs Assessment and substantially increase the number of new affordable housing units available to Dane County residents, particularly those at or below a score of 4 on the VI-SPDAT. <i>Funders Committee, Legislative Committee</i>	2018
	3.8.3	Maintain and enhance affordable housing funds established by the City of Madison and Dane County. <i>Funders Committee, Legislative Committee</i>	ONGOING
	3.8.4	Evaluate and provide input regarding the city of Madison's affordable housing development initiative to create 1000 new affordable housing units and Dane County's affordable housing fund and make recommendations about distribution of units among targeted populations. <i>City Housing Strategy Committee, Data Committee, Legislative Committee</i>	2017-2018
	4.2.1	Revitalize the Community Oversight Plan Committee to report on progress toward plan goals regularly and widely in the community.	DECEMBER 2016
	4.2.2	Assign advocacy role to Legislative Committee or develop a Dane County HSC Advocacy Team <i>Legislative Committee</i>	AUGUST 2017
	4.2.5	Form an annual common advocacy agenda <i>Legislative Committee or HSC Advocacy Team</i>	JANUARY - ANNUAL
	4.2.7	Advocate for the evaluation and/or repeal of local laws in order to decriminalize homelessness <i>Education Committee, Legislative Committee</i>	ONGOING
	4.2.8	Prepare, annually update, and make public the Dane County Community Plan to Prevent and End Homelessness. <i>Community Plan Oversight Committee</i>	JULY - ANNUAL
	4.3.1	Work with the Wisconsin Coalition Against Homelessness to do statewide advocacy (WCAH)	SEPTEMBER 2017
	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services. <i>Legislative Committee OR HSC Advocacy Team, Youth and young adult organizations, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services</i>	ONGOING
HSC Continuum of Care Coordinator	1.1.1	Conduct a focus group/survey of persons with lived experiences of homelessness to identify barriers to tenant services and recommend ways to improve access to these services. <i>Community Plan Oversight Committee, Tenant Resource Center, Legal Action of Wisconsin</i>	DECEMBER 2017
	1.2.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services. <i>Community Plan Oversight Committee, MACH OneHealth</i>	JUNE 2018
	1.3.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to finding affordable housing and jobs and recommend ways to improve access to these resources. <i>Community Plan Oversight Committee</i>	JUNE 2018
	2.1.1	Map the current services and resources provided by faith-based and	SEPT.

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		grassroots organizations <i>Community Plan Oversight Committee, Coordinated Entry Committee</i>	2017
	2.1.2	Mainstream providers, faith-based and grassroots organizations will meet at least annually to share best practices and/or establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs <i>Shelter Providers Committee, mainstream providers, grassroots organizations, faith-based organizations, Coordinated Entry Committee</i>	ONGOING
	4.1.2	Create and maintain an annual assessment of Dane County Homeless System “Exits” Map <i>Performance & Peer Review Committee, Data Committee</i>	DECEMBER-ANNUAL
HSC Community Plan Oversight Committee	1.1.1	Conduct a focus group/survey of persons with lived experiences of homelessness to identify barriers to tenant services and recommend ways to improve access to these services. <i>Continuum of Care Coordinator, Tenant Resource Center, Legal Action of Wisconsin</i>	DECEMBER 2017
	1.2.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services <i>Continuum of Care Coordinator, MACH OneHealth</i>	JUNE 2018
	1.3.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to finding affordable housing and jobs and recommend ways to improve access to these resources. <i>Continuum of Care Coordinator</i>	JUNE 2018
	2.1.1	Map the current services and resources provided by faith-based and grassroots organizations. <i>Continuum of Care Coordinator, Coordinated Entry Committee</i>	SEPT. 2017
	4.1.3	Conduct an Annual Plan Analysis (APA) to review outcomes for people experiencing homelessness to make adjustments in the projected need for each objective in this plan and made recommendations for new objectives and strategies <i>Data Committee</i>	JULY - ANNUAL
	4.2.8	Prepare, annually update, and make public the Dane County Community Plan to Prevent and End Homelessness <i>HSC Board of Directors</i>	ONGOING
	4.3.2	Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences <i>Funders Committee, Education Committee</i>	ONGOING
HSC Continuum of Care Homeless Assistance Application Committee	1.2.2	Hire more mental health and substance abuse case managers and counselors to decrease wait time when clients are ready for service and create case management plans while on waitlist <i>Mental health and AODA providers, Dane County Human Services</i>	ONGOING
	3.7.2	Increase supported transitional housing and affordable permanent housing options for 18-24 year olds. <i>Funders Committee, Youth and Young Adult Organizations</i>	2020
HSC Coordinated Entry Committee	1.3.5	Develop language access strategies so that all agencies provide services to limited English proficiency (LEP) speakers and comply with requirements of Title VI of the Civil Rights Act of 1964. <i>Peer Review Committee, Funders Committee, Civil Rights Offices</i>	2017-2018
	2.1.1	Map the current services and resources provided by faith-based and grassroots organizations <i>Continuum of Care Coordinator, Community Plan Oversight Committee</i>	SEPT. 2017
	2.1.2	Mainstream providers, faith-based and grassroots organizations will meet at least annually to share best practices and/or establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs <i>Shelter Providers Committee, mainstream providers, grassroots organizations, faith-based</i>	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		organizations, Continuum of Care Coordinator	
	2.1.3	Mainstream providers will engage with faith-based and grassroots organizations to establish partnerships around common efforts focused on coordinated entry and housing stability Mainstream providers, Grassroots organizations, Faith-based organizations	ONGOING
	2.1.5	Develop strategies to collect data from non-HMIS users.	ONGOING
	2.3.1	Incorporate prioritization of the coordinated entry list in local funding contracts Funders Committee	DECEMBER 2017
	3.4.1 3.5.1	Establish a quality by-name list of veterans and people who meet the definition of chronic homelessness and need housing City of Madison, Dane County, Veterans Affairs Hospital, Shelter Providers Committee	2017-2018
	3.4.2 3.5.2 3.6.2	Reach and maintain functional zero in veteran, chronic and family homelessness City of Madison, Dane County, United Way	2017-2018 2020
	3.4.4 3.5.4 3.6.4	Develop strategies to house people who are on the sex offender registry Department of Corrections, Housing Locators, Housing Placement Groups, Inreach/Outreach Committee	MARCH 2018 2020
	3.4.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up Housing Locators, CDA, DCHA, Veterans Affairs Hospital, Inreach/Outreach Committee, Legislative Issues Committee	APRIL 2018
	3.6.1	Establish a quality by-name list of families who are experiencing homelessness and need housing Community Action Coalition, YWCA, The Road Home, The Salvation Army	ONGOING
	3.6.3	Reduce the length of family homelessness Community Action Coalition, YWCA, The Road Home, The Salvation Army, Porchlight, CDA, DCHA, United Way	2020
HSC Data Committee	1.5.2	All Agencies receiving training for diversion will track success of diverted households served in HMIS Agencies using diversion	2019
	1.5.3	Divert 35% of households that contact any organization that helps people experiencing homelessness into safe and legal living conditions Agencies using diversion	2021
	1.5.4	Ensure that no more than 7% of households served with diversion resources do not experience homelessness again over the course of two years Agencies using diversion	2020
	3.8.4	Evaluate and provide input regarding the City of Madison's affordable housing development initiative to create 1000 new affordable housing units and Dane County's affordable housing fund and make recommendations about distribution of units among targeted populations. City Housing Strategy Committee, HSC Board, Legislative Committee	2017-2018
	4.1.1	Review HMIS and other data quarterly to recommend system-wide improvements for data collection	ONGOING
	4.1.2	Create and maintain an annual assessment of Dane County Homeless System "Exits" Map Performance & Peer Review Committee, Continuum of Care Coordinator	DECEMBER-ANNUAL
	4.1.3	Conduct an Annual Plan Analysis (APA) to review outcomes for people experiencing homelessness to make adjustments in the projected need for each objective in this plan and made recommendations for new objectives and strategies Community Plan Oversight Committee	JULY - ANNUAL
	4.1.4	All publicly funded HSC member organizations will use HMIS and VI-SPDAT as common tools HSC member organizations	2018

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
HSC Inreach Outreach Committee	1.3.4	Provide training regarding HUD Regulations on gender identity protections and review compliance <i>Peer Review Committee, Funders Committee</i>	2017
	3.4.3 3.5.3 3.6.5	Develop strategies to house people who are on the sex offender registry. <i>Department of Corrections, Housing Locators, Housing Placement Groups, Coordinated Entry Committee</i>	MARCH 2018 2020
	3.4.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up. <i>Housing Locators, CDA, DCHA, Veterans Affairs Hospital, Coordinated Entry Committee, Legislative Issues Committee</i>	APRIL 2018
	4.2.3	Host a public education forum about the specific needs and experiences of young people in Dane County who are experiencing or are at risk of homelessness and predatory behavior <i>Youth and young adult organizations, Dane County school districts</i>	2018
	4.2.4	Host a public education forum about the specific needs and experiences of elderly people in Dane County who are experiencing or are at risk of homelessness and predatory behavior	2018
	4.2.6	Organize community engagement events and conversation events for local and state policymakers (including legislators) around issues related to homelessness. <i>Legislative Committee OR HSC Advocacy Team</i>	ANNUAL
	4.2.7	Advocate for the evaluation and/or repeal of local laws in order to decriminalize homelessness <i>Legislative Committee, HSC Board of Directors</i>	ONGOING
	4.3.2	Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences <i>Community Plan Oversight Committee, Funders Committee</i>	ONGOING
HSC Funders Committee	1.1.4	Incorporate eviction best practices in local government contracts and require documentation of efforts to prevent eviction in non-profit, affordable, and subsidized housing.	2018
	1.2.5	Encourage all housing programs and service providers to move toward a harm reduction model and evaluate other policies that ban persons from services or housing. <i>Written Standards</i>	ONGOING
	1.3.4	Provide training regarding HUD Regulations on gender identity protections and review compliance <i>Peer Review Committee, Education Committee</i>	2017
	1.3.5	Develop language access strategies so that all agencies provide services to limited English proficiency (LEP) speakers and comply with requirements of Title VI of the Civil Rights Act of 1946. <i>Peer Review Committee, Coordinated Entry Committee, Civil Rights Offices</i>	2017-2018
	1.3.7	Develop strategies to approach affordable housing providers to remove barriers to getting into their housing <i>Legislative Committee, Written Standards Committee</i>	2017
	1.5.1	Identify resources to pay for training for all organizations that are doing or want to do diversion. <i>United Way, City of Madison, Dane County</i>	2020
	1.6.4	Develop temporary housing options for unaccompanied youth. <i>Wisconsin Department of Children and Families, Dane County Department of Human Services</i>	2020
	1.6.6	Develop housing options for unaccompanied homeless youth who are parenting <i>Wisconsin Department of Children and Families, Dane County Department of Human Services</i>	2020
	1.6.7	Provide support services to youth aging out of foster care to facilitate transition to education, employment and housing opportunities. <i>Dane County Department of Human Services, Mainstream Resource Committee</i>	2020
	2.1.4	Provide funding for capacity training opportunities in best practices	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		including Harm Reduction, Trauma Informed Care, and Racial Justice	
	2.2.2	Create a Day Resource Center to provide an accessible resource for persons and families experiencing homelessness <i>Dane County, City of Madison</i>	DECEMBER 2017
	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>Briarpatch, Veterans Affairs Hospital, Porchlight, City of Madison, Dane County</i>	ONGOING
	2.2.5	Increase local funding for outreach services and transitional housing beds for young adults, 18-24 including 24 new beds by December 2018 <i>City of Madison, Dane County, Youth and young adult organizations</i>	ONGOING
	2.2.6	All shelter and outreach providers shall complete VI-SPDATs.	ONGOING
	2.3.1	Incorporate prioritization of the coordinated entry list in local funding contracts. <i>Coordinated Entry Committee</i>	DECEMBER 2017
	2.3.2	Align funding and organize service teams to provide housing stabilization services for people as soon as they move into shelter to help them move back into permanent housing. <i>Mainstream providers</i>	2019
	2.4.1	Funders and mainstream providers will engage mental health agencies to partner in service delivery and/or training to support housing case managers. <i>Mainstream Providers</i>	ONGOING
	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families including 50 new allotments by December 2017. <i>United Way, Veterans Affairs, YWCA, Salvation Army, The Road Home Dane County</i>	DECEMBER 2017 & ONGOING
	3.2.1 3.2.2 3.2.3	Fund 160 new units of permanent supportive housing for single adults, 40 new units for families, and 20 new units for young adults, 18-24. Increase units yearly. <i>Community Development Authority, Dane County Housing Authority</i>	2021
	3.3.1	Establish a 24-hour/7 days a week case management hotline to support landlords who agree to work with formerly homeless individuals and families <i>Shelter Provider's Committee</i>	2018
	3.3.2	Consider the creation of a landlord mitigation fund <i>Housing locators</i>	2017
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher <i>CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers MMSD, Housing Locators</i>	ONGOING
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8, and other HUD funded housing <i>CDA, DCHA, YWCA, Community Action Coalition, The Road Home, The Salvation Army</i>	2020
	3.7.1	Ensure that youth aging out of foster care and other placements have a realistic and affordable plan for safe/stable housing including support services. <i>Dane County Department of Human Services, Department of Corrections-Juvenile Justice</i>	2020
	3.7.2	Increase supported transitional housing and affordable permanent housing options for 18-24 year olds <i>HUD Assistance Application Committee, Youth and Young Adult Organizations</i>	2020
	3.7.3	Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test. <i>Dane County Department of Human Services, Madison Metropolitan School District, Madison College, Mainstream Resources Committee</i>	
	3.7.4	Expand job training and employment opportunities for young adults aging out of foster care. <i>Dane County Department of Human</i>	2020

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		<i>Services, Mainstream Resources Committee, Madison College, Employment and Training Programs</i>	
	3.8.1	Pursue and implement a housing plan for Dane County to address the housing gap set forth in the Dane County Housing Needs Assessment and substantially increase the number of new affordable housing units available to Dane County residents, particularly those at or below a score of 4 on the VI-SPDAT. <i>HSC Board, Legislative Committee</i>	2018
	3.8.3	Maintain and enhance affordable housing funds established by the City of Madison and Dane County. <i>HSC Board, Legislative Committee</i>	ONGOING
	3.8.5	Prioritize affordable rental housing with CDBG funds allocated to the City of Madison and Dane County <i>Legislative Committee, City and County CDBG Staff and Committees</i>	ONGOING
	4.3.2	Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences <i>Community Plan Oversight Committee, Education Committee</i>	ONGOING
HSC Legislative Committee	1.3.6	Increase access to transportation options for homeless persons, including, but not limited to Madison Metro	2018
	1.3.7	Develop strategies to approach affordable housing providers to remove barriers to getting into their housing <i>Funders Committee, Written Standards Committee</i>	2017
	1.6.5	Advocate and support legislation that allows unaccompanied youth ages 16 and 17 to authorize medical and dental care/treatment for themselves, to sign lease agreements and to be employed without a work permit AND support access to legal services to support unaccompanied youth. <i>Wisconsin Legislature, Wisconsin Department of Children and Families, Youth and Young Adult Organizations</i>	ONGOING
	3.4.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up <i>Housing Locators, CDA, DCHA, Veterans Affairs Hospital, Coordinated Entry Committee, Inreach/Outreach Committee</i>	APRIL 2018
	3.8.1	Pursue and implement a housing plan for Dane County to address the housing gap set forth in the Dane County Housing Needs Assessment and substantially increase the number of new affordable housing units available to Dane County Residents, particularly those at or below a score of 4 on the VI-SPDAT. <i>Funders Committee, HSC Board</i>	2018
	3.8.2	Pursue legislation to prioritize affordable housing development with surplus property owned by local governments, including tax deeded properties	2017
	3.8.3	Maintain and enhance affordable housing funds established by the City of Madison and Dane County <i>Funders Committee, HSC Board</i>	ONGOING
	3.8.4	Evaluate and provide input regarding the City of Madison's affordable housing development initiative to create 1000 new affordable housing units and Dane County's affordable housing fund and make recommendations about distribution of units among targeted populations <i>City Housing Strategy Committee, HSC Board, Data Committee</i>	2017-2018
	3.8.5	Prioritize affordable rental housing with CDBG funds allocated to the City of Madison and Dane County. <i>Funders Committee, City and County CDBG Staff and Committees</i>	ONGOING
	4.2.2	Assign advocacy role to Legislative Committee or develop a Dane County HSC Advocacy Team <i>HSC Board of Directors</i>	DECEMBER 2016
	4.2.5	Form an annual common advocacy agenda <i>HSC Board of Directors</i>	JANUARY - ANNUAL
	4.2.6	Organize community engagement events and conversation events for local and state policymakers (including legislators) around issues related to homelessness <i>OR HSC Advocacy Team with Education Committee</i>	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
	4.2.7	Advocate for the evaluation and/or repeal of local laws in order to decriminalize homelessness <i>Education Committee, HSC Board of Directors</i>	ONGOING
	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services <i>OR HSC Advocacy Team with HSC Board of Directors, Youth and young adult organizations, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services</i>	ONGOING
	4.3.4	Advocate and work with state legislators to change landlord-tenant laws to provide for more tenant protections <i>OR HSC Advocacy Team with City of Madison and Dane County lobbyists</i>	ONGOING
HSC Mainstream Resources Committee	1.3.2	Increase funding and access to employment and training programs and family supporting employment. Employment obtained should be able to provide a housing wage and be family supporting.	ONGOING
	1.3.3	Identify barriers and increase access to public benefits (SSI, W2, SSDI, etc.) Provide additional training and evaluation for providers and employees working at agencies administering public benefits programs to advance racial equity and dismantle institutional and systemic racism.	ONGOING
	1.6.1	Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC <i>Youth and young adult organizations, Dane County school districts, Dane County Department of Human Services, Madison School & Community Recreation</i>	2018
	1.6.3	Youth and young adult organizations and Dane county school districts will partner to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships <i>Youth and young adult organizations, Dane County school districts, McKinney-Vento district liaisons, Dane County Department of Human Services</i>	ONGOING
	1.6.7	Provide support services to youth aging out of foster care to facilitate transition to education, employment and housing opportunities <i>Dane County Department of Human Services, Funders Committee</i>	2020
	3.7.3	Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test. <i>Funders Committee, Dane County Department of Human Services, Madison Metropolitan School District, Madison College</i>	2020
	3.7.4	Expand job training and employment opportunities for young adults aging out of foster care. <i>Funders Committee, Dane County Department of Human Services, Madison College, Employment and Training Programs</i>	2020
HSC Performance & Peer Review Committee	1.1.2	Evaluate how prevention dollars are being spent and develop ways to ensure that the funds are reaching those with the most need <i>All HSC member organizations, United Way (FEMA)</i>	2017
	1.3.4	Provide training regarding HUD Regulations on gender identity protections and review compliance <i>Education and Outreach, Funders Committee</i>	2017
	1.3.5	Develop language access strategies so that all agencies provide services to limited English proficiency (LEP) speakers and comply with requirements of Title VI of the Civil Rights Act of 1964 <i>Funders Committee, Coordinated Entry, Civil Rights Offices</i>	2017-2018
	1.6.2	Youth and young adult organization and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness <i>Youth and young adult organizations, Dane County Department of Human Services, Written Standards</i>	2018
	2.2.3	All HSC-funded providers will review, reduce, and standardize their	DECEMBER

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		screening criteria to increase access and reduce barriers to housing and services including Racial Equity Impact assessments <i>All service and housing providers</i>	2018
	2.3.3	Increase rates of placement from shelter to permanent housing by 10% each year. <i>All HSC Shelter, Transitional, and Permanent Supportive Housing Providers</i>	2020
	4.1.2	Create and maintain an annual assessment of Dane County Homeless System “Exits” Map <i>Data Committee, Continuum of Care Coordinator</i>	DECEMBER-ANNUAL
HSC Shelter Providers Committee	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane county into safe and stable housing <i>Wisconsin Department of Corrections, Dane County Sheriff's Office, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness, Madison Police Department</i>	ONGOING
	1.4.2	Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing <i>Dane County Department of Human Services, Wisconsin Interagency Council to End Homelessness, Briarpatch</i>	ONGOING
	1.4.3	Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing <i>Hospitals & Clinics, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness, Dane County Human Services</i>	ONGOING
	2.1.2	Mainstream providers, faith-based and grassroots organizations will meet at least annually to share best practices and/or establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs <i>Continuum of Care Coordinator, grassroots organizations, faith-based organizations, Coordinated Entry Committee</i>	ONGOING
	3.3.1	Establish a 24-hour/7 days a week case management hotline to support landlords who agree to work with formerly homeless individuals and families <i>Funders Committee</i>	2018
	3.5.1	Establish a quality by-name list of people who meet the definition of chronic homelessness and need housing <i>City of Madison, Dane County, Veterans Affairs Hospital, Coordinated Entry Committee</i>	2018
HSC Written Standards Committee	1.1.3	Add an <i>eviction prevention</i> and <i>diversion</i> section and incorporate recommended changes to housing policy in the Written Standards	JUNE 2017
	1.2.5	Encourage all housing programs and service providers to move toward a harm reduction model and evaluate other policies that ban persons from services or housing. <i>Funders Committee</i>	ONGOING
	1.3.7	Develop strategies to approach affordable housing providers to remove barriers to getting into their housing <i>Legislative Committee, Funders Committee</i>	2017
	1.5.1	Develop a consensus definition of “diversion”	JANUARY 2017
	1.6.2	Youth and young adult organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness <i>Youth and young adult organizations, Dane County Department of Human Services, Performance Review Committee</i>	2018
	2.2.1	Revise the Outreach section and incorporate recommended changes in the Written Standards	JUNE 2017
	2.3.1	Incorporate required use of the community priority list in local funding contracts <i>Coordinated Entry Committee, Funders Committee</i>	2017
Dane County	1.5.1	Identify resources to pay for training for all organizations that are doing or want to do diversion <i>United Way, City of Madison, Funders</i>	2020

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		<i>Committee</i>	
	2.2.2	Create a Day Resource Center to provide an accessible resource for persons and families experiencing homelessness <i>Funders Committee, City of Madison</i>	DECEMBER 2017
	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>Briarpatch, Veterans Affairs Hospital, Porchlight, City of Madison, Funders Committee</i>	ONGOING
	2.2.5	Increase local funding for outreach services and transitional housing beds for young adults, 18-24 including 24 new beds by December 2018 <i>City of Madison, Funders Committee, Youth and young adult organizations</i>	ONGOING
	3.4.1 3.5.1	Establish a quality by-name list of veterans and people who meet the definition of chronic homelessness and need housing <i>City of Madison, Veterans Affairs Hospital, Coordinated Entry Committee, Shelter Providers Committee</i>	2017-2018
	3.4.2 3.5.2 3.6.2	Reach and maintain functional zero for veteran, chronic and family homelessness <i>City of Madison, Coordinated Entry Committee, United Way</i>	2017-2018 2020
	3.8.5	Prioritize affordable rental housing with CDBG funds allocated to the City of Madison and Dane County <i>Legislative Committee, Funders Committee, City of Madison</i>	ONGOING
	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services <i>OR HSC Advocacy Team with HSC Board of Directors, Youth and young adult organizations, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services</i>	ONGOING
	4.3.4	Advocate and work with state legislators to change landlord-tenant laws to provide for more tenant protections <i>OR HSC Advocacy Team with City of Madison and Dane County lobbyists</i>	ONGOING
Dane County Housing Authority	1.1.5	Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually <i>Non-profit housing providers, Community Development Authority</i>	DECEMBER 2017 & ONGOING
	3.2.1 3.2.2 3.2.3	Fund 160 new units of permanent supportive housing for single adults, 40 new units for families, and 20 new units for young adults, 18-24 Increase units yearly. <i>Community Development Authority, Funders Committee</i>	2021
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher <i>Funders Committee, CDA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators</i>	ONGOING
	3.4.5 3.5.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up <i>Housing Locators, CDA, Veterans Affairs Hospital, Coordinated Entry Committee, Inreach/Outreach Committee, Legislative Issues Committee</i>	APRIL 2018
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Road Home, The Salvation Army, Porchlight, CDA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based	2020

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		Section 8, and other HUD funded housing (3.6.7) <i>CDA, YWCA, Community Action Coalition, The Road Home, The Salvation Army, Funders Committee</i>	
Dane County Department of Human Services	1.2.2	Hire more mental health and substance abuse case managers and counselors to decrease wait time when clients are ready for service and create case management plans while on waitlist <i>Mental health and AODA providers, Continuum of Care Homeless Assistance Application Committee</i>	ONGOING
	1.2.4	Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers <i>Hospitals, Clinics, Treatment facilities, Madison Area Urban Ministry, MACH OneHealth, Mainstream Providers, Grassroots organizations, Faith-based organizations</i>	ONGOING
	1.4.2	Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing <i>Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2017 & ONGOING
	1.4.3	Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing <i>Hospitals & Clinics, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness, Shelter Provider's</i>	ONGOING
	1.6.1	Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC <i>Youth and young adult organizations, Dane County school districts, Madison School & Community Recreation</i>	DECEMBER 2018
	1.6.2	Youth and young adult organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness <i>Youth and young adult organizations</i>	2018
	1.6.3	Youth and young adult organizations and Dane County school districts will partner to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships <i>Youth and young adult organizations, Dane County school districts, McKinney-Vento district liaisons</i>	ONGOING
	1.6.4	Develop temporary housing options for unaccompanied youth <i>Wisconsin Department of Children and Families, Funders Committee</i>	2020
	1.6.6	Develop housing options for unaccompanied homeless youth who are parenting <i>Wisconsin Department of Children and Families, Legislative Issues Committee</i>	ONGOING
	1.6.7	Provide support services to youth aging out of foster care to facilitate transition to education, employment and housing opportunities <i>Funders Committee, Mainstream Resources Committee</i>	2020
	3.7.1	Ensure that youth aging out of foster care and other placements have a realistic and affordable plan for safe/stable housing including support services. <i>Funders Committee, Department of Corrections-Juvenile Justice</i>	2020
	3.7.3	Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test. <i>Funders Committee, Madison Metropolitan School District, Madison College, Mainstream Resources Committee</i>	2020
	3.7.4	Expand job training and employment opportunities for young adults aging out of foster care <i>Funders Committee, Mainstream Resources Committee, Madison College, Employment and Training Programs</i>	2020
Dane County School Districts	1.6.1	Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC <i>Youth and young adult organizations, Dane County Department of Human Services,</i>	DECEMBER 2018

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		<i>Madison School & Community Recreation</i>	
	1.6.3	Youth and young adult organizations and Dane County school districts will partner to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships <i>Youth and young adult organizations, Dane County Department of Human Services, McKinney-Vento district liaisons</i>	ONGOING
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher <i>Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, Housing Locators</i>	ONGOING
	3.7.3	Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test <i>Funders Committee, Dane County Department of Human Services, Madison College, Mainstream Resources Committee</i>	2020
	4.2.3	Host a public education forum about the specific needs and experiences of young people in Dane County who are experiencing or are at risk of homelessness and predatory behavior <i>Youth and young adult organizations, Education Committee</i>	2018
Dane County Sheriff's Office	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing <i>Wisconsin Department of Corrections, Madison Police Department, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2017 & ONGOING
City of Madison	1.3.5	Develop language access strategies so that all agencies provide services to limited English proficiency (LEP) speakers and comply with requirements of Title VI of the Civil Rights Act of 1964. <i>Peer Review Committee, Funders Committee, Coordinated Entry Committee</i>	2017-2018
	1.5.1	Identify resources to pay for training for all organizations that are doing or want to do diversion <i>United Way, Dane County, Funders Committee</i>	2020
	2.2.2	Create a Day Resource Center to provide an accessible resource for persons and families experiencing homelessness <i>Funders Committee, Dane County</i>	DECEMBER 2017
	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>Briarpatch, Veterans Affairs Hospital, Porchlight, Dane County, Funders Committee</i>	ONGOING
	2.2.5	Increase local funding for outreach services and transitional housing beds for young adults, 18-24 including 24 new beds by December 2018 <i>Dane County, Funders Committee, Youth and young adult organizations</i>	ONGOING
	3.4.1 3.5.1	Establish a quality by-name list of veterans and people who meet the definition of chronic homelessness and need housing <i>Dane County, Veterans Affairs Hospital, Coordinated Entry Committee, Shelter Providers Committee</i>	2017-2018
	3.4.2 3.5.2 3.6.2	Reach and maintain functional zero for veteran, chronic and family homelessness <i>Dane County, Coordinated Entry Committee, United Way</i>	2017-2018 2020
	3.8.4	Evaluate and provide input regarding the City of Madison's affordable housing development initiative to create 1000 new affordable housing units and Dane County's affordable housing fund and make recommendations about distribution of units among targeted populations <i>HSC Board, Data Committee, Legislative Committee</i>	2017-2018
	3.8.5	Prioritize affordable rental housing with CDBG funds allocated to the City	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		of Madison and Dane County <i>Legislative Committee, Funders Committee, Dane County</i>	
	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services <i>OR HSC Advocacy Team with HSC Board of Directors, Youth and young adult organizations, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services</i>	ONGOING
	4.3.4	Advocate and work with state legislators to change landlord-tenant laws to provide for more tenant protections <i>OR HSC Advocacy Team with City of Madison and Dane County lobbyists</i>	ONGOING
Community Development Authority	1.1.5	Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually <i>Non-profit housing providers, Dane County Housing Authority, Legal Action</i>	DECEMBER 2017 & ONGOING
	3.2.1 3.2.2 3.2.3	Fund 160 new units of permanent supportive housing for single adults, 40 new units for families, and 20 new units for young adults, 18-24. Increase units yearly. <i>Funders Committee, Dane County Housing Authority</i>	2021
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher <i>Funders Committee, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators</i>	ONGOING
	3.4.5 3.5.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice vouchers holders and consider strategies to prevent vouchers from expiring before a voucher holder leases up <i>Housing Locators, DCHA, Veterans Affairs Hospital, Coordinated Entry Committee, Inreach/Outreach Committee, Legislative Issues Committee</i>	APRIL 2018
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Road Home, The Salvation Army, Porchlight, DCHA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8, and other HUD funded housing <i>DCHA, YWCA, Community Action Coalition, The Road Home, The Salvation Army, Funders Committee</i>	2020
Madison Police Department	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing <i>Wisconsin Department of Corrections, Dane County Sheriff's Office, Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2017 & ONGOING
HSC Member Organizations	1.1.2	Evaluate how prevention dollars are being spent and develop ways to ensure that the funds are reaching those with the most need <i>All HSC member organizations, Performance & Peer Review Committee, United Way (FEMA)</i>	2017
	1.1.5	Follow consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually <i>Non-profit housing providers, Dane County Housing Authority, Community Development Authority</i>	ONGOING
	1.2.2	Hire more mental health and substance abuse case managers and counselors to decrease wait time when clients are ready for service and create case management plans while on waitlist <i>Mental health and AODA providers, Continuum of Care Homeless Assistance Application Committee, Dane County Human Services</i>	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
	1.2.3	Supportive housing providers will hire people with education and training in behavioral health and evidence-based practices such as Harm Reduction, Trauma Informed Care, and Racial Justice <i>Supportive housing providers, HSC service providers</i>	ONGOING
	1.2.4	Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers <i>Hospitals, Clinics, Treatment facilities, Madison Area Urban Ministry, MACH OneHealth, Mainstream Providers, Grassroots organizations, Faith-based organizations, Dane County Human Services</i>	ONGOING
	1.5.2	All Agencies receiving training for diversion will track success of diverted households served in HMIS <i>Agencies using diversion, Data Committee</i>	2019
	1.5.3	Divert 35% of households that contact any organization that helps people experiencing homelessness into safe and legal living conditions <i>Agencies using diversion, Data Committee</i>	2021
	1.5.4	Ensure that no more than 7% of households served with diversion resources do not experience homelessness again over the course of two years <i>Agencies using diversion, Data Committee</i>	2020
	2.1.2	Mainstream providers, faith-based and grassroots organizations will meet at least annually to share best practices and/or establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs <i>Continuum of Care Coordinator, grassroots organizations, faith-based organizations, Shelter Providers Committee, Coordinated Entry Committee</i>	ONGOING
	2.1.3	Mainstream providers will engage with faith-based and grassroots organizations to establish partnerships around common efforts focused on coordinated entry and housing stability <i>Mainstream providers, Grassroots organizations, Faith-based organizations, Coordinated Entry Committee</i>	ONGOING
	2.2.3	All HSC-funded providers will review, reduce, and standardize their screening criteria to increase access and reduce barriers to housing and services including Racial Equity Impact assessments <i>All service and housing providers, Performance & Peer Review Committee</i>	DECEMBER 2018
	2.3.2	Align funding and organize service teams to provide housing stabilization services for people as soon as they move into shelter to help them move back into permanent housing <i>Mainstream providers, Funders Committee</i>	2019
	2.3.3	Increase rates of placement from shelter to permanent housing by 10% each year <i>all HSC shelter, transitional, and permanent supportive housing providers</i>	2020
	2.4.1	Funders and mainstream providers will engage mental health agencies to partner in service delivery and/or training to support housing case managers <i>Funders Committee</i>	ONGOING
	2.4.2	HSC Member organizations will hire persons with lived experiences of homelessness as a peer support	ONGOING
	2.4.3	Supportive housing providers will hire people with education and training in behavioral health and evidence-based practices such as trauma-informed care to serve people with the greatest needs	ONGOING
	2.4.4	Mainstream and supportive housing providers will connect homeless adults and young adults with mentoring relationships, jobs, job training, and continuing education opportunities <i>Youth and Young Adult Organizations, Veterans Hospital</i>	ONGOING
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		to support persons leaving homelessness who do not have a rent assistance voucher <i>Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators</i>	
	3.4.4 3.5.4 3.6.5	Develop strategies to house people who are on the sex offender registry <i>Department of Corrections, Housing Locators, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee</i>	MARCH 2018
	4.1.4	All publicly funded HSC member organizations will use HMIS and VI-SPDAT as common tools <i>HSC member organizations, Data Committee</i>	2018
Hospitals, Clinics, Treatment Facilities	1.2.4	Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers <i>Madison Area Urban Ministry, MACH OneHealth, Mainstream Providers, Grassroots organizations, Faith-based organizations, Dane County Human Services</i>	ONGOING
	1.4.3	Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing <i>Madison Area Urban Ministry, Wisconsin Interagency Council to End Homelessness</i>	ONGOING
Youth and Young Adult Organizations	1.6.1	Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC <i>Dane County school districts, Madison School & Community Recreation, Dane County Department of Human Services</i>	DECEMBER 2018
	1.6.2	Youth and young adult organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness <i>Dane County Department of Human Services</i>	2018
	1.6.3	Youth and young adult organizations and Dane County school districts will partner to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships <i>Dane County school districts, McKinney-Vento district liaisons, Dane County Department of Human Services</i>	ONGOING
	1.6.5	Advocate and support legislation that allows unaccompanied youth ages 16 and 17 to authorize medical and dental care/treatment for themselves, to sign lease agreements and to be employed without a work permit AND support access to legal services to support unaccompanied youth. <i>Wisconsin Legislature, Wisconsin Department of Children and Families, Legislative Issues Committee</i>	ONGOING
	2.2.5	Increase local funding for outreach services and transitional housing beds for young adults, 18-24 including 24 new beds by December 2018 <i>Dane County, Funders Committee, City of Madison</i>	ONGOING
	2.4.4	Mainstream and supportive housing providers will connect homeless adults and young adults with mentoring relationships, job, job training, and continuing education opportunities <i>Mainstream Providers, Supportive Housing Providers, Veterans Hospital</i>	ONGOING
	3.7.2	Increase supported transitional housing and affordable permanent housing options for 18-24 year olds. <i>Funders Committee, HUD Assistance Application Committee</i>	2020
	4.2.3	Host a public education forum about the specific needs and experiences of young people in Dane County who are experiencing or are at risk of homelessness and predatory behavior <i>Education Committee, Dane County school districts</i>	2017
	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services <i>OR HSC Advocacy Team with</i>	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		<i>HSC Board of Directors, City of Madison and Dane County lobbyists, Wisconsin Association for Homeless and Runaway Services</i>	
Briarpatch Youth Services	1.4.2	Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing <i>Dane County Department of Human Services, Wisconsin Interagency Council to End Homelessness, Shelter Provider's</i>	ONGOING
	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>City of Madison, Veterans Affairs Hospital, Porchlight, Dane County, Funders Committee</i>	ONGOING
Community Action Coalition	3.1.1	Increase or fund new allotments of rapid rehousing assistance for single adults including 50 new allotments by December 2017 <i>Porchlight, Salvation Army, Tenant Resource Center</i>	DECEMBER 2017 & ONGOING
	3.6.1	Establish a quality by-name list of families who are experiencing homelessness and need housing <i>YWCA, The Road Home, The Salvation Army, Coordinated Entry Committee</i>	ONGOING
	3.6.3	Reduce the length of homelessness <i>YWCA, The Road Home, The Salvation Army, Porchlight, CDA, DCHA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8, and other HUD funded housing <i>CDA, DCHA, YWCA, The Road Home, The Salvation Army, Funders Committee</i>	2020
Madison College	3.7.3	Provide access and/or expand funding for services that prepare young adults who do not have a high school diploma for the GED test <i>Funders Committee, Dane County Department of Human Services, Madison Metropolitan School District, Mainstream Resources Committee</i>	2020
	3.7.4	Expand job training and employment opportunities for young adults aging out of foster care <i>Funders Committee, Dane County Department of Human Services, Mainstream Resources Committee, Employment and Training Programs</i>	2020
Employment & Training Programs	3.7.4	Expand job training and employment opportunities for young adults aging out of foster care <i>Funders Committee, Dane County Department of Human Services, Mainstream Resources Committee, Madison College</i>	2020
Fair Housing Council	1.1.6	Train case managers and member organizations about eviction prevention strategies, tenant laws, legal remedies for eviction notices, and educate about fair housing and reasonable accommodation laws <i>Tenant Resource Center, Legal Action of Wisconsin</i>	ONGOING
Legal Action of Wisconsin	1.1.1	Conduct a focus group/survey of persons with lived experiences of homelessness to identify barriers to tenant services and recommend ways to improve access to these services. <i>Continuum of Care Coordinator, Community Plan Oversight Committee, Tenant Resource Center</i>	DECEMBER 2017
	1.1.5	Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually <i>Non-profit housing providers, Dane County Housing Authority</i>	DECEMBER 2017 & ONGOING
	1.1.6	Train case managers and member organizations about eviction prevention strategies, tenant laws, legal remedies for eviction notices, and educate about fair housing and reasonable accommodation laws <i>Fair Housing Council, Tenant Resource Center</i>	ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
MACH OneHealth	1.2.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services <i>Continuum of Care Coordinator, Community Plan Oversight Committee</i>	JUNE 2018
	1.2.4	Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers <i>Hospitals, Clinics, Madison Area Urban Ministry, Mainstream Providers, Grassroots organizations, Faith-based organizations, Dane County Human Services</i>	ONGOING
Madison Area Urban Ministry (MUM)	1.2.4	Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing by partnering in service delivery and/or training to support housing case managers <i>Hospitals, Clinics, MACH OneHealth, Mainstream Providers, Grassroots organizations, Faith-based organizations, Dane County Human Services</i>	ONGOING
	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing <i>Wisconsin Department of Corrections, Dane County Sheriff's Office, Madison Police Department, Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2017 & ONGOING
	1.4.3	Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing <i>Hospitals, Clinics, Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2018 & ONGOING
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher <i>Funders Committee, CDA, DCHA, Faith Organizations, Neighborhood Associations, Housing Providers, MMSD, Housing Locators</i>	ONGOING
Madison School & Community Recreation (MSCR)	1.6.1	Explore strategies such as reunification, conflict management, and other services to provide recommendations for HSC <i>Dane County school districts, Youth and young adult organizations, Dane County Department of Human Services</i>	DECEMBER 2016
Porchlight	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>City of Madison, Veterans Affairs Hospital, Briarpatch, Dane County, Funders Committee</i>	ONGOING
	3.1.1	Increase or fund new allotments of rapid rehousing assistance for single adults including 50 new allotments by December 2017 <i>Community Action Coalition, Salvation Army, Tenant Resource Center</i>	DECEMBER 2017 & ONGOING
	3.1.3	Increase or fund new allotments of rapid rehousing assistance for young adults, 18-24 including 20 new allotments by December 2017 <i>Salvation Army, United Way</i>	DECEMBER 2017 & ONGOING
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Road Home, The Salvation Army, CDA, DCHA, United Way, Coordinated Entry Committee</i>	2020
The Salvation Army	3.1.	Increase or fund new allotments of rapid rehousing assistance for single adults <i>Community Action Coalition, Porchlight, Tenant Resource Center</i>	DECEMBER 2017 & ONGOING
	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families including 50 new allotments by December 2017 <i>United Way, Veterans Affairs, YWCA, Funders Committee, The Road Home Dane County</i>	DECEMBER 2017 & ONGOING

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
	3.1.3	Increase or fund new allotments of rapid rehousing assistance for young adults, 18-24 including 50 new allotments by December 2017 <i>Porchlight, United Way</i>	DECEMBER 2017& ONGOING
	3.6.1	Establish a quality by-name list of families who are experiencing homelessness and need housing <i>Community Action Coalition, YWCA, The Road Home, Coordinated Entry Committee</i>	ONGOING
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Road Home, Porchlight, CDA, DCHA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8, and other HUD funded housing <i>CDA, DCHA, YWCA, Community Action Coalition, The Road Home, Funders Committee</i>	2020
Tenant Resource Center	1.1.1	Conduct a focus group/survey of persons with lived experiences of homelessness to identify barriers to tenant services and recommend ways to improve access to these services. <i>Continuum of Care Coordinator, Community Plan Oversight Committee, Legal Action of Wisconsin</i>	DECEMBER 2017
	1.1.6	Train case managers and member organizations about eviction prevention strategies, tenant laws, legal remedies for eviction notices, and educate about fair housing and reasonable accommodation laws <i>Fair Housing Council, Legal Action of Wisconsin</i>	ONGOING
	3.1.1	Increase or fund new allotments of rapid rehousing assistance for single adults, including 50 new allotments by December 2017 <i>Porchlight, The Salvation Army, Community Action Coalition</i>	DECEMBER 2017 & ONGOING
Housing Locators/Housing Navigators	3.3.2	Consider the creation of a Landlord Mitigation Fund <i>Funders Committee</i>	2017
	3.3.3	Conduct a landlord-outreach campaign to establish commitments for additional units of existing housing in the private market for people experiencing homelessness, adding more units each year	2019
	3.3.4	Organize housing locators to engage and support landlords who participate in ending homelessness	ONGOING
	3.4.3 3.5.3 3.6.4	Develop strategies to end homelessness for persons without rent subsidies, especially if they have no income. ID resources for tenant based rental assistance such as HOME funds. Recruit community groups and churches to support persons leaving homelessness who do not have a rent assistance voucher. <i>Funders Committee, CDA, DCHA, Madison Area Urban Ministry, Faith Organizations, Neighborhood Associations, Housing Providers MMSD</i>	ONGOING
	3.4.4 3.5.4 3.6.5	Develop strategies to house people who are on the sex offender registry <i>Department of Corrections, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee</i>	MARCH 2018
	3.4.5 3.6.6	Provide housing locator services to VASH and Section 8 Housing Choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up <i>CDA, DCHA, Veterans Affairs Hospital, Coordinated Entry Committee, Inreach/Outreach Committee, Legislative Issues Committee</i>	APRIL 2018
YWCA	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families including 50 new allotments by December 2017 <i>Funders Committee, United Way, Veterans Affairs, Salvation Army, The Road Home</i>	DECEMBER 2017 & ONGOING
	3.6.1	Establish a quality by-name list of families who are experiencing homelessness and need housing <i>Community Action Coalition, The Road Home, The Salvation Army, Coordinated Entry Committee</i>	ONGOING
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, The Road Home, The Salvation Army, Porchlight, CDA, DCHA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8	2020

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		Housing Choice Vouchers and/or live in public housing, Project Based Section 8 and other HUD funded housing <i>CDA, DCHA, Community Action Coalition, The Road Home, The Salvation Army, Funders Committee</i>	
The Road Home Dane County	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families including 50 new allotments by December 2017 <i>United Way, Veterans Affairs, YWCA, Funders Committee, Salvation Army</i>	DECEMBER 2017 & ONGOING
	3.6.1	Establish a quality by-name list of families who are experiencing homelessness and need housing <i>Community Action Coalition, YWCA, The Salvation Army, Coordinated Entry Committee</i>	ONGOING
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Salvation Army, Porchlight, CDA, DCHA, United Way, Coordinated Entry Committee</i>	2020
	3.6.7	Provide in home case management services to families with Section 8 Housing Choice Vouchers and/or live in public housing, Project Based Section 8 and other HUD funded housing <i>CDA, DCHA, Community Action Coalition, YWCA, The Salvation Army, Funders Committee</i>	2020
United Way	1.1.2	Evaluate how prevention dollars are being spent and develop ways to ensure that the funds are reaching those with the most need <i>All HSC member organizations, Performance & Peer Review Committee</i>	2017
	1.5.1	Identify resources to pay for training for all organizations that are doing or want to do diversion <i>City of Madison, Dane County, Funders Committee</i>	2020
	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families including 50 new allotments by December 2017 <i>Salvation Army, Veterans Affairs, YWCA, Funders Committee, The Road Home Dane County</i>	DECEMBER 2017 & ONGOING
	3.1.3	Increase or fund new allotments of rapid rehousing assistance for young adults, 18-24 including 50 new allotments by December 2017 <i>Porchlight, Salvation Army</i>	DECEMBER 2017 & ONGOING
	3.6.2	Reach and maintain functional zero in family homelessness <i>City of Madison, Dane County, Coordinated Entry Committee</i>	2020
	3.6.3	Reduce the length of family homelessness <i>Community Action Coalition, YWCA, The Road Home, The Salvation Army, Porchlight, CDA, DCHA, Coordinated Entry Committee</i>	2020
William S. Middleton Memorial Veterans Affairs Hospital	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County (2.2.4) <i>City of Madison, Briarpatch, Porchlight, Dane County, Funders Committee</i>	ONGOING
	2.4.4	Mainstream and supportive housing providers will connect homeless adults and young adults with mentoring relationships, jobs, job training, and continuing education opportunities (2.4.4) <i>Mainstream Providers, Supportive Housing Providers, Youth and Young Adult Organizations</i>	ONGOING
	3.1.2	Increase or fund new allotments of rapid rehousing assistance for families, including 50 new allotments by December 2017 <i>Funders Committee, United Way, YWCA, The Salvation Army, The Road Home</i>	DECEMBER 2017 & ONGOING
	3.4.1 3.5.1	Establish a quality by-name list of veterans and people who meet the definition of chronic homelessness and need housing <i>City of Madison, Dane County, Coordinated Entry Committee, Shelter Providers Committee</i>	2017-2018
	3.4.5	Provide housing locator services to VASH and Section 8 Housing choice voucher holders and consider other strategies to prevent vouchers from expiring before a voucher holder leases up <i>Housing Locators, CDA, DCHA, Coordinated Entry Committee, Inreach/Outreach Committee, Legislative Issues Committee</i>	APRIL 2018

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
Wisconsin Department of Children and Families	1.6.4	Develop temporary housing options for unaccompanied youth <i>Dane County Department of Human Services, Funders Committee</i>	2020
	1.6.5	Advocate and support legislation that allows unaccompanied youth ages 16 and 17 to authorize medical and dental care/treatment for themselves, to sign lease agreements and to be employed without a work permit AND support access to legal services to support unaccompanied youth <i>Wisconsin Legislature, Legislative Issues Committee, Youth and Young Adult Organizations</i>	ONGOING
	1.6.6	Develop housing options for unaccompanied homeless youth who are parenting <i>Dane County Department of Human Services, Funders Committee</i>	2020
Wisconsin Association for Homeless and Runaway Services	4.3.3	Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth and increase funding for homeless youth support services <i>OR HSC Advocacy Team with HSC Board of Directors, City of Madison and Dane County lobbyists, Youth and young adult organizations</i>	ONGOING
Wisconsin Legislature	1.6.5	Advocate and support legislation that allows unaccompanied youth ages 16 and 17 to authorize medical and dental care/treatment for themselves, to sign lease agreements and to be employed without a work permit AND support access to legal services to support unaccompanied youth <i>Wisconsin Department of Children and Families, Legislative Issues Committee, Youth and Young Adult Organizations</i>	ONGOING
Wisconsin Department of Corrections	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing <i>Madison Area Urban Ministry, Dane County Sheriff's Office, Madison Police Department, Wisconsin Interagency Council to End Homelessness</i>	DECEMBER 2017 & ONGOING
	3.4.4 3.5.4 3.6.5	Develop strategies to house people on the sex offender registry (3.4.4, 3.5.4, 3.6.5) <i>Housing Locators, Housing Placement Groups, Coordinated Entry Committee, Inreach/Outreach Committee</i>	MARCH 2018
	3.7.1	Ensure that youth aging out of foster care and other placements have a realistic and affordable plan for safe/stable housing including support services <i>Dane County Department of Human Services, Funders Committee</i>	2020
Wisconsin Interagency Council to End Homelessness	1.4.1	Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing <i>Madison Area Urban Ministry, Dane County Sheriff's Office, Madison Police Department, Wisconsin Department of Corrections</i>	DECEMBER 2017 & ONGOING
	1.4.2	Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing <i>Dane County Department of Human Services</i>	DECEMBER 2017 & ONGOING
	1.4.3	Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing <i>Hospitals, Clinics, Madison Area Urban Ministry</i>	JUNE 2018 & ONGOING
Persons with Lived Experiences of Homelessness	1.1.1	Conduct a focus group/survey of persons with lived experiences of homelessness to identify barriers to tenant services and recommend ways to improve access to these services. <i>Continuum of Care Coordinator, Community Plan Oversight Committee, Tenant Resource Center</i>	DECEMBER 2017
	1.2.1	Conduct a focus group/survey of diverse people (race, age, gender, family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services <i>Continuum of Care Coordinator, Community Plan Oversight Committee, MACH OneHealth</i>	JUNE 2018
	1.3.1	Conduct a focus group/survey of diverse people (race, age, gender,	DECEMBER

RESPONSIBLE PARTNER	GOAL	STRATEGY	TARGET DATE
		family/single, LGBT, etc.) with lived experience of homelessness to identify barriers to finding affordable housing and jobs and recommend ways to improve access to these resources <i>Community Plan Oversight Committee, Continuum of Care Coordinator</i>	2018
	1.6.2	Youth and young adult organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness <i>Dane County Department of Human Services, Youth and young adult organizations</i>	2018
	2.2.4	Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County <i>City of Madison, Veterans Affairs Hospital, Briarpatch, Dane County, Funders Committee, Porchlight</i>	ONGOING
	4.2.3	Host a public education forum about the specific needs and experiences of young people in Dane County who are experiencing or are at risk of homelessness and predatory behavior <i>Education Committee, Dane County school districts, Youth and young adult organizations</i>	2018
	4.2.4	Host a public education forum about the specific needs and experiences of elderly people in Dane County who are experiencing or are at risk of homelessness and predatory behavior <i>Education Committee</i>	2018
	4.2.6	Organize community engagement events and conversation events for local and state policymakers (including legislators) around issues related to homelessness <i>Legislative Committee OR HSC Advocacy Team, Education Committee</i>	ANNUAL
	4.3.2	Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences <i>Community Plan Oversight Committee, Education Committee, Funders Committee</i>	ONGOING

APPENDIX C: GLOSSARY

affordable housing - housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. *(US Department of Housing and Urban Development)*

chronic homelessness - a homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven. *(US Department of Housing and Urban Development, 2016)*

Continuum of Care (CoC) – a HUD-mandated program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness. *(US Department of Housing and Urban Development)*

coordinated entry - a process that ensures that all people experiencing a housing crisis in a defined geographic area have fair and equal access, and are quickly identified, assessed for, referred, and connected to housing and homeless assistance based on their needs and strengths, no matter where or when they present for services. It uses standardized tools and practices, incorporates a system-wide Housing First approach, participant choice, and coordinates housing and homeless assistance such that housing and homeless assistance is prioritized for those with the most severe service needs. *(National Alliance to End Homelessness)*

diversion - a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. *(National Alliance to End Homelessness, 2011)*

doubled up - an individual or family living in a housing unit with extended family, friends, and other non-relatives due to economic hardship *(National Alliance to End Homelessness, 2010)*

functional zero - a well-coordinated and efficient community system that assures homelessness is rare, brief and non-recurring and no one is forced to live on the street.

harm reduction - an approach for substance use treatment that involves a set of practical techniques that are openly negotiated with clients around what is most likely to be achieved. The focus is on reducing the negative consequences and risky behaviors of substance use; it neither condones nor condemns any behavior. By incorporating strategies on a continuum from safer drug use, to managed substance use, up to abstinence, harm reduction practice helps clients affect positive changes in their lives. (*National Healthcare for the Homeless Council, 2010*)

Homeless Management Information System (HMIS) - a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Most Dane County organizations and the CoC use ServicePoint.

housing first – a proven method of ending all types of homelessness, and is the most effective approach to ending chronic homelessness. It offers individuals and families experiencing homelessness immediate access to permanent affordable, or supportive housing, without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry.

housing locator - assists homeless families in identifying and transitioning into a full range of permanent housing opportunities. Housing locators actively work to recruit and build relationship with private landlords to access available housing for families.

housing navigator – assists homeless individuals and families with a comprehensive knowledge of VA, state, county, city, and community resources including not only housing options, locations, and availability, but also services including health, mental health, benefits, employment, and transportation, etc. The Navigator will use this knowledge to facilitate ‘active’ linkages before, during, and/or after permanent housing has been established as well as work with individuals and families to enhance their skills in utilizing these various resources, which are critical to the maintenance of permanent housing. (*VA National Center on Homelessness, 2016*)

housing stability - the extent to which a family or individual's access to safe and permanent housing of is secure.

McKinney-Vento Act - a federal law that ensures immediate enrollment and educational stability for homeless children and youth.

Opening Doors - a federal strategy to prevent and end homelessness nationwide with specific goals to end veteran homelessness by 2016, chronic homelessness by 2017, homelessness among families with children and youth by 2020, and setting a path to end all types of homelessness.

permanent supportive housing (PSH) - permanent housing with indefinite leasing or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability. (*US Department of Housing and Urban Development*)

racial justice - the systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. *(Race Forward)*

rapid re-housing - an intervention designed to help individuals and families exit homelessness as quickly as possible, return to permanent housing, and achieve stability in that housing. Rapid re-housing assistance includes housing location services, rental assistance, and access to support services.

transitional housing (TH) – housing designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing.

trauma informed care - an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment. *(The Trauma Informed Care Project)*

unaccompanied youth - youth (17 and under) experiencing homeless while not in the physical custody of a parent or legal guardian; may also include runaway youth.

VI-SPDAT - a pre-screening, or triage tool that is designed to be used by all providers within a community to quickly assess the health and social needs of homeless persons and match them with the most appropriate support and housing interventions that are available.

youth and young adult agencies - community agencies that specifically work with youth (13-17) and young adults (18-24) to prevent homelessness, provide emergency and transitional housing.

Visit us at www.danecountyhomeless.org. Here you can find the latest versions of the Written Standards, By-laws and Directory of HSC Membership.