

COMMUNITY PLAN TO PREVENT AND END HOMELESSNESS IN DANE COUNTY, WISCONSIN

Created: April 2006

Reviewed/Updated: June 2011

By the Dane County Homeless Services Consortium

Vision Statement

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

Guiding Principles

Everyone deserves an equal opportunity to housing free of discrimination.

The Community will continue to explore creative solutions to ending homelessness beyond those objectives highlighted in the Community Plan.

There has to be a shared ownership and responsibility for preventing and ending homelessness across all Dane county groups including, but not limited to, business, faith communities, funders, government, homeless and formerly homeless individuals, and social service providers.

Consumers, those individuals who have been helped by services provided, have an integral role in the design of solutions to prevent and end homelessness.

Community volunteers are recognized as an essential part of preventing and ending homelessness.

The Homeless Services Consortium is a partnership of agencies, funders, advocates and formerly homeless persons and its success at preventing and ending homelessness is dependent on a commitment to the strategies and results in this plan.

Education and Advocacy

The following chart specifically identifies the goals, objectives and strategies that, if fully implemented, would lead us toward the elimination of homelessness. The Homeless Services Consortium believes that, in order to achieve the following goals, we need to communicate with the public about the impact homelessness has on the greater community and about the necessity of solutions coming from more than non-profit agencies and faith communities.

The Homeless Services Consortium reaffirms our commitment to educate the general public about the presence of homeless families, single adults and youth in Dane County, and to advocate for resources that further our goal of ending homelessness locally and statewide.

GOALS	OBJECTIVES	STRATEGIES	ANTICIPATED RESULTS	RESPONSIBILITY	RESULTS
<p>A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing.</p>	<p>1. Increase the availability of effective case management services.</p>	<p>a. Increase the number of case management staff available to provide support services.</p> <p>b. Improve the effectiveness of case management services through the availability of training and education on best practices and the commitment to purchase such training and education.</p>	<p>By 2010, the number of homeless families receiving case management services will increase by 50 families over 2005 levels. Continue annual increases to accommodate the need. Source: United Way</p> <p>By 2011, 80% of households receiving case management through Homeless Services Consortium (HSC) agencies will maintain stable housing at the 6 month mark and 75% will maintain stable housing at the 12 month mark. Source: City of Madison Community Development Office, United Way Dane County (UWDC)</p> <p>By 2013, explore the creation of a case manager handbook to assist new employees in HSC agencies that serve homeless and those at risk of homelessness. Source: UWDC</p>	<p>Homeless Services Consortium (HSC) agencies, United Way of Dane County</p> <p>United Way of Dane County HSC Agencies</p>	<p>2005: 1,653 families received case management services. 2010: 1,980 families received case management services</p> <p>2006 - 2010: United Way held 11 case management trainings with a total of 1,178 participants.</p> <p>2010: All HSC agencies reported between 74%-100% of clients maintained housing at 6 months and 72%-90% of clients maintained housing at 12 months.</p>

GOALS	OBJECTIVES	STRATEGIES	ANTICIPATED RESULTS	RESPONSIBILITY	RESULTS
A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)		c. Recognize the importance of the roles all persons who come in contact with homeless persons play and commit to providing training and support.	Provide at least one (1) training program available to support persons on homeless issues and strategies to ensure success in housing. Source: UWDC	United Way of Dane County HSC agencies	2011: # trainings geared to persons (other than case managers) on issues related to assisting homeless persons find/maintain housing.
	2. Increase the number of households who retain stable housing who might otherwise become homeless.	a. Increase the availability of financial assistance to prevent homelessness for households at risk.	Increase the number of households (over the 2011 level) who avoided homelessness as a result of receiving short-term financial assistance such as payment of rent or utilities in arrears. Source: City of Madison, UWDC, HSC Agencies	Federal, state and local government HSC agencies	2011: # of households receiving financial assistance that avoided homelessness.

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	<p>3. Increase mainstream resources and benefits to households so that they are able to afford the cost of housing.</p>	<p>a. Increase the number of households approved for SSI/SSDI and other mainstream benefits and shorten the length of time between application and approval of SSI/SSDI benefits by advocating for institutional change and improving agencies' knowledge of the application process.</p>	<p>10% annual increase in the number of households who receive SSI/SSDI benefits. Source: Social Security Administration, Dane County Human Services</p> <p>10% annual increase in the number of households who receive entitlement programs through Dane County Human Services. Source: Dane County Human Services</p>	<p>Federal, state and local government HSC agencies DCHS Social Security Administration</p>	<p>2005 – 2010: 232 SSI/SSDI cases approved.</p> <p>2005: 19,274 households received mainstream resources. 2010: 38,653 households received mainstream resources.</p>
<p>A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)</p>	<p>4. Advocate for employment resources including basic education.</p>	<p>b. Maximize the available financial resources for housing by extending access to safety-net supports such as food, clothing, EITC.</p> <p>a. Improve connections between those persons seeking employment and employers. Ensure a level of comprehensive</p>	<p>Increased use of available free foods (TEFAP); access to food pantries as often as needed and food pantry shift to customer-selected food; access to tax preparation assistance to claim Earned Income Tax Credit . Source: UWDC</p> <p>Pilot program(s) will be initiated that will recruit employers and potential employees from HSC agencies to match those in need of employment with available jobs.</p>	<p>UWDC Hunger Prevention Council, Dane County Food Pantry Network, HSC agencies</p> <p>Local business community HSC agencies</p>	<p>2005: 4.6 million pounds of food distributed. 2010: 6.7 million pounds of food distributed.</p> <p>2007: DCHS contracts with EATA to provide employment services to homeless persons. 2008 – 2010: 370 participants found employment</p>

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		supportive services and mentors to improve chances of success in obtaining and maintaining employment.	Source: HSC agencies		
	5. Advocate for basic education resources.	<p>a. Increase the emphasis by HSC agencies on adult basic education opportunities, including GED and HSED.</p> <p>b. Collaborate with the homeless liaisons in area school districts to insure that homeless school aged children are quickly enrolled in school and afforded all protections under the McKinney-Vento mandates.</p>	<p>Increased number (over 2006 level) of Dane County residents with high school diplomas or equivalency. Source: U.S. Census Bureau</p> <p>Homeless school-aged children will continue to be quickly enrolled in school, in accordance with McKinney-Vento mandates.</p>	<p>Federal, state and local government Private foundations / funders DPI/ MMSD/ other County public school districts HSC agencies</p> <p>MMSD Transitional Education Program (TEP), MCPASD, and homeless liaisons in other Dane County school districts</p>	<p>2006: 5.6% of workforce has less than a high school diploma or equivalent.</p> <p>2011:</p>
A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)	6. Advocate for mental health resources and alcohol and other drug abuse treatment. Advocate for services to treat those with dual diagnoses.	a. Increase the on-going support services available to people with mental illnesses including those with a dual diagnosis.	<p>Annual increase (over the 2006 level) of Community Support Program (CSP) slots providing on-going services to clients in their homes. Source: WI DCF</p> <p>Increase (over the 2006 level) the number of supportive living units serving persons with persistent mental illness who require a higher level of support to maintain stable housing Source: City of Madison,</p>	<p>Federal, state and local government Mental Health Center of Dane County HSC agencies</p> <p>Federal, state and local government HSC agencies</p>	<p>2006: 562 CSP slots funded 2010: 559 CSP slots funded</p> <p>2006: 174 units 2010: 248 units</p>

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			HSC Agencies, DCHS		
		b. Increase the availability of out-patient treatment for persons with alcohol and other drug abuse (AODA) issues including those with a dual diagnosis.	The number of out-patient treatment slots will increase (over the 2006 level), with comparable increases in each five year period after. Source: HSC Agencies, DCHS	Federal, state, and local government Private foundations / funders HSC agencies	2006: 526 treatment slots 2010: 610 treatment slots
		c. Increase the availability of residential treatment beds for persons with mental illness, AODA issues and co-occurring substance abuse and mental health needs.	The number of residential treatment beds will increase (over 2006 level), with comparable increases in each five year period after. Source: HSC Agencies, Dane County Human Services The number of residential treatment beds serving persons with both mental illness and AODA issues will increase (over 2011 level). Source: HSC Agencies, Dane County Human Services	Federal, state, and local government Private foundations / funders HSC agencies	2006: 84 residential treatment beds for persons with AODA issues. 2010: 70 residential treatment beds.
A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)		d. Provide support services to women who need AODA treatment to either retain or regain custody of their children. Also provide support for the children of parents with AODA issues.	Increase number (over 2006 levels) of women receiving AODA treatment who retain or regain custody of their children. Source: ARC Community Services, DCHS, UWDC	Federal, state and local government Private foundations / funders ARC Community Services HSC agencies	2006: 83 women retained or regained custody of their children. 2010: 71 women retained or regained custody of their children.
		e. Increase AODA treatment services to those in jail, and provide community	Increased budget for providing AODA treatment for those in jail.	Federal, State and local government HSC agencies	2006: \$2,245,148 in Dane Co. Jail Diversion funding. 2010: \$2,587,363

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		aftercare for those being released from jail.	Source: DCHS		
	7. Advocate for child care resources	a. Support an increase in the availability and affordability of quality child care to low-income households.	Increase the number (over 2011 level) of households receiving subsidized child care slots funded by the state and funded by the City.. Source: DCHS, City of Madison, Community Coordinated Child Care, Inc. (4C's)	Federal, state and local government Private foundations / funders HSC agencies and advocates Community Coordinated Child Care Private sector	2011: # households received subsidized child care assistance from the state. 2010: 108 households received subsidized child care assistance from the City of Madison.
	8. Advocate for transportation resources.	a. Support the access to a variety of transportation options available to low-income households enabling them to access jobs and child care.	Increase the ability of households to obtain low or no-cost transportation options. Source: HSC agencies	Federal, state and local government Private foundations / funders HSC agencies Private sector	2007: 599 employment-related rides through Transit for Jobs. 2010: 14,458 employment-related rides through JobRide and YWTransit.
A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)	9. Advocate for medical and dental services for homeless persons.	a. Support access to medical services through a variety of entry points with the goal of connecting households with a "medical home". b. Support access to dental services to	Increase the number (over the 2011 level) of homeless persons who are provided access to medical services through the emergency shelter system and other access points. Source: Meriter HEALTH, GHC Increase the number (over the 2011 level) of	HSC Agencies, The Salvation Army Meriter HEALTH HUT Group Health Cooperative AIDS Network Private Sector	2011: # of homeless households who received medical services through the HEALTH Hut. 2011: # of homeless families who received medical services through Group Health Cooperative. 2011: # of homeless individuals who received dental services

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		ensure that adults and children receive services as needed.	homeless persons who are provided dental services through the emergency shelter system and other access points. Source: The Salvation Army, AIDS Network		through The Salvation Army dental clinic; # of persons receiving dental services through AIDS Network clinic.
	10. Advocate for resources for re-integrating offenders.	a. Support those persons released from prison who are re-entering the community and need assistance navigating the often inaccessible housing and services market.	Increase the number (over the 2006 level) of former prisoners linked with housing and services needed to successfully re-enter the community. Create/maintain partnerships with HSC agencies and the Department of Corrections to minimize barriers to finding appropriate housing in Dane County. Source: HSC, DOC	Federal, state and local governments WI Department of Corrections Madison-area Urban Ministry Porchlight, SVdP Private Sector	2006: MUM's Journey Home program assisted 80 former prisoners with employment. 2010: MUM assisted 38 with employment and 36 with housing. 2006: DOC contracts with HSC agencies for beds for homeless ex-offenders – Porchlight (4), SVdP (3). 2010: Porchlight (2), SVdP (3)
A. Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing. (continued)	11. Provide financial education to help households better manage their resources.	a. Improve access to financial education and counseling services through new and existing programs.	The number of households who complete financial literacy and tenant education classes offered by HSC agencies will increase annually (over 2006 level). Source: HSC agencies	UWDC, Private foundations / funders HSC agencies Private sector	2006: 953 households served. 2010: 864 households served.

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		b. Increase training of financial literacy skills in public schools.	The number of youth who complete financial literacy education classes offered by HSC agencies and others will increase annually (over 2006 level). Source: HSC agencies	YWCA HSC agencies Private sector	2006: 129 MMSD youth served. 2010: 358 MMSD youth served.
	12. Build on efforts to improve relationships between landlords, tenants and non-profit agencies.	a. Decrease the number of evictions by providing access to landlord/tenant mediation, financial assistance to pay a portion of back rent and protective payee services when appropriate.	Annually decrease the number of Dane County evictions filed from 2006 levels. Source: Dane County Clerk of Court Increase the number of active protective payees (over the 2011 level) who are trained and available to work with households who express an interest. Source: K Sandefur	Tenant Resource Center CACSCW Porchlight HSC agencies DCHS Property owners/landlords	2006: 3,062 evictions filed. 2010: 3,046 evictions filed. 2011: # of households receiving assistance through a protective payee program.
	13. Protect the legal rights of tenants to ensure that all are treated without discrimination and within the boundaries of the law.	a. Increase legal advocacy services to tenants so that homelessness is prevented via legal representation when appropriate.	The number of households who received legal assistance will increase annually (over 2006 level). Source: HSC agencies	Legal Action of WI, TRC, HSC agencies, Neighborhood Law Project Fundors, Advocates and Tenants	2006: 51 households avoided eviction through legal advocacy efforts. 2010: 78 households.
B. Help homeless households by providing a short-term safety net with continuous support services with the goal of moving to stable housing as quickly	1. Provide safe shelter beds for homeless families with children and single adults until such time that other more appropriate housing alternatives are available. Provide a safe environment for	a. The HSC will review the continuing need for shelter and overflow beds and explore other effective shelter alternatives based on solid data.	Annually the HSC will review available data on shelter use and the perceived unmet need and make recommendations to the appropriate organizations regarding future policy and funding	HSC shelter provider agencies, fundors and advocates Private foundations/ fundors	2006: 3,207 individuals turned away without shelter. 2010: 1,410 individuals turned away without shelter.

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as possible.	transgender individuals, young adults aged 18 to 24, and others who might have difficulty in traditional shelter settings.		decisions. The HSC, through the Shelter Providers Committee, will address solutions to sheltering persons in a safe, non-judgmental environment. Source: HSC agencies		
	2. Provide short term and transitional housing options for unaccompanied youth and unaccompanied parenting youth.	a. The HSC will advocate for resources to create housing options for unaccompanied youth and parenting youth.	Maintain the number of existing short-term options (over the 2006 level) and increase the availability of transitional housing options (create 6 units by 2016) for unaccompanied youth and parenting youth. Source: HSC agencies	Federal, state and local government Private foundations/ funders Youth Services of Southern Wisconsin (YSOSW)– Briarpatch HSC agencies	2006: 8 volunteer host homes licensed through YSOSW. 2010: 7 volunteer host homes. 2011: # of transitional housing units available to serve unaccompanied youth and parenting youth.
	3. Ensure safe housing alternatives with on-going supportive services for survivors of sexual assault and domestic abuse.	a. Support the efforts of HSC agencies in their activities to provide services and safe housing for survivors of all types of domestic violence and sexual assault.	Safe environment for persons who have suffered from the effects of violence in their homes and community. Source: HSC Agencies,	Federal, state and local government Private foundations/ funders Domestic Abuse Intervention Services YSOSW-Briarpatch HSC agencies City of Madison Community Development Office Private Sector	2006: 15% of homeless households and unaccompanied youth indicated “violence of threat of violence as primary reason for seeking shelter 2010: 21% 2011: (explore other measures to capture efforts on this objective)
B. Help homeless households by providing a short-term safety net with continuous support services with the goal of	4. Support persons released from hospitals to help them access housing and other services	a. Create new partnerships between the HSC agencies, funders and local hospitals and medical facilities to develop a process to determine	Increased availability (over 2006 levels) of safety net housing for individuals whose temporary medical conditions would otherwise result in their	The Salvation Army HSC Agencies	2006: 22 individuals with medical needs served with vouchers. 2010: 23 individuals with medical needs served with vouchers.

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moving to stable housing as quickly as possible. (continued).		appropriate housing prior to discharge and explore the local need for a short-term housing option to serve persons who are released from hospitals who are physically unable to work or who are going through extensive outpatient treatment and who would otherwise be homeless	homelessness. Source: HSC Agencies, City CDBG Office		
	5. Provide and expand on access for homeless households to store personal belongings and to access transportation services, voice mail, internet, showers and meals during the daytime hours.	a. Support the expansion of programs that supply personal storage space and daytime access to transportation, voice mail, internet, showers and meals. Expand the locations where these services are available and explore the unmet need for additional services.	Increased consumer satisfaction with the storage and daytime services available to them in order to access employment and stable housing. Source: Customer Satisfaction Surveys, 2006 Needs Assessment Survey	Porchlight Madison Public Library HSC agencies Private foundations/ funders Private Sector	2006: Lost existing service with closing of Pres House. 2010: Service offered at SVdP; 72 individuals used storage facility.
	6. Provide effective street-level outreach to increase the access to housing and services by homeless individuals.	a. Provide year-round outreach services to better connect single adults living in uninhabitable places to needed services.	Annually 30 single adults will move from the streets to residential treatment or supportive housing. Source: HSC agencies data,	Federal, state and local government Private Sector Tellurian UCAN Porchlight YSOSW-Briarpatch	2006: 69 individuals moved from streets into housing. 2010: 59 individuals moved from streets into housing.
B. Help homeless households by providing a short-term safety net with continuous	7. Provide effective outreach to families with children who are living in unsafe, uninhabitable places to increase	a. Provide year-round outreach to better connect families with children who are living in unsafe and	School districts in Dane County, through the Homeless Liaisons, will successfully connect homeless families with	Federal, state and local government and school districts, HSC family shelter providers	2011: # families with children who received services through Dane County public schools.

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support services with the goal of moving to stable housing as quickly as possible. (continued)	access to housing and services.	uninhabitable places to needed services	children to needed services and housing options. Source: DPI		
	8. Provide effective outreach to unaccompanied youth living in unsafe or in uninhabitable places to increase access to housing and services.	a. Provide year-round outreach to better connect unaccompanied youth living in unsafe places to needed services,	The number of staff hours devoted to providing outreach services to unaccompanied youth will increase (over 2006 level). Source: YSOSW	Federal, state and local government YSOSW-Briarpatch	2011: # of unaccompanied youth who move from homelessness to safe housing.
C. Provide an adequate inventory of affordable housing units for low-income households, whether by creating new units or making existing units affordable	1. Grow local "Housing First" model to serve the needs of homeless families, single adults, and young adults aged 18 to 24.	a. Place homeless individuals and families in permanent housing as quickly as possible, providing intensive home-based case management and stabilizing support services.	Annually increase (over the 2008 level) the number of permanent units available to homeless families, single adults and young adults aged 18 to 24 that are part of housing first programs. Source: UWDC	Federal, state and local government UWDC HSC agencies	2006: 16 units for families; 2 units for single adults. 2010: 131 units for families; 19 units for single adults.
	2. Provide a variety of housing units that are affordable for low-income single adults and families with children, and for those with special needs such as mental illness or physical disabilities.	a. Maintain the current number of federally subsidized rental units operated by non-profits and private developers. b. Create incentives for non-profit and for-profit housing developers to construct new affordable housing units.	Maintain or increase the number of federally subsidized rental units in Dane County for low-income households. Source: WI Housing and Economic Development Authority (WHEDA) Support local, state and federal incentives and tools such as a housing trust funds to encourage development of affordable housing.	Federal, state and local government City of Madison and Dane County Community Development Offices Housing in Action Leadership Team Greater Madison Chamber of Commerce Work Force Housing Fund Private Housing Developers	2006: 7,440 total units 2010: 7,727 total units. 2011: # units maintained # of new units
C. Provide an adequate inventory of		c. Support HSC agencies and other non-profit housing	Increase the number of supportive housing units created (over 2006	Federal, state and local government WHEDA	2006: 254 transitional units; 578 supported permanent units. 2010: 276 transitional units;

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affordable housing units for low-income households, whether by creating new units or making existing units affordable. (continued)		developers who create affordable housing units, coupled with supportive services, for households with issues such as mental illness, AODA, and other physical and mental disabilities.	level). Source: City of Madison Community Development Office, Dane County Community Development Office	Private foundations/ funders Goodwill Industries Housing Initiatives Porchlight Society for St. Vincent de Paul Tellurian Movin' Out HSC agencies	668 supported permanent units.
		d. Increase the number of existing rental units that are affordable to low-income households by encouraging a variety of models including but not limited to partnerships between non-profit agencies and private partners who subsidize the cost of rent.	Increase the number of housing units per year created by HSC agencies to house homeless households that are financially supported by private community organizations (for example, faith communities) or small pilot projects. Source: HSC	YWCA/The Road Home HSC agencies Faith communities Private sector	2006: 16 units (Second Chance) 2010: 16 units (Second Chance)
		e. Increase the number of existing rental units that are affordable to low-income households through the use of Housing Choice vouchers (Section 8), Shelter Plus Care, HOPWA vouchers and locally designed rent subsidy programs by advocating for increases in federal and state funding.	Retain the number of Housing Choice vouchers distributed by the Community Development Authority and the Dane County Housing Authority. Through advocacy, increase the number of Housing Choice vouchers in future federal budgets. Source: CDA, DCHA	Federal government Community Development Authority (CDA) Dane County Housing Authority (DCHA) AIDS Resource Center	2006: 2,614 Housing Choice vouchers (CDA, DCHA) 2010: 2,736 Housing Choice vouchers 2011: # Housing Choice vouchers # HOPWA vouchers

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C. Provide an adequate inventory of affordable housing units for low-income households, whether by creating new units or making existing units affordable. (continued)			Annually the HSC will apply for funds that can be used to pay a portion of the household's rent for a specific period of time, thereby making the rental unit affordable. New sources of funding to increase the number of units will be explored. Source: HSC, City of Madison and Dane County Community Development Offices	Federal, state and local government City of Madison and Dane County Community Development Offices HSC agencies	2006: 60 short-term subsidies (ESG), 44 long term subsidy (CoC) 2010: 27 short-term subsidies (ESG), 125 long-term subsidies (CoC).
			Increase the number of Shelter Plus Care slots available to Dane County disabled individuals over the 2006 level.	Federal, state and local government Housing Initiatives HSC agencies	2006: 110 S+C slots 2010: 106 S+C slots
		f. Support full funding of public housing units that, in addition to providing safe scattered-site housing, provide housing counseling and support services to low-income Dane County households.	Increase over the 2006 level the number of public housing units in Dane County available to low-income households. Source: CDA, DCHA	Federal, state and local government Community Development Authority Dane County Housing Authority	2006: CDA 857 units, DCHA 102 units 2010: No change
			Increase the number of staff (over 2006 level) dedicated to providing housing counseling to public housing tenants, assisting tenants in maintaining stable housing. Source: CDA, DCHA	Federal, state and local government Community Development Authority Dane County Housing Authority	2006: 2 FTEs dedicated to housing counseling public housing tenants. 2010: 0 FTEs