



Homeless Services Consortium Board of Directors Meeting
Friday, May 20, 2016
11:00 am
United Way Dane County Board Room A
AGENDA

Call to Order

1. Approval minutes from 4/21/16 meeting
2. Approve Reallocation of \$4,670 in ETH Prevention Funds Unspent by Stoughton United Ministries
3. Future of HSC Email Distribution List
4. City Staffing of HSC Board for remainder of 2016
5. Presentation and Discussion of Draft Community Plan to Prevent and End Homelessness Update
Kristin Rucinski and Martha Cranley, Co-Chairs of Community Plan Steering Committee
6. Update on Day Resource Center
Casey Becker
7. Appointment of Casey Becker to Represent HSC on WI Interagency Council on Homelessness
8. Reappointment of City of Madison as Collaborative Applicant for the HUD CoC Homeless Assistance Grant
9. Schedule Two Special Board Meetings to Discuss Bylaws and Committees

Adjourn

Schedule for remaining 2016 Board of Directors Meetings:

All meetings will be held at 11:00 am at the United Way except 6/24

June 24, 2016

July 22, 2016

August 26, 2016

September 23, 2016

October 28, 2016

November 18, 2016 (11/5 Holiday)

December 16, 2016 (12/23 Fri before Xmas)

MINUTES FROM THE HOMELESS SERVICES CONSORTIUM BOARD MEETING
April 21, 2016

PRESENT: Heather Dempsey, Jeanne Erickson, Torrie Kopp Mueller, Garrett Lee, Glen Ruiz (by phone), Scot Sorensen, Heidi Wegleitner

City CDBG Staff: Anne Kenny, Jim O'Keefe, Linette Rhodes, Sue Wallinger

GUESTS: Kevin McGee with Legal Action of Wisconsin, Kristina Dux with Community Action Coalition (CAC), Rachel Kaiser with CAC, Brenda Konkel with Tenant Resource Center (TRC)

CALL TO ORDER/ROLL CALL

Kopp Mueller called the meeting to order at 12:04 p.m. Because of conflicts of interest with today's agenda item, she turned the meeting over to Erickson.

MINUTES:

Sorensen moved to approve the minutes from April 15, 2016. Dempsey seconded. The motion passed unanimously.

DISCLOSURES/RECUSALS

Kopp Mueller said she works at YWCA, which receives ETH funds, and recused herself from discussion and voting.

Wegleitner said she works for Legal Action of Wisconsin, which receives ETH funds, and recused herself from discussion and voting.

Ruiz said that he works at Porchlight, which receives ETH funds, and recused himself from discussion and voting.

APPROVE REVISED SLATE OF PROPOSALS AS PART OF THE CITY'S APPLICATION FOR ETH FUNDS

Wallinger said that the problem with the motion to approve the funds at the previous meeting was that moving money from Rapid Re-Housing to Prevention in services put more money in services than in housing payments in the prevention category. The housing payments amount has to exceed the amount of housing services. Changes were only made in Prevention and Rapid Re-Housing. She suggested separating Prevention and Rapid Re-Housing. THP funding allocation would require a separate motion, as would the award of the bonus money.

Sorensen moved to accept the Prevention category funding amount of \$118, 850 as submitted. Dempsey seconded.

Erickson explained the adjustments for the \$6,938 to put the funding requests in compliance with HUD regulations. Wallinger also explained the funding recommendations. Lee suggested asking the affected agencies whether the changes in funding would work for them. Dux of CAC said they would be able to function. Konkel of TRC also said that they could make the funding amount work. McGee of Legal Action said they could also make the funding recommendation work.

The motion passed unanimously.

Wallerger cautioned that changes to funding amounts in other categories will affect percentages. She said there were no changes to the Rapid Re-Housing funding allocations.

Wallerger said that the State is offering the CoC an additional \$10,000 in THP funds and that there a couple of options as to what to do with those funds. She explained the options available.

Kopp Mueller continued to recuse herself from discussion and voting due to conflict of interest.

Wegleitner moved to use the remaining \$10,000 to fund Dane County Parent Council's Outreach to Families with Children. Sorensen seconded.

Ruiz left the meeting (by phone) at 12:45 p.m.

Wegleitner withdrew her motion.

Dempsey moved to add \$400 to fully fund The Salvation Army's Medical Vouchers; to add \$3,300 to The Salvation Army's Single Women Shelter Case Management; to add \$3,300 to YWCA's Family Shelter Operations; and to add \$3,000 to Briarpatch Street Outreach. Sorensen seconded.

Lee asked whether the Board could consider funding TRC's Outreach. Wallinger said yes.

Dempsey amended her motion so that now \$400 in funds would be added to The Salvation Army's Medical Vouchers, \$3,000 in funds would be added to Briarpatch's Street Outreach; and \$6,600 would be added to TRC's Outreach. Lee seconded. The motion passed unanimously.

Wallerger passed out two letters from YWCA and CAC regarding their interest in the \$40,000 in bonus money.

Wegleitner moved to allocate the \$40,000 bonus to YWCA's Housing Locator proposal. Sorensen seconded.

The Board discussed the pros and cons of awarding the money to YWCA versus CAC.

The motion passed with Erickson, Lee, Weigletner, and Sorensen voting aye and Dempsey voting nay.

ADJOURNMENT

Lee moved to adjourn at 1:15 p.m. Dempsey seconded. The motion passed unanimously.

Anne Kenny, recorder



Department of Planning & Community & Economic Development

Community Development Division

Madison Municipal Building, Suite 225
215 Martin Luther King, Jr. Boulevard
P.O. Box 2627
Madison, Wisconsin 53701-2627
Phone: (608) 266-6520
Fax: (608) 261-9626
www.cityofmadison.com

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

TO: HSC Board of Directors
FROM: Sue Wallinger
DATE: May 16, 2016
RE: Reallocation of ETH Prevention funds

The 2015-16 ETH application to the state DEHCR, Stoughton United Ministries was awarded \$12,400 in ESG funds for the Pathways to Self-Sufficiency to provide case management to persons to prevent homeless. In March, Dottie Peterson notified me that Sherri Schroeder was leaving the Pathways position and due to uncertainty of future funding, the SUM Board of Directors would not be hiring another staff person and would not be able to spend their entire contracted amount. The SUM contract has \$4,670 remaining.

The state DEHCR directs ETH recipients that they can move money from one sub-recipient to another provided the use remains in the ESG category i.e. prevention, rapid rehousing, shelter, HMIS, outreach. There are current three agencies approved in this contract year for prevention projects. They are:

- Legal Action of WI for legal advocacy,
- Tenant Resource Center for housing mediation, and
- Community Action Coalition for the eviction prevention and rapid rehousing financial assistance and services.

In the past, funds that were not expected to be used by the end of the ETH grant period were transferred to CAC to use in the monthly drawings that provide financial assistance in the form of eviction prevention and security deposits to eligible households. CAC is in a unique position to be able to spend the funds quickly and provide direct assistance to needy households. Staff recommends that the funds returned from SUM be transferred to CAC to be spent by June 30th.

Safe & Sound

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

2016-2020



**Homeless Services
Consortium**

DANE COUNTY / MADISON, WI

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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. Everyone deserves an equal opportunity to housing free of discrimination.
2. Homelessness is defined by the people who experience it. People who have lived experiences of homelessness have an integral role in the design of solutions to prevent and end homelessness.
3. The community will continue to explore creative solutions to ending homelessness beyond those objectives highlighted in this plan.
4. There has to be 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.
5. Community volunteers are recognized as an essential part of preventing and ending homelessness.
6. 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.

INTRODUCTION

All Persons.

Adults. Families, 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. We care about all persons experiencing homelessness, but the presence of homelessness among unaccompanied youth and youth 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. Our efforts to prevent and end homelessness in Dane County must include the voices of those who experience homelessness in its many forms.

4 Goals.

Prevent. Support. End. Advocate. This plan presents four goals in the simplest language to provide a clear purpose for community action. The goals are to prevent homelessness, support those experiencing homelessness with a pathway to permanent housing, end homelessness by increasing access to permanent housing, and advocating for increased community, political, and financial resources to prevent and end homelessness in Dane County. Each goal is supported by specific objectives and action items informed by our collective expertise and best practices. They will be achieved by the coordination of three specific strategies.

3 Strategies.

Collaborate. Connect. Evaluate. These strategies are woven throughout all of the goals and objectives of this plan to increase the effectiveness of each organization involved. Collaboration will include the coming 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 this community plan. 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. 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.

No person experiencing homelessness in Dane County. Ending homelessness and developing strong supports to prevent future homelessness is a priority for the Dane County Community. 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 funders, providers, faith-based, and grassroots organizations that have committed to play a role in ending homelessness in our community. Its success will depend on more than just HSC members. *(Not finished)*

DRAFT

PLAN AT A *GLANCE*

All Persons. *4* Goals. *3* Strategies. *1* Result.

Prevent homelessness in Madison and Dane County

- Evaluate and change prevention services and dollars to maximize their use for those with the greatest needs
- Prevent homelessness among unaccompanied youth, ages 13-17 through reunification strategies, conflict resolution, and other services
- Work with state agencies and institutions such as the foster care system and jails to prevent discharge of persons into homelessness
- Identify barriers and improve access to tenant services such as rental assistance, legal aid, as well as mental health and substance abuse counseling that can prevent homelessness
- Improve connections to affordable housing and jobs for those at risk of homelessness

Support people experiencing homelessness with a pathway to permanent housing

- 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
- 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
- Support the creation of a day center as a homelessness resource
- Improve collaboration among mainstream providers, faith-based, and grassroots organizations to address both crisis needs 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 or transitional 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 in Madison and Dane County

- 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 homelessness as part of the national Zero: 2016 Initiative

Advocate and collaborate with local, state, and national partners

- Improve data collection on people being served by HSC member organizations and make annual adjustments in the projected need for each objective
- Form a common annual advocacy agenda to focus HSC efforts
- Increase community resources and will to prevent and end homelessness by revitalizing the Community Oversight Group to report on progress toward plan goals regularly and widely in the community
- Collaborate with state and national partners and organizations to support increased services, rights, and funding for preventing and ending homelessness

The Plan

Goal 1 Prevent Homelessness in Madison and Dane County

The most effective step to ending homelessness is preventing it. The causes of homelessness can vary as widely as the persons who experience it and include both individual and social origins. HSC will 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. We can also 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, job training, and job placement. To that end, HSC 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 the voices of persons with lived experiences of homelessness. This community plan includes the following specific objectives towards the goal of preventing homelessness in Madison and Dane County:

Objective 1: Prevent homelessness among unaccompanied youth.

Objective 2: Prevent persons being discharged into homelessness from institutions.

Objective 3: Identify barriers and improve access to tenant services to prevent homelessness

Objective 4: Identify barriers and improve access to services addressing mental health and substance abuse issues

Objective 5: Identify barriers and improve connections to affordable housing and jobs

Action Plan

Objective 1.1: Prevent homelessness among unaccompanied youth.

Strategy	Partner(s)	Benchmark(s)	Deadline
Youth and Young Adult (YYA) organizations will explore reunification, conflict management, and other services to provide recommendations for HSC	YYA organizations	N/A	2016
Youth and Young Adult (YYA) organizations and MMSD will collaborate to identify barriers and improve access to services for youth at risk of homelessness	YYA organizations, MMSD	N/A	Ongoing

Objective 1.2: Prevent persons being discharged into homelessness from institutions.

Strategy	Partner(s)	Benchmark(s)	Deadline
Ensure that all youth leaving foster care in Dane County have a confirmed plan for safe and stable housing	Dane County Human Services	2017 - Procedures in place for every youth	Ongoing
Ensure that procedures are followed for the discharge of all persons from short-term or long-term incarceration in Dane County into safe and stable housing	Wisconsin Department of Corrections, Madison Police Department, Dane County Sheriff's Office	N/A	Ongoing
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	N/A	Ongoing

Objective 1.3: Identify barriers and improve access to tenant services to prevent homelessness

Strategy	Partner(s)	Benchmarks	Deadline
Conduct a focus group or survey of persons with lived experience of homelessness to identify barriers to tenant services and recommend ways to improve access to these services		N/A	2016
Evaluate how prevention dollars are being spent and develop ways to ensure that the funds are reaching those with the most need	Mainstream providers, Faith-based organizations, Grassroots organizations	N/A	2016
Advocate for increased funds for tenant assistance services (e.g. legal aid, mediation, prevention education, etc.)			Ongoing
Train case managers and member organizations about eviction prevention strategies, legal remedies for eviction notices, and educate about fair housing and reasonable accommodation laws			2016
Incorporate eviction prevention best practices in local government contracts and require documentation of efforts to prevent eviction	HSC Funders		
Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually			

[Objective to evaluate and add a prevention section and incorporate recommended changes to housing policy in the written standards]			2017
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Objective 1.4: Identify barriers and improve access to services addressing mental health and substance abuse issues

Strategy	Partner(s)	Benchmarks	Deadline
Conduct a focus group or survey of persons with lived experience of homelessness to identify barriers to mental health and substance abuse services and recommend ways to improve access to these services		N/A	2017
[Objective to decrease wait time when clients are ready for service]			
[Objective to Increase connection between housing and healthcare - H2]			
[Objective to encourage all housing programs move toward a harm reduction model and evaluate other policies that ban persons from services or housing]			

Objective 1.5: Identify barriers and improve connections to affordable housing, jobs, and other benefits

Strategy	Partner(s)	Benchmarks	Deadline
Conduct a focus group or survey of persons with lived experience of homelessness to identify barriers to finding affordable housing and jobs and recommend ways to improve access to these resources		N/A	2017
[Objective to increase access to public benefits (SSI, W2, SSDI etc.)]			
[Objective to increase access to employment and training programs and family supporting employment]			

Goal 2 Support persons and families experiencing homelessness with a clear pathway to permanent housing

Objective 1: Implement and track diversion as a part of an empowering approach to ending a person or family's homelessness

Objective 2: Improve collaboration among mainstream providers, faith-based, and grassroots organizations

Objective 3: Improve outreach and access to supportive housing for those experiencing homelessness

Objective 4: Provide supportive services that address underlying factors of homelessness and housing instability

Objective 5: Increase rates of placement from shelter to permanent housing

Action Plan

Objective 2.1: Implement and track diversion as a part of an empowering approach to ending a person or family's homelessness

Strategy	Partner(s)	Benchmarks	Deadline
Identify resources and pay for training for all organizations that are doing or want to do diversion	United Way City of Madison, Dane County	_ % of case managers will receive Ed Boyte Training by Winter/Spring 2017	Ongoing
All Agencies receiving training for diversion will track success of households served in HMIS	Data Committee and agencies	CoC agencies All agencies that use service point Everyone else	July 2017 Jan 2018 Jan.2019
Divert 35% of households that contact any organization that helps people experiencing homelessness into safe and legal living conditions		10% - 2017 15% - 2018 25% - 2019 35% - 2020	2020
Ensure that no more than 7% of households served with diversion resources do not experience homelessness again over the course of two years			2020

Objective 2.2: Improve collaboration among mainstream providers, faith-based, and grassroots organizations

Strategy	Partner(s)	Benchmarks	Deadline
Map the current services and resources provided by faith-based and grassroots organizations	Faith-based organizations Grassroots organizations		2016
Faith-based and grassroots organizations will establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs	Faith-based organizations Grassroots organizations		Ongoing
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, Faith-based organizations Grassroots organizations		Ongoing
[Objective that all HSC member organizations will use VI SPDAT]			

Objective 2.3: Improve outreach and access to supportive and transitional housing for those experiencing homelessness

Strategy	Partner(s)	Benchmarks	Deadline
[Objective to coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County]			
Increase local funding outreach services to 13-24 year olds to a minimum of \$100,000 annually	City of Madison Dane County		
Increase transitional housing beds designated for 18-24 years in Dane County to 24			
All HSC-funded providers will review, reduce, and standardize their screening criteria to increase access and reduce barriers to housing and services			
[Objective to explore the creation of a day center or other options as an accessible public resource for persons experiencing homelessness]			

Objective 2.4: Provide supportive services that address underlying factors of homelessness and housing instability

Strategy	Partner(s)	Benchmarks	Deadline
Funders and mainstream providers will engage mental health agencies to partner in service delivery and/or training to support housing case managers	HSC Funders, Mainstream Providers		
HSC member organizations will hire persons with lived experiences of homelessness as a peer support			
Supportive housing providers will hire people with education and training in behavioral health and evidence-based practices to serve people with the greatest needs	Supportive Housing Providers		
Mainstream and supportive housing providers will connect homeless adults and young adults with jobs, job training, and continuing education opportunities			

Objective 2.5: Increase rates of placement from shelter and transitional housing to permanent housing

Strategy	Partner(s)	Benchmarks	Deadline
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			
Align funding for a housing stabilization teams	HSC Funders		
Prioritize 100% of HSC and partner-funded housing for people coming off the coordinated entry list in order of greatest need			2016
Increase rates of placement from shelter to permanent housing by 10% each year			

Goal 3 End Homelessness in Madison and Dane County

Objective 1: Engage landlords to access new units of existing housing

Objective 2: Realign funding structures for rapid re-housing to provide more flexibility to move individuals and families in shelter back into housing

Objective 3: Align and prioritize capital, operating, and service funding packages for the development of new permanent supportive housing

Objective 4: End veteran homelessness as part of the federal Zero: 2106 Initiative

Action Plan

Objective 3.1: Engage landlords to access new units of existing housing

Strategy	Partner(s)	Benchmarks	Deadline
Conduct a landlord-outreach campaign to establish commitments for 185 new units of existing housing in the private market for people experiencing homelessness		60 new units - 2016 125 new units - 2017	2017
Organize housing locators to engage and support landlords who participate in ending homelessness			
HSC funders will fund supportive housing services according to written standards that align with best practices for staff-to-client ratio and overnight coverage	HSC Funders		

Objective 3.2: Realign funding structures for rapid re-housing to provide more flexibility to move individuals and families in shelter back into housing

Strategy	Partner(s)	Benchmarks	Deadline
Fund 50 new slots of rapid re-housing assistance for single adults		50 new slots - 2016	2016
Fund 50 new slots of rapid re-housing assistance for families		50 new slots - 2016	2016
Fund 20 new slots of rapid re-housing assistance for young adults, 18-24		20 new slots - 2016	2016

Objective 3.3: Align and prioritize capital, operating, and service funding packages for the development of new permanent supportive housing

Strategy	Partner(s)	Benchmarks	Deadline
Fund 160 new units of permanent supportive housing for single adults	HSC Funders	2016 - 20 units 2017 - 50 units 2018 - 80 units 2019 - 120 units 2020 - 160 units	2020
Fund 40 new units of permanent supportive housing for families	HSC Funders	2016 - 5 units 2017 - 10 units 2018 - 20 units 2019 - 30 units 2020 - 40 units	2020

Objective 3.4: End veteran homelessness as part of the federal Zero: 2106 Initiative

Strategy	Partner(s)	Benchmarks	Deadline
Establish a certified by-name list of veterans who need housing		N/A	2016
Reach and maintain functional zero in veteran homelessness			2016

Goal 4 Advocate and collaborate with local, state, and national partners

Objective 1: Improve data collection on people being served by HSC member organizations

Objective 2: Increase community resources and will to prevent and end homelessness

Objective 3: Increase local political will to prevent and end homelessness

Objective 4: Collaborate with state and national partners and organizations

Action Plan

Objective 4.1: Improve data collection on people being served by HSC member organizations

Strategy	Partner(s)	Benchmarks	Deadline
All HSC member organizations will be encouraged to use HMIS			
[Objective to review and improve data annually]			
Conduct an annual system analysis to review outcomes for people experiencing homelessness and make adjustments in the projected need for each objective			

Objective 4.2: Increase community resources and will to prevent and end homelessness

Strategy	Partner(s)	Benchmarks	Deadline
Revitalize the Community Oversight Group to report on progress toward plan goals regularly and widely in the community			
Form a common annual advocacy agenda that prioritizes no more than three key items			
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	YYA Providers		2016
Host a public education forum about the specific needs and experiences of elderly			2017

people in Dane County who are experiencing or are at risk of homelessness			
[Objective to increase neighborhood supports where homeless families are moving]			

Objective 4.3: Increase local political will to prevent and end homelessness

Strategy	Partner(s)	Benchmarks	Deadline

Objective 4.4: Collaborate with state and national partners and organizations

Strategy	Partner(s)	Benchmarks	Deadline
Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences			
Work with state legislators and the WI Department of Children and Families to expand rights for unaccompanied youth experiencing homelessness, ages 16-17.	HSC Board of Directors HSC Legislative Committee YYA Organizations		Ongoing
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 by \$1 million annually	YYA Organizations		
Work with the Wisconsin Coalition Against Homelessness to align efforts with statewide advocacy			



United Way
of Dane County



Draft Day Resource Center Concept Paper

Proposed April 2016

DRAFT

Draft proposed operations model and funding commitments for a Day Resource Center, informed by previous recommendations, other center models, and input for the facility. Respectfully submitted for feedback from the community, in part to help inform a request for proposal (RFP) to secure an operator for the Day Resource Center.

Introduction and Goals

Representatives of major partners and potential funders of a Day Resource Center recently met to reaffirm their shared goals and reach agreement on proposed operations and funding commitments for the facility – a one-stop-shop for critical community connections that provide a path to safe, permanent housing, as well as basic services, for our neighbors in need.

These discussions were guided by previous recommendations for a facility, research into other Day Resource Center models, funding currently pledged and/or available, and consideration of the feedback received from discussions with local advocates, providers, elected officials, and residents of the Tenney-Lapham Neighborhood.

Major themes emerged during these discussions:

- Ensuring the facility is a welcoming support for those in need, and a good neighbor to surrounding residents, businesses, and visitors.
- Developing an operations model that can respond to current and emerging needs of the community over time, and soliciting community input on that model.
- Ensuring the successful acquisition of a qualified operator through a request for proposal (RFP) process that clearly outlines expectations for the operation.
- Determining a guideline budget for center operations and a proposed program model based on available cost estimates, funding currently pledged and/or available, and funding that will still be needed.
- The importance of partnering with the private sector to ensure the successful operation and funding of the Day Resource Center.

Based on this information, the partners are proposing the following operations model and estimated budget for a Day Resource Center. This proposal will be shared with stakeholders through formal and informal venues.

The goal of this proposal is to outline services that could be successfully provided in the first year of the Day Resource Center's operation and that meet the current needs of the county's individuals and families who are homeless, or living in poverty and at-risk of becoming homeless.

The proposal also outlines additional services that could be phased in over time as other resources become available for the facility and through continual assessment of the community's needs.

Proposed Operations

Operations would ideally occur seven days a week, including holidays, from 8:00 am to 5:00 pm at the former Messner building on 1326 East Washington Avenue in the City of Madison.

The bulk of the recommended services are proposed to be available when the center first opens, while other resources are proposed to be phased in over time. This model is intended to balance several considerations and goals:

- To provide services to address barriers that cause individuals and families to experience homelessness.
- To meet urgent, basic needs of Day Resource Center customers, largely as outlined in the 2013 Day Resource Center recommendations report approved by the then County Homeless Issues Committee, with program flexibility to address emerging needs.
- To allow for regular contact between the provider and project stakeholders – customers, partner providers, advocates, funders, neighbors, policy makers – in the center's initial year to communicate early successes and collect feedback.
- To secure a Day Resource Center operator with a proven track record of operating effective human services programs that involve a variety of stakeholders and accountability measures.
- To allow an operator to build the organizational and financial capacity necessary to successfully operate a Day Resource Center.

Initial Community Connections and Co-Located Services

The Day Resource Center operator would be responsible for coordinating the following services. Services could be provided by partner agencies that currently offer these programs in our community, and would utilize space available at the Day Resource Center for those services.

- **Case Management** – Staff to help customers with assessments, planning, and access to critical resources such as housing, employment and training, food assistance, medical care and insurance, mental health services, alcohol and other drug addiction (AODA) services, legal services, and more.
- **Computer Lab** – Computers available for customers to conduct housing and employment searches, work on a resume, check e-mail, obtain vital records, etc.
- **Coordinated Intake** – Staff to conduct housing assessments and connect individuals and families experiencing homelessness or near homelessness with shelter, housing, or eviction prevention and/or rental assistance funds.

Initial Community Connections and Co-Located Services, Con't.

- **Housing Navigator** – Staff to assist customers with housing searches, housing applications, addressing barriers to housing (income, credit, transportation issues), outreach to housing providers, and connection to supportive services (if needed) once a customer has obtained housing.
- **Private Partner Offices** – Spaces where individuals and families can confidentially connect with community resources.

Engagement Services

The following services would be provided by the operator of the Day Resource Center, and are intended to meet the basic needs of its customers.

- **Day rooms** – Separate spaces for single adults and families with children to provide refuge from the elements during the day.
- **Kitchenette** – A self-service kitchenette where visitors can warm up or prepare their own snacks or small meals.
- **Laundry** – Six commercial washers and six commercial dryers, available for use during business hours.
- **Mail/Message Center** – The ability for individuals and families with no fixed address to have mail delivered to the Day Resource Center, or to obtain messages at a fixed location.
- **Outdoor Space** – An outdoor playground for families with children, and a separate outdoor space for adults.
- **Showers** – Four showers for women, and four showers for men, with a separate bathroom and shower area for families with children.
- **Day Storage** – Gym lockers suitable for daytime storage of personal items.
- **Telephone Access** – Landline phones that can be utilized by customers to access local resources or stay connected with community supports.
- **Van Transportation** – Van transportation to and from the Day Resource Center and other critical services throughout the community.

Phase-In Services

The following services could be added over time as the provider builds organizational and financial capacity.

Customers could use these services in the Day Resource Center's initial year through case management located at the facility.

- **Benefits Counseling** – Assistance identifying where a person can utilize their medical benefits in the community.
- **Haircuts** – Free on-site access to haircuts provided by community partners.
- **Medical Services** – On-site access to medical professionals and limited care.

Phase-In Services, Con't.

- **Mental Health Assessments** – Voluntary, private screening to determine if an individual is experiencing symptoms of a mental health condition, and referral to services.
- **Legal Services** – Free legal assistance or connection to assistance. For example, housing law, consumer law, family law, addressing licensing and record loss, and more.
- **Alcohol and Other Drug Addiction Services (AODA)** – Voluntary, private connection to assessments and services to assist an individual in addressing an addiction to alcohol and/or drugs.

As emerging or different needs are identified, this list of services may be adjusted or re-prioritized.

Additional Considerations

In addition to providing and coordinating the services detailed above, the operator of the Day Resource Center would be responsible for the following:

- **Security Plan** – A component of the conditional use permit application the county will submit to the City of Madison, developed with the Day Resource Center provider, to be executed by the Day Resource Center provider to ensure the safety and comfort of those who visit the Day Resource Center, as well as live, work, learn, or do business near the Day Resource Center.
- **Community Engagement** – Regular provider staff outreach to Day Resource Center customers, community service partners, representatives from the neighborhood, local government, local law enforcement, and surrounding businesses to ensure open communication and proper escalation of any challenges that may arise.

Budget

The cost to operate the facility (not including renovations, equipment, etc.) is estimated at \$489,898. This total includes the estimated cost to provide facility staff – at least 3.5 full-time equivalent operating staff (allows for two staff on-site at all times for the desired hours of operation) and 1.0 full-time equivalent Program Director) – utilities, insurance, security, custodial, refuse, laundry service (for the shower program), telephone/data, supplies, and van transportation.

Dane County has budgeted \$130,000 for Day Resource Center operations. The Mayor of Madison and the Madison Common Council are on record, and have been through four consecutive budgets, as supportive of an ongoing role in sharing the operating costs of the Day Resource Center. The City of Madison's base budget currently earmarks \$80,000 for that use. The United Way has been an ongoing funding partner as well and has made a \$100,000 investment commitment.

The total cost to operate a comprehensive Day Resource Center is anticipated to exceed the funds pledged for this project. It is expected that the Day Resource Center provider will fundraise and otherwise leverage private sector resources to cover the costs associated with running a program.



**WISCONSIN DEPARTMENT OF
ADMINISTRATION**

SCOTT WALKER
GOVERNOR

SCOTT A. NEITZEL
SECRETARY

Office of the Secretary
Post Office Box 7864
Madison, WI 53707-7864
Voice (608) 266-1741
Fax (608) 267-3842

April 20, 2016

Sue Wallinger
Madison Continuum of Care
City of Madison
PO Box 2627
Madison, WI 53701


Dear Ms. Wallinger,

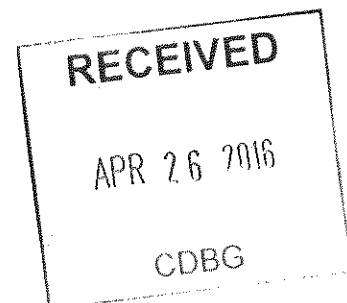
Congratulations on your agency's appointment to the Wisconsin Interagency Council on Homelessness. The Council was created to ensure coordination between State of Wisconsin Departments and stakeholders whose policies and programs address homelessness. Your agency's appointed primary representative to the Council will be Casey Becker.

Please consider and submit the name and contact information for an alternate representative to Ellen Hildebrand at ellen.hildebrand@wisconsin.gov by May 30, 2016. The alternate representative should attend when the primary representative cannot make a meeting. Both members are welcome at meetings if they can both attend. If you would like to have a different primary or alternate representative appointed, please submit their name and contact information to Ellen Hildebrand at ellen.hildebrand@wisconsin.gov.

The Department of Administration looks forward to working with your agency to end homelessness in Wisconsin.

Sincerely,


Scott A. Neitzel
Secretary



cc: Casey Becker