



Homeless Services Consortium Board of Directors Meeting
Friday, July 22, 2016
11:00 am – 1 pm
United Way Dane County Board Room A
AGENDA

Call to Order and Welcome

1. Review of Bylaws and approval to present new version to general membership (Torrie)
2. Approval of New Board Member
3. Approval of Community Plan

Adjourn

Schedule for remaining 2016 Board of Directors Meetings:

All meetings will be held at 11:00 am at the United Way

August 26, 2016

September 23, 2016

October 28, 2016

November 18, 2016 (11/5 Holiday)

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

**Bylaws
Of
Homeless Services Consortium of Dane County**

Article I: Name

The name of this organization shall be the Homeless Services Consortium of Dane County, hereinafter referred to as HSC. The HSC shall be organized as a Non-profit Association under the laws of the State of Wisconsin.

Article II: Vision

The HSC membership shares the vision that all persons should have the opportunity to secure and maintain safe, stable and affordable housing. Members believe that housing is a human right.

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Article III: Purpose & Responsibilities

The HSC is organized to prevent and end homelessness for all households in Dane County through the efficient and effective delivery of housing and services. The responsibilities of the HSC include, but are not limited to (parenthesis indicate responsible party):

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1. Develop policies and procedures needed to comply with HUD HMIS requirements, code of conduct and recusal process for the Board and its members; policies reviewed at least biannually (HSC Board of Directors)
2. Establish and monitor targets and evaluate outcomes of HUD-funded programs; (Peer Review Committee)
3. Plan and operate a centralized or coordinated intake and assessment system; (Coordinated Intake and Assessment Committee)
4. Establish and follow Written Standards, approved by the HSC Board of Directors, when administering assistance using Continuum of Care (CoC) or Emergency Solutions Grant, Transitional Housing Program & Homeless Prevention Program (ETH) funds; (Written Standards Committee)
5. Prepare annual application for CoC and ETH funds; (CoC Homeless Application Committee and HSC Board of Directors)
6. Coordinate planning efforts including;
 - a. Semi-annual Point in Time surveys,
 - b. Annual gaps analysis of homeless needs,
 - c. Provide information necessary to the Consolidated Plan for Madison and Dane County (HSC Board of Directors),
 - d. Plan for the use of ESG and CoC funds, and
 - e. Evaluate performance of ESG and CoC funded activities.
7. Establish priorities for funding projects within Dane County using the Community Plan to Prevent and End Homelessness approved by the HSC Board of Directors;
8. Make decisions on the Unified Funding Agency.

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Comment [TKM1]: Wasn't sure if I should put the Board here or not. Traditionally, the City has really been the one to prepare the application for ETH funds. Maybe we should only say CoC Board and leave out committees on this since we are in the role of approving everything?

We do meet as a board to approve the ETH grant so I would say to put the board in.

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Comment [TKM2]: Will add committees after the 7/11 meeting.

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Article III: Membership

Section 1: Members

Membership is open to any person who shares the vision of the HSC. Members may include, but is not limited to, representatives of service and housing providers, healthcare providers, government officials, developers,

Deleted: The membership of the HSC shall be defined as: 1) a group of individuals who share the same vision that all persons should have the opportunity to secure, safe, stable and affordable housing and 2) persons who meet regularly for the purpose of sharing information on issues related to homelessness in Dane County.

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[public safety staff, landlords, funders, advocates, and persons with lived experience of homelessness.](#) [The membership, as part of an organization, is responsible for the items outlined in the Purpose and Responsibilities section of the bylaws.](#)

Deleted: homeless and formerly homeless and is open to all interested persons

Section 2: Meetings

The HSC membership will meet monthly at a regularly scheduled time and location to be determined by the membership.

Comment [DoVA3]: Should this say the chair and vice chair of the membership committee because we are responsible for setting up the meeting?

An agenda will be [set by the Chair and Vice Chair of the HSC, considering suggestions from the membership.](#) [It will be](#) available prior to each membership meeting and will be emailed to all those persons interested in receiving notification via a distribution list. [Agendas will also be published on the HSC website \(www.danecountyhomeless.org\)](#) [The Vice Chair records minutes of the membership meetings. These will be sent out via the distribution list.](#)

Deleted: The Board of Directors will meet at least six times annually at a regularly scheduled time and location to be determined by the Board.

The HSC membership will elect a Chair and Vice Chair at the HSC Annual Meeting. Terms for Chair and Vice-Chair will be for one year.

Deleted: An agenda for the Board of Directors will be publically noticed on the City of Madison website and will be emailed to all persons interested in receiving notification via a distribution list.

All members who attend a minimum of three regularly scheduled monthly meetings [within the calendar year](#), as evidenced by sign-in sheet at each meeting, will be qualified to vote at the annual meeting for Board members, issues related to the bylaws and for Chair of the HSC. A list of all qualified HSC voters will be compiled by the Chair or their designee and available at any meeting that includes a vote of the membership. Each qualified member who attends the meeting gets one vote.

Deleted: The Chair is responsible for determining the agenda for the monthly membership meetings. The Vice-Chair records minutes of the membership meetings.

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Section 3: Member Dues

The HSC membership may from time to time request contributions from its members for the purpose of supporting activities that benefit the homeless population of Dane County. [Requests for member dues must be made to the HSC Board of Directors 90 days prior to the Annual Meeting.](#) The assessment of HSC membership dues shall have a defined purpose and must be approved by the majority of the voting members at the Annual Meeting.

Article IV: Governance

Section 1: Governing Body

The leadership of the HSC shall be eleven (11) voting members of a Board of Directors elected by qualified HSC members at its annual meeting. An additional Board Member representing the lead HMIS function shall be a non-voting member of the Board of Directors.

[The Board of Directors will meet at least six times annually at a regularly scheduled time and location to be determined by the Board.](#)

[An agenda for the Board of Directors will be publically noticed on the City of Madison web-site and will be emailed to all persons interested in receiving notification via a distribution list.](#)

Section 2: Board Structure

Elected members of the Board of Directors shall be from the following:

1. Two (2) representatives of non-profit agencies providing housing and services for homeless persons. The four elected representatives should reflect the variety of Dane County housing and services and homeless subpopulations.
2. Six (6) representatives at-large. The six elected at-large representatives may include: business representatives, advocates for homeless populations and victims of domestic violence, local government representatives, funders, medical providers, developers, faith communities, public safety, and veterans.
3. Two (2) representatives of the homeless and/or formerly homeless population.
4. Chair of the Homeless Services Consortium membership group.

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Deleted: housing and service providers

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A quorum for the Board of Directors to conduct business of the HSC shall be six (6) members.

Comment [TKM4]: Should we allow appearance by telephone?

Each Board member must annually sign a Code of Conduct as required by federal regulation.

I would say yes as we have done this recently. I would say that permission needs to be obtained from the President of the board or Executive committee in advance to assure that people aren't just calling in because they don't want to drive.

Section 3: Officers

The officers of the HSC Board of Directors shall be the President, Vice President and Secretary/Treasurer. Officers shall be elected on an annual basis by a majority of the Board of Directors.

Comment [TKM5]: Need to review code of conduct and add line for signature. Maybe make the secretary be in charge of ensuring this happens annually?

Agreed

Section 4: Term

Each elected Board member shall serve a two-year term. In order to ensure that Board members serve staggered terms, for the first year, five (5) of the Board members shall serve a one-year term. At the end of that year, each Board term shall be for two years. Each Board member may serve for no more than three (3) consecutive two-year terms.

Comment [TKM6]: Should we consider adding something about signing letters/petitions on behalf of the HSC, there can be a short turnaround on these items. Can we say an e-mail vote by the executive committee will suffice? Then the president sends an e-mail to all members alerting them of the action. In addition, how do we want to handle media requests?

Agreed... Media requests maybe need a notice to the membership beforehand because for the VA we need approval to have media stuff done and as a member our name would be attached to any media for the HSC.

Section 5: Resignation and Termination

Resignation from the Board of Directors must be in writing addressed to the Secretary/Treasurer.

The President or their designee has the ability to approve absences from Board meetings. A Board member may be terminated for excess absences from regularly scheduled meetings of the Board. Excess absences are defined as more than three unexcused absences. A member of the Board of Directors may be removed for other reasons by a vote of a minimum of eight remaining Board members.

In the event of a mid-term vacancy, the President of the Board of Directors shall ask for nominations of interested HSC members; a vote of the majority of the Board of Directors is needed to fill a mid-term vacancy through the end of the term.

Section 6: Meetings and Annual Meeting

The Board of Directors shall meet at least six times annually. Meetings of the Board of Directors shall comply with Wisconsin Open Meetings law, section 19.81 through 19.98 of Wisconsin Statutes.

An Annual meeting will be scheduled in December of each year and may be combined with a regularly scheduled meeting of the HSC membership. At the annual meeting, elections will be held for: 1) Board seats that expire, 2) the Chair and Vice Chair of the HSC membership, and 3) any other issues of importance to the membership.

In addition to a slate of candidates put forward by a Nominating Committee to fill open Board slots, members may nominate candidates from the floor. Nominations must have a second and the nominated person must be in attendance and accept the nomination.

Section 7: Committees

There shall be permanent committees of the HSC to assist the Board of Directors in meeting their responsibilities of operating the Continuum of Care and on issues related to the stated purpose and responsibilities in Article II. Additional committees may be created as deemed necessary to implement programs or perform functions of the HSC. These committees may be temporary or permanent in nature.

Unless otherwise noted, Chairs of the committees will be selected by the members of the committee.

Committee Chairs are responsible to send meeting minutes to the Secretary of the HSC Board of Directors.

Committees may be open to all interested persons. Committee participation may be limited if it is deemed necessary for the full participation of its members in frank discussions.

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Comment [TKM7]: Are there any times when we would limit who can be in the room? Also, I would like all committees open to everyone, but that wasn't discussed fully.

Deleted: Committees that are open to all interested participants include:

Community Plan to Prevent and End Homelessness Oversight Committee

Duties – Monitor and report bi-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; review plan to ensure goals are relevant for community; committee must meet at least quarterly; membership should include direct service staff and agency managers.

HUD Homeless Assistance Application Committee

Duties – Advise the Board of Directors on annual CoC and ETH application requirements and propose projects for inclusion in federal application for funds; must meet at least quarterly; meet at least weekly during application process; inform HSC membership and implement strategies outlined in submitted applications; review application scores and take action for improvement; remain informed on HUD priorities.

Deleted: Continuum of Care

Coordinated Entry System Committee

Duties – Advise the Board of Directors on issues related to planning, implementing and evaluating the activities of the local coordinated intake and assessment system; responsible to identify and document gaps in service; oversee housing placement groups and ensure placement into permanent housing; remain informed on Zero Initiative and seek technical assistance as necessary.

Deleted: Intake and Assessment

Education and Outreach Committee

Duties – Educate the public and provide data to the press on local efforts to serve the Dane County homeless population; provide education to the HSC membership on systems changes.

Legislative Committee

Duties – Monitor and respond to proposed federal, state and local legislation and educate members of the HSC on issues affecting the homeless population; annually provide an advocacy platform for HSC Board approval.

Mainstream Resources Committee

Duties – Coordinate efforts of local service providers in accessing mainstream resources for all clients being served by the HSC; organize trainings relevant to needs of service providers.

Performance Review Committee

Duties – Conduct peer reviews of programs funded through CoC and ESG funds to ensure that high quality programs are available to serve homeless and persons at risk of homelessness; [offer guidance to underperforming programs](#); committee will advise the [HUD](#) Homeless Assistance Application Committee and the Board of Directors in prioritizing and selecting programs for inclusion in funding applications; [membership should include both HUD funded and non-HUD funded agencies](#).

Deleted: Peer

Deleted: Continuum of Care

Point-In-Time Committee

Duties – 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.

Data Committee

Duties – 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; [work with agencies to ensure accuracy of data](#); ; [respond to and work with performance committee on program evaluation](#); [coordinate training for service providers](#); [regularly examine systems performance measures](#); [committee membership should include those who enter data and agency decision makers](#).

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Written Standards Committee

Duties – 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; [complete an annual review of Standards and create schedule for improvements](#); [remain aware of HUD requirements in order to keep standards up to date](#).

Funders Committee

Duties – 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; [use the Community Plan to Prevent and End Homelessness when setting funding priorities](#).

Deleted: Committees that are limited and require invitation from the Chair include:¶

Nominating Committee

The Chair of the Nominating Committee will be appointed by the President of the Board of Directors.
Duties – 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; [memberships should include at least one current Board Member who is not up for reelection](#).

Shelter Providers Committee

Duties – 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.

Article V: Amendments

A vote on changes to the bylaws may be called if two (2) qualified HSC members submit proposed changes in writing to the HSC Chair. The request will be presented at the next scheduled meeting of the HSC membership. A vote by qualified members will take place at the following scheduled membership meeting. Amendments to the bylaws may occur by a majority vote of all members in attendance at the meeting.

Adopted by the Homeless Services Consortium Membership on September 3, 2013

Kristina Dux
2013 Chair

From: [Homeless Services Consortium](#)
Subject: FW: HSC Board Seeking New Member
Date: Thursday, July 14, 2016 4:29:42 PM
Attachments: [image001.png](#)
[image002.png](#)

Hi Everyone-

The HSC Board of Directors has a vacancy and we are looking for someone willing to join us. We are looking for someone as a “representative of the homeless and/or formerly homeless population.” The term of this vacancy will last until December 2016 with the possibility of election for a new 2 year term. Regular board meetings are held monthly (Fridays 11am – 1pm) for 2 hours. There is some reading that will need to be done outside of the board meeting in order to come to meetings prepared.

The Board of Directors meets on **Friday, July 22nd from 11am – 1 pm** and hopes to vote on the new member at that time. HSC members can nominate people who might be interested, people can also nominate themselves. Please send nominations to Torrie Kopp Mueller, HSC Board President, at tkmueller@ywcamadison.org. Nominations should include name, contact information and a couple of sentences as to why you want to be on the Board or why the person you are nominating is a good fit.

If you have any questions, please contact Torrie at tkmueller@ywcamadison.org or 257-1436, option 2.

Thanks!



Torrie Kopp Mueller | Housing Director

T: 608.257.1436 opt. 2 **F:** 608.257.1439

E: tkmueller@ywcamadison.org



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Safe & Sound

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

2016

DRAFT



**Homeless Services
Consortium**

DANE COUNTY / MADISON, WI

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HOMELESS SERVICES CONSORTIUM 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

The purpose of this community plan is to provide a road-map 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 Service Consortium members 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 2016 Community Plan is purposefully organized and concisely written to increase accessibility to those with lived experiences of homelessness, the larger community, city and county leaders, and HSC member organizations. It may be a brief document but it contains clear steps and goals towards preventing and ending homelessness. This plan is hopeful, but also realistic.

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. 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 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.

4 Goals.

Prevent. Support. End. Advocate. This plan presents just 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 re-housing 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 are supported by specific objectives and action items informed by our collective expertise and best practices.

3 Strategies.

Collaborate. Connect. Evaluate. This plan's goals will be achieved by the coordination of these three specific strategies. 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 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. 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.

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 funders, providers, faith-based, and grassroots organizations that have committed to play a role in ending homelessness in our community. However, its success will depend on more than just HSC members. Moving forward it is important to 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

(To be included in the final draft but outline is below)

1. State/National Homelessness Perspective (include initiatives to end veteran, chronic, and families with children/unaccompanied youth homelessness)
2. Overview of current state of homelessness in Dane County
3. Definition of Homelessness
4. Cursory Sketch of Services & Housing Landscape –Emergency Shelters-Transitional Housing-Permanent Supportive Housing-Rapid Re-Housing
5. The Actors: HSC, Funders, Mainstream Providers, Faith-based Organizations (FBOs), Grassroots Organizations (GROs), Local government, Schools
6. Specific challenges and obstacles for Dane County (include Race to Equity Report)
7. 2006 Plan and Making of 2016 Plan

PLAN AT A GLANCE

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

Prevent Homelessness

- Evaluate and prioritize 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 Persons and Families 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
- 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 housing

- Organize service teams to provide housing stabilization services for people experiencing homelessness to help them move quickly back into permanent housing
- Create a Day Resource Center
- Increase rates of placement from shelter to permanent housing by 10% each year

End Homelessness

- 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
- Engage landlords to access new units of existing housing for single adults and families and support their transitions into permanent housing
- Create 24/7 case management hotline for landlords

Advocate and Collaborate with Local, State, and National Partners

- Improve data collection on people being served by HSC member organizations and make annual adjustments to plan objectives, strategies, and benchmarks
- Form a common annual advocacy agenda for HSC
- Revitalize the Community Plan Oversight Committee to report on progress toward plan goals regularly and widely 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: Goal 1

Prevent Homelessness in 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 larger societal origins. 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, job training, and job placement. 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. 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 another strategy that will be adopted as an empowering approach to preventing homelessness among households and families. HSC will coordinate the development of a consensus definition, implementation 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 youth task force to explore and recommend 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**
- Objective 4: Prevent Persons Being Discharged into Homelessness from Institutions**
- Objective 5: Implement and Track Diversion**
- Objective 6: Prevent Homelessness Among Unaccompanied Youth**

Goal 1 Action Plan

Objective 1.1: Identify Barriers and Improve Access to Tenant Services

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.1.1 Conduct a focus group/survey of persons with lived experience of homelessness to identify barriers to tenant services and recommend ways to improve access to these services	Community Plan Oversight Committee	December 2016 - Tenant Services Access Focus Group/Survey	2016
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 with member organizations (Mainstream Providers, GROs, FBOs)	N/A	2016
1.1.3 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	ONGOING
1.1.4 Add an eviction prevention and diversion section and incorporate recommended changes to housing policy in the written standards	Written Standards Committee	June 2017 – Prevention Section added to Written Standards	2017
1.1.5 Incorporate eviction prevention best practices in local government contracts and require documentation of efforts to prevent eviction in non-profit, affordable, and subsidized housing	Funders Committee	N/A	2017
1.1.6 Establish consensus eviction protocols and decrease the number of evictions by non-profit, affordable and subsidized housing by 20% annually	Non-profit housing providers, CDA, DCHA	December 2016 - Establish consensus eviction protocols	ONGOING
1.1.7 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	Three (3) 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

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.2.1 Conduct a focus group/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	Community Plan Oversight Committee	June 2017 – Mental Health & Substance Abuse Services Access Focus Group/Survey	2017
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 Improve formal collaborations between county healthcare providers and non-profit, affordable, and subsidized housing	Hospitals, Clinics, Treatment facilities, Dane County Human Services, Madison Area Urban Ministry, Mainstream Providers, GROs, FBOs	N/A	ONGOING
1.2.4 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	HSC Service and Housing Providers	N/A	ONGOING

Objective 1.3: Identify Barriers and Improve Connections to Affordable Housing and Jobs

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.3.1 Conduct a focus group/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	Community Plan Oversight Committee	December 2017 – Affordable Housing, Jobs & Benefits Access Focus Group/Survey	2017
1.3.2 Identify barriers and increase access to public benefits (SSI, W2, SSDI etc.)	Mainstream Resources Committee	N/A	ONGOING
1.3.3 Increase access to employment and training programs and family supporting employment	Mainstream Resources Committee	N/A	ONGOING

Objective 1.4: Prevent Persons Being Discharged into Homelessness from Institutions

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.4.1 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, Madison Area Urban Ministry	December 2016 – 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	June 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	December 2017- Procedures in place for every hospitalization discharge	ONGOING

Objective 1.5: Implement and Track Diversion

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	United Way, City of Madison, Dane County, Funders Committee	January 2017 – Establish consensus definition of “diversion” July 2017 – 25% of case managers will receive Diversion Training July 2018 – 50% of case managers will receive diversion training July 2019 – 75% of case managers will receive diversion training	ONGOING
1.5.2 All Agencies receiving training for diversion will track success of households served in HMIS	Data Committee, Agencies using diversion	July 2017 – Continuum of Care agencies January 2018 - All agencies that use service point January 2019 -Everyone else	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	2017 – 10% Diversion 2018 – 15% Diversion 2019 – 25% Diversion 2020 – 35% Diversion	2020
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	Data Committee, Agencies using diversion	2019 – 85% Diverted Households remain stably housed 2020 – 93% Diverted Households remain stably housed	2020

Objective 1.6: Prevent Homelessness Among Unaccompanied Youth

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
1.6.1 Youth and Young Adult (YYA) organizations will explore reunification, conflict management, and other services to provide recommendations for HSC	YYA organizations, Dane County school districts	December 2016 – Unaccompanied Youth Prevention Recommendations to HSC	2016
1.6.2 Youth and Young Adult (YYA) organizations and Dane County school districts will collaborate to identify barriers and improve access to services for youth at risk of homelessness including positive mentoring relationships	YYA organizations, Dane County school districts, McKinney-Vento district liaisons	N/A	ONGOING
1.6.3 Youth and Young Adult (YYA) organizations and other community organizations that serve unaccompanied youth will evaluate their programs for youth friendliness	YYA organizations	N/A	ONGOING

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.

The Plan: Goal 2

Support Persons and Families Experiencing Homelessness

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 Mainstream Providers, Faith-based, and Grassroots Organizations**
- Objective 2: Improve Outreach and Access to Supportive Housing**
- Objective 3: Provide Supportive Services that Address Underlying Factors of Homelessness**
- Objective 4: Increase rates of placement from shelter to permanent housing**

Goal 2 Action Plan

Objective 2.1: Improve Collaboration Among Service and Housing Providers

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.1.1 Map the current services and resources provided by faith-based and grassroots organizations	Community Plan Oversight Committee	January 2017 - Dane County Services & Resources Map	2017
2.1.2 Faith-based and grassroots organizations will establish partnerships, align efforts, and collaborate with other in-network organizations that address daily and nightly survival needs	Shelter Providers Committee, FBOs, GROs	N/A	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 Intake and Assessment Committee, Mainstream Providers, FBOs, GROs	December 2018 – All HSC Members will use VI-SPDAT	ONGOING

Objective 2.2: Improve Outreach and Access to Supportive and Transitional Housing

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.2.1 Create and coordinate street outreach teams to improve awareness and access to supportive housing services in Dane County	Briarpatch, Veterans Hospital, City of Madison, Dane County	N/A	ONGOING
2.2.2 Increase local funding for outreach services and transitional housing bed for youth and young adults, ages 13-24	City of Madison Dane County, HSC Funders, YYA Organizations	December 2017 – 24 Beds	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	All Service and Housing Providers, Performance & Peer Review Committee	N/A	December 2017
2.2.4 Create a Day Resource Center to provide an accessible public resource for persons experiencing homelessness	Dane County, City of Madison, HSC Funders	December 2016 - Secure location and service provider for Day Resource Center	December 2017

Objective 2.3: Provide Supportive Services that Address Underlying Factors of Homelessness

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.3.1 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	N/A	ONGOING
2.3.2 HSC member organizations will hire persons with lived experiences of homelessness as a peer support	All HSC member organizations	N/A	ONGOING
2.3.3 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
2.3.4 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

Objective 2.4: Increase Rates of Placement from Shelter to Permanent Housing

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
2.4.1 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	HSC Funders	N/A	2019
2.4.2 Prioritize 100% of HSC and partner-funded housing for people coming off the coordinated entry list in order of greatest need	Coordinated Intake and Assessment Committee, HSC Funders	N/A	2016
2.4.3 Increase rates of placement from shelter to permanent housing by 10% each year	All HSC Shelter, Transitional, and Permanent Supportive Housing Providers	June 2017 – Updated Data on Exits (see Goal 4, Objective 4.1.3)	2020

The Plan: Goal 3

End Homelessness 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: Realign Funding Structures for Rapid Re-housing**
- 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**

Goal 3 Action Plan

Objective 3.1: Realign Funding Rapid Re-housing

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.1.1 Fund new slots of rapid re-housing assistance for single adults	Porchlight, Salvation Army	December 2016 – 50 new slots	ONGOING
3.1.2 Fund new slots of rapid re-housing assistance for families	United Way	December 2016 – 50 new slots	ONGOING
3.1.3 Fund new slots of rapid re-housing assistance for young adults, 18-24	Single Adults -Porchlight, Salvation Army Young Families - United Way	December 2016 – 20 new slots	ONGOING

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

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.2.1 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
3.2.2 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
3.2.3 Fund 20 new units of permanent supportive housing for young adults, 18-24	HSC Funders	2017 - 5 units 2018 - 10 units 2019 - 15 units 2020 - 20 units	2020

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

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
3.3.1 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
3.3.2 Establish a 24-hour/7 days a week case management hotline to support landlords who agree to work with formerly homeless individuals and families	TBD	January 2017 – 24/7 Landlord Case Management Hotline	2017

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The Plan: 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. This is one of the key strategies of the overall plan. The objectives and strategies in this plan are also dependent on accurate data. The use of common, validated assessments such as HMIS or VI-SPDAT can be used to provide this data about who is being served and outcomes of service and housing in Dane County. The Community Plan Oversight Committee will be revitalized to administer and routinely evaluate this community plan. It will use data to 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 and communities will rally behind efforts that they understand and see working. Education is also an important component in gathering this support. Public education forums and community conversations on key issues such as unaccompanied youth and elderly homelessness will be organized by the Education and Outreach Committee and interested organizations for the purpose of informing and mobilizing 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 Community Resources and Will to Prevent and End Homelessness**
- Objective 3: Increase Local Political Will to Prevent and End Homelessness**
- Objective 4: Establish Partnerships for Advocacy Work**

Goal 4 Action Plan

Objective 4.1: Improve Data Collection and Evaluation

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.1.1 All HSC member organizations will use HMIS and VI-SPDAT as common measures	Data Committee, HSC member organizations	July 2017 – Continuum of Care agencies January 2018 - All agencies that use service point January 2019 -Everyone else	2019
4.1.2 Review HMIS and other data quarterly to recommend system-wide improvements for data collection	Data Committee	N/A	ONGOING
4.1.3 Create and maintain an annual assessment of Dane County Homeless System “Exits” Map	Data Committee, Performance & Peer Review Committee	December 2016 - DCHS Exit Map December 2017 - DCHS Exit Map December 2018 - DCHS Exit Map December 2019 - DCHS Exit Map December 2020 - DCHS Exit Map	ONGOING
4.1.4 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

Objective 4.2: Increase Community Resources and 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 Form an annual common advocacy agenda that prioritizes no more than three key items	Community Plan Oversight Committee, HSC Board of Directors	January 2017 - Advocacy Agenda January 2018 - Advocacy Agenda January 2019 - Advocacy Agenda January 2020 - Advocacy Agenda	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	Education and Outreach Committee, YYA Organizations	June 2017 – Public Education Forum on Youth and Youth Adult Homelessness	2017
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 and Outreach Committee	December 2017 – Public Education Forum on Elderly Homelessness	2017

Objective 4.3: Increase Local Political Will to Prevent and End Homelessness

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.3.1. Create a Dane County HSC Advocacy Team	HSC Board of Directors, Legislative Committee	December 2016 - Creation of new Advocacy Team or advocacy role for the Legislative Committee	2016
4.3.2 Organize community engagement and conversations events for local and state policymakers (including legislators) around issues related to homelessness.	Education and Outreach Committee, Legislative Committee or HSC Advocacy Team	N/A	ONGOING
4.3.3 Advocate for the evaluation and/or repeal of local laws in order to decriminalize homelessness	Legislative Committee or HSC Advocacy Team	N/A	ONGOING
4.3.4 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 2016 - Publicize Dane County Plan to Prevent and End Homelessness,	ONGOING

Objective 4.4: Establish Partnerships for Advocacy Work

Strategy	Responsible Partner(s)	Benchmark(s)	Target Year
4.4.1 Encourage and fund providers, funders, and those with lived experiences of homelessness to regularly attend local, state, and national conferences	HSC Funders, Community Plan Oversight Committee, Education and Outreach Committee	N/A	ONGOING
4.4.2 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 YYA Organizations, City of Madison and Dane County lobbyists	N/A	ONGOING
4.4.3 Advocate and work with state legislators to change landlord-tenant laws to provide for more tenant protections	Legislative Committee, City of Madison and Dane County lobbyists	N/A	ONGOING
4.4.4 Appoint a designated liaison to the Wisconsin Coalition Against Homelessness (WCAH)	HSC Board of Directors	December 2016 - WCAH Liaison appointed	2016

Appendix A HSC Committees, 2016

Community Plan to Prevent and End Homelessness 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.

Continuum of Care Homeless Assistance Application Committee

Advise the Board of Directors on annual application requirements and propose projects for inclusion in federal application for funds.

Coordinated Intake and Assessment Committee

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

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.

Education and Outreach Committee

Educate the public and provide data to the press on local efforts to serve the Dane County homeless population.

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.

Legislative Committee

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

Mainstream Resources Committee

Coordinate efforts of local service providers in accessing mainstream resources for all clients being served by the HSC.

Nominating 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.

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.

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.

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.

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.

Appendix B HSC Members

(To be included in the final draft)

Appendix C 2016 Dane County Written Standards

(To be included in the final draft)

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Appendix D Glossary

(To be included in the final draft)