



United Way
of Dane County

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Reducing Homelessness Mobilization Plan

June 2005

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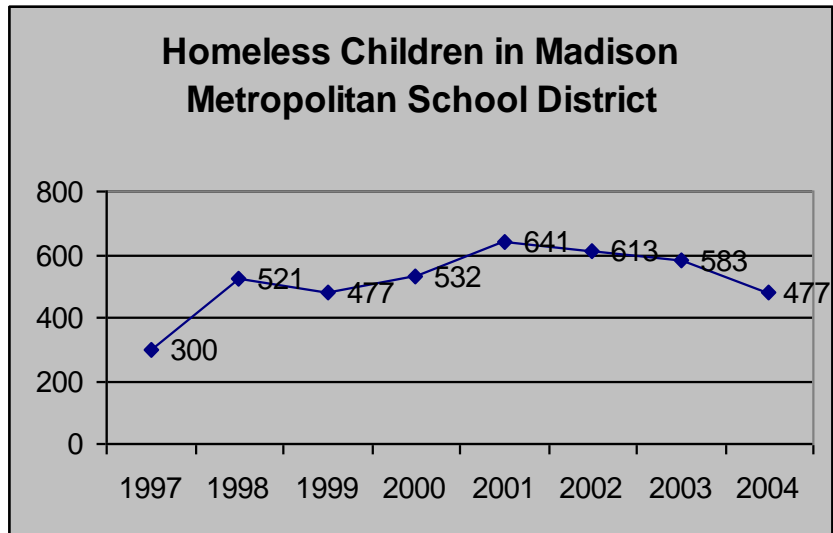
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A. Reducing Homelessness Mobilization Plan: June 2005

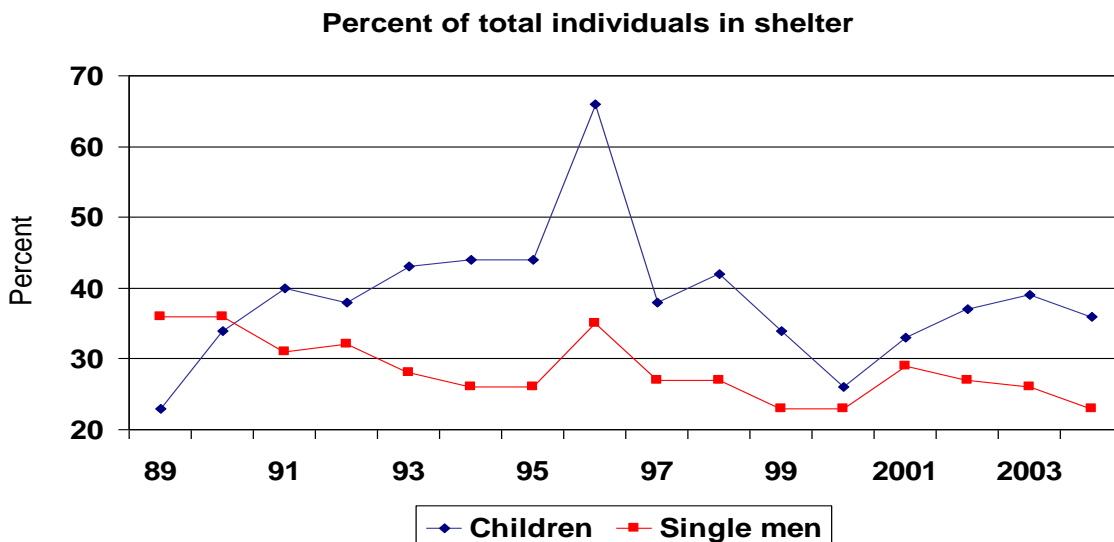
I. Problem Statement:

Homelessness is a costly problem for our community and devastating for the individuals involved. Annually, over \$9 Million in public and private funds are expended to support the homeless shelter system in Dane County. Despite our continuing expenditures, there continue to be nearly 500 homeless children served annually in Madison Schools and 1,466 families with children who are homeless in our community. 56% of the homeless in our community are now in families, including minor children while 24% were single men and 18% single women.

The composition of the homeless population has changed in the last ten years. Beginning in 1990 the number of homeless children exceeded the number of homeless men for the first time. That has continued to be true in every year since. (Attachment iv c1 includes data for all homeless categories for this time period.)



Since 1989 the percent of single men in shelter has declined while the percent of children in shelter has increased.



Beyond the costs of maintaining homeless families who are not able to locate permanent housing are the long-term costs of homelessness for children. Research demonstrates these results for homeless children:

- 25% have witnessed acts of violence within their family
- 22% are separated from family to be put in foster care or sent to live with a relative
- Twice as likely to go hungry as compared with other children
- 74% worry that they will have no place to live
- Nine times more likely to repeat a grade
- Lower achievement, exacerbated by frequent moves and psychological distress
- Four times as likely to drop out of school
- Three times more likely to be placed in a special education program
- Twice as likely to score lower on standardized tests

Based on the escalating cost and impacts of homelessness, the conclusion is clear. We need to move from a strategy of managing homelessness to reducing homelessness. Our initial efforts in this direction are promising as the numbers of homeless children are showing a slight reduction. Given the growth in the numbers and proportion of children and families who are homeless, the cost to the system and especially the cost to those children it is time we rethink our approach and our goals related to homelessness.

II. Research:

National Research:

Importance of Available Affordable Housing:

Marybeth Shinn and Jim Baumohl in 1999 reviewed the research on what does and does not work in helping people to leave homelessness. Their research concludes that affordable, usually supported, housing prevents and reduces homelessness more effectively than specific intervention strategies such as job training, alcohol treatment and mental health counseling. They also concluded that eviction prevention programs show promise.

Importance of Early Permanent Housing and Eviction Prevention:

In 2000 LaFranc Associates conducted systematic research into existing programs operating under a model called 'housing first.' This program places families as quickly as possible in permanent housing, and then provides intensive home-based case management and stabilizing support services to prevent a recurrence of homelessness. Unlike programs that are designed to help people become "ready for housing," Housing First programs' first priority is to stabilize people in the short-term and help them get housed immediately. By helping participants become housed and connected to mainstream services, Housing First programs can help prevent them from entering or help them rapidly exit the homeless service system. Their results demonstrated that 80% of families moved into permanent housing retained their housing for at least one year.

One specific study of the NY Families First program in Westchester County New York demonstrated these results: Homeless mothers with mental health or substance abuse problems who are together with their children can achieve better mental health and housing outcomes when rapid placement into community housing is augmented by intensive short term case management.

Value of Case Management:

Heslin, Anderson and Gelberg in 1997, through Drew University of Medicine and Sciences conducted a nationally acclaimed study on homeless families who had case management. Their conclusion: more assertive forms of outreach and support result in greater housing, as this population is linked to case managers and a broader range of services.

Gary Morse, a widely known researcher in case management reviewed implications for practice, policy and research based on empirical analysis of homelessness and case management in 2003, especially as it relates to treatment effectiveness and critical factors. Several conclusions are postulated, including that case management is an effective tool to reduce homelessness. He presents case management approaches and models for various client subgroups and specialty areas. He concludes from his synthesis of studies on case management that there is strong support for the effectiveness of case management to help homeless people with severe mental illness into needed services, including stable housing. Frequent service contacts are critical to treatment retention and housing outcomes.

Eviction Prevention Research:

A Housing Stability Evaluation by Real World Research in Madison, Wisconsin in 2002-3, was based on 6-month, 12-month and 18-month stability analysis. Housing stability rates were compared based on levels of support provided families, with five levels of support identified. Families that received financial assistance, case management and financial counseling workshops had the highest stability. The level of housing stability was significantly influenced by the degree of comprehensive support. As a result, it is clear that long term case management for families at risk of homelessness to locate/retain affordable housing, management of personal finances, emergency financial assistance and training on how to be a better tenant are critical to success.

Access to Surplus Food as a Housing Strategy:

John Arnold, Executive Director of Second Harvest Gleaners Food Bank of West Michigan, developed and implemented a model to significantly increase access to surplus food. Research shows that low-income families with ready access to surplus food can decrease their monthly food-related costs by \$384, thereby effectively allowing an informal rent subsidy. The methodologies to increase access to surplus food include:

1. People in need should be able to access food pantries as often as needed
2. In-take and screening at a pantry including screening for eligibility for federal food subsidy programs should be done in a welcoming dignified manner
3. Clients should be able to select from all products available vs. pre-packaged selections
4. Enough food pantries must exist within a accessible distance of clients to meet need

According to census figures, 38,815 residents of Dane County are in poverty. At an average of 234 pounds per person, we would need 9,082,710 pounds of food per year. Arnold estimates that one pantry can distribute 40,000 pounds per year. This equates to a need for 227 pantries in Dane County. While this number is high, Arnold suggests many ways to increase the number of pantries in a community and cites mobile food pantries as a highly efficient strategy.

Local Research:

Application Rejection Analysis:

The Housing In Action Leadership Team reviewed the reasons that 111 applicants for vacant affordable apartment units were rejected during the first three months of 2005. The team concluded through this analysis of data that there is a strong need for financial education and support, including knowledge about the process of applying for rental units and the importance of credit. From this research analysis the plan to provide a “bridge builder” strategy evolved, that would include methods for improving landlord and tenant connections.

Availability of Affordable Units:

The team analyzed apartment vacancy rates in Dane County during the last twelve months. The data review and analysis conclusions were that there are a slightly increased of percentage of affordable 1 and 2 bedroom apartments. There are consistently decreasing numbers of affordable 3 bedroom and larger apartments. The team concluded that until the vacancy rates decline, an effective strategy is improving the rent ability of individuals seeking permanent housing and improving connections between landlords and tenants, continuing support for the ‘bridge builder’ model.

Increasing Supply of Affordable Housing:

The team analyzed the features of the many independent efforts going on in our community to increase affordable, generally subsidized, housing, through application of federal and local tax supports and charitable organizations. Termed “hybrid vigor’ they identified the features that led to the most successful of these efforts with an intent to share and encourage these features in future development efforts. Among the most consistent features of successful efforts were clear and achievable visions, consumer involvement in design, and community engagement prior to finalization of plans. The hypothesis of this effort is that our community will be able to advance more affordable housing initiatives if we share and support the many independent efforts. It is not an effort to try to regulate and control the important energy in this area

Design Laboratory Research:

The team conducted a Design Laboratory in June, 2005. Over 62 developers, property managers, non-profit service providers and leaders in our community examined the issues that preclude placement of families in existing vacant properties and identify ideas with promise. The major findings of this laboratory were the need to develop resume format and technical assistance for tenants and landlords, the importance of access to emergency funds to prevent eviction and the importance of ready access to financial counseling before families reach a crisis in their credit problems.

III. Data Review:

The team reviewed local data regarding both the supply side and demand sides of housing and homelessness in our community. The major findings from this analysis were that the largest single concentration of the homeless in our community are families with children, representing 56% of the homeless population. A review of the supply and vacancies shows that there are at least 441 vacant 'affordable range' units currently in the Dane County market. Their analysis of this data resulted in the placemat of affordable housing that is attachment iv c to this report.

A. Data on Early Permanent 'Housing First Model':

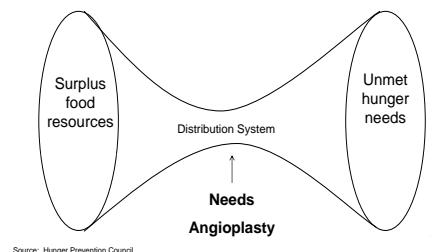
The data on the Housing First model is impressive. As shown below, programs have extremely high success rates in helping families obtain and maintain permanent housing.

Individual Program Data Results from "Housing First" Model Research	
Program:	Results
Beyond Shelter	<ul style="list-style-type: none"> Assessed three years after housing placement 88% were still in permanent housing 66% were still in their same apartment. Participants who had moved were living in similar or improved housing.
	80% were paying their rent on time
Rapid Exit Program	<ul style="list-style-type: none"> Assessed two years after program entry, 85% of families remained in permanent housing.
	For families who did return to homelessness, homeless episodes were reduced from 30 to 10 days
Community Partnership for the Prevention Homelessness	Placed 199 homeless families in permanent housing in from FY 2000-02 77% of all families (199 out of 259) served were housed in permanent, safe, and stable housing. ¹⁰
Family Housing Collaborative	<ul style="list-style-type: none"> Between July-December 2002, 128 households were served. 51 of 71 families who exited the program (80%) were in permanent housing at time of exit.¹¹
	Moves families out of shelter within an average of 17 days. ¹²
Shelter to Independent Living	<ul style="list-style-type: none"> In 2003, 78% of families who entered the program moved into permanent housing.
	On average, 70-80% of the families move into permanent housing. Of these, 70-80% retain their housing for at least one year.

B. Data review Access to Surplus Food as a Housing Strategy:

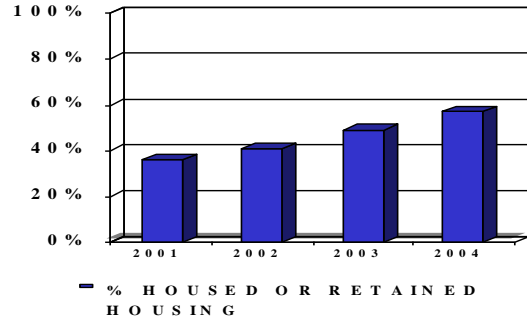
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83% of food pantry users spend 35%+ of income on rent, 90% are food insecure



C. Data review from Eviction Prevention Research:

A Housing Stability Evaluation by Real World Research on the housing stability rates shows the increasing effectiveness of financial assistance and case management. Detailed data analysis shows:



D. Data from Application Rejection Analysis:

The local analysis of individuals rejected from apartments is detailed in the following table.

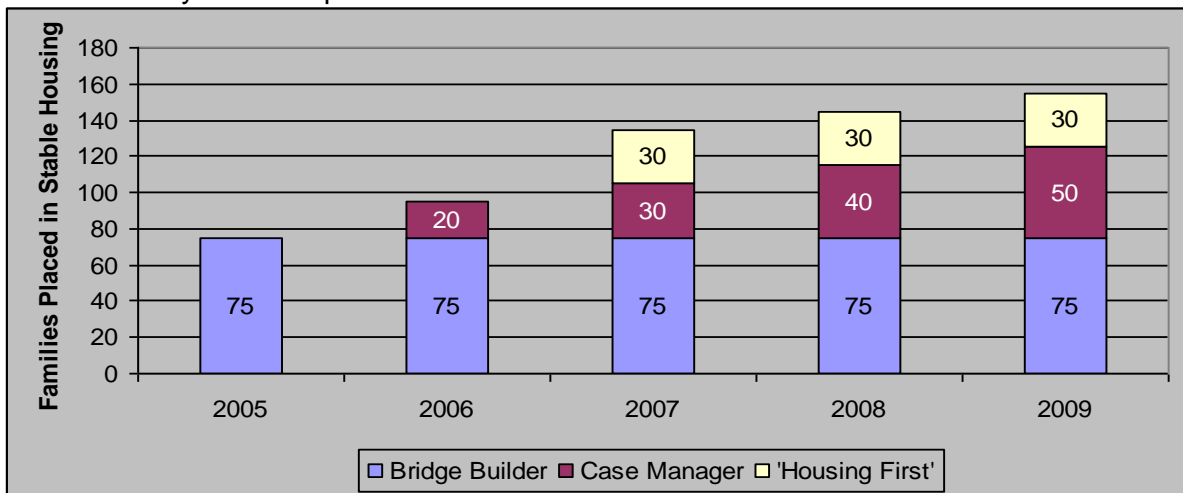
Major Reason for Rejection	Percentage of applicants rejected
Unfavorable credit	56.7%
Inaccurate/incomplete information	45%
History of rental agreements	45%
History of non-payment of rent/utilities	43.5%

Only 10.8% were rejected based on a history of criminal activity. The conclusion that 32.4% had only one basis of rejection identified this as a target population for a bridge builder strategy that could successfully result in placement in vacant apartments. (Full detail of this analysis is attachment iv. a.)

IV. Hypothesis:

By instituting strategies focused on landlord and tenant connections, financial counseling, food access and direct access to permanent housing we can reduce the number of homeless families with minor children in Dane County by 50% in five years.

The ability to reach the goal of reducing homelessness among children by 50% in five years will require that we successfully place 150 homeless families within five years, on an ongoing basis. Following is a graph that summarizes that cumulative impact of the three key strategies over the five years of implementation:



V. Strategies and Resources:

A. Strategies:

<p>Research For Dane County: Based Best Practice Results Opportunity Strategy: for Focus: Supporting Bridge Builder network function, & and linking drop-in support families Case Management: Unified, and effective, trained providers individuals “End Hunger” model for Food Pantry to access distribution and access available housing Increasing ‘Housing First’ Model subsidies Increase Hybrid vigor sharing affordable housing volume</p>	<p>Implementation Status: Top Priority for Housing In Action Leadership Team Priority Strategy for Housing In Action Leadership team Interest in Supporting Efforts gaining momentum in Dane County with Hunger Prevention Council and Food Pantry Network Priority Strategy for Housing In Action Leadership Team Completed, ready to share w/ community</p>
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B. Resources and Impact on Targeted Families:

Strategy	Resources Needed:	Impact on Targeted Families:
Bridge Builder	\$30,000 annually—begins late 2005, inc. funds for eviction prevention	25% of families = 75 annually based on application rejections
Case Management	\$200,000 annually for 5 additional case managers and additional work on skills development and support—begins mid-2006	Building to 50 families annually by 5th year
Housing First	At \$7,800 per family = \$234,000/yr at full impl. + training funds at start-up—begins late 2006	30 annually beginning in year three = 90 fam. in 5 yrs
Food access	Collaboration among partners, Capital purchases Staff to transport, Some Add'l food funding	100% of homeless families assisted in mtg housing cost

VI. Results and Measures

In order to measure and report on the effectiveness of the identified strategies and to assign resources needed to accomplish results, the team determined indicators and outcomes to measure results. The team approved implementation specifics for the priority initiatives of Bridge Builder.

Timing	2005		2006	2007	2008	2009	2010
Strategy	3rd Qtr	4th Qtr	2nd Qtr	Report Results Annually	Report Results Annually	Report Results Annually	Final Report to Community
Bridge Builder	Implement, HALT team						
Case Mgt System			Implement				
Housing First	Evaluate HALT team		Determine Implement. level				
Food Resources		Implem. w/Basic Needs Team					
Sharing Best Practices		Implement					
Indicators	Set		Review				
Resources	Identified		Mobilized				
<p>These strategies support the current strategic efforts of the Basic Needs Team focused on reducing the barriers to homelessness, with \$1.5 million annually directed to this agenda</p>							

The Housing In Action Leadership team members are now working on implementation teams for Bridge Builder and Case Management strategies. They will meet as a whole in September and report to the United Way Board of Directors in October on the status of the work.

B. Housing In Action Leadership Team on Affordable Housing

Charge:

- Create community mobilization plan to decrease homelessness and increase the individuals in stable housing:
- Increase coordination and focus of community entities, funders, developers
- Map the existing entities working in this area(by funding and function):
 - Funding entities, groups, and their reports, pending and final
 - Public policy groups on supply and demand side
 - Affinity groups
 - service providers, and the community at large
- Identify and clarify relationships and shared/overlapping/conflicting objectives
- Support existing entities for maximum efficiency
- Identify critical objectives/areas not addressed
- Establish community vision related to those objectives/needs
- Assure application of community resources to achieve needed mobilization
- Measure and report results of efforts to the community, Use resources to leverage successes in community work
- Inform, advise, react to the Community Solution Team and leadership and staff activities it pursuit of the vision, assuring alignment and delivery of its priorities.
- Increase alignment between United Way and Dane County housing strategies with other community efforts.

Membership:

Team Member:	Representing:
Lau Christensen, co-chair	United Way Board, Basic Needs Community Sol. Team
Judy Wilcox, co-chair	Dane County Executive
Jim Bradley	Home Savings Bank
Mary Gulbrandsen	Madison Metropolitan School District
Gary Gorman	Gorman Company
Hickory Hurie	CDBG Director, City of Madison
Nancy Jensen	Apartment Assoc. of S.C. Wisconsin
Helen Johnson	Mayor of Stoughton
Lori Kay	University of Wisconsin, Chancellors Office
Brenda Konkel	City Council, Tenant Resource Center
Rachel Krinsky	Interfaith Hospitality Network
Salli Martyniak	Executive Director, The Dane Fund
Brian Miller	Habitat for Humanity
Everett Mitchell	Madison-area Urban Ministry
Bill Perkins	Wis. Partnership for Housing Development
Dave Stark	Stark Company
Doug Strub	Meridian Group and United Way
Staff: Nan Cnare	United Way Basic Needs

C. Strategies Grouped by Area and Resource

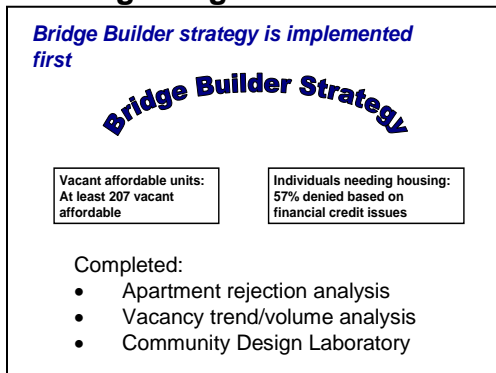
#	Research Based Proposed Strategy:	Methodologies/Research-based Successful Models:	Best Practice Results/ <u>Opportunity for Focus:</u>	Status of Promising Strategies:
1	Supporting and linking families and individuals to access available housing	Additional Resources for support for financial education and management, (Primary research/design lab)	Bridge Builder network function,	#1
2		Weaving more effective connections and access (Drew University Research & Morse)	Case Management Coordination	#2
3		Additional revenues public/private, (Marybeth Shinn and Jim Baumohl)	'Communities of Faith' efforts	In discussion with churches and others
4	Increasing subsidies to reduce actual cost by:	Creative partnerships, diverted resources;	'Housing First' Model	#3
		Increasing Access to Surplus Food, (research from Western Michigan Food Bank)	Partner with Food Pantry Network and Hunger Prevention. Council	#4
5		Removing barriers to construct new or retain existing affordable units	Hybrid vigor sharing	Completed, ready to share
6	Increasing the volume of affordable housing by:	Retaining existing affordable units (Shinn and Baumohl)	Small apartment owners project	In progress, separate from team
7			State of Wis. Identification of over 2000 at risk units in Dane Co. in next 3 years	Current interest from Chamber's Workforce Housing Fund

Halt Team Identification of Priority Strategies:

- Bridge Builder Strategy
- Case Management
- Housing First
- End Hunger
- Hybrid Vigor: Sharing Successful Strategies
- Retaining At Risk Units: Support efforts of Workforce Housing Group

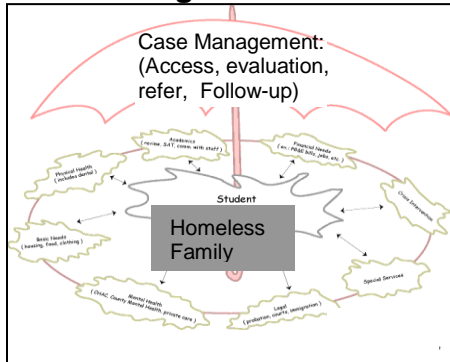
D. Key Strategies Graphics:

Building Bridges:



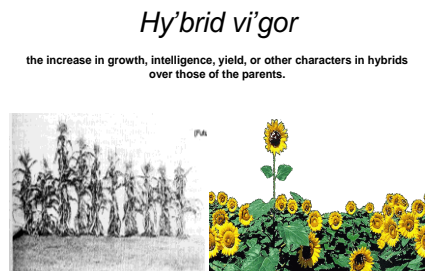
- Clearinghouse function
- Access to financial help
- Financial education & mgt.
- Eviction prevention funds

Case Management:



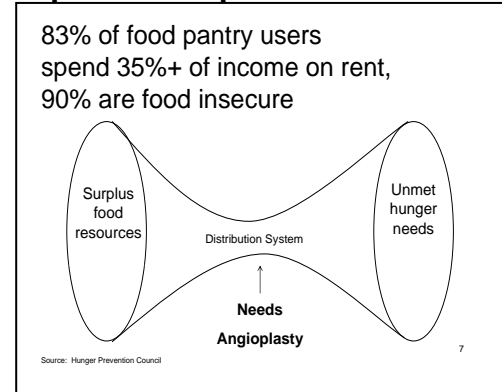
- Shared practices
- More support available
- More case management

Hybrid Vigor:



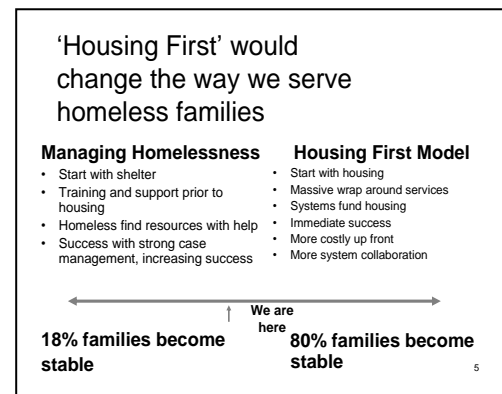
- No one answer for creating affordable units
- Identify traits of best efforts
- Share/propagate best practices

Improved Surplus Food Access:



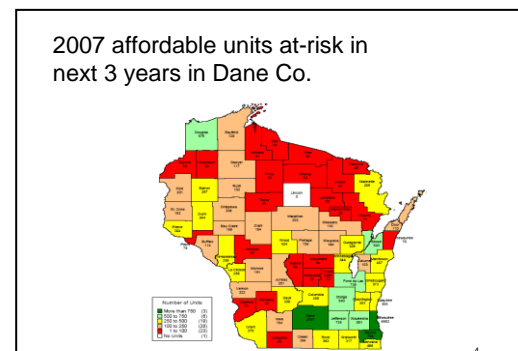
- Coordinate with Hunger Prevention Council and Food Pantry Network
- Enhance partnerships
- Improve access, increase supply
- Coordinated system

Housing First:



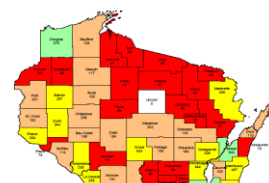
- Support for chronically homeless families
- New model of support

Expiring Tax Credit At Risk Units:



- 2007 affordable units at-risk in next 3 years in Dane Co.

and



E. *KEY RESEARCH Principles*

What Works: We need a system that fits the families, not just our programs.

“Housing First Model”

Housing first strategies facilitate use of other services and increases retention in substance abuse treatment.

1. The best way to end homelessness is to help people move into permanent housing as quickly as possible
2. Once in housing, formerly homeless people may require some level of service to help them stabilize, link them to long-term supports, and prevent recurrence

Three steps in the model

1. Crisis intervention, emergency services, screening and needs assessment
2. Permanent housing services
3. Case management services
 - Those involved with case management are more likely to receive housing subsidies. Case management of itself has no impact on a person’s housing stability without the above steps.

Transitional and permanent supportive housing are steps that should only be used for the small segment of the homeless population that would not thrive in above model.

Importance of subsidized housing

- 80% of sheltered families who received subsidized housing become stable
- 18% of sheltered families without subsidized housing become stable

Who are the Homeless?

- 3.5 million people nationwide
- 600,000 or 2% of American families
- 1.35 million children
- 10% of poor children in the country
- The younger the child the more likely they are to be homeless
- Ever year up to 40% of the homeless population are children

Of poor families, homeless families **are** more likely:

- A younger head of household
- Ethnic minority
- Without a housing subsidy
- Poorer

Of poor families, homeless families are **no** more likely

- Have mental illness
- Suffer from depression
- Less education

How families experience homelessness:

- 52% have transitional period of homelessness, 1.2 episodes lasting 59 days
- 43% intermediate stay, 1.2 episodes lasting 211 days
- 5% have ‘episodic’ stays, 3.3 episodes lasting 345 days
- Minority, larger families with older parents, where adult has foster care history

Why?

There are more households with incomes below 30% of AMI than rental units affordable to them. Nowhere does minimum wage provide enough income for a household to afford the rent of a modest apartment.

Costs?

Emotional for children

- 25% have witnessed acts of violence within their family
- 22% are separated from their family to be put in foster care or sent to live with a relative
- Twice as likely to go hungry as compared with other children
- 74% worry that they will have no place to live

Educational

- Nine times more likely to repeat a grade
- Lower academic achievement, exacerbated by frequent moves and psychological distress
- Four times as likely to drop out of school
- Three times more likely to be placed in a special education program
- Twice as likely to score lower on standardized tests
- In New York, homeless children school attendance rate was at 51% compared with 84% for the general population

Financial and family:

- \$2.2 billion annually to shelter families
- \$47,608 cost of placing a homeless child in foster care
- On average 4 additional days per hospital visit at an additional cost of \$2,414 per hospitalization
- Homelessness greatly increases the likelihood that families will separate or dissolve
- 30% of children in foster care system have homeless parent. Cost for child from a homeless family in foster care is \$47,608, while average annual cost for permanent housing subsidy and services for a family of equal size is \$9000.

Research on Supported Housing and Costs of Homelessness:

Family Homelessness: Multiple studies results:

- Large majority of families with access to subsidy can and will remain stably housing. This holds true even for families w/ mental illness, substance abuse, criminal record and/or health problems
- People w/o secure affordable shelter have more health problems, and social problems exacerbated by lack of shelter
- Better access to supportive housing is cost-effective and far less expensive than other alternatives incl. shelters, jail, hospitals
- 94% with subsidy remain in permanent housing
- Quarterly earnings increased 25% among those in supported housing, while earnings increased only 2 points for others.
- Less moving and less poverty in troubled neighborhoods with section 8 vouchers
- Boston study showed subsidies lead to improvements in child health, those on waiting lists had more stunted growth, fewer asthma attacks, or were victims of violent crimes.

Models of Delivery of housing subsidies: difference in cost

- Tenant-based housing and vouchers at much lower total cost than project-based assistance.
- Section 8 household-based subsidies considerably cheaper to subsidize than new construction or substantial rehab.
- Vouchers had a relatively small effect on market rents
- Housing assistance can effectively double family cash income to welfare households, resulting in improved outcomes for children.
- Based on the sliding scale of public subsidies, there is almost no evidence of any specific work disincentives of housing assistance.

Regulatory barriers to affordable housing: (Kennedy School of Gov't)

- Building codes, sets of boards w/ specialty codes, lack of inspector training, local political culture.
- Septic regulations increase costs as do handicap access, rehab codes.
- Local zoning: envelope for housing allows fewer units, increases the per-unit costs, reduces efficiencies of scale.
- Extraordinary efforts to promote affordable housing; simple strategies to achieve goals can backfire.
- Some of the regulatory underbrush recommendations to consider from this research:
 - Allow developers to build housing that fits the historic character on parcels acquired from local government
 - Experiment with a split-rate tax system, taxing vacant property at a rate that would prevail if developed
 - Expand prevalence of as of right rules
 - Examine local zoning codes at statewide level
 - Process to identify build able land and get it into the hands of developers
 - Incentives for greater density at strategic transportation nodes
 - Good-neighbor bonuses
 - Consolidate codes

F. Housing Place Mat:

Demand Side Issues: Individuals and families with housing related issues:										Supply Side: Available housing options in the Community. Resources:																																																								
Homeless: incl. a) Incident-based 55% b) episodic c) chronic: 73 families, 92 men, 93 women	Type of Household:	Lack of Income, can't afford market rate	Employed 19%	Health Related Issues. Incl. Mental	Alcohol or other drug abuse issues	Violence/conflict issues	Discrimination	In Transit	Adequate space for family needs	Gentrification, lost unit	Credit and rental History Issues	Criminal Record	Subsidized Units and rental units developed/structured to be 'below market rate'																																																					
													<table border="1"> <tr> <td>Scattered Site</td> <td>2592</td> <td>102</td> <td>258</td> <td>1,210</td> <td>979</td> <td>13 M 24 F 96 Fam</td> <td colspan="3">Section 8 Rental Subsidies</td> <td>DCHA</td> <td>Public Housing, incl. Federally Assisted</td> <td>CDA</td> <td>Federally Assisted, 3,395</td> <td>Tax Credits :2,556</td> <td>Non-Profit Subsidized, incl. transitional housing 1068 incl 36% fam, 64% indiv</td> <td>Faith-Based Subsidy</td> <td>Private Property Owners, with reduced rents, inc. Inclusionary Zoning</td> <td>Other?????</td> </tr> <tr> <td>Larger Developments, >75 Single Room Occupancy Units</td> <td>1432</td> <td>956</td> <td>2949</td> <td>1786</td> <td>437</td> <td>232 M 280 F 18 F+1</td> <td colspan="3">In Madison</td> <td>1160</td> <td>102</td> <td>446</td> <td>770</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Outside Madison</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td colspan="3">Rest of Dane County</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>										Scattered Site	2592	102	258	1,210	979	13 M 24 F 96 Fam	Section 8 Rental Subsidies			DCHA	Public Housing, incl. Federally Assisted	CDA	Federally Assisted, 3,395	Tax Credits :2,556	Non-Profit Subsidized, incl. transitional housing 1068 incl 36% fam, 64% indiv	Faith-Based Subsidy	Private Property Owners, with reduced rents, inc. Inclusionary Zoning	Other?????	Larger Developments, >75 Single Room Occupancy Units	1432	956	2949	1786	437	232 M 280 F 18 F+1	In Madison			1160	102	446	770						Outside Madison					
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Larger Developments, >75 Single Room Occupancy Units	1432	956	2949	1786	437	232 M 280 F 18 F+1	In Madison			1160	102	446	770																																																					
Outside Madison							Rest of Dane County																																																											
Demographics: 2,611 sheltered 2,484 turned away 12% Veterans 71% Persons of Color	Families: 432 with 865 child, 82% of turn aways are families	15%	16% SS W2	29% MI 47% Disap	12%	34%				23%	10%	10%	Vacant Market Rate (and below) Units: X% appl. Rejected because of credit, II issues: record	Property for Ownership					Private Market Rate and below market rate																																															
Before Homeless: 57% doubled up 23% from treatment 50% from Dane Co Youth, unaccomp.: 67, 73% from street	Single Men: 614 men 246 turned away Single Women 464 239 turned away	15%	9% SS 16	15% MI 10% Disa	13%	27%	29%						In Madison 6.2% per MG&E 4 th Qtr, 2004	Type of Subsidy:					Madison																																															
At Risk of Homelessness:	Criminal Activity	Financial Problems	Conflict	Change ownership	Owned Housing					Rental Housing					Rest of Dane County																																																			
People Paying In Excess of 30% of income on Housing	Those earning 40-50% Median Income	Persons with incomes less than 40% of median income. Persons who cannot afford market rate housing					Owned Housing					Rental Housing					Rest of Dane County																																																	
Inadequate Housing	Need of repair	Public Housing					Subsidized Housing, privately owned					Not for Profit Housing					Type of Subsidy:																																																	
		Uninhabitable: 15% of fam, 23% women, 12% men, 73% youth Doubling Up: 57% of those seeking shelter					Financing Aid					Down Payment					Not for Profit Built					Combination					Other???																																							

Dane County's Homeless/Affordable Housing Place Mat:

G. *Executive Summary of Housing Mobilization Plan:*

Problem Statement:

- Annually, over \$9 Million in public and private funds are expended to support the homeless shelter system in Dane County.
- Nearly 500 homeless children are served annually in Madison Schools.
- Beginning in 1990 the number of homeless children exceeded the number of homeless men in our community.
- The long term costs of homelessness for children include:
 - 25% have witnessed acts of violence within their family
 - 22% are separated from family to be put in foster care or sent to live with a relative
 - They are twice as likely to go hungry as compared with other children and...
 - Nine times more likely to repeat a grade
 - Four times as likely to drop out of school
- We need to move from a strategy of managing homelessness to reducing homelessness.

Research Conclusions:

National Research:

- Affordable, usually subsidized, housing prevents and reduces homelessness more effectively than specific intervention strategies such as job training, alcohol treatment and mental health counseling.
- Eviction prevention programs show promise.
- Housing First programs (stabilizing families in the short-term and help them get housed immediately) demonstrate that 80% of families moved into permanent housing retained their housing for at least one year.
- More assertive forms of outreach and case management support result in greater housing, as this population is linked to a broader range of services.
- Long-term case management for families at risk of homelessness to locate/retain affordable housing, management of personal finances, emergency financial assistance and training on how to be a better tenant are critical to success.
- Low income families with ready access to surplus food can decrease monthly food-related costs by \$187 per person (\$561 for a family of three) thereby effectively allowing an informal rent subsidy

Local Research:

- There is a strong need for financial education and support, including knowledge about the process of applying for rental units and the importance of understanding and improving credit ratings
- Until the vacancy rates decline, an effective strategy is improving the success of individuals seeking permanent housing and improving connections between landlords and tenants
- Need to develop resume format and technical assistance for tenants and landlords, improve access to emergency funds to prevent eviction and assure ready access to financial counseling before families reach a crisis in their credit problems.

Hypothesis:

By instituting strategies focused on landlord and tenant connections, financial counseling, food access and direct access to permanent housing we can reduce the number of homeless families with minor children in Dane County by 50% in five years.

Strategies and Resources:

A. Strategies:

To support and link families to access available housing

1. Bridge builder network function and drop-in support
2. Case Management: Unified, effective, trained providers

To increase subsidies:

3. "Eliminating Hunger" model for food pantry distribution and access
4. "Housing First Model" Implementation

To increase the supply of affordable housing

5. Hybrid Vigor Sharing of Best Practices with affordable housing developers in our community
6. Retain existing affordable housing that is at risk due to expiring tax credits

B. Implementation Schedule, Resources and Impact on Targeted Families:

First implementation will be the bridge-building strategy, including funds for eviction prevention. This will impact 25% of homeless families annually based on application rejection analysis.

Expanding the case management system will also begin immediately and the work on skill development and support beginning in mid-2006. This will build to impact 50 families by year five.

Implementation of the Housing First model is critical to the success of our goals. This will require significant resources in order to build the capacity to change our main strategy from sheltering to housing homeless families. Collaboration among partners and additional food funding and staff to support transportation will be required to implement the eliminating hunger project.

Results and Measures

In order to measure and report on the effectiveness of the identified strategies and to assign resources needed to accomplish results, the team determined indicators and outcomes to measure results. The primary community indicator will be the number of homeless children served by Madison Metropolitan School District who come from Madison, as reported annually. The Housing In Action Mobilization Team and the United Way Board approved implementation specifics for the priority initiatives of Bridge Builder.