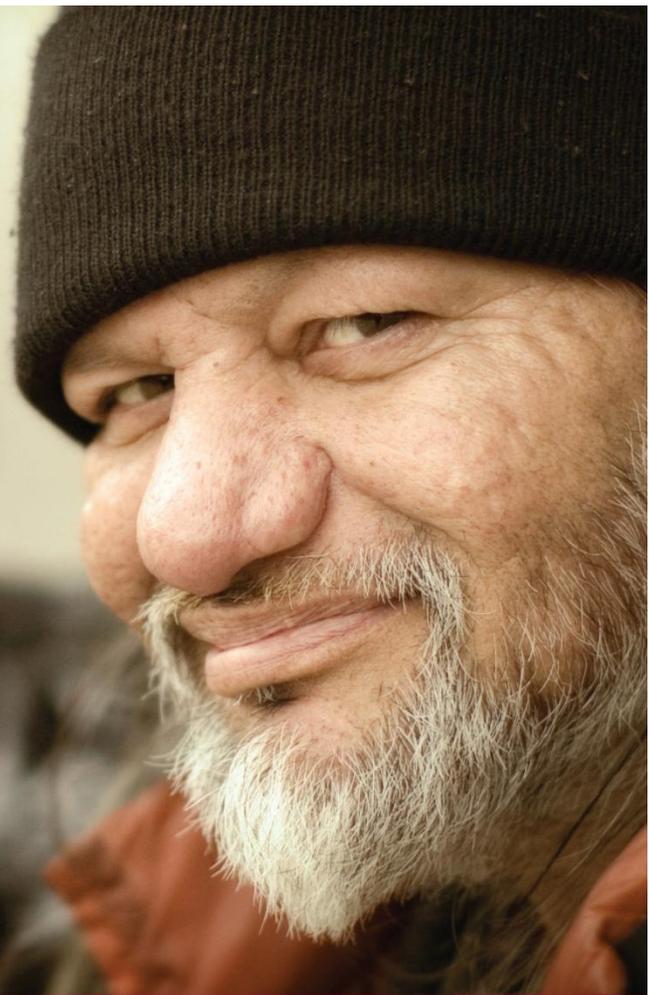


WE WILL  
**END**  
HOMELESSNESS  
in Milwaukee



MID-COURSE REVISIONS:  
**10-Year Plan to End Homelessness**

# Planning Day Summary

March 25, 2015



**MILWAUKEE**  
Continuum of Care



**10-Year Plan**  
to End Homelessness

## OVERVIEW

Every year, the Milwaukee Continuum of Care (CoC) conducts a planning session, the purpose of which is to assess progress and form work groups for the coming year. This year, the planning session was extended to a full day and was planned with the following goals in mind:

- 1) Focus Continuum of Care efforts on the 10-Year Plan Mid-Course Revisions, specifically the goal of ending homelessness.
- 2) Develop scopes of work for three new CoC Work Groups: Data Dashboard, Housing First and Employment.
- 3) Energize and inspire CoC members.

The Planning Day was coordinated by the Community Development Grants Administration under the leadership of Steven L. Mahan, Director, with staff assistance provided by Jennifer Frey, Program Officer, and Ahong Xiong, Public Allies AmeriCorps Member. Additional technical assistance was provided by Janice Wilberg, Ph.D., Wilberg Community Planning, and Tessera Design. Substantial in-kind services and support were provided by Deedee Peterson, Legal Action of Wisconsin, Kathleen Pritchard, Ph.D., IMPACT Planning Council, Amy Murphy, MPH, David Johnson, Milwaukee County Behavioral Health Division. A team of Public Allies including Trenay Ratney, Blake Van Egeren, Michelle Xiong, Javon Hill and Diallo Mayo assisted in a variety of key ways. The event was conducted at the Zilber School of Public Health, University of Wisconsin-Milwaukee. A total of 112 people registered and attended this event.

## PLANNING DAY OPENING



**Tim Baack**, President and CEO of Pathfinders, served as the Planning Day master of ceremonies or ‘ringmaster’ as he preferred to be called.

Tim led Planning Day participants through the day’s agenda, welcomed speakers, encouraged CoC members to tell their personal stories about how they came to work on the issue of homelessness, and challenged everyone to think deeply, contribute freely and participate fully. Tim’s careful management of Planning Day kept everyone engaged and built a great spirit of cooperation and collaboration.

**County Executive Chris Abele** and **Mayor Tom Barrett** offered opening remarks for Planning Day participants. County Executive Abele’s remarks focused on the County’s new initiative to end chronic homelessness in Milwaukee County within three years. Mayor Barrett reaffirmed the City’s commitment to using the City’s resources to attack the problem of homelessness and to serving as Lead Agency of the Continuum of Care.

To start the day on a calm and reflective note, **Michael Milewski**, Master Teacher at the T’ai Chi Ch’uan Center, led Planning Day participants in a brief T’ai Chi experience.

## 10-YEAR PLAN MID-COURSE REVISIONS

Continuum of Care consultant **Jan Wilberg** provided an overview of the 10-Year Plan Mid-Course Revisions starting with background on the formulation of the original plan (2010), providing a brief summary of progress on the 10-Year Plan pillars (Prevention and Emergency Shelter, Economic Support and Employment, Mental Health, Substance Abuse and Support Services, and Permanent Supportive Housing).

The **new 10-Year Plan Goals**<sup>1</sup> were presented:

1. End chronic homelessness among single adults.
2. End veteran homelessness.
3. Prevent homelessness among people discharged from institutions including foster care, hospitals, inpatient mental health facilities and corrections.
4. Prevent initial and repeat episodes of homelessness among single adults, youth and families with children.

Jan talked about the proposed strategy for going forward which included: a) forming work groups for some but not all 10-Year Plan elements; b) forming work groups with a mix of volunteers and content experts; c) expanding responsibility for work group leadership and membership to new people; d) providing work groups with clear scopes of work, deadlines, staff support and accountability expectations. She indicated that the afternoon's planning work would focus on developing scopes of work for the three new 2015 work groups:

**Data Dashboard:** Developing an accurate, durable and decision-focused data dashboard for 10-Year Plan progress monitoring

**Housing First:** Changing the system from a services first to a housing first system

**Employment:** Addressing an immediate performance issue of the Continuum of Care and long-term homelessness reduction

## WHAT DOES IT MEAN TO END HOMELESSNESS?

Planning Day participants were asked to reflect on and discuss four questions at their tables:

1. How will this plan (10-Year Plan to End Homelessness) end homelessness in Milwaukee?
2. What are the obstacles to ending homelessness?
3. What needs to happen in order for the plan to be fully implemented?
4. If someone becomes homeless in 2020, what should that experience be like?

After the table discussions concluded, Tim Baack asked a representative from each table to present their conclusions. Participants identified the following **ways in which the plan would end homelessness** in Milwaukee: increased collaboration, emphasis on prevention, employment and Housing First, measurable outcomes,



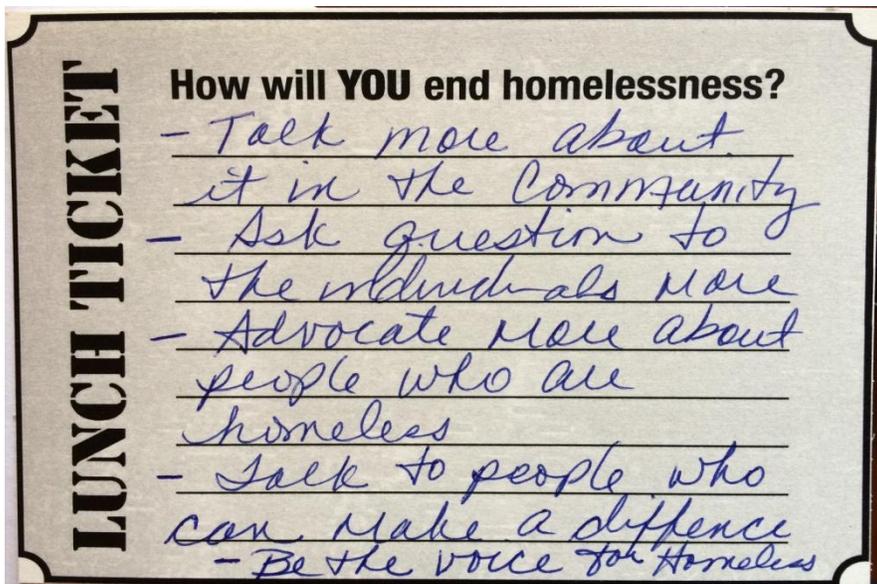
<sup>1</sup> Approved by Provider Advisory Group, 12/11/14; Executive Board, 12/18/14; and Full Body Continuum of Care, 1/22/15

data-driven approach and the goal of bringing homelessness to functional zero. One speaker called the 10-Year Plan a “clear roadmap.”

**Obstacles** identified included: funding issues, cross-system collaboration challenges, resistance to new ideas and philosophies, lack of access to housing, treatment and jobs, HUD definition of homelessness, challenge of right-sizing system resources and lack of involvement of homeless services consumers. Among the things **that needed to happen for the plan to be fully implemented**: implementation of Coordinated Entry and Housing First, early and easy access to services, using technology to communicate and coordinate, creating a dashboard of information, training staff, leadership that involves the broader community, new partners like corporations and job training entities, funding collaboration, right-sizing the system, proactive problem-solving and strong consumer voice. Participants thought that the **experience of homelessness in 2020** should look like this: 24-hour service turnaround for all services, wraparound services, very brief episode, Housing First, early/easy access to services and stigma-free.

### LUNCH TICKETS

Planning Day participants were asked to fill out their lunch ticket by answering the question: How will YOU end homelessness? Lunch tickets were collected as participants left the meeting room for the lunch break.



All of the lunch ticket responses have been transcribed. Here are a few examples.

*Help coordinate legal services to maximize benefits and resolve arbitrary actions that result in homelessness.*

*Continue to dedicate my career to serving others; have my voice heard by voting and communicating with elected officials; ‘telling the story’ with friends who are not involved in this work.*

*Promise to keep at it and not forget it will take us all to keep working hard to get it done. If we don’t do it, who will? It can be done.*

### PROGRESS IN MENTAL HEALTH SERVICES

**Héctor Colón**, Director of the Milwaukee County Department of Health and Human Services, was the Planning Day luncheon speaker. He described Milwaukee County’s significant efforts to improve mental health services including: investment of \$9 million in new or enhanced community-based mental health programs; expanded employment opportunities through the Individual Placement and Support Program; addition of over 500 new permanent supportive housing units, expansion of the Mobile Crisis Team to 2<sup>nd</sup> and 3<sup>rd</sup> shifts;



operation of two crisis resource centers (south side and north side); establishment of the Peer-Run Recovery Center; implementation of the ACT case management model; implementation of CCS and CRS. He described progress in the system: 48% reduction in inpatient admissions, 30% reduction in emergency detentions, 20% reduction in emergency room (PCS) visits, 14% increase in the number of people being served in the community. He described the County's efforts to establish new harm reduction housing and to provide housing and wraparound services for youth aging out of foster care.

## COORDINATED ENTRY AS THE FOUNDATION FOR ENDING HOMELESSNESS



**Audra O'Connell**, manager of Coordinated Entry (CE) at IMPACT, made a presentation regarding Coordinated Entry. She defined CE as a process for homeless and at-risk households and individuals to access resources, a way to transform programs into a system, a method for needs/gaps analysis and a means to establish system goals and mission. She described CE functions as providing the foundation for ending homelessness: providing access to a continuum of help, enabling better documentation of need, building collaboration needed for system change, addressing issues in service delivery and attracting supporters, partners and funders.

## WORK GROUP START-UP PLANNING SESSIONS

Planning Day participants were randomly split into three design teams. The job of the design teams was to develop an initial scope of work for the newly formed work groups. It was stated that these design teams would not become the work groups. The formation of the work groups including the designation of work group co-chairs would be the next step. Once the design teams were seated, the walls to the large meeting room were pulled to create three smaller rooms. Each design team was managed by a trained facilitator using a specific process to lead the group to a) state the 'ideal condition' or the desired end state of the effort; b) identify the most critical barriers to achieving the ideal condition; c) determining areas where an organized effort would have the greatest impact; d) assessing what would be required to advance that strategy; and e) identifying who else should be included in the effort going forward.



## DATA DASHBOARD

**Kathleen Pritchard, Ph.D.**, IMPACT Planning Council, facilitated the Data Dashboard Work Group Start-Up Session. Following the facilitation plan, the Data Dashboard group generated the following product.

### Ideal Condition for the Data Dashboard:

- Accessible (i.e. sharing)
- User-friendly with consistent, understandable language
- Accurate, up-to-date and accountable
- Relevant, information and application (e.g. goal-driven)

### Most Critical Barriers

- Funding: inadequacy, varying requirements
- Staff issues: turnover, human error, training and time constraints
- Reporting: differing and changing requirements, complexity, establishing baseline for comparison
- Leadership and buy-in

### Greatest Impact

- Identify clear objectives and consensus on outcomes
- Data accuracy, accountability, evidence-based information
- Deal with buy-in from stakeholders and users
- Bring leadership to the table
- Ensure no stone is left unturned and influence service delivery
- Affordable, simple and accessible

### What will it take?

- ✓ Leadership, Ownership, Accountability
- ✓ Collaboration
- ✓ Incentive: improvement in service, shared information, continuous learning
- ✓ Data specialist to consult
- ✓ No sacred cows
- ✓ Keep what works

### Who is needed?

- ✚ A data expert/institution
- ✚ Nancy
- ✚ 2-1-1
- ✚ Government (state, Milwaukee County, City of Milwaukee)
- ✚ Consumers and consumer celebrity
- ✚ Representative sample of organizations/agencies
- ✚ Storyteller (reporter/public relations)



**EMPLOYMENT**

Deedee Peterson, Legal Action, facilitated the Employment Work Group Start-Up Session.

**Ideal Condition for Employment:**

- Full permanent employment, living wage, family supporting, sustainable
- Employment: The Way Out of Homelessness
- **Access to sustainable supported employment**
- Actualizing human potential for sustainable employment



**Most Critical Barriers:**

Stigma resource knowledge No funding Criminal records Employer engagement Lack of personalized/individualized services Lack of livable wage No support Substance abuse Lack of transportation Lack of a system Job/family concerns	Lack of soft skills Lack of languages Education/training Child care Stable housing Social services and their rules, don't qualify Employer education Motivation and work history Age Communication Stigma of homelessness
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**Greatest Impact:**

Employers	Potential Employee	Services and System
<ul style="list-style-type: none"> <li>➤ Engagement</li> <li>➤ Language</li> <li>➤ Education</li> <li>➤ Stigma</li> <li>➤ Ban the box</li> <li>➤ Incentives</li> </ul>	<ul style="list-style-type: none"> <li>➤ Training</li> <li>➤ Soft skills</li> <li>➤ Family: negative effects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ban the box</li> <li>➤ Training</li> <li>➤ Transportation</li> <li>➤ Lack of soft skill training</li> </ul>

**What will it take?**

**Services and System**

Training and Soft Skills Training	Transportation	Ban the Box
<p>Barrier:</p> <ul style="list-style-type: none"> <li>✓ Need skilled workers                             <ul style="list-style-type: none"> <li>○ Need to build soft skills</li> <li>○ Lack of openness on the part of service provider</li> <li>○ Service provider setting people up for failure</li> </ul> </li> </ul> <p>How to do it:</p> <ul style="list-style-type: none"> <li>✓ Reallocating existing resource to:                             <ul style="list-style-type: none"> <li>○ Create job coaches</li> <li>○ Employment specialist at agencies</li> <li>○ Encourage agencies to make employment a priority</li> <li>○ Peer support to focus on employment</li> </ul> </li> </ul>	<p>Barrier:</p> <ul style="list-style-type: none"> <li>✓ Transportation is key to employment</li> </ul> <p>How to do it:</p> <ul style="list-style-type: none"> <li>✓ Provide access to transportation</li> </ul>	<p>Barrier:</p> <ul style="list-style-type: none"> <li>✓ Criminal history</li> </ul>

**Employment**

Service Redesign	Soft Skills Training	Public/Private Partnership
<p>How:</p> <ul style="list-style-type: none"> <li>✓ Audit current systems</li> <li>✓ Asset mapping</li> </ul> <p>Why:</p> <ul style="list-style-type: none"> <li>✓ Current services and funding: What are the gaps?</li> </ul>	<p>How:</p> <ul style="list-style-type: none"> <li>✓ Adult achievement projects</li> </ul> <p>Why:</p> <ul style="list-style-type: none"> <li>✓ Sustaining employment</li> </ul>	<p>How:</p> <ul style="list-style-type: none"> <li>✓ Employer/employee training</li> </ul> <p>Why:</p> <ul style="list-style-type: none"> <li>✓ Sustaining employment</li> </ul>

**Employers**

Engagement	Aligning Employee Skills with Jobs	Ban the Box
<ul style="list-style-type: none"> <li>✓ Communicate with employers to determine what skills are needed</li> <li>✓ Training (DVR, DWI, trade unions)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Worker assessment</li> <li>✓ Careful placement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Policy change (structure and employer education)</li> <li>✓ Expungement</li> <li>✓ Bonding</li> </ul>

**Who is needed?**

- ✚ Legal Aid and Legal Action
- ✚ Government – County, City and State
- ✚ Existing providers
- ✚ Employers and WMC et al, related associations
- ✚ Clients
- ✚ Trainers
- ✚ Unions
- ✚ Schools
- ✚ Providers
- ✚ Lobbyists and non-profit workers
- ✚ Coordinator



## HOUSING FIRST

The Housing First Work Group Start-Up Session was facilitated by Amy Murphy, MPH.

### Idea Condition for Housing First:

- Accessible, immediate, desired, supportive!!

### Most Critical Barriers:

- Funding
- Regulatory barriers – strict eligibility
- Case management – mental health, client ability to pay rent
- Community partnership – not all players at the table
- Housing – not enough housing units or landlords will to rent to clients



### Greatest Impact:

- Education of providers, community and landlords
- Sufficient housing options to meet a wide range of behavioral needs
- Increase the diversification of funding sources
- Requiring housing programs to remove all barriers and make voluntary referrals as needed
- Local unrestricted funding for housing costs and case management, utilizing community providers
- Leveraging community partnerships to create meaningful and immediate employment
- Identify number of units and types
- Master lease needed for units
- Unrestricted case management funding

### What will it take?

<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Outreach to philanthropy</li> <li>✓ SPRINKLE OF A MIRACLE!</li> <li>✓ Persistence</li> <li>✓ Community buy-in</li> <li>✓ Data</li> <li>✓ Someone to go first</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change education</li> <li>✓ Open dialogue</li> <li>✓ Sharing success stories</li> <li>✓ Non-profit collaboration</li> <li>✓ Unified voice in terms of need</li> <li>✓ Advocacy</li> <li>✓ Deadlines/accountability</li> </ul>
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### Who is needed?

- ✚ Developers
- ✚ Specific landlords
- ✚ Behavioral health system
- ✚ WHEDA
- ✚ Health care systems
- ✚ City foreclosed homes
- ✚ All levels of local government (city, state, county, surrounding counties)
- ✚ Local funders
- ✚ Housing authority
- ✚ Media expert
- ✚ Employment services, Goodwill

## CAST OF CHARACTERS



Planning Day participants were asked to think of one person in the room who they admired and then to write three character traits of that person on three separate post-it notes. Then people were asked to put their post-its on the wall in sections marked "Cast of Characters."

### Compassionate, Dedicated, Passionate, Integrity,

Caring, Commitment, Creative, Innovative, Empathetic, honest, kind, knowledgeable, open-minded, visionary, collaborative, courageous, determined fearless, intelligent, smart, thoughtful, diligent humility, inspired leadership, motivated, optimism, patient, perseverance, relentless, tenacious, trustworthy, ambitious, balanced, bold, blunt, calm, concern, confident, considerate, driven, dynamic, empowering, energetic, fair, flexibility, generosity, giving, happy, hard-working, helpful, hope, indefatigable, insightful, listener, loyal, multi-tasker, outcome-focused, peacemaker, powerful, problem-solver, resourceful, selfless, stick-to-itiveness, strength, thinks outside the box, tireless, understanding, work ethic

### PLANNING DAY CLOSING

The day closed with **Una Van Duvall** performing two songs that summed up the mood of the day. First, she led the group in singing “If I Had a Hammer” and then sang “Home” from The Wiz.



Planning Day officially closed with remarks from **Steven L. Mahan**, Director of the City’s Community Development Grants Administration and Lead Agency of the Milwaukee Continuum of Care.

Steve’s remarks focused on the importance of home for everyone and reaffirmed the City’s commitment to strong and sustained support for the Continuum of Care. He highlighted the City’s commitment to the 10-Year Plan to End Homelessness and the current focus of ending veteran homelessness by the end of 2015.

