



Agenda Item Report

Joint City Commission - County Commission Meeting - Jan 17 2024

Department

City Manager's Office

Staff Contact

Misty Bosch-Hastings, Homeless Programs Coordinator

Recommendations

Receive presentation on "A Place for Everyone" plan to end chronic homelessness in Lawrence and Douglas County.

Executive Summary

A Place for Everyone is the community plan for Lawrence and Douglas County to end chronic homelessness. The goals are formulated in five work areas being addressed:

- Equity and Inclusion
- Affordable Housing
- Supportive Housing
- Systems
- Emergency Shelter and Services

This presentation will cover the document that has been created and the ongoing work that will be undertaken as part of the plan.

Alignment to Strategic Plan

Strong, Welcoming Neighborhoods

Fiscal Impact

This action currently does not have a fiscal impact to the City.

Action Requested

Receive presentation on "A Place for Everyone" plan to end chronic homelessness in Lawrence and Douglas County.

Previous Agenda Reports:

[April 4, 2023 - Presentation of Draft Plan](#)

Attachments

[A Place for Everyone - Report](#)

[A Place for Everyone Power Point Presentation - January 17, 2024](#)

[Overall Content for Strategic Plan to Address Homelessness in Douglas County](#)

A Place for Everyone



**Our plan to end homelessness in
Lawrence and Douglas County**



The City of Lawrence and Douglas County are grateful to be joined in this work by the following agencies that reflect the Housing and Homelessness Stakeholders in this community:

Artists Helping the Homeless
Bert Nash
DCCCA
Family Promise
Habitat for Humanity
Heartland Community Mental Health
Justice Matters
Kansas Balance of State Continuum of Care

Kansas Legal Services
Kansas Statewide Homeless Coalition
Lawrence Community Shelter
Lawrence-Douglas County Housing Authority
Lawrence-Douglas County Public Health
LMH Health
Tenants to Homeowners
Willow Domestic Violence Center

***A Place for Everyone* is our community plan to end chronic homelessness in Douglas County.**

Our goal: By 2028, we will create a system that achieves functional zero through policy, system, and environmental changes resulting in all Douglas County residents having access to the fundamental human right of safe, accessible, attainable, and affordable housing, and in which homelessness is a rare and brief occurrence.

To reach this goal, we've established five work areas to be addressed:

- Equity and Inclusion
- Affordable Housing
- Supportive Housing
- Systems
- Emergency Shelter and Services



Currently, our community does not have sufficient capacity for people to access the type of shelter they need for their specific circumstance. According to the 2022 Douglas County Homelessness Needs Assessment conducted by the University of Kansas Center for Public Partnerships and Research, more affordable housing and permanent affordable housing options are needed to serve the unsheltered population in Douglas County.

From this research and based on community conversations we've had with people in Douglas County, including those with lived experience, we've identified an overwhelming need to increase availability in these three categories of shelter: 1) affordable housing, 2) emergency shelter and services, and 3) supportive housing. All our work ladders up to these three goals:

1. Increased affordable housing

2. Increased emergency shelter and services

3. Increased supportive housing

As we work toward our goals for increased affordable housing, emergency shelter and services, and supportive housing, we need to be intentional in the way we do the work. There are two primary considerations to how we do our work: the first is Equity and Inclusion and the second is the Systems we have in place to connect our partner organizations behind one collective goal: ending chronic homelessness in Douglas County.

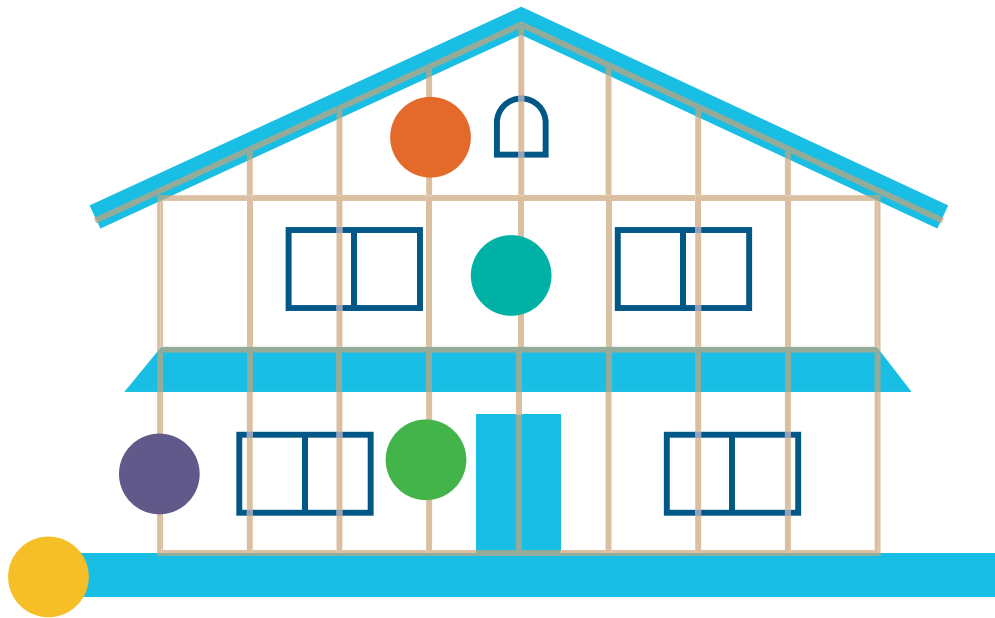


The Housing Needs Continuum shows the wide range of sheltering options that should be available in a community. Each part of the housing continuum serves a unique need to the individuals that utilize them.



Affordable housing is defined as when total housing costs exceed no more than 30% of a household's total income.

Our approach to ending chronic homelessness is like building a house. The five work areas are all important parts of the house we're building.



FOUNDATION

First, our house needs a solid foundation. The foundation of our work to end chronic homelessness is equity and inclusion as it will inform every other aspect of our plan.

INFRASTRUCTURE

After the foundation is established, we're building the infrastructure of our house: the walls, the plumbing, etc. For our plan to end chronic homelessness, the infrastructure is the Systems work area. Our Systems will govern over and hold the rest of our work together.

LEVELS

Finally, we have the different levels of the house itself. The first floor of our house is the most important and most used, and for our plan to end chronic homelessness, that is our work to increase affordable housing. The second floor of our house, which is also important but generally less utilized, is supportive housing. Finally, we have the top floor of the house, which for our plan is Emergency Shelter and Services. This is a necessary part of the house, but we don't use it nearly as often as the main living areas.





Our Foundation: Equity and Inclusion

According to the 2022 Douglas County Homelessness Needs Assessment, both racial and gender disparities in who experiences homelessness warrant further attention in our community. Additionally, the study identified a need to explore opportunities for engaging individuals with lived experience of homelessness to provide decision-making input.

Recognizing that homelessness disproportionately impacts women, Black, Indigenous, and other Persons of Color (BIPOC) in our community, this plan is designed to optimize equity by focusing on the following low-income populations in our community:

- Individuals experiencing chronic homelessness
- BIPOC individuals/households experiencing or at-risk of homelessness
- LGBTQ+ individuals/households experiencing or at-risk of homelessness
- Families with children younger than 18
- Single-parent, female-headed households
- Justice-involved/formerly incarcerated residents
- Individuals with Intellectual and Developmental Disability (IDD) in institutional setting
- Low-income seniors
- Transitional youth, unaccompanied minors, and youth aging out of foster care
- Individuals with substance use disorder (SUD) and severe and persistent mental illness (SPMI)
- Survivors of domestic violence, human trafficking, and/or stalking
- Immigrant individuals/households
- Individuals with English as second language
- Individuals with disabilities



WHAT ARE OUR GOALS FOR EQUITY AND INCLUSION?

- By 2024, define a clear set of equity goals that will inform all areas of this plan
- By 2024, prioritize equity in community education resources
- By 2024, establish ongoing roles in this work for people with lived experience
- By 2025, use data to track success and sustainability
- By 2026, focus on equity in policy and budget decisions
- By 2026, target systemic inequities to increase diverse homeownership
- By 2027, promote best practices that improve diversity and equity for all service providers

HOW ARE WE GOING TO REACH OUR EQUITY AND INCLUSION GOALS?

- Support a shared vision of equity between all local agencies and government with a shared terminology list
- Determine four data performance measures that tie directly to equity goals and action steps
- Highlight equity in all community education resources and communication, with improved collaboration and availability of easy-read resources
- Establish ongoing roles for individuals with lived experience to inform planned strategies, including an advisory board and opportunities for paid work
- Develop a decision-making model that targets and reduces racial disparities by prioritizing funding for projects with an equity focus
- Identify policies that reduce the risk of homelessness, increase accessibility and uplift historically marginalized populations; target systemic inequities and increase diverse homeownership
- Create long-term Diversity, Equity and Inclusion training and assessments for all levels of organization and government



The Infrastructure: Systems

Ending chronic homelessness in Douglas County requires a coordinated system of resources in which many organizations work together. These “systems” help us gather an accurate picture of where things stand so that we can move this work forward.

The systems we are establishing in our community fit into the Built for Zero framework, which is an initiative both the City of Lawrence and Douglas County committed to in March 2020. In the Built for Zero model, we end chronic homelessness through the following strategy:

1. Build a single team that is accountable for ending homelessness throughout the community.
2. Commit to a shared aim of ending homelessness. We measure progress not by the goals of each organization but by whether we are collectively driving down the number of people experiencing homelessness.
3. Know everyone experiencing homelessness by name and in real-time.
4. Make data-driven, targeted investments for increased housing.

Our systems goals are all work items to be accomplished in the next one-to-two years, as our success in these areas will help inform and improve our work in the housing investment areas of this plan.



WHAT ARE OUR GOALS FOR SYSTEMS?

- By July 2024, achieve quality data through the Built for Zero framework
- By April 2024, launch a dashboard for real-time homelessness and housing data specific to Douglas County
- Increase participation in the Homeless Management Information System and Coordinated Entry System by 20%

HOW ARE WE GOING TO REACH OUR SYSTEMS GOALS?

- Collaborate among partners within the Homeless Management Information System and promote resource and service tracking
- Build a Built for Zero-specific report and dashboard and share it with the community
- Identify agencies who serve the unhoused population that are not able to use the Homeless Management Information System and create a plan for data integration for the dashboard
- Develop key performance indicators to utilize for public education
- Conduct a Housing Study through the Kansas Housing Resources Corporation
- Increase Lawrence and Douglas County representation at Continuum of Care Homeless Management Information System Steering Committee meetings
- Make the Homeless Management Information System accessible for all homeless targeted programs and housing services throughout the community to review, input data and pull reports



The first floor: Affordable housing

Affordable housing is the solution to homelessness. It fosters economic prosperity and is a basic human right. And yet, Douglas County does not have enough housing that is affordable for people who live and work in our community. Housing costs continue to rise for both renters and homeowners, resulting in an increase in evictions and homelessness—and a decrease in homeownership. Meanwhile, wages have not kept pace with the rising cost of rent, utilities, interest rates and home sales prices, which has increased the number of households experiencing housing stress and insecurity. Housing stress is defined as spending more than 30% of income on housing costs.

A 'housing wage' is what a household must earn to afford rent at fair market value without spending more than 30% of income in housing expenses. The housing wage in Douglas County for a two-bedroom apartment is \$18.27 an hour—more than double the state minimum wage. This means that even working full time, many community members cannot afford the cost of housing. Almost half of renters and almost a quarter of homeowners in Douglas County experience housing insecurity, meaning that many of these households are one emergency away from homelessness.

The goals of the affordable housing portion of this plan are focused on increasing the amount of affordable rental and homeownership properties and improving access to the affordable housing that already exists.



WHAT ARE OUR GOALS FOR INCREASING AFFORDABLE HOUSING?

- By 2028, increase the supply of affordable rental housing units by 1,500
- By 2028, increase the supply of affordable homeownership units by 200
- By 2028, increase the supply of accessible and affordable units by 100
- By 2028, increase the supply of affordable units for families with minor children by 500
- By 2028, establish policy and system changes that realign power imbalances that currently prevent access to, or development of, affordable housing

HOW ARE WE GOING TO REACH OUR AFFORDABLE HOUSING GOALS?

- Develop a long-term affordable housing plan
- Provide a grant subsidy for new development or rehabilitation of desired unit types
- Acquire parcels and units for the community land trust and future affordable housing development
- Provide recommendations for City code updates that allow for affordable housing development
- Establish the tenant's right to legal representation in Douglas County
- Enforce the City's protection against source of income discrimination
- Establish a City of Lawrence vacant and dilapidated structure registry
- Establish an incentive program for affordable housing development
- Establish funding resources
- Develop a plan for ongoing community engagement re: affordable housing
- Develop programs that increase racial equity in affordable housing access and land ownership



The Second Floor: Supportive Housing

An increase in supportive housing, especially permanent supportive housing, is needed to serve community members who have the most difficulty remaining housed. Data from the 2022 Douglas County Homelessness Needs Assessment points to a sizable portion of the population experiencing long-term and often cyclical bouts of homelessness. More than 40% of this population had experienced homelessness three or more times in the past three years, and almost 50% had been homeless for more than 12 months in the past three years. Data also indicated a high incidence rate of mental health and substance use issues within the population.

The rates of chronic/cyclical homelessness, mental health, and substance use issues, as well as conversations with community providers, indicate that more than 150 individuals may benefit from supportive housing to help them break the chronic homelessness cycle. The Corporation for Supportive Housing's needs assessment (released May 2022) focused on community permanent supportive housing needs within Douglas County. It found that 381 supportive housing units are needed in the community. Of those, individuals and families experiencing homelessness need at least 115 permanent supportive housing units.



WHAT ARE OUR GOALS FOR INCREASING SUPPORTIVE HOUSING?

- By 2027, increase the number of permanent supportive housing units dedicated to these groups:
 - Chronically homeless individuals (+30 units)
 - Chronically homeless families (+2 units)
 - Homeless individuals aged 55+ (+50 units)
 - Justice-involved individuals (+20 units)
 - Child-welfare involved families (+10 units)
 - Homeless individuals aged 17-23 (+8 units)
- By 2027, increase the number of transitional housing units dedicated to homeless individuals with substance use disorders or mental illness by 15 units

HOW ARE WE GOING TO REACH OUR SUPPORTIVE HOUSING GOALS?

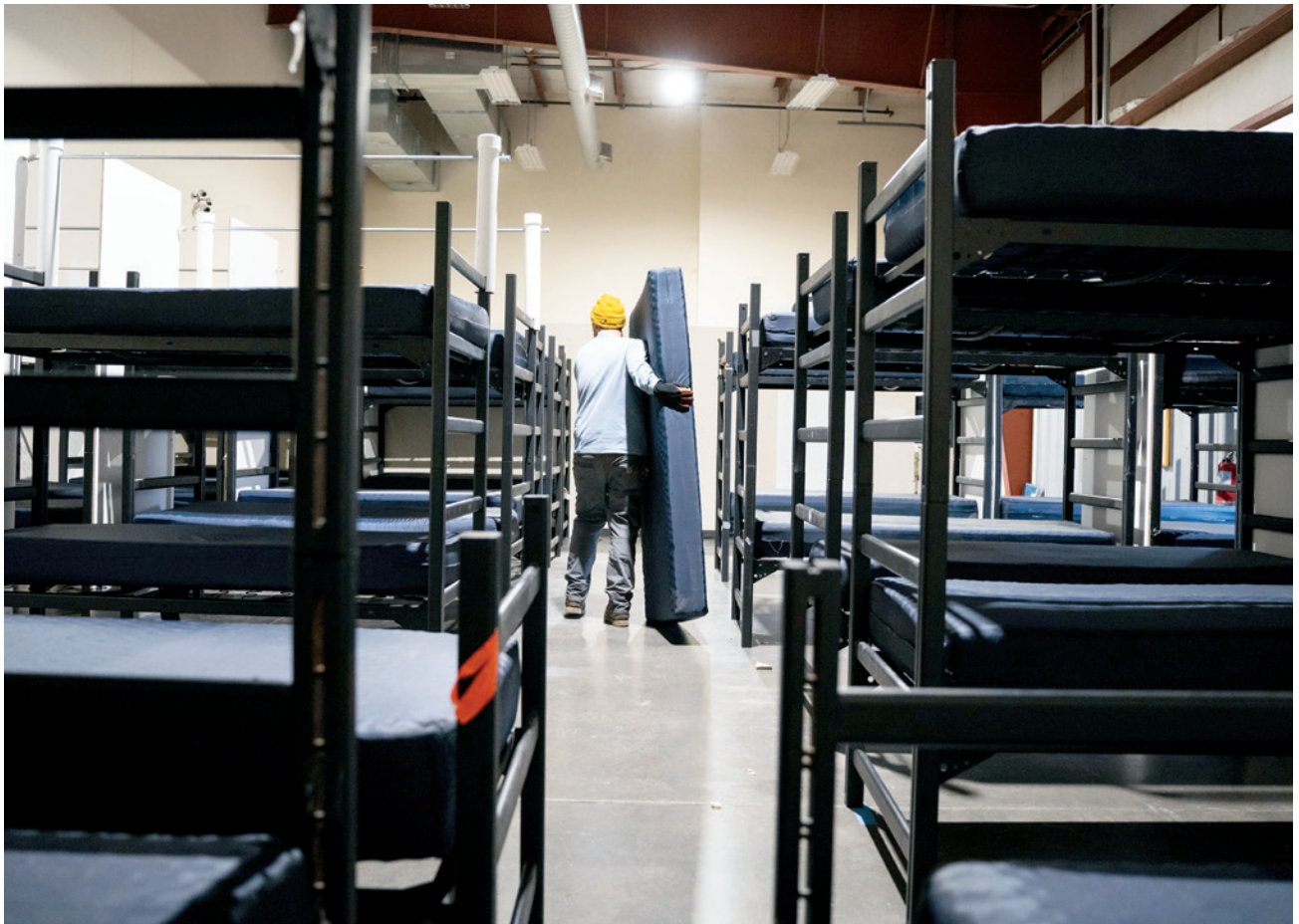
- Develop a five-year supportive housing Capital Improvement Plan
- Establish a community supportive housing case management program
- Establish sustainable funding resources
- Design and develop emergency, non-congregate shelter services
- Design a curriculum to build community buy-in and trust for supportive housing



The Top Floor: Emergency Shelter and Services

Emergency shelter is temporary, short-term housing for people experiencing homelessness. It is an intermediary solution that helps move individuals off the street or out of illegal camping into a situation where they can have access to needed support services. Emergency shelter can also be extremely beneficial for service providers as it gives them a known location where they can help people experiencing homelessness get the assistance they need.

In Douglas County, there are currently an insufficient number of emergency shelter beds for people experiencing homelessness. The latest point-in-time count in 2023 listed 351 homeless individuals living in Douglas County. Of those, 95 people are currently unsheltered.



WHAT ARE OUR GOALS FOR INCREASING EMERGENCY SHELTER AND SERVICES?

- By 2024, enhance the regional coordinated entry system of agencies and access points to provide triage, diversion and care coordination to those at risk of—or currently experiencing—homelessness
- By 2026, establish a street outreach team to serve unsheltered homeless individuals
- By 2027, reduce the Douglas County Point-In-Time count for unsheltered individuals by 50%
- By 2027, provide women and families with immediate access to low-barrier emergency shelter services for up to 65 beds
- By 2027, establish a homeless community outreach and day center facility

HOW ARE WE GOING TO REACH OUR EMERGENCY SHELTER AND SERVICES GOALS?

- Define programmatic and operational expectations for community organizations to provide emergency shelter services
- Develop policy framework to build trust and accountability with our community
- Define and develop the Pallet Shelter Village program
- Expand street outreach services
- Establish a community severe weather and disaster response and recovery emergency shelter plan for houseless individuals

Conclusion

More detailed information on *A Place for Everyone* is available online at dgcoks.org/aplaceforeveryone. The website includes corresponding action items for the identified strategies.

A Place for Everyone is a living plan that will be reviewed and updated annually. The website will have the most up-to-date information on the current work being undertaken.

Photo Credit

Our thanks to Taylor Mah, City of Lawrence media and creative specialist, for the photos used in this document. Additionally, we thank and appreciate the following organizations for allowing us to take photos for use in this document:

Douglas County Housing Authority

Page 12: the Cottages at Green Lake project, which provides supportive housing for those with mental illness.

City of Lawrence

Page 4: Camp New Beginnings, an emergency shelter option in North Lawrence

Page 7: City crews building pallet cabins at The Village, an emergency shelter option on N Michigan St.

Artists Helping the Homeless

Pages 7, 14: Meraki House, which is a supportive housing option in our community.

Lawrence Community Shelter

Page 16: emergency overnight shelter facilities.

Tenants to Homeowners

Page 19: a completed house on Beatnik Ct.






A Place for Everyone



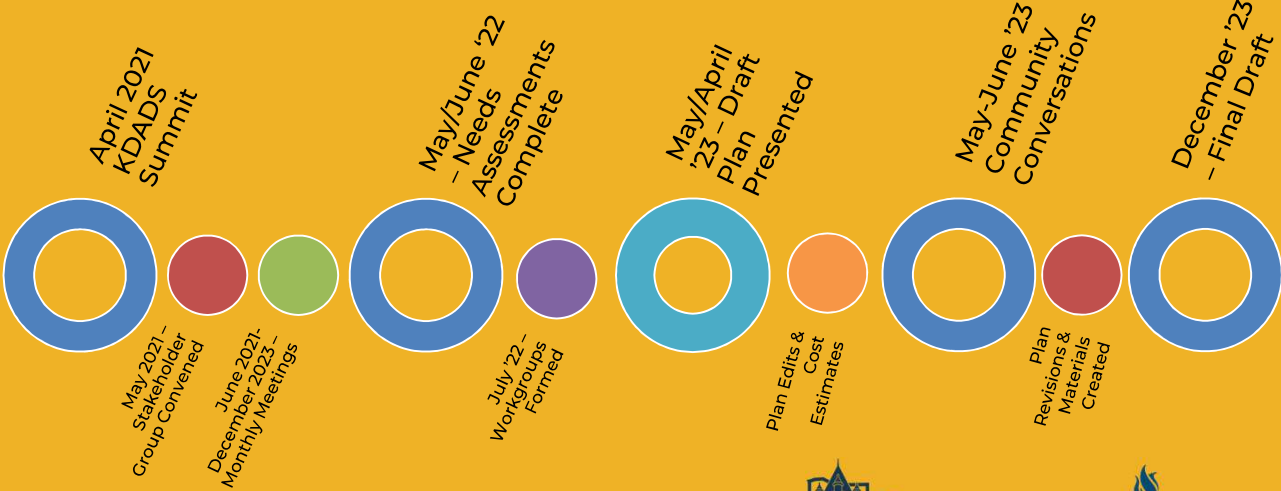


A Place for Everyone

Our community plan to end chronic homelessness in Lawrence and Douglas County



Background



April 2021
KDADS Summit

May/June '22
- Needs Assessments Complete

May/April '23 - Draft Plan Presented

May-June '23 Community Conversations

December '23 - Final Draft



May 2021 - Stakeholder Group Convened

June 2021 - December 2023 - Monthly Meetings

July 22 - Workgroups Formed

Plan Edits & Cost Estimates

Plan Revisions & Materials Created





Stakeholders Group

- City of Lawrence
- Douglas County
- Family Promise
- Artists Helping the Homeless
- Bert Nash
- DCCCA
- Lawrence-Douglas County Housing Authority
- Lawrence Community Shelter
- Willow Domestic Violence
- Tenants to Homeowners
- Justice Matters
- Kansas Legal Services
- Habitat for Humanity
- Kansas Statewide Homeless Coalition/KS Balance of State CoC
- Heartland Community Health
- LMH Health



A Place for Everyone Objectives

By 2028:

- *We will create a system that achieves functional zero through policy, system, and environmental changes*
- *All Douglas County residents will have access to the fundamental human right of safe, accessible, attainable, and affordable housing*
- *Homelessness is a rare and brief occurrence.*





Our Goals

All our work ladders up to these three goals:

- Increased affordable housing
- Increased emergency shelter and services
- Increased supportive housing





The Current Situation

To cater to the diverse needs of community members, a variety of housing options need to be made available.



Emergency Shelter



Transitional Housing



Supportive Housing



Affordable Rentals

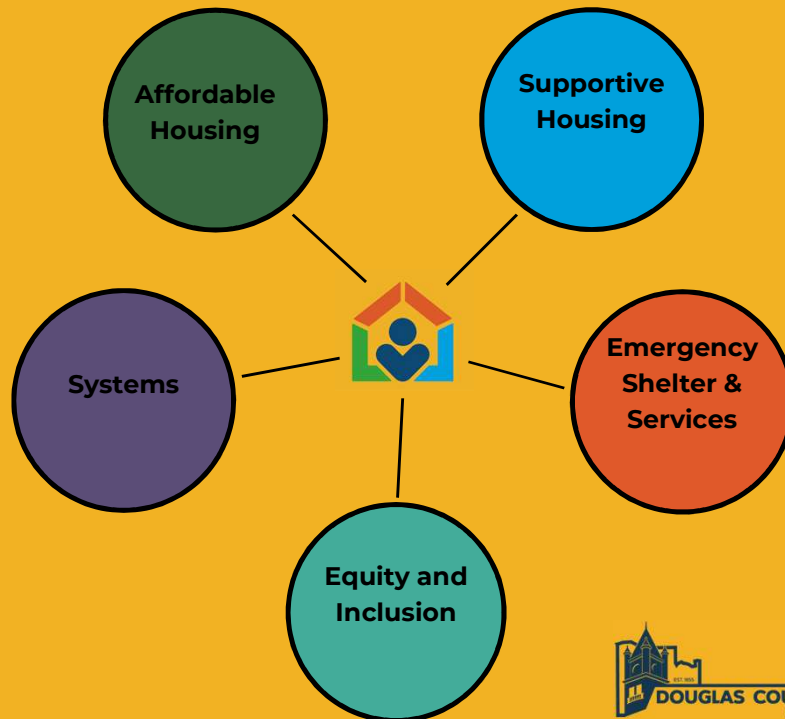


Affordable Ownership



Market Rate Housing

The Housing Needs Continuum





Equity and Inclusion

Our Foundation



Equity and Inclusion

Recognizing that homelessness disproportionately impacts women, Black, Indigenous, and other Persons of Color (BIPOC) in our community, this plan is designed to optimize equity by focusing on the following low-income populations in our community:

- Individuals experiencing chronic homelessness
- BIPOC individuals/households experiencing or at-risk of homelessness
- LGBTQ+ individuals/households experiencing or at-risk of homelessness
- Families with children younger than 18
- Single-parent, female-headed households
- Justice-involved/formerly incarcerated residents
- Individuals with Intellectual and Developmental Disability (IDD) in institutional setting
- Low-income seniors
- Transitional youth, unaccompanied minors, and youth aging out of foster care
- Individuals with substance use disorder (SUD) and severe and persistent mental illness (SPMI)
- Survivors of domestic violence, human trafficking, and/or stalking
- Immigrant individuals/households
- Individuals with English as second language
- Individuals with disabilities





Our Goals for Equity & Inclusion

- By 2024, define a clear set of equity goals that will inform all areas of this plan
- By 2024, prioritize equity in community education resources
- By 2024, establish ongoing roles in this work for people with lived experience
- By 2025, use data to track success and sustainability
- By 2026, focus on equity in policy and budget decisions
- By 2026, target systemic inequities to increase diverse homeownership
- By 2027, promote best practices that improve diversity and equity for all service providers



Equity & Inclusion

How we're going to reach our equity and inclusion goals

- Support a shared vision of equity between all local agencies and government with a shared terminology list.
- Determine four data performance measures that tie directly to equity goals and action steps.
- Highlight equity in all community education resources and communication, with improved collaboration and availability of easy-read resources.
- Establish ongoing roles for individuals with lived experience to inform planned strategies, including an advisory board and opportunities for paid work.
- Develop a decision-making model that targets and reduces racial disparities by prioritizing funding for projects with an equity focus.
- Identify policies that reduce the risk of homelessness, increase accessibility and uplift historically marginalized populations; target systemic inequities and increase diverse homeownership.
- Create long-term Diversity, Equity and Inclusion training and assessments for all levels of organization and government.





Affordable Housing

Our First Floor



Affordable Housing



Housing costs, cost of rent, utilities, interest rates, and home sales prices continue to rise for both renters and homeowners, while wages stay stagnant. As a result - housing stress, housing insecurity and evictions are on the rise.

Affordable housing is the solution to homelessness. It fosters economic prosperity and is a basic human right.





Our Goals for Affordable Housing

The goals of the affordable housing portion of this plan are focused on increasing the amount of affordable rental and homeownership properties and improving access to the affordable housing that already exists.

- By 2028, increase the supply of affordable rental housing units by 1,500
- By 2028, increase the supply of affordable homeownership units by 200
- By 2028, increase the supply of accessible and affordable units by 100
- By 2028, increase the supply of affordable units for families with minor children by 500
- By 2028, establish policy and system changes that realign power imbalances that prevent equitable access to, and development of, affordable housing



Affordable Housing

How we're going to reach our affordable housing goals

- Develop a long-term affordable housing plan
- Provide grant subsidies for new development or rehabilitation of desired unit types
- Acquire parcels and units for future affordable housing development
- Provide recommendations for City code updates that allow for affordable housing development
- Establish the tenant's right to legal representation in Douglas County
- Enforce the City's protection against source of income discrimination
- Establish a City of Lawrence vacant and dilapidated structure registry
- Establish an incentive program for affordable housing development
- Establish funding resources to support affordable housing development and rehab
- Provide ongoing community engagement on affordable housing
- Develop programs that increase racial equity in affordable housing access and land ownership





Supportive Housing

Our Second Floor



Supportive Housing



An increase in supportive housing, especially permanent supportive housing, is needed to serve community members who have the most difficulty remaining housed.





Our Goals for Supportive Housing

Our goals are to increase permanent supportive housing units dedicated to individuals and families, and to increase transitional housing units for individuals with substance abuse disorders or mental illness.

- By 2027, increase the number of permanent supportive housing units dedicated to these groups:
 - Chronically homeless individuals (+30 units)
 - Chronically homeless families (+2 units)
 - Homeless individuals aged 55+ (+50 units)
 - Justice-involved individuals (+20 units)
 - Child-welfare involved families (+10 units)
 - Homeless individuals aged 17-23 (+8 units)

- By 2027, increase the number of transitional housing units dedicated to homeless individuals with substance use disorders or mental illness by 15 units



Supportive Housing

How we're going to reach our supportive housing goals

- Develop a five-year supportive housing Capital Improvement Plan
- Establish a community supportive housing case management program
- Establish sustainable funding resources
- Design and develop emergency, non-congregate shelter services
- Design a curriculum to build community buy-in and trust for supportive housing





Systems

Our Infrastructure



Systems



Ending chronic homelessness in Douglas County requires a coordinated system of resources in which many organizations work together.

These “systems” help us gather an accurate picture of where things stand so that we can move this work forward.





Our Goals for Systems

- By July 2024, achieve quality data through the Built for Zero framework
- By April 2024, launch a dashboard for real-time homelessness and housing data specific to Douglas County
- Increase participation in the Homeless Management Information System and Coordinated Entry System by 20%



Systems

How we're going to reach our systems goals

- Collaborate among partners
- Build a Built for Zero-specific report and dashboard
- Identify agencies who serve the unhoused population that are not able to use the Homeless Management Information System and create a plan for data integration for the dashboard
- Develop key performance indicators to utilize for public education
- Conduct a Housing Study through the Kansas Housing Resources Corporation
- Increase Lawrence and Douglas County representation at Continuum of Care Homeless Management Information System Steering Committee
Make the Homeless Management Information System accessible for all homeless targeted programs and housing services throughout the community to review, input data and pull reports

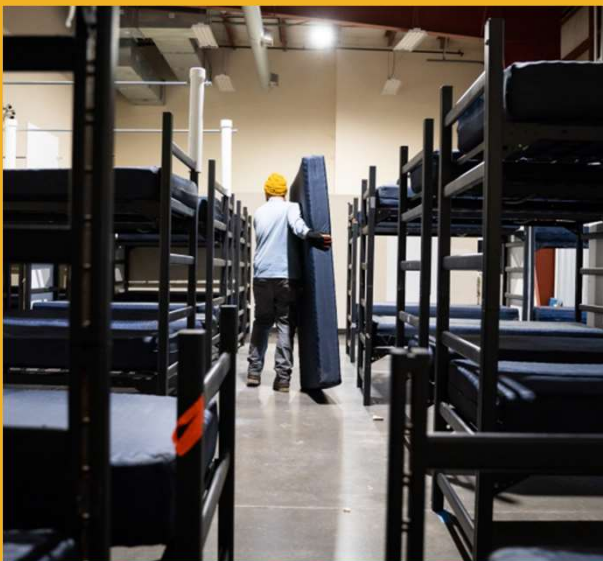




Emergency Shelter & Services



Emergency Shelter & Services



Emergency shelter is temporary, short-term housing for people experiencing homelessness.

In Douglas County, there are currently an insufficient number of emergency shelter beds for people experiencing homelessness.





Emergency Shelter & Services Goals

- By 2024, enhance the regional coordinated entry system of agencies and access points to provide triage, diversion and care coordination to those at risk of – or currently experiencing – homelessness
- By 2026, establish a street outreach team to serve unsheltered homeless individuals
- By 2027, reduce the Douglas County Point-In-Time count for unsheltered individuals by 50%
- By 2027, provide women and families with immediate access to low-barrier emergency shelter services
- By 2027, establish a homeless community outreach and day center facility



Emergency Shelter & Services

How we're going to reach our emergency shelter & services goals

- Define programmatic and operational expectations for community organizations to provide emergency shelter services
- Develop policy framework to build trust and accountability with our community
- Define and develop the Pallet Shelter Village program
- Expand street outreach services
- Establish a community severe weather and disaster response and recovery emergency shelter plan for houseless individuals





Cost Estimate

Focus Area	Cost Estimate for 5 Year Plan
Equity & Inclusion	\$45,025
Affordable Housing	\$59,268,351
Supportive Housing	\$28,431,000
Systems	\$25,000
Emergency Shelter	\$20,997,105



Next Steps

- Operationalize strategies outlined in action steps
- Increase collective impact through Safe & Affordable Housing Community Health Plan
- Community Health Plan
- Request governing body support for the plan
- Commitment to ongoing progress updates



Community Health Improvement Process: Creating a Strategic Plan for Health and Well-being in Lawrence and Douglas County

Community Health Improvement Process combines community health assessment, plan, and implementation in a 5-year cycle



Community Health Plan Steering Committee provides oversight and guidance to process



Community Health Assessment is a comprehensive compilation about health status, behaviors, & factors which impact equity, health, and well-being



Lawrence-Douglas County Public Health provides backbone support to process in form of data access, evaluation activities, and technical assistance to work groups



Community Health Plan is a strategic plan for health. Consists of measurable objectives & strategies with action steps, performance measures, & responsibilities



Health Equity Advisory Board @ LDCPH supports integration of equity and engagement for the process



2024-2029 Community Health Improvement Plan Priorities

Access to Health Services

- **Conveners:** LMH Health and Heartland Community Health Center

Safe and Affordable Housing

- **Conveners:** City of Lawrence, Lawrence-Douglas County Housing Authority, Douglas County

Birth Outcomes

- **Conveners:** LMH Health



Sustaining Issues



Emerging Issues

Behavioral Health

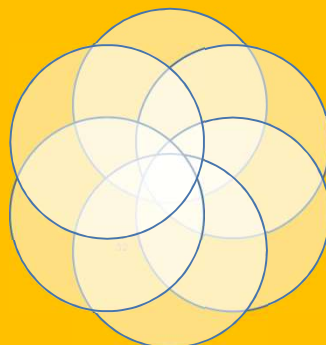
- **Conveners:** Douglas County and KS Suicide Prevention HQ

Food Security

- **Conveners:** Live Well Douglas County and Just Food

Anti-Poverty

- **Conveners:** Coalition for Human Services, Douglas County, and United Way





More detailed information on A Place for Everyone is available [here](#):



A Place for Everyone is a living plan that will be reviewed and updated annually. The website will have the most up-to-date information on the current work being undertaken.



Questions?



Overall Content for Strategic Plan to Address Homelessness in Douglas County

<p>Overall goal statement or Issue statement:</p>	<p>The goal of the Homelessness and Housing Steering Committee is to develop a strategic planning framework that addresses homelessness and the need for affordable housing solutions throughout Douglas County.</p>
<p>Overall objective (s):</p>	<p>By 2028, create <i>a system that achieves functional zero through</i> policy, system, and environmental changes resulting in all Douglas County residents having access to the fundamental human right of safe, accessible, attainable, and affordable housing, and which homelessness is a rare and brief occurrence.</p>
<p align="center">To reduce disparities and optimize equity...</p>	
<ul style="list-style-type: none"> • What low-income populations will be focus of some efforts due to the presence of known disparities? 	<ul style="list-style-type: none"> • Individuals experiencing chronic homelessness • BIPOC individuals/households experiencing or at-risk of homelessness • LGBTQ+ individuals/households experiencing or at-risk of homelessness • Families w/ children under 18 • Single-parent, female-headed households • Justice-involved/formerly incarcerated residents • Individuals with Intellectual and Developmental Disability (IDD) in institutional setting • Low Income seniors • Transitional Youth, Unaccompanied Minors, and Youth aging out of foster care • Individuals with substance use disorder (SUD) and severe and persistent mental illness (SPMI) • Survivors of domestic violence, human trafficking, and/or stalking • Immigrant individuals/households • Individuals with English as second language • Individuals with disabilities
<ul style="list-style-type: none"> • What strategies or approaches will be used to engage this population in influencing or shaping the plan? 	<ul style="list-style-type: none"> • Utilize a trauma informed holistic approach throughout the development of policies and procedures • Comprehensively review of the various land development codes and county regulations which create barriers in the development of programs and services • Engage and empower individuals with lived experience in all aspects of planning, program

	<p>design and decision making.</p> <ul style="list-style-type: none"> • Develop diverse community partnerships • Advocate for low barrier admission and program models • Focus on utilizing Housing First and Built for Zero Principles • Prioritize prevention, improve access, and promote integration • Engage and communicate with community in solutions through education and trainings
<p>Priority focus areas (a focus on a personal or environmental factor known to contribute to the issue)</p>	<ul style="list-style-type: none"> • Equity and Inclusion • Affordable Housing • Supportive Housing • Systems • Emergency Services and Shelter

Operational Glossary:

Access Points: Access points are the places—either virtual or physical—where an individual or family in need of assistance accesses the coordinated entry process.

BIPOC: BIPOC is an acronym for Black, Indigenous, People of Color, and encompasses the following race categories:

- Black or African American
- Indigenous, Native American, Indian and/or Alaskan Native
- Latinx and/or Hispanic
- Asian and Pacific Islander
- Middle Eastern and North African

Coordinated Entry: Coordinated Entry is a streamlined system that provides quick access to individuals and families seeking assistance through a coordinated referral and housing placement process. Households are assessed using a standard and objective tool that identifies their vulnerability and barriers to housing.

Chronic Homelessness: Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and has been homeless and living as described for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.

Functional Zero: For chronic homelessness there are fewer than 3 people experiencing chronic homeless at any given time.

Housing First: Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Low Barrier Shelter: Immediate and easy access to shelter by lowering barriers to entry and staying open 24/7;

eliminate sobriety and income requirements and other policies that make it difficult to enter shelter, stay in shelter, or access housing and income opportunities.

Non-Congregate Shelter: Provide accommodations in a way that provides private space for individual guests.

VI-SPDAT: Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) is a screening tool used by practitioners to prioritize housing assistance for those most in need.

Youth: Individuals under 21 years of age for whom it is not possible to live in a safe environment with a relative and who have no other safe alternative living arrangement.” This definition includes only those youth who are unaccompanied by families or caregivers.

Youth Transitional: Individuals age 16-21 children and youths in transition as individuals who lack a fixed, regular, and adequate nighttime residence.

Priority Focus Area:		Equity & Inclusion	
Related Objective(s):		1. By 2024, develop operational goals of equity and inclusion within the lens of	
Planned Strategy 1:			
Action Steps for Strategy 1:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Work with all focus area groups to gather terms needing to be defined and use definitions that are supportive to the topics of housing and homelessness	Equity & Inclusion Work Group	End of second quarter 2023	Inter-Toolkit.pdf (iglyo.com) Definitions - City of Lawrence, Kansas (lawrenceks.org) examples of inclusive language e.g. First Nations or Native American Consider group/individual to review list
Planned Strategy 2:			
Action Steps for Strategy 2:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Create four system performance measures geared at reviewing and tracking equity outcomes by specific populations around affordable housing and homeless services (8 total measures).	KSHC Systems Workgroup Affordable Housing Workgroup State CoC Equity and Inclusion Workgroup	End of 3rd quarter 2023	Data & Equity (tied to action)
Review current HMIS reports around services throughout Douglas County and system performance measures around the state (PIT, LSA, SPM) to determine disproportionalities within the system.	Work with Systems & Equity group to review data. If new data is needed or collected, determine where it should live (creation of dashboard).	End of 4th quarter 2023	HMIS Team Support (Statewide) CES Team Support (Statewide) City and County Government IT (Dashboard development)
Review equity measurements, data reports and studies around affordable housing to determine disproportionalities around specific populations.	Affordable Housing Workgroup AHAB City of Lawrence, Douglas County		
To establish accountability, present data across systems to ensure consistency and solicit feedback from both providers and lived experts.	Systems workgroup Equity & Inclusion Workgroup KSHC HSC Douglas County CoC	2024	
Collaboratively draft action plans or policies in response to any measure trending away from success, monitor progress making adjustments as needed. (e.g., if housing placements decrease over time, we as a system, will...) in both affordable housing and homeless services.	Housing and Homeless Stakeholders Group (Program managers) AHAB Lived Experience Advisory Board	2025	
Review 2018 housing study to determine disproportionalities within the community. Determine if it is appropriate to make a recommendation for an updated housing study.	Affordable Housing & Equity & Inclusion Work Group (potential addition to the dashboard recommend above).	2023	City and County Government IT (Dashboard development) City Affordable Housing Administrator (Lea Roselyn)
Planned Strategy 3:			
Prioritize and embed equity goals within community education resources, communications, and events. Ensure continuing education of the strategic plan occurs throughout implementation and success of plan highlighting Equity and Inclusion as a priority goal in all communication.			
Action Steps for Strategy 3:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?

Community Listening session to discuss Equity and Inclusion Focus content of strategic plan	Equity & Inclusion Work Group	End of second quarter 2023	
Evaluation of current community education & resources. Determine if new or updated resources are necessary to better communicate Equity and Inclusion.	Equity & Inclusion Work Group Service Agencies City & County	2023	Curriculum & Resources: Teaching for Racial Equity & Housing Justice Othering & Belonging Institute (berkeley.edu)
Plan a symposium on education for all agencies to better understand define shared vision and strategies.	Equity & Inclusion Work Group Service Agencies City & County	By year end of 2024	
Make Easy Read versions of resources available to the community to support more equitable access for individuals who have language processing disabilities, speak English as a second language, and/or have brain injuries, as well as folks with other temporary or permanent disabilities that impact language processing.	Equity & Inclusion Work Group	2024	Autistic Self Advocacy Network: Guide to Making Easy Read Resources What Is Easy Read? - Photosymbols Also offers Foundation Course (\$322) https://www.photosymbols.com/products/foundation-course Sample: Equity & Inclusion Strategic Plan
Planned Strategy 4:			
Action Steps for Strategy 4:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Create & implement compensation plan for folks with lived experience to participate in housing and homeless stakeholders group.	Equity & Inclusion Work Group Douglas County	2023	External sources/guides on compensation for community members. Alliance of unhoused neighbors HUD Exchange: Paying people with lived experience More examples of lived experience programs differentiated by focus populations; See program examples for women! Women's safety has been highlighted a lot in feedback. Washington State Office of Equity: Compensation Plan Co-Design Process for Austin, TX
Require that all workgroups within the housing and homeless stakeholders have at least one member with lived experience to inform and provide feedback on implementation of plan.	Housing and Homeless Stakeholders Steering Committee	2023	Look into outreach/appointment ensuring an equitable approach
Creation of advisory board for folks with lived experience to inform and provide recommendation on all aspects of housing and homelessness	Equity & Inclusion Work Group Systems	2024	Resources to form a LEAB Lived experience advisory groups Baltimore City Baltimore LEAC booklet Washington State Office of Equity Co-Design Process for Austin, TX
Identify facilitators and resources to support ongoing, frequent community engagement sessions for all folks currently experiencing homelessness	Equity & Inclusion Workgroup Lived Experience members, paid roles Other community partners as requested and available	2024	

Planned Strategy 5:			
Action Steps for Strategy 5:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Support the creation and implementation of a Budget Equity Assessment Tool for equitable distribution of funding	City/County Equity & Inclusion Work Group	2025-26	San Antonio, Portland, Dunham County
Oversee the prioritization of funding, resources and outreach for affordable housing and supportive housing projects to ensure an equity focus. Make recommendations as needed.	Affordable Housing Supportive Housing Equity & Inclusion Work group CoC	Beginning 2023	**Real Estate Development & Initiatives JoCo Housing Study (see ordinance review checklist) Case Studies: Best Practices in Tribal Housing Vernacular Housing Partnering Affordable Housing w/ Indigenous Communities More Co-ops, communal housing options; embedding community input into housing development planning, equity lens
Planned Strategy 6:			
Action Steps for Strategy 6:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Research and develop a plan for a local reparation program to address racial disparities within Douglas County	Equity & Inclusion Workgroup (support research phase) City/County (continued research & implementation)	Beginning 2024	Affordable Housing as Local Reparations for Black Americans: Case Studies Othering & Belonging Institute (berkeley.edu) with suggested partnership: Haskell University City of Evanston
Support changes to zoning policies for more inclusive and integrated communities	in progress at the City & County level	2024	How Minneapolis became the first to end single-family zoning See also: DgCo Climate Action Plan, sections on equitable & affordable housing
Support nondiscrimination policies that protect renters/buyers from discrimination based on source of income, immigration status, and criminal history	in progress at city level (SOI, immigration status) in progress at HRC (criminal history)	2024	Examples of Fair Chance Ordinances for limiting the use of criminal records in prospective tenant screening San Francisco, Richmond, Cook County, New Jersey

Recommend requiring universal design in new housing construction projects for affordable and supportive housing	Affordable Housing Supportive Housing Affordable Housing Trust Fund City/County	Beginning 2023, recommend considerations when funding new construction projects Policy implementation 2025	Universal Design, defined Affordable Housing Commission of the City of St. Louis - Universal Design Requirements for all new construction projects Case studies regarding housing, access, and dementia (p. 148-161) Wounded Warrior Home Project (vets with physical disabilities and PTSD) Johnson County, KS received recommendations for Universal Design in housing development >>More case studies from JOCO website More examples from NLIHC Study of Accessibility and Universal Design in Affordable Housing
Recommend strengthening or developing additional direct financial assistance program and other direct assistance programs aimed at preventing homelessness for focus populations with heightened risks	Make a list of providers currently offering direct financial assistance in homelessness prevention (rental assistance, utility assistance, etc.)	2025	https://fr.bfzcanada.ca/wp-content/uploads/Microsoft-Word-evidence-page-prevention-10.29.18rev-opt2.pdf https://www.homelesshub.ca/blog/homelessness-prevention-public-health-model covers the topic of homelessness be a public health problem
Planned Strategy 7:			
Action Steps for Strategy 7:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Recommend seeking to increase diversity in hiring practices (i.e. advertising in non-traditional places, including interview questions that discuss equity)	Housing and Homeless Service Providers City/County Homeless & Housing Departments	2023	2022 CoC on Centering Racial Equity Haskell Career Fair
Recommend increased outreach and collaboration between social service providers, city/county leaders, and organizations with expertise on focus populations	Diversity & Equity Workgroup (outreach) Social service providers, city and county government individually responsible for implementing practices	2023	*Include in planned symposium for service providers (see above) Collaborate with... Haskell University Haskell Indian Health Center KU (equity departments) Independence Inc Minds Matter Community Groups
Create list of recommendations & resources agencies may use to encourage more equitable practices within their organization	Diversity & Equity Workgroup	2024	Find more on racialequitytools.org Internally assess & revise current DEI strategy Why it's important to practice antiracism Intersectionality Toolkit LAHSA report & recommendations of Ad Hoc Committee on black people experiencing homelessness (2018)

Recommend low barrier practices in emergency services to reduce barriers that cause disparities in equity	Emergency Services workgroup Equity & Inclusion Work Group	2024	Emergency Shelter Learning Series Low-Barrier Playlist Understanding Low Barrier Shelter, Philosophy Matrix Indianapolis Case Study
Promote LGBTQ+ inclusive and gender-affirming policies, staff training, and service programs	Emergency Services workgroup Equity & Inclusion Work Group	2023 (Ongoing)	Best Practices for LGBTQ, Cultural Competency Training [sample training plans]

Housing Community Plan – Affordable Housing

Need:

As of 2018 Lawrence housing market analysis

5,200 cost-burdened renters

- 2,000 seniors
- 1,500 persons with disabilities
- 1,300 single mothers
- 1,000 students

2,000 renters who want to buy & could be candidates for ownership.

700 families experiencing or at risk for homelessness.

500 households with disabilities with accessibility modification needs.

2,950 renters with units in poor condition

500 owners with units in poor condition

Objective(s):

- By 2028, increase supply of affordable rental housing for households at 30-60%AMI by **1,500** new units.
 - increase supply of affordable units for households under 30%AMI by 375 (35%) new units
 - increase supply affordable units for households at 30-60%AMI by 1,125 (65%) new units
 - Of the above units, at least one-third will be 2-3 bedroom units

- By 2028, increase supply of affordable homeownership housing for homeowners at 30-80%AMI by **200** new units
 - Increase supply of affordable HO units at 30-60% AMI by 100 (50%)
 - Increase supply of affordable HO units at 60-80% by 100 (50%)
 - In the overall 200 units, increase supply of accessible, affordable units for seniors and people with disabilities at 30-80% AMI by 50.
 - Of the above units, 25% will be 4-5 bedroom units

- By 2028, develop a 10-year affordable housing strategic plan

- By 2028, establish system changes that realign power imbalances preventing access to, or development of, affordable housing

Planned Strategy 1: Provide grant subsidy for new development or rehab of units prioritized in objectives

Action Steps for Strategy 1:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Update AHTF NOFO & matrix to reflect priorities for 2-3 bedroom units that meet income targeting as identified in objectives	Lea Roselyn w/ Affordable Housing Advisory Board with community partners	Q1 2024	
Focused outreach with developers for discussions about incentives that would encourage/enable them to build units with 2-3 bedrooms and make at least 10% or more affordable.	Lea Roselyn w/ Affordable Housing Advisory Board with community partners	Q1 2024	Staff and volunteer time Budget for print materials

Facilitate NOFO and grant allocation process with funding targeted to priorities as identified	Lea Roselyn w/ Affordable Housing Advisory Board with community partners	Q1 2024 & ongoing	
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Planned Strategy 2: Increase permanently affordable housing stock by identifying and acquiring parcels and units for the community land trust and future affordable housing development

Action Steps for Strategy 2:

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Establish quarterly meetings with City of Lawrence Affordable Housing, Tenants to Homeowners/Community Land Trust, Habitat for Humanity, LDCHA and interested stakeholders to determine project priorities, acquisition opportunities, and partnership and project strategies	Lea Roselyn, Rebecca Buford, Erika Zimmerman, Shannon Oury	Q4 2023	
Research current City HOME & CDBG priorities	Lea Roselyn	Q4 2023	Staff time
Identify additional on-going funding source	Lea Roselyn, Rebecca Buford, Erika Zimmerman, Shannon Oury	Q4 2023	Staff time
Advocate for prioritization of locally allocated federal funds to be utilized for permanent affordability	Lea Roselyn, Rebecca Buford, Erika Zimmerman, Shannon Oury	Q1 2024 & ongoing	Staff and volunteer time
Acquire land & property for Trust using braided federal, state, local and private funding	Lea Roselyn, Rebecca Buford, Erika Zimmerman, Shannon Oury	Q1 2024 & ongoing	Staff and volunteer time

Planned Strategy 3: Provide recommendations to Land Development Code Update Steering Committee for code updates that allow for flexible, time-efficient and cost-effective affordable housing development. –

Action Steps for Strategy 3			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Meet with Planning Director to gain understanding of Land Development Code update process, timing, and influence points	Rebecca Buford & Lea Roselyn, AHAB Subcommittee	Q1 2023	Staff time

Determine the specific code updates to align for affordable housing land development code best practices (e.g. density, building typologies, ADUs, Shared Equity Ownership Models, etc.)	Rebecca Buford & Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q2 2023	Staff and/or volunteer time
Provide input on Land Development Code update assessment	Rebecca Buford, Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q3 2023	Staff and/or volunteer time
Write letter of recommended code updates to Land Development Code Update Steering Committee	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing Workgroup	Q3 2023	Staff and/or volunteer time
Regularly update Affordable Housing Workgroup on opportunities for ongoing engagement and communication for Land Development Code update	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing Workgroup	Ongoing during Land Development Code update process (2023-2024)	Staff and/or volunteer time
Review and provide feedback on every phase of the Land Development Code update process to Land Development Code Update Steering Committee and Consultants	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing Workgroup	Q3 2023	Staff and/or volunteer time
Analyze new Land Development Code with regard to creation of affordable units and recommend best practices for Affordable Housing Overlay Zone and Shared Equity Ownership Models to address gaps as needed	Rebecca Buford & Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q3 2024	Staff and/or volunteer time

Planned Strategy 4: Establish Tenant Right to Legal Representation in Douglas County

Action Steps for Strategy 4:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Establish Tenant Legal Representation Workgroup	Gabi Sprague, Human Services Program Manager	Q1 2023	-
Identify funding partners	Tenant Legal Representation workgroup	Q4 2023	Funding sources

Establish Tenant Legal Representation Pilot Project	Tenant Legal Representation workgroup	Q1 2023	
Propose Tenant Legal Representation ordinance based on outcomes of pilot	Tenant Legal Representation workgroup with community involvement	Q4 2024	Community support
Planned Strategy 5: Establish source of income discrimination protection enforcement for City of Lawrence ordinance			
Action Steps for Strategy 5:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Reconvene workgroup and identify detailed timeline & action strategies			
Ensure passing of Source of Income discrimination protections	Gabby Boyle, Source of Income workgroup, Human Relations Commission, City Staff	Q4 2023	
Work with Human Relations Commission, relevant City Staff, and City Commissioners to construct source of income discrimination investigation programming	Source of Income workgroup, Human Relations Commission, City Staff	Q4 2023	Buy-in from all parties including Source of Income workgroup, Human Relations Commission, City Staff, and City Commissioners
Planned Strategy 6: Establish a City of Lawrence vacant and dilapidated structure registry			
Action Steps for Strategy 6:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Research similar communities' ordinances	Lea Roselyn		
Establish Vacant Structure Registry	Lea Roselyn with City of Lawrence Code Official/Assistant Director of PDS	End Q4 2024	
Analyze Vacant Structure Registry and recommend Ordinance to City Commission	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	End of Q4 2025	
Identify plausible, appropriate enforcement policy/ordinance language	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant	Q1 2026	Sample language from reviewed policies Staff and/or volunteer time

	Director of PDS, Affordable Housing Workgroup policy subcommittee		
Work with City Attorney's Office to draft enforcement policy/ordinance change proposal	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	End of Q1 2026	Buy-in from city codes enforcement and administration to revise the ordinances Staff and/or volunteer time
Submit policy/ordinance proposal to city legal counsel for review	City Legal Counsel, City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	Q2 2026	Staff and/or volunteer time
Present enforcement policy/ordinance change proposal to the city commission for approval	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS	Q2 2026	Staff and/or volunteer time

Planned Strategy 7: Establish an incentive program within City of Lawrence to encourage new affordable housing development

Action Steps for Strategy 7:

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Research incentives for new affordable housing development, including waiving building and development review fees, providing property tax abatements for the creation of permanently affordable units, and expedited permitting.	Lea Roselyn, Erika Zimmerman, City of Lawrence Affordable Housing Administrator, Affordable Housing Workgroup policy subcommittee	Q4 2023	Staff time
Host forum with developers for recommendations and feedback.	Affordable Housing workgroup, Affordable Housing Workgroup policy subcommittee	Q12024	Staff time, facilities, budget for catering and print materials
Develop initial recommendations on an	Affordable Housing workgroup, Affordable	Q2 2024	Staff time

affordable housing incentive program and present to the Lawrence City Commission for considerations.	Housing Workgroup policy subcommittee		
Further action steps dependent on Commission.			

Planned Strategy 8: Create planned strategy for researching and acquiring funding resources (one-time and sustainable)

Action Steps for Strategy 8:

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Develop a team to research grant opportunities.	Melissa Nolte & Lea Roselyn	Q32023	Shared spreadsheet online for each team member to contribute details of 1) potential funders, 2) reasons they were selected as possibilities, 3) deadlines for proposals, 4) requirements of funder, 5) why specific funder would be appropriate/what outcomes and accountability (reporting) is required, and other information that will determine where applications are submitted.
Develop a plan for sharing the grant opportunities and supporting individuals, agencies, and government organizations in submitting grants.	Melissa Nolte & Lea Roselyn w/ Affordable housing grant team	Q2 2023	Staff & or/ volunteer time Technology supports including software and other data management tools
Support grantees in implementation of programming as needed.	Melissa Nolte & Lea Roselyn w/ Affordable housing grant team	Ongoing	Staff & or/ volunteer time

Planned Strategy 9: Develop plan for ongoing community engagement to support affordable housing efforts

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Establish & convene affordable housing community engagement workgroup	Lea Roselyn, Gabi Sprague, Millie w/ workgroup	Q4 2023	
Plan and arrange at least 2 different community engagement meetings. Aim to draw more than 100 community members who are new to the issue of affordable	Lea Roselyn, Gabi Sprague, Millie	Q1 2024	Funding, space, facilitators, materials, childcare, food

housing.			
Get commitment from Local Human Service Providers to give PR for events and help tell the story about issues surrounding Affordable housing, through newsletters and social media and any other communication tools routinely used by providers	Lea Roselyn, Gabi Sprague, Millie w/ workgroup	Q1 2024 Commitment by providers	
Secure a local volunteer to lead PR promotions of affordable housing issues and events	Lea Roselyn, Gabi Sprague, Millie w/ workgroup	Q2 2024	Funds for print and other outreach materials
For subsequent years, plan for at least 1 annual community engagement affordable housing meeting.	Lea Roselyn, Gabi Sprague, Millie w/ workgroup	Ongoing	

Planned Strategy 10: Develop 10-year Community Housing Plan

Action Steps for Strategy 10:

What is the action to be taken?

Secure funding for updated assessment	Lea Roselyn & HID	Q4 2023	
Begin updated housing assessment	Lea Roselyn w Consultant	Q2 2024	Funds for consultants and assessments
Community engagement on assessment	Lea Roselyn w/ affordable housing workgroup	Q3 2024	
Create and recommend schedule for ongoing housing assessments	Lea Roselyn w Consultant	Q4 2024	Staff and /or volunteer time
Identify & convene group to lead updated 10-year plan	Lea Roselyn w/ affordable housing workgroup	Q1 2025	Staff and /or volunteer time
Create action steps and timeline for new plan	Lea Roselyn w/ affordable housing workgroup	Q2 2025	Staff and /or volunteer time

Planned Strategy 11: Create permanent and sustainable diversified funding sources for the Affordable Housing Trust Fund

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Convene AHAB subcommittee to research & advocate for additional revenue streams for the AHTF	Lea Roselyn & Monte Soukup & AHAB subcommittee	Q1 2024	Staff & volunteer time
Research additional revenue	Lea Roselyn & Monte	Q1 2024	Staff & volunteer time

streams for the AHTF	Soukup & AHAB subcommittee		
Meet with CM office and commissioners on additional funding streams	Lea Roselyn & Monte Soukup & AHAB subcommittee	Q1 2024	Staff & volunteer time
Identify priorities and feasibility for additional funding streams	Lea Roselyn & Monte Soukup & AHAB subcommittee	Q2-Q4 2024	Staff & volunteer time
Recommend additional funding streams and based on recommendations outline additional action steps and timeline	Lea Roselyn & Monte Soukup & AHAB subcommittee	Q1 2025	Staff & volunteer time

Planned Strategy 12: Develop targeted programs that increase racial equity in affordable housing access, and home and land ownership for Black, Indigenous People of Color experiencing housing disparities

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Create Restorative Housing Program Task Force or Reparations Council	Erika Zimmerman	Q1 2024	Staff & volunteer time, funding
Research Restorative Housing programs, seeking best practices, what has worked and what hasn't	Erika Zimmerman w/ Task Force	Q1-Q3 2024	Staff & volunteer time
Hire consultant to assist in informing policies and procedure recommendations	Erika Zimmerman w/ Task Force	Q4 2024	Staff & volunteer time
Engage Legal support and research	Erika Zimmerman w/ Task Force	Q4 2024	Staff & volunteer time
Create and design the Restorative Housing Program	Erika Zimmerman w/ Task Force	Q1 2025	Staff & volunteer time
Determine funding sources	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time
Determine goals of the program	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time
Determine activities of the program	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time
Determine parameters of the program	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time
Create strategies for distributing the reparations	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time
Create strategies for communication about the	Erika Zimmerman w/ Task Force	Q1-Q2 2025	Staff & volunteer time

program			
Submit program design to legal counsel	Erika Zimmerman w/ Task Force	Q3 2025	Staff & volunteer time
Present program to the City and County Commission	Erika Zimmerman w/ Task Force	Q3 2025	Staff & volunteer time
Develop a homeownership (HO) education program focusing on creating access and opportunity to homeownership for black, and indigenous people of color	Erika Zimmerman w/ Task Force	Q1 2026	Staff & volunteer time

Planned Strategy 13: Explore Increase community capacity for permanent affordable housing development by identifying and supporting an additional Community Housing Development Organization (CHODO) and Community Land Trust

What action is to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Identify organizations that meet the definition of Community Housing Development	Lea Roselyn, Erika Zimmerman, HID	Q2-Q4 2024	
Host information sessions to help orgs understand the expectations, benefits, and responsibilities of a CHODO	Lea Roselyn, Erika Zimmerman, HID	Q1 2025	
Assist organizations with applying for CHODO	Lea Roselyn, Erika Zimmerman, HID	Q1 2025	
Review HOME/CSBG dollars to figure out if there are opportunities for additional funding for CHODOs	Lea Roselyn, Erika Zimmerman, HID	Q1 2025	
Explore additional Community Land Trust opportunities	Lea Roselyn, Erika Zimmerman, HID	Q1 2025	

Focus Area Content			
Priority Focus Area:		Supportive Housing	
Related Objective(s): Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting <ul style="list-style-type: none"> Is there an opportunity to develop an objective that is related to achieving equity? 		<ol style="list-style-type: none"> By 2027 increase the number of permanent supportive housing units dedicated to chronically homeless individuals by 30 in Douglas County By 2027 increase the number of permanent supportive housing units dedicated to chronically homeless families by 2 in Douglas County By 2027 increase the number of permanent supportive housing units dedicated to homeless nearly elderly, 55+ individuals by 50 units in Douglas County By 2027 increase the number of permanent supportive housing units dedicated to justice-involved individuals by 20 in Douglas County By 2027 increase the number of permanent supportive housing units dedicated to homeless, child-welfare involved families by 10 in Douglas County By 2027 increase the number of permanent supportive housing units dedicated to homeless young adults, age 17-23, by 8 in Douglas County By 2027 increase the number of transitional housing units dedicated to homeless individuals with SUD and/or mental illness by 15 in Douglas County 	
Planned Strategy 1: Develop a 5-year Supportive Housing Capital Improvement Plan (CIP) that reflects supportive, trauma informed housing design and community integration. Note: this should include capital and operative budgets			
Action Steps for Strategy 1:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Design and develop plan for permanent supportive housing capital asset(s) acquisition and development	Capital Acquisitions and Development workgroup	End of 4 th quarter 2024	Organizational commitments, staff time
Design and develop plan for transitional supportive housing capital asset(s)	Capital Acquisitions and Development workgroup	End of 4 th quarter 2024	Organizational commitments, staff time
Design and develop transitional family housing capital asset(s)	Family Supportive Housing and Sheltering workgroup	End of 4 th of quarter 2024	Organizational commitments, staff time
Advocate and engage with Lawrence-Douglas County Planning and Zoning to address land use, zoning, and code improvements needed to support capital asset development (mixed use, higher density, etc.)	City/County Planning and Zoning and Capital Acquisitions and Development workgroup	Complete/ongoing	Organizational commitments, staff time

Planned Strategy 2: Establish a community supportive housing case management program based on evidenced based practices			
Action Steps for Strategy 2:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Define community wide standards and definitions for case management and case managers for low-barrier, person centered supportive housing -housing readiness	Low-Barrier Housing Case Management workgroup	End of 2nd quarter 2024	Organizational commitments, staff time, potential consulting or research fees/costs
Identify lead agencies and develop programming and MOU's	Low-Barrier Housing Case Management workgroup and City/County Management	End of 4thquarter 2024	Organizational commitments, financial resources will be needed to fund potential solutions (staffing, operating expenses, etc.)
Develop a network of providers to promote long-term housing (to include financial literacy, legal assistance, life skills, employment, etc.).	Lawrence Douglas County Housing Authority (resident services), Kansas Legal Services and Kansas Workforce Center	End of 3 rd quarter 2024	Organizational commitments, staff time, financial resources will be needed for staff and programming.
Planned Strategy 3: Establish sustainable public and private operating and supportive services funding resources			
Action Steps for Strategy 3:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Identify lead agency or agencies to apply for and manage annual and special NOFO funding	Douglas County Administrator's Office	End of 3rdquarter 2024	Organizational commitments, staff time
Establish a locally funded flexible housing subsidy pool program to scale and sustain supportive housing operations and services	Douglas County Administrator's Office and Lawrence Douglas County Housing Authority	Beginning of 4 th quarter 2025	Financial resources for programming and staff, organizational commitment, staff time
Identify one-time and ongoing private/non-profit funding sources and partnership	Fund Research and Development group	End of 2 nd quarter 2024	Staff time
Establish outcomes and key performance indicators	Housing & Homeless Stakeholder Group	December 2024	Staff time, potential consulting or research fees
Planned Strategy 4: Design and develop emergency, non-congregate shelter services for women, families and disabled single adults			
Note: This is a temporary strategy while transitional and permanent supportive housing units are under development, but some amount of emergency shelter should always be available for this population.			
Action Steps for Strategy 4:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?

Inventory existing congregate and non-congregate emergency sheltering resources for women, families and disabled single adults.	Family Supportive Housing and Sheltering workgroup	End of 1st quarter 2024	Staff time, potential consulting or research fees
Planned Strategy 5: Design a community outreach and communications curriculum to build community buy-in, trust, and engagement in supportive housing			
Action Steps for Strategy 5:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Identify evidence-based practices essential to service models for supportive housing: housing first, harm reduction, trauma informed care, motivational interviewing, etc.	Advocacy and education Committee	End of 2 nd quarter 2024	Staff time, potential consulting or research fees, particularly to engage community members with lived experience
Develop community training and education sessions on supportive housing design and community integration from which the community may benefit	Advocacy and education Committee	End 2 nd quarter 2024	Staff time, potential consulting or research fees, particularly to engage community members with lived experience

Focus Area Content			
Priority Focus Area:		Systems (Goals)	
Related Objective(s): Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting Is there an opportunity to develop an objective that is related to achieving equity?		<ul style="list-style-type: none"> ● Goal 1: By end of June 2024, Douglas County Region will achieve Quality Data through the BFZ Framework. ● Goal 2: By end of March 2024, a dashboard will be developed and launched that will provide real-time homelessness and housing data, with the aim of improving community engagement and education on housing and homelessness services. ● Goal 3: Promote collaboration through shared data within HMIS and promote resource and service tracking. 	
Planned Strategy 1 for Goal 1: Increase participation in HMIS/CES by 20% by end of March 2023. This will be reflected by increase in agency representation.			
Action Steps (Small or Monthly steps)			
What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	None
BFZ workgroup will identify agencies who need to attend and who are attending.	BFZ Workgroup, Douglas County Regional Coordinator (DCRC)	End of October 2023	GAPs analysis, Douglas County Regional Plan
KSHC to identify deficits within Constant Contact communications.	KSHC	November 15 2023	KSHC to outreach CC
KSHC to determine better practices to improve communication from BoS CoC to participants.	KSHC	December 15 2023	None
Planned Strategy 2 for Goal 1: KSHC to work with BitFocus to build BFZ-specific report/dashboard.			
What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff capacity
KSHC to work with Community Solutions and BitFocus to develop BFZ report in HMIS.	Community Solutions (grant available), KSHC to write grant, BitFocus to develop dashboard.	End of year 2023	Community Solutions Grant
Use BFZ report from BitFocus to enter more quality data into Community Solutions data report.	DCRC	February 2024 (as soon as dashboard is available)	BitFocus dashboard creation.

BFZ workgroup will use HMIS data to analyze outcomes and develop performance improvement plans. Performance review will be conducted at least every six months.	BFZ workgroup and possibly HMIS steering committee.	Initial meeting one month after dashboard is available, determine analysis schedule then.	BitFocus dashboard creation.
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Planned Strategy 3 for Goal 1: Conduct Housing Study by 12/31/2024 through KHRC to better understand housing needs.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	None
KSHC to request ESI Housing Study from KHRC	KSHC (CM)	End of November 2023	None
Use study to better understand Housing needs and pair this information with BFZ reporting.	BFZ Workgroup	Within 2 months of study being provided	Need study complete to complete this action.
BFZ workgroup will use HMIS data to analyze outcomes and develop performance improvement plans. Performance review will be conducted at least every six months.	BFZ workgroup and possibly HMIS steering committee.	Initial meeting one month after dashboard is available, determine analysis schedule then. Additional analysis included once KHRC study provided.	BitFocus dashboard creation, KHRC housing study

Planned Strategy 1 for Goal 2: Work with City and County to add data dashboard to existing storyboard.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff Capacity
DCRC will work with Jill and Karrey Britt to prepare storyboard for BFZ data.	DCRC, Jill and Kerri Britt	Within one month of BFZ dashboard creation	BitFocus' BFZ dashboard creation.
Once BFZ report is ready, establish reporting schedule. DCRC will be responsible for scheduled reporting.	DCRC, who will report to community solutions monthly, and will determine with BFZ workgroup how often dashboard reporting will take place	Monthly BFZ reporting already taking place, will become better data as soon as dashboard is created.	BitFocus' BFZ dashboard creation.
Use new study with HIC to	BFZ workgroup	Within 2 months of	BitFocus' BFZ

show what we have and what we need.		completion of both BFZ dashboard and KRHC study provided	dashboard creation and KHRC study.
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Planned Strategy 2 for Goal 2: In addition to using BFZ report, develop key performance indicators that will be useful to public education, outside of what BFZ report captures.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff Capacity
BFZ work group will identify key indicators not captured in the BFZ report (NOFO will prescribe many of these)	BFZ workgroup	Within 2 months of BFZ dashboard completion (to determine what is missing, we need to know what we have in the dashboard)	BitFocus' BFZ dashboard creation.
Once missing key indicators are identified, BFZ workgroup will strategize on how to capture additional data.	BFZ workgroup	Within 3 months of BFZ dashboard completion (allowing one month from identifying key indicators to strategize)	BitFocus' BFZ dashboard creation.
BFZ workgroup develop an anonymous feedback mechanism.	BFZ workgroup	Within one month of BFZ dashboard launch	None

Planned Strategy 3 for Goal 2: Identify agencies who serve the unhoused population that are not able to use HMIS, and create a plan for data integration for dashboard.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff Capacity
BFZ or systems workgroup will identify any stakeholders who will not be able to use HMIS.	BFZ/systems workgroup	End of November 2023	None
Outreach those agencies to determine what data tools they are using.	BFZ/systems workgroup, DCRC	End of December 2023	None
DCRC and Sr Data Analysis at County to promote care coordination and programmatic insights (myRC).	BFZ workgroup, DCRC, Sr Data Analyst at County (Matt Cravens)	Ongoing	Staff capacity.

Planned Strategy 1 for Goal 3: Increase Lawrence/Douglas representation at CoC HMIS Steering Committee meetings.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff capacity
DCRC to promote committees in all regional meetings	DCRC	Ongoing, each Tuesday of the month and wider group outreach at Douglas County Planning meetings (1 st Tuesday of each month)	None
Identify agencies who need to be in HIMS and work with them to develop useful programmatic capacity (what will be useful to them?)	BFZ workgroup, HMIS steering committee	End of year 2023	DCRC's survey regarding HMIS usage.
BFZ workgroup to gain knowledge and understanding of potential and barriers of HMIS.	BFZ workgroup and DCRC	Goal 3, Strategy 3, Action 3- DCRC will publish survey to determine barriers in HIMS usage. This action will be complete 1 month after end of survey.	Survey regarding HMIS usage/lack thereof.
BFZ workgroup to obtain BitFocus contract to better understand system administration privileges.	KSHC, DCRC, BFZ workgroup	KSHC provided some information Sept 2023, BFZ work group will request contract by end of Oct 2023	BitFocus contract.

Planned Strategy 2 for Goal 3: By 2025, HMIS will be accessible for all homeless targeted programs and housing services throughout the community to review, input data, and pull reports.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October 2023	Staff Capacity
Workgroup will collaborate with KSHC to address barriers to opening HMIS to all area agencies.	KSHC, BFZ Workgroup, HMIS steering committee	End of January, 2023	None
KSHC and BFZ workgroup to promote HMIS usage and educate agencies on	KSHC, BFZ workgroup	Ongoing	Improved Constant Contact communication (G1,

benefits.			S1, A3)
Encourage funders to require HMIS/BFZ participation.	KSHC, BFZ workgroup, City, County	Ongoing	None
KSHC and BFZ workgroup will educate stakeholders on BFZ	KSHC, BFZ workgroup, city, county	Ongoing	(G1, S1, A2: Identify stakeholders by end of Oct 2023). Community Solutions BFZ toolkit.
KSHC to open HMIS back up to non-HUD funded agencies/programs.	KSHC, HMIS steering committee	End of February 2024	None.

Planned Strategy 3 for Goal 3: Increase participation in HMIS/CES by 20% by end of March 2023. This will be reflected by increase in agency representation.

What is the action to be taken?	Who is responsible?	By when will it be complete?	Resource Needed:
Establish a BFZ Workgroup (HMIS/CES BFZ Team)	Systems Workgroup, KSHC staff	End of October, 2023	None
Create and publish survey to area agencies surrounding HMIS usage.	DCRC	Published end of October, results by Nov 15, 2023	Jotform
BFZ workgroup to use survey results to strategize on improving HMIS usage.	BFZ workgroup, DCRC	End of November, 2023	None
Outreach agencies who are not participating in HMIS.	DCRC, KSHC	End of year 2023	None
KSHC to develop improved trainings for HMIS and CES use.	KSHC	Ongoing	None
KSHC to open HMIS back up to non-HUD funded agencies/programs.	KSHC, HMIS steering committee	Ongoing	None

Operational Glossary:

BFZ (Built for Zero): A movement of more than 100 cities and counties using data to radically change how they work and the impact they can achieve – and proving it is possible to make homelessness rare and brief.

DCRC: Douglas County Regional Coordinator, currently employed through KSHC.

KSHC: Kansas Statewide Homeless Coalition, collaborative applicant for the Kansas Balance of State Continuum of Care.

BOS: Balance of State, the 101 counties in Kansas who are part of the same CoC.

CoC: Continuum of Care, or group of organizations throughout the state with a shared goal to end homelessness.

HMIS: Homeless Information Management System is the information system designated by the Kansas Balance of State Continuum of Care (KS BoS CoC) to comply with HUD's data collection, management, and reporting standards and used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

CES: Coordinated Entry System is a coordinated system that provides a comprehensive assessment and referral of the needs of individuals and families seeking housing and services.

BitFocus: The HMIS vendor that is used for the KS BOS COC.

Clarity: The name of the BitFocus program for HMIS and CES.

HIC: Housing Inventory Count is a point-in-time inventory of projects within your CoC that provide beds and units dedicated to serving persons who are homeless. It is intended to provide HUD and CoCs with information about the shelter and housing capacity of homeless crisis response systems. It should reflect the number of beds and units available for occupancy on the night designated for the count that are dedicated to serve persons who are homeless (and, for permanent housing projects, persons who were homeless at entry), per the HUD homeless definition.

Quality Data: Also referred to as Quality By-Name List. This is the by-name list data that can be confidently used to set goals and track progress because it meets qualitative BNL Score Card Standards and whose monthly data is balanced within a 15% data reliability threshold.

BNL: By Name List is a methodology that allows you to know everyone in your community experiencing homelessness in real time.

Focus Area Content			
Priority Focus Area:		Emergency Services and Shelter	
Related Objective(s): Note: Must follow SMART+CE formatting; Include data source (currently available or to be developed); Include frequency of data reporting <ul style="list-style-type: none"> Is there an opportunity to develop an objective that is related to achieving equity? 		<ul style="list-style-type: none"> By 2027, provide women and families with immediate access to low-barrier emergency shelter services for up to 65 (number of beds) By 2027, reduce the Douglas County Annual Point in Time (PIT) count for Unsheltered individuals by 50%* By 2027, establish a homeless community outreach and day center facility with programming and services to provide access to basic hygiene, including bathrooms, showers, and laundry to promote dignity and public health. By 2025, establish a 5-member multi-disciplinary street outreach team serving unsheltered homeless individuals, including large encampments. By 2024, establish a community severe weather and disaster response and recovery emergency shelter plan for houseless individuals. By 2024, identify 3 agencies to act as coordinated entry access points to provide triage, diversion, and care coordination to those at risk of homelessness or who are experiencing homelessness. 	
Planned Strategy 1: Define programmatic and operational expectations for community providers to respond with collaborative proposals to provide community navigation, housing focused services, immediate access to shelter, and rapid exits to permanent housing.			
Action Steps for Strategy 1:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Develop MOU's with health providers for routine health services	County, City and health providers (LMH Health, Heartland FQHC, LDCPH, Bert Nash, KUMC)	January 2024	County/City staff time, financial resources
Identify community navigation space needs, locations and service model, sun	Navigation Center work group (John Krehbiel)	March 2024	Building, capital improvement \$ and operational funding
Develop MOU's with housing and recovery service providers	County, city and Continuum of Care (CoC) providers	March 2024	Staff time
Develop a countywide Rapid Rehousing Program	County, city and CoC partners	January 2026	Financial resources to support staffing for case management

*2023 Unsheltered PIT count was 95

Planned Strategy 2: Define programmatic and operational expectations for community providers to respond with collaborative proposals to provide emergency shelter services to women and families			
Action Steps for Strategy 2:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Define client population to be served	Family Shelter work group	First quarter 2024	County/city and agency staff time
Define services to be provided and desired outcomes	Family Shelter work group	Second quarter 2024	County/city and agency staff time
Develop capacity-building plan for community leadership to advance vision for future community family shelter	County, city and CoC partners	Third quarter 2024	County/city and agency staff time, consulting services (financial resources)
Planned Strategy 3: Develop policy framework to build trust and accountability with community (unhoused, housed, businesses, etc.)			
Action Steps for Strategy 3:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Transient policy	City	March 2024	Staff time
Code of conduct	City/County	March 2024	Staff time
Camping policy	City	March 2024	Staff time
Harm reduction	Douglas County	March 2024	Staff time
Enforcement procedure	City/County	March 2024	Staff time
Planned Strategy 4: Define and develop Pallet Shelter Village Program			
Action Steps for Strategy 4:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Define target populations	City	January 2024	Staff time
Determine locations	City/county	January 2024	Staff time
Develop operations and supportive service model, and provider/contractor	City	January 2024	One-time and ongoing financial support
Planned Strategy 5: Expand street outreach services utilizing a data-driven, multi-disciplinary, peer-led approach			
Action Steps for Strategy 5:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Define the service model (what is the team look like), lead agencies, desired outcomes	City/County/Heartland FQHC/Lawrence Douglas County Health/Bert Nash/RADAC/LPD	January 2024	Staff time, one-time and ongoing financial support <i>Example: Health Care for the Homeless Program</i>
Develop MOU's with agencies to perform services	City/County	April 2024	Staff time

*2023 Unsheltered PIT count was 95