



Courtesy of Green Bay Press-Gazette

GREATER GREEN BAY BLUEPRINT TO PREVENT AND END HOMELESSNESS



TABLE OF CONTENTS

ABOUT THE BLUEPRINT	1
EVERYONE HAS A ROLE TO PLAY	3
GROUNDING PRINCIPLES	4
AFFORDABLE AND SUPPORTIVE HOUSING NEED IN GREEN BAY	5
GREEN BAY AFFORDABLE HOUSING NEEDS	8
GREEN BAY SUPPORTIVE HOUSING NEEDS ASSESSMENT	13
AMERICAN RESCUE PLAN ACT: FUNDING AND USAGE FOR AFFORDABLE AND SUPPORTIVE HOUSING	15
HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS	19
GROUNDING PRINCIPLES	30
PROPOSED IMPLEMENTATION STRUCTURE	31
PROPOSED ADDITIONAL COSTS FOR IMPLEMENTATION OF THE BLUEPRINT	35
DEFINITION OF SUCCESS: WHAT DOES IT MEAN TO PREVENT AND END HOMELESSNESS?	36
PROPOSED METRICS TO CONSIDER USING THE DEFINITION OF SUCCESS FRAMEWORK	37
APPENDICES	66
CONTACT	90

When Jaleesa Gray, seen on the cover playing with her children outside their Green Bay home, sought post-pandemic employment, she faced what's known as the "benefit cliff" – when a small increase in pay can mean a disproportionately greater decrease in benefits. Read the full article, "It's all or nothing": Why a small pay increase can be a disaster for some working families who stand to lose benefits" by Nusaiba Mizan, at www.greenbaypressgazette.com.

ABOUT THE BLUEPRINT

The Greater Green Bay Community Housing Initiative Task Force engaged the Corporation for Supportive Housing (CSH) to facilitate a planning process to develop a plan to prevent and end homelessness. The plan is designed to be action oriented, with proposed initial “small wins” focused on reducing harm, as well as medium to long-term actions and tasks that would transform systems and potentially change entirely how the city, county and local providers respond to people experiencing housing instability and homelessness.

Between September 2020 and October 2021, local elected officials, county and city leadership and staff, philanthropy, law enforcement, local providers, CSH, school staff and employers, and people with lived experience of homelessness developed and released **The Greater Green Bay Blueprint to Prevent and End Homelessness**. Referred to in this document as “The Blueprint”.

This blueprint provides strategies, actions and tasks created with community input and engagement on how the Greater Green Bay region could focus the work to prevent and end homelessness, and also provides a structure to implement and measure the work.

We see this Blueprint as a living document, and fully anticipate the priorities, partners and strategies will change and grow as the work moves forward. We honor the work that's already been done in the Green Bay Region to prevent and end homelessness, and acknowledge there are roadblocks and will be roadblocks ahead of us in this work as we focus on the institutional and systems level changes that will need to be made to solve this issue. And, that's the good news. The issue of homelessness in our community is solvable, and we believe this blueprint will be our roadmap in helping us do that.

Success of The Blueprint will be measured against metrics that connect to the definition of success that has been adopted by both the Wisconsin Interagency Council on Homelessness and the United State Interagency Council on Homelessness. This definition of success states that ending homelessness means we will prevent homelessness from occurring whenever possible, and when we can't prevent it, we will work to ensure the experience of homelessness is rare, brief and non-recurring.

A legislative agenda, American Rescue Plan Act (ARPA) funding resources, best practice examples and resources, and a list of task force members and listening sessions held are located in the appendix of this plan.

This work was funded by the Basic Needs Giving Partnership, a fund of the Greater Green Bay Community Foundation.

ABOUT THE BLUEPRINT

CSH wishes to thank and acknowledge all those who participated in conversations and discussions that helped to shape this document and the planning process. During the past year, we have:

- Met with the Green Bay City Council, as well as the Brown County Executive and Green Bay Mayor;
- Convened five meetings with The Greater Green Bay Community Housing Initiative Task Force;
- Conducted a supportive housing needs assessment of the Greater Green Bay Region;
- Convened 16 listening sessions with members of the community, including people with lived experience (a list of these listening sessions is located in Appendix E);
- Held numerous individual stakeholder meetings; and
- Held one large community stakeholder report-out on draft strategies, actions and tasks in the plan.

The time, expertise and rich information stakeholders provided helped build this plan, and you will see this highlighted throughout the recommendations of this blueprint.



EVERYONE HAS A ROLE TO PLAY

Every Greater Green Bay stakeholder has the potential to bring solutions, expertise and energy to the work to prevent and end homelessness

Every Greater Green Bay stakeholder has the potential to bring solutions, expertise and energy to the work to prevent and end homelessness in the Greater Green Bay Region. Whether you are a concerned citizen, a member of a faith community, an elected official, a government employee, a business person, a school administrator or teacher, a member of law enforcement or the court system, a health care leader or medical professional, a direct service provider, a social service leader, a person with lived experience, or a member of an array of these groups – we need you. The insight, wisdom, perspective and connections different members of a community bring creates the momentum, new solutions, power, and push needed to respond to the complex, multi-faceted community issue that is homelessness and housing instability.

You may be asking yourself, "But, what can I do? I don't work in or understand housing issues". At its core, homelessness is indeed a lack of affordable housing. But, to ensure people get into housing and sustain housing, there is a vast array of interventions and services that are needed – credit repair and counseling, landlord engagement, mental health and substance use programming, affordable child care, transportation to and from employment, skills training, alternatives to ticketing and fines, flexible funding for nonprofits to try out new interventions, and being a leader in the community representing the voices of people you serve or know who are experiencing homelessness, are just a few ways to engage in this work.

We believe the issue of homelessness in Green Bay is a solvable issue, and with this Blueprint we will all have an opportunity to bring our best thinking, resources, connections, and experience to the table.

GROUNDING PRINCIPLES

Honoring the work that has already been done in this community to prevent and end homelessness and has brought us to this place of collective action, we agree that:

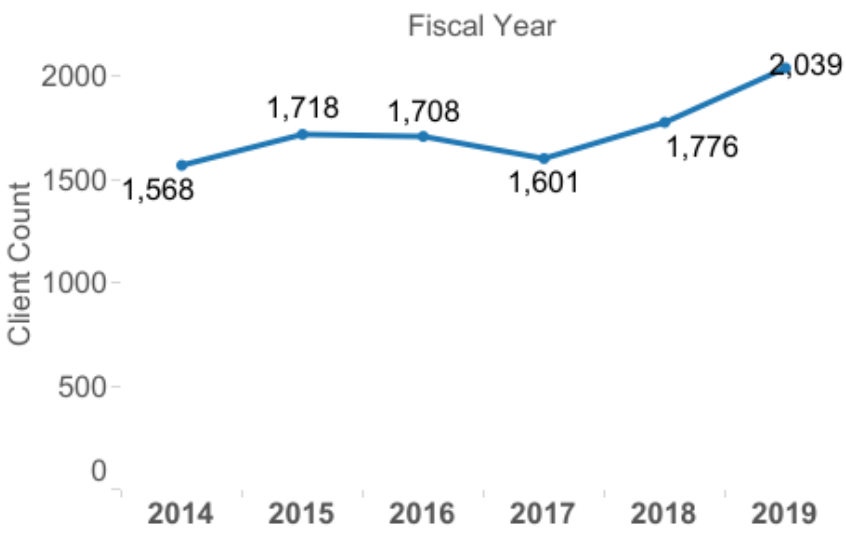
- All people have value and worth.
- Homelessness is not a personal attribute, it is a description of a time-limited housing reality.
- Ending homelessness is part of the pursuit for housing, racial and health justice.
- Homelessness in the Greater Green Bay Region is a solvable issue.
- We will value each other in this process.
- We will not be afraid to ask hard questions, have difficult conversations, challenge long-held beliefs, and attempt new ways of doing things.
- We will operate using a no-wrong-door approach.
- We will expect strategic, analytical, creative and critical thinking from each other and ourselves.
- We will listen to the voices of those with lived experience of homelessness and those most disproportionately impacted by poverty. And then, we will do something about what they say in partnership with them.

AFFORDABLE AND SUPPORTIVE HOUSING NEED IN GREEN BAY

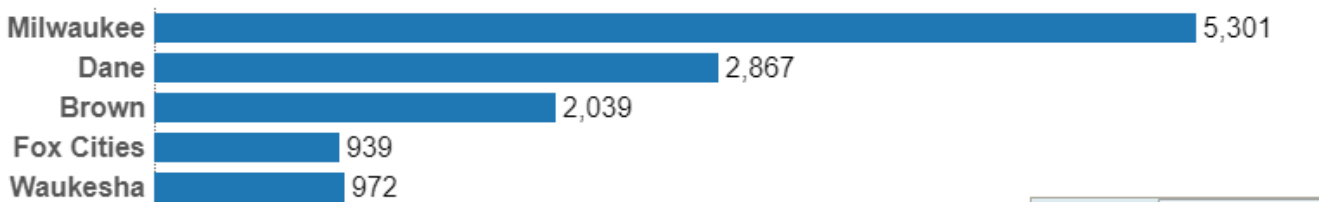
Homelessness in Green Bay

Between 2014 and 2019, Brown County saw an increase of 30% in people experiencing homelessness according to yearly Housing and Urban Development (HUD) System Performance Measure data. This increase placed the local Brown County Continuum of Care (CoC) third in the top 5 Continuums of Care in the state for the numbers of people experiencing homelessness in 2019.

People Experiencing Homelessness in Brown County

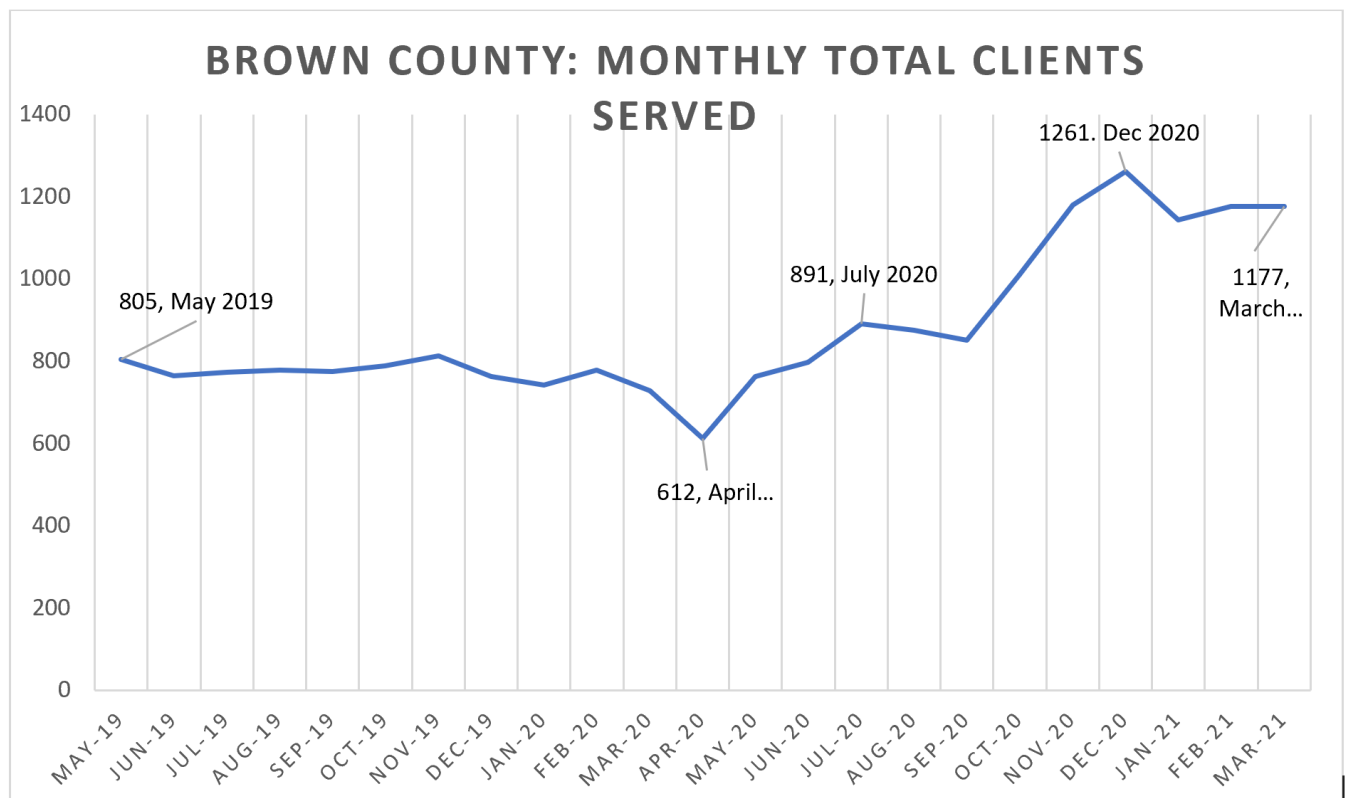


Top 5 CoCs with the Most Clients Experiencing Homelessness



This increasing trend is also seen in more recent monthly data tracking the numbers of individuals, families, children and youth experiencing homelessness who are accessing services in Brown County. According to Homeless Management Information System (HMIS) data, in April 2020 Brown County providers served 612 people experiencing homelessness, by March 2021 this number had grown to 1,177 with approximately 41% of those experiencing homelessness being children and youth under the age of 18.

AFFORDABLE AND SUPPORTIVE HOUSING NEED IN GREEN BAY (Cont'd)



Additionally, according to 2019 census data, Brown County's population is 87.8% White, 3% Black and 3.4% American Indian or Alaska Native. However, when we look at who was experiencing homelessness in Brown County in March, we find that 33% identified as Black and 16% identified as American Indian or Alaska Native, which means that **Black and Native Green Bay residents are experiencing homelessness at a rate 11 times and 4.7 times more than their representation in the general population.**

Homelessness is a complex issue with many variables impacting the rise and fall of trendlines. One of the biggest being the most obvious – lack of affordable housing - that is also accessible to those that may have lower credit scores and/or prior justice involvement. What also cannot be denied, is the long-term historical impact of race on social structures, policies and systems and the trauma associated with the impact of racism on the disproportionality of people of color experiencing homelessness in the Green Bay Region and across the nation.

The COVID-19 global pandemic in many ways has shown a bright light on the racial disparities in health, housing, education, justice, access to services, access to savings, and access to vaccines while it also had a large impact in increasing the numbers of individuals

AFFORDABLE AND SUPPORTIVE HOUSING NEED IN GREEN BAY (Cont'd)

and families falling into homelessness across the nation. In April 2020, Brown County saw the first dip in clients served in months which likely coincides with the state's stay-at-home order issued on March 25, 2020. As the pandemic went on, the number of people served each month grew as well. Between April 2020 and December 2020, the number of clients experiencing homelessness served each month in Brown County grew by 106%.

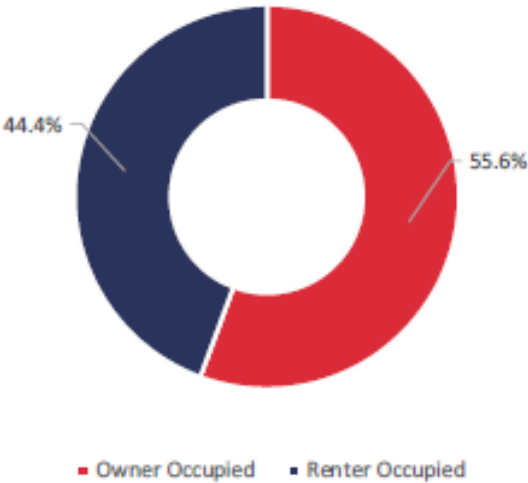
Many of these individuals were already living in unstable housing situations – living paycheck to paycheck with no cushion for a bump in the road. The pandemic provided a multitude of challenges, the main one being the loss of many jobs in the health care, hospitality, restaurant, and retail industries.

The pandemic increased attention and concern for these individuals living on the edge along with those individuals who had already fallen into homelessness prior to the pandemic. It also illuminated the need to create targeted solutions to ensure people experiencing housing instability and homelessness receive the services and housing they need to remain or become stably housed, and to work on systems change efforts that increase access for those populations who have been historically disenfranchised from access to housing, services, and generational wealth building opportunities.

GREEN BAY AFFORDABLE HOUSING NEEDS

In October 2020, a Housing Market Study was completed for the city of Green Bay by the Green Bay Redevelopment Authority and Green Bay Community and Economic Development staff. One of the things the Housing Study illuminated was the need for more affordable rental units targeting those Green Bay residents at the lowest income. Currently, in Green Bay 44% of the housing stock is rental units.

Figure 28. Housing Occupancy in Green Bay
Source: 2018 ACS 5-Year Estimates



For a rental unit to be considered affordable, an individual or family cannot pay more than 30% of their income on housing. The table below shows what affordability looks like for three groups of the lowest-income renters in Green Bay. For example, a family of 4 who is extremely low income (only making 30% of the Area Median Income) can afford a monthly rent of \$655. A family of 4 who is very low income (only making 50% of the Area Median Income) can afford a monthly rent of \$1,029, and a family of 4 who is low income (only making 80% of the Area Median Income) can afford a monthly rent of \$1,646.

GREEN BAY AFFORDABLE HOUSING NEEDS

Figure 2. Affordability Thresholds for Green Bay HUD Metro Fair Market Rent Area

Source: US Department of Housing and Urban Development

FY 2020 Income Limit Area	Maximum Monthly Housing Cost for Family of 4 (100% Median Income)	FY 2020 Income Limit Category	Persons in Family					
			1	2	3	4	5	6
Green Bay, WI HUD Metro Fair Market Rent Area	\$2,058	Extremely Low Income 30% AMI	\$433	\$495	\$556	\$655	\$767	\$879
		Very Low In- come 50% AMI	\$721	\$824	\$926	\$1,029	\$1,111	\$1,194
		Low Income 80%AMI	\$1,153	\$1,318	\$1,483	\$1,646	\$1,779	\$1,910

In Green Bay, the median rent for a 2-bedroom apartment is \$743/month. For those families of 4 only making 30% of the Area Median Income, this rent is above what is considered affordable. Which is why we often see instances of overcrowding or individuals and families living in housing that is a cost burden.

Figure 39. Median Rent by Bedroom in Green Bay

Source: 2018 5-Year ACS Estimates

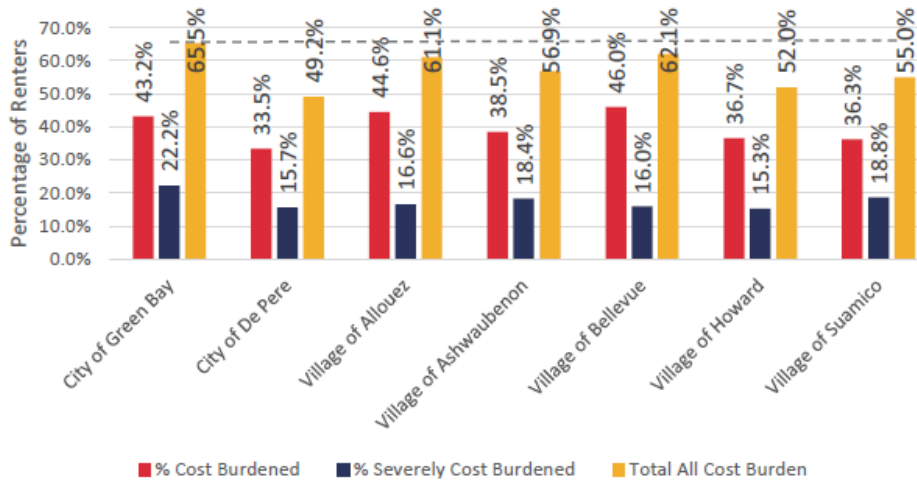


In Green Bay, 43% of renters are cost-burdened (pay more than 30% of their income for rent), and an additional 22% are severely cost-burdened (pay more than 50% of their income towards rent). **That means that approximately 65% of all Green Bay renters are burdened by the cost of their housing.**

GREEN BAY AFFORDABLE HOUSING NEEDS

Figure 30. Cost Burdened Renters in Green Bay & Surrounding Communities

Source: 2012-2016 CHAS



Compounding this struggle is the reality that there is an undersupply of 3,715 rental units for the lowest income individuals and families in Green Bay, but a significant surplus of rental units at the 31-50% AMI affordability – keeping affordable rental housing just out of reach for the poorest in Brown County. It is interesting to note that when it comes to homes available to own in Green Bay, there is a surplus of 9,515 homes for those at 0-50% of the Area Median Income. It would be interesting to dig into the barriers to home ownership for this strata of Green Bay income earners.

Figure 33. Rental Unit Mismatch in Green Bay

Source: 2012-2016 CHAS

	Rental Units Available	Renter Households	Over-/Under-Supply
0-30% AMI	2,720	6,435	(3,715)
31-50% AMI	12,745	3,875	8,870
51%-80% AMI	3,450	4,735	(1,285)
>80% AMI	290	3,675	(3,385)

The Green Bay Housing Market Study used two Wisconsin Department of Administration (DOA) projection methods to project the need for rental and owner-occupied housing over the next 20 years.

GREEN BAY AFFORDABLE HOUSING NEEDS

The first method is a conservative scenario that relies on the continuation of past population growth trends in Green Bay. The second projection method is a higher growth scenario that uses population growth projections from the secondary housing market surrounding Green Bay, which has been projected to grow at a faster pace than the City. The Wisconsin DOA estimates that the total number of households in Green Bay will increase by 17% between now and 2040.

Below is a table that details what will happen if Green Bay does nothing over the next 20 years to fill the gap in housing at all income levels. As you can see, if nothing is done to increase the supply of housing for those earning between 0-30% AMI, the undersupply of units available for the poorest Green Bay residents will grow to 6,151 by 2040.

Figure 84. Rental Unit Need Projection for Green Bay (High Growth Scenario)

Source: HUD CHAS, MSA Professional Services

Income Thresholds	Current Unit Oversupply (Undersupply)	2030 Total Renter Households	2030 Oversupply (Undersupply)	2040 Total Renter Households	2040 Oversupply (Undersupply)
0-30% AMI	(3,715)	7,748	(5,028)	8,871	(6,151)
31-50% AMI	8,870	4,666	8,079	5,342	7,403
51-80% AMI	(1,285)	5,701	(2,251)	6,528	(3,078)
>80% AMI	(3,385)	4,425	(4,135)	5,066	(4,776)

The Green Bay Housing Market Study projected that Green Bay will need to have a net addition of approximately 3,314 rental units (140/year) using the conservative method and 7,441 rental units (310 units/year) using the higher growth method in order to meet the need.

The study specifically calls out how many units per income category per year will need to be added.

- 75-170 units with monthly rent up to \$1,030
- 50-110 units with monthly rent between \$1,150-\$1,650
- 15-30 units with monthly rent greater than \$1,440

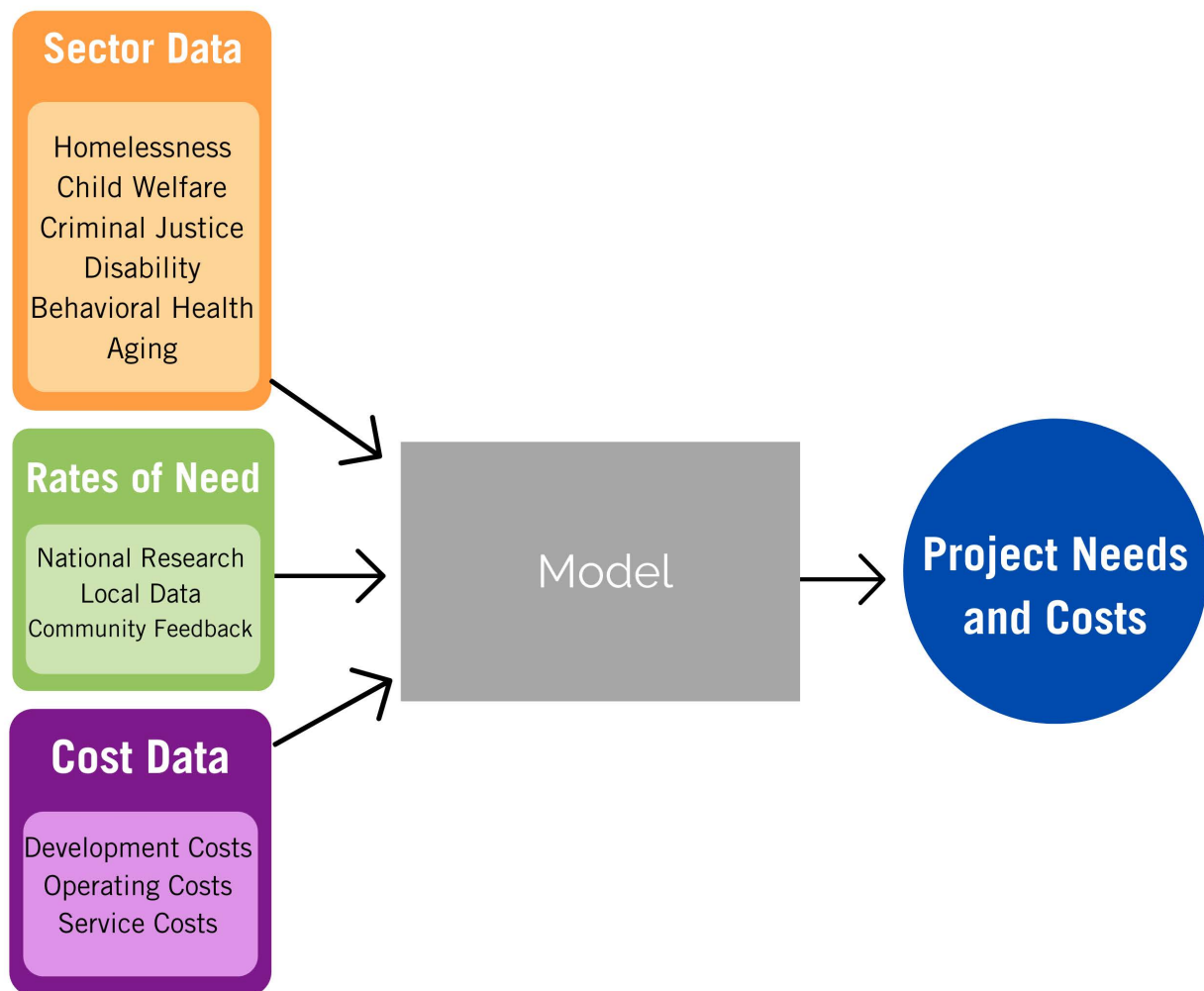
The Housing Market Study clearly laid out the large gap in rental housing currently, and the even larger gap that is projected to occur if nothing is done to mitigate the housing need, for the lowest income residents of Green Bay.

GREEN BAY AFFORDABLE HOUSING NEEDS

It is crucial that the 75-170 units per year that have been proposed to be added for rents up to \$1,030/month include rental units that are financially accessible for those making 0-30% AMI. For a family of 4 this would be a monthly rent of \$655. Otherwise, the work of this plan will be in vain as we will never be able to overcome the projected gap in 2040 of 6,151 rental units for the lowest income residents of Green Bay.

GREEN BAY SUPPORTIVE HOUSING NEEDS ASSESSMENT

In January 2021, CSH presented their Supportive Housing Needs Assessment Findings to the Greater Green Bay Housing Initiative Task Force and community stakeholders. This assessment took into account local data from 6 different sectors, national and local rates of need, community feedback, and local cost data to build out a point-in-time snapshot of total need that took into account already existing supportive housing inventory. Please refer to Appendix D for a full list of all of the data sources included in this analysis.



What the needs assessment found is that the Greater Green Bay Region has a need for 1,030 additional units of supportive housing to meet the needs of the current population. Supportive housing is affordable housing coupled with support services, so this projection easily fits within the overall rental unit need projections found by the Green Bay Housing Market Study over the next 20 years– especially as it relates to the current undersupply of rental housing for those with the lowest income (0-30% AMI).

GREEN BAY SUPPORTIVE HOUSING NEEDS ASSESSMENT

The three population groups with the highest need for supportive housing in Green Bay are those with intellectual and developmental disabilities (415 units), aging Green Bay residents (161 units), and those who are exiting prison (110 units). This also mirrors the three groups with the highest need for supportive housing throughout the entire state of Wisconsin.

Modeling – Snapshot of Total Need

System	Population Size	Estimated Rate of Need	Population Need for SH
Homeless Individuals (Chronic)	89	90%	80
Homeless Individuals (Non-Chronic)	517	10%	52
Homeless Families	282	16%	45
Child Welfare Families	170	15%	26
Unaccompanied Homeless TAY	47	80%	38
TAY Aging out of Foster Care	27	25%	7
Prison	1,104	10%	110
Jail	414	19%	79
Intellectual and Developmental Disabilities	1,257	33%	415
Mental Health (Institutional Settings)	41	24%	10
Aging	847	19%	161
Substance Use Treatment	21	34%	7
Point in Time Total Need:			1,030



Supportive housing development includes cost for construction (capital), operating and services. According to AHP data the average operating costs for supportive housing are \$5,061/year and the one-time capital costs are approximately \$175,170/unit. Services costs are \$6,000 per individual/year and \$10,000 per family/year.

Housing development is a front-end, cost-heavy intervention with back-end cost savings. The National Alliance to End Homelessness estimates that a chronically homeless person costs individual taxpayers an average of \$35,578 per year once all the health, justice and crisis service interventions are added up. However, once this same chronically homeless person is placed in supportive housing, the cost to individual taxpayers reduces by 50%.

AMERICAN RESCUE PLAN ACT: FUNDING AND USAGE FOR AFFORDABLE AND SUPPORTIVE HOUSING

In March 2021, President Joe Biden signed into law the American Rescue Plan Act. This act provided billions of dollars to states, counties, cities, local jurisdictions and tribal nations to mitigate the short-term and long-term effects of the COVID-19 global pandemic on our economic, housing, and social infrastructure.

These dollars present a once-in-a-generation opportunity to both make communities, care providers, businesses and individuals financially whole from the impact of the pandemic, and also to put in place strategic policies, programs and funding that will solidify a strong economic, housing and services foundation for communities and states for years to come.

These one-time, limited resources can be prioritized to reimagine our public systems away from emergency and institutional responses to those that provide permanent, affordable housing and supportive services solutions that are equitably distributed to those with the greatest need.

The graphic titled "Key ARP Provisions for Supportive Housing" gives a snapshot of the state funding totals for select funding streams that could most impact affordable and supportive housing development. The graphic titled "Available State and Local Funds" provides details on both state funding awarded as well as funding awarded to counties and cities in the region. As you can see, the City of Green Bay was awarded almost \$2 million dollars in HOME-ARP funding which can be used for a variety of services (including new development), and the City of Green Bay and Brown County together received an allocation of \$75 Million dollars in State and Local Fiscal Recovery (SLFR) Funds, which can also be used to develop new housing units, provide housing navigation and support services, provide tenant-based rent assistance, and provide security deposit and utility assistance, as well as being used for acquisition and conversion of units to permanent supportive housing.

AMERICAN RESCUE PLAN ACT: FUNDING AND USAGE FOR AFFORDABLE AND SUPPORTIVE HOUSING

Key ARP Provisions for Supportive Housing

HOME-ARP

\$89.96 million
Wisconsin total

Primary Uses:

- Develop new units
- Housing Navigation
- Support Services
- Acquisition/ conversion to PSH
- Tenant based rent assistance
- Data and Evaluation
- Tenants' Rights

Emergency Housing Vouchers

730 Vouchers awarded
in Wisconsin

Primary Uses:

- Housing Navigation
- Tenant based rent assistance
- Security Deposits
- Utility Assistance
- MOU with local CoC on eligibility and disbursement
- *Remaining vouchers
 - WHEDA 313
 - Antigo 15
 - Sauk County 15
 - Portage County 15
 - Richland County 15

State / Local Fiscal Recovery Funds

\$2.5 billion
Wisconsin Total

Primary Uses:

- Develop new units
- Housing Navigation
- Support Services
- Acquisition/ conversion to PSH
- Tenant based rent assistance
- Security Deposit
- Utility Assistance
- Flexible Subsidy Pool
- Data and Evaluation
- Tenants' Rights

Coronavirus Capital Projects

\$189.35 million
Wisconsin total

Primary Uses:

- Develop new units
- Acquisition/ conversion to PSH
- Capital/ Operating Reserves

Emergency Rental Assistance

\$692.8 million
Wisconsin total

Primary Uses:

- To help households unable to pay rent or utilities
- Up to 12 months of combined assistance
- Administered by the WI Dept. of Administration, Brown, Dane, Milwaukee and Waukesha Counties, and the Cities of Madison and Milwaukee

Medicaid/HCBS

Increased percent of
Federal reimbursement

Primary Uses:

- Housing Navigation*
- Supportive Services
- Housing Support Services*
- Behavioral Health Services*
- Aging Services*

*depending on the state Medicaid Plan

HRSA

\$59 million
Wisconsin Total

Primary Uses:

- Housing Navigation
- Supportive Services
- Housing Support Services
- Behavioral Health Services*

SAMHSA

\$46.7million Wisconsin total in [Community Mental Health and Substance Use Prevention and Treatment Block Grants](#)

Primary Uses:

- Housing Navigation
- Supportive Services
- Housing Support Services
- Behavioral Health Services

AMERICAN RESCUE PLAN ACT: FUNDING AND USAGE FOR AFFORDABLE AND SUPPORTIVE HOUSING

Available State and Local Funds

See embedded links in funding titles for full list of all awarded jurisdictions

	HOME-ARP	EHV	CCP	SLFRF	HRSA	SAMHSA
Wisconsin		730 total vouchers	189.4M	2.5B	59M Total for 16 awards	46.7M Block Grants
Green Bay	1.95M			23.7M	1.46M to New Community Clinic Inc	
Brown County		35 vouchers		51.4M		
Appleton/Outagamie County				14.9M City 36.5M County		
Oshkosh/Winnebago County				20.5M City 33.4M County		
Madison/Dane County	7.3M	114 vouchers city and county		47.2M City 106.2M County	5.48M	
Milwaukee/Milwaukee County	24.8M	184 vouchers city and county		394.2M City 183.7M County	14.9M	
Racine/Racine County	2.08M			46.3M City 38.1M County		
Non-Entitlement	41.9M	*373 remaining vouchers		411.6M		

Additionally, Green Bay Public Schools were awarded \$44.6M in additional education dollars from the American Rescue Plan. These dollars can be used to address the unique needs of low-income children or students, English learners, racial and ethnic minorities, students experiencing homelessness, and foster care youth, including how outreach and service delivery. Including, but not limited to, are hiring additional social workers to meet the needs of students experiencing homelessness and conduct outreach.

AMERICAN RESCUE PLAN ACT: FUNDING AND USAGE FOR AFFORDABLE AND SUPPORTIVE HOUSING

Please find detailed guidance on the allowable use of these funds from the WI Department of Public Instruction here: [ESSER Funds \(I, II, and III\) Guidance on Public Allowable Costs - Google Docs](#).

Using Green Bay data on homelessness, the Green Bay Housing Market Study and the Greater Green Bay Regional Supportive Housing Needs Assessment, these funding opportunities should be thoughtfully and strategically used to close gaps in affordable housing need through development, acquisition and conversion, rental assistance, security deposit and utility assistance, and increased connections to supportive services.

As noted above, the City of Green Bay received \$1.95 million in HOME-ARP dollars. In order to spend this funding, jurisdictions must determine the needs and gaps of housing in their community, consult with continuums of care, public housing authorities, and Veteran serving organizations, develop an Allocation Plan, and then post this plan for 15 days. CSH strongly recommends that local officials use the data from the Supportive Housing Needs Assessment included in this report, as well as the data found in the Green Bay Housing Market Study to inform their needs and gap analysis, focusing on the gaps in housing for those most at-risk of homelessness who make between 0-30% of Area Median Income.

More information on how HOME-ARP dollars can be used to develop supportive housing can be found [HERE](#). The Interim final rule on how State and Local Fiscal Recovery Funds can be used, including for affordable and supportive housing development and supportive services, can be found [HERE](#). Additionally, more information on the American Rescue Plan Act can be found in Appendix B.

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

At a national level, the racial disparities between who and who is not experiencing homelessness, who does and does not have access to affordable housing, who is and who is not the most impacted by the COVID-19 pandemic, and who and who is not involved in the justice/child welfare/mental health/substance use systems are stark.

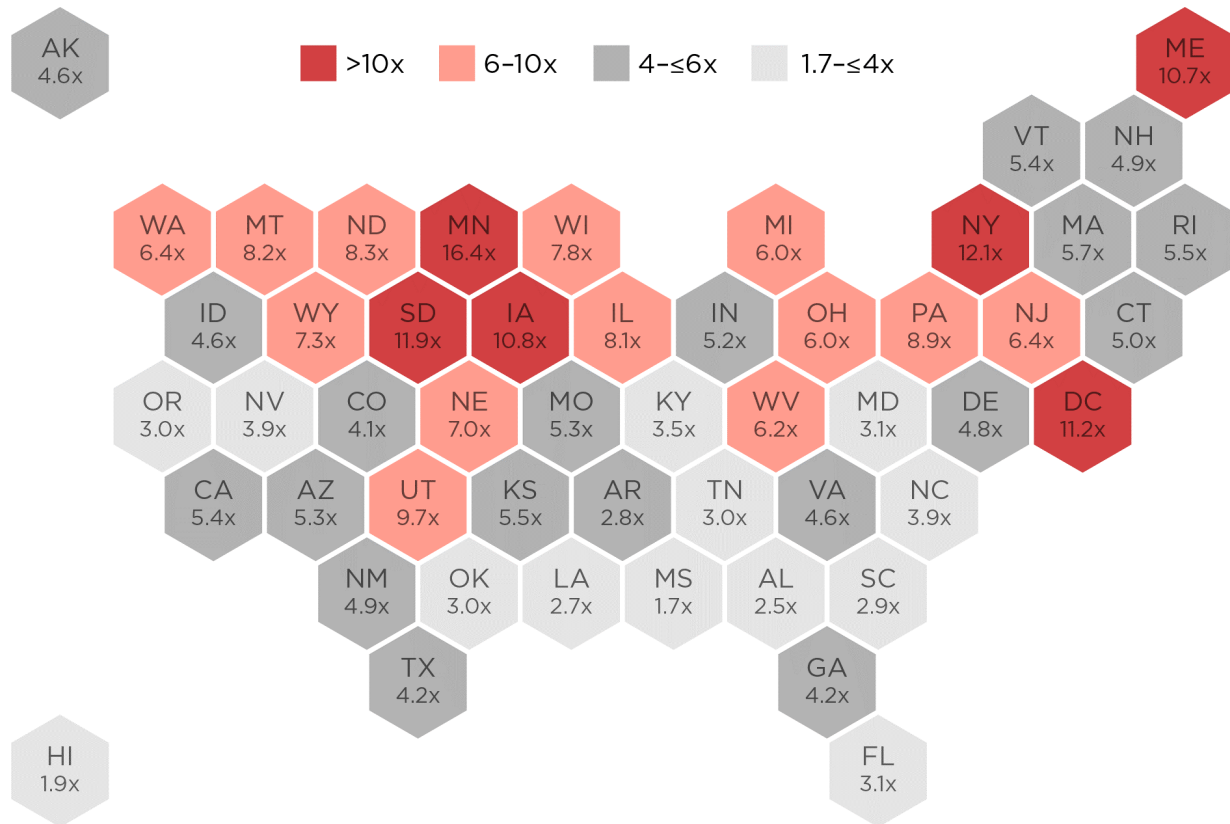
These disparities play out at the state level as well. According to the National Alliance to End Homelessness, in Wisconsin African American adults, children and youth are 7.8 times more likely to experience homelessness than their White counterparts. As noted previously in the plan, this trend plays out in Brown County as well. According to 2019 census data, Brown County's population is 87.8% White, 3% Black and 3.4% American Indian or Alaska Native. However, when we look at who was experiencing homelessness in Brown County in March, we find that 33% identified as Black and 16% identified as American Indian or Alaska Native, which means that **Black and Native Green Bay residents are experiencing homelessness at a rate 11 times and 4.7 times more than their representation in the general population.**

Additionally, only 26% of Wisconsin residents who identify as African-American or Black own their homes, compared to a White homeownership rate of 72%, leaving Wisconsin with the dubious distinction of having one of the lowest African-American/Black homeownership rates in the country.

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

In Every State, African Americans Are More Likely Than Whites to Experience Homelessness

Ratio of Black-to-White homelessness rate by state, 2018

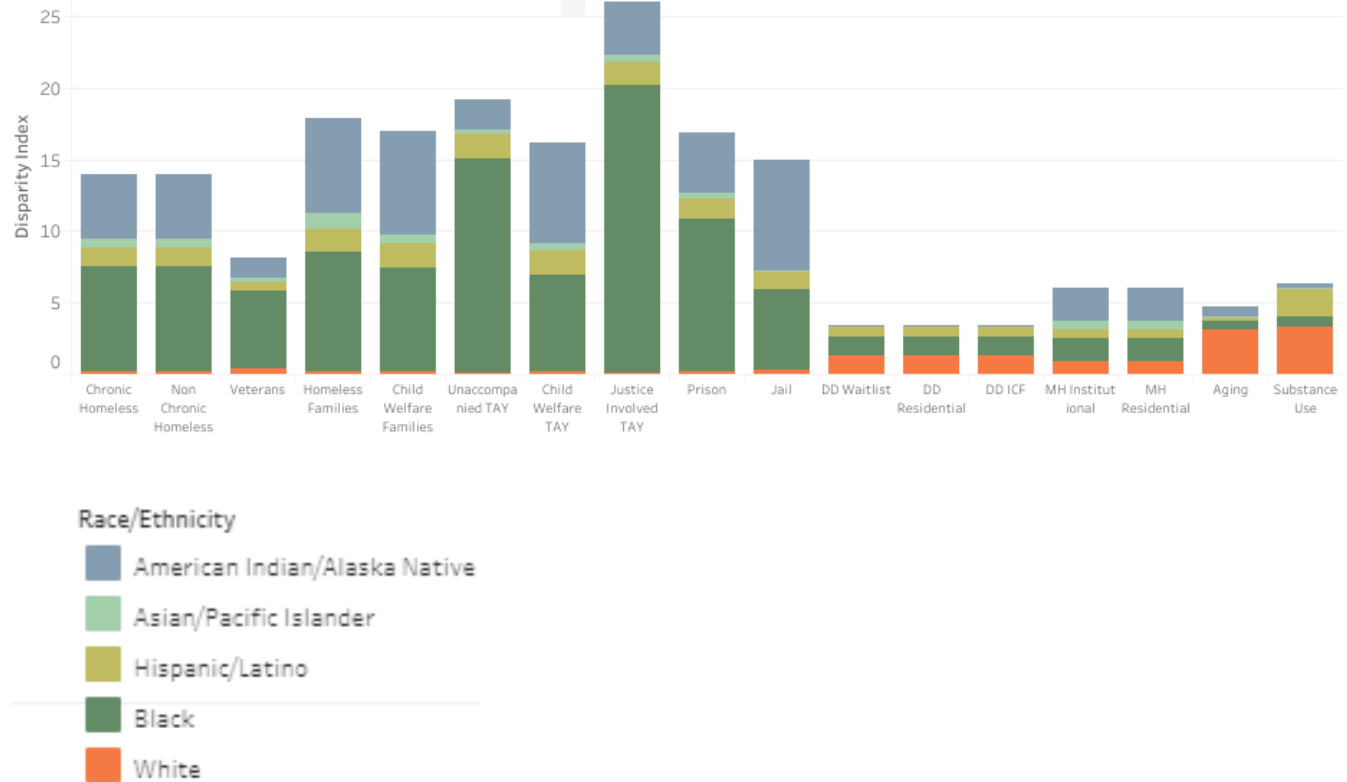


The CSH Racial Disparities and Disproportionality Index (RDDI) takes this analysis further, looking at disparities across 16 unique systems. The RDDI also does not use Wisconsin's White population as a baseline for comparison against all other groups. Instead, the RDDI compares each group to the aggregation of all other groups, which allows for a standardized comparison between each group.

In Wisconsin, it is apparent that the African American/Black population (dark green) is very disproportionately overrepresented across many sectors. It is also apparent that the Native American population is disproportionately overrepresented across many of the same sectors.

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

Disparity Indices in Wisconsin



In Wisconsin:

- African Americans and Native Americans are 7.33 and 4.5 times more likely than all other races to experience chronic homelessness.
- African American and Native American families are 8.42 and 6.58 times more likely than all other races to experience homelessness.
- African American and Native American families are both 7.2 times more likely than all other races to be involved in the child welfare system.
- African American unaccompanied youth are 14.99 times more likely than all other races to experience homelessness.
- African American justice system-involved youth is 20.12 times more likely than all other races to experience homelessness.
- African Americans and Native Americans are 10.69 times and 4.20 times more likely than all other races to be involved in the prison system.
- African Americans and Native Americans are 5.67 times and 7.71 times more likely than all other races to be involved in the jail system.

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

- White people are 3.29 times more likely than all other races to be involved in the substance use system, which is interesting considering who is showing up in our jail and prison populations.
- Additionally, with the disproportionality of African Americans and Native Americans experiencing chronic homelessness, we would anticipate seeing that disproportionality mirrored in both our mental health institutional and residential, and substance use sectors as they are connected to services, but we do not see that disproportionality play out. This means, that those with the most need for mental health and substance use services are not accessing it.

So, how did we get here? Why are these disproportionalities so large? What happened?

Over two centuries of policies and practices that have actively worked to exclude people of color from accessing home ownership and creating wealth, coupled with the generational impacts of historical trauma caused by attempted genocide, kidnapping and boarding schools, slavery, lynching, and more modern-day racialized violence and social stigma is how and why individuals, families and communities of color – particularly African American/Black and Native American people – are disproportionately overrepresented in our poverty, homelessness, justice and child welfare systems, and consistently under-represented in statistics such as high-school graduation rates and home ownership.

Drawing on reports by Habitat for Humanity and Community Solutions, here is a brief timeline showing how racially discriminatory policies in the United States have combined to profoundly and disproportionately impact generational access to housing, education and wealth for people of color, specifically African Americans and Native Americans.

1600-1800

Colonists steal land by force from Native Americans and force them to leave ancestral homelands, killing tens of thousands of Native people and spreading deadly diseases. This era marks the beginning and continued growth of the transatlantic slave trade that would lead to millions of Africans being kidnapped/forced against their will and sold into slavery in the American colonies.[1]

[1] <https://www.britannica.com/topic/transatlantic-slave-trade>

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

1830

President Andrew Jackson signs the Indian Removal Act, forcing the displacement of over one hundred thousand Creek, Cherokee, Choctaw, Chickasaw, Seminole and other native people from millions of acres of land in Georgia, Tennessee, Alabama, North Carolina, and Florida so European settlers could grow cotton. This was land that Native Americans had occupied and cultivated for generations. This group was forced to walk hundreds of miles to a specially designated "Indian territory" across the Mississippi River. Many suffered from deadly disease, starvation, and exhaustion as they migrated west, and is often referred to as "the trail of tears". This is the first major federal legislation to create mass homelessness.[2]

1851

Congress passes the Indian Appropriations Act which created the Indian reservation system and provided funds to move Tribes onto farming reservations. Native Americans were not allowed to leave the reservations without permission. Additionally, feuding Tribes were often thrown together and Tribes who were traditionally hunters struggled to become farmers. Starvation was common. [3]

1860-1978

This time marks the Indian Boarding School Era where Native American children were taken from their families and homes and sent to live in one of 357 known Indian Boarding Schools across the nation. Upon arrival, the children's hair was cut short, they were stripped of their traditional Native American clothing, required to attend Christian services, and were often physically punished if they spoke in their Native language; all with the goal of "assimilating" Native Americans to European culture. Survivors of these schools have described a culture of physical and sexual abuse where food and medical attention were often scarce. Many children died while at these schools.[4]

[2] <https://www.loc.gov/classroom-materials/immigration/native-american/removing-native-americans-from-their-land/>

[3] <https://www.history.com/topics/native-american-history/indian-reservations>

[4] <https://www.nationalgeographic.com/history/article/a-century-of-trauma-at-boarding-schools-for-native-american-children-in-the-united-states>

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

1865-1877

The Civil Rights Act of 1866 and the Reconstruction Act of 1867 shepherded in a short era of "Radical Reconstruction," where interracial democracy began to take hold as African-Americans were voted into elected offices, ambitious economic development programs and more equitable tax structures were established, and laws against racial discrimination took hold. However, the Ku Klux Klan was established in 1865 and increasing sentiments of white supremacy and white violence came on the heels of Emancipation, precipitating the end of Reconstruction. The reassertion of white supremacy in the South and the official end of Reconstruction in 1877 accelerated the ongoing subjugation of Black people. Sharecropping, peonage, and the convict leasing system replaced slavery. Jim Crow laws instituted a century of apartheid in America. Lynching becomes commonplace.[5]

1887

The Dawes Act was signed by President Grover Cleveland allowing the government to divide reservations into small plots of land for individual Indians. The government's impetus was to increase assimilation of Native Americans into white culture easier and faster, but the law actually resulted in decreasing the land owned by Native Americans by more than half, opening up more Tribal land to white settlers and railroads.[6]

1916-1970

The Great Migration of African-American individuals and families from former slave states in the South to large cities in the Northeast, Midwest, and West coast began. As they arrived, they were pushed into overcrowded, segregated housing.[7]

1930s

Starting in the 1930s, the Federal Housing Administration (FHA) began insuring private loans that would ultimately help millions of White families obtain affordable, low-down-payment

[5] <https://www.encyclopedia.com/social-sciences-and-law/law/law/civil-rights-act-1866>

[6] <https://www.nps.gov/articles/000/dawes-act.htm>

[7] <https://www.britannica.com/event/Great-Migration>

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

mortgages and join the middle class. But, this insurance was specifically denied to communities where African-American/Black or Native households lived, through the practice of redlining. Color-coded maps developed by the federal Home Owners Loan Corporation designated neighborhoods as unsafe for lending if they had an “infiltration” of households of color, and FHA made these communities ineligible for their new loan insurance. Private lenders followed FHA's lead. Residents in redlined communities were shut off from access to affordable homeownership.[8]

1940s

Racially restrictive covenants, or clauses, in deeds also kept African-American/Black and Native families from leaving redlined communities. The FHA accelerated the use of restrictive covenants when it began subsidizing subdivision construction in the 1940s. Restrictive covenants placed on the new homes stipulated they could only be sold or resold to White families. Again, private lenders followed suit nationwide. This propelled the use of racially restrictive covenants nationwide and prevented African-American/Black and Native families from buying homes in affordable, growing suburban communities and many city neighborhoods. Governments at all levels enforced these covenants in deeds.[9]

Redlining and racially restrictive covenants also caused most African-American/Black and Native World War II veterans to be excluded from the GI Bill since private lenders were free to refuse borrowers of color using these policies. Between 1934 and 1962, households of color received just 2% of all government-backed mortgages. [10]

1950s

Federally supported urban renewal began leveling many working-class African-American and integrated neighborhoods, displacing renters, homeowners, and business owners in the name of “slum clearance”. Additionally, new federally funded highways that were built to connect the suburbs frequently cut through Black neighborhoods, displacing even more African-American households.[11]

[8] Interactive Redlining Map Zooms In On America's History Of Discrimination : The Two-Way : NPR

[9] The rise and demise of racially restrictive covenants in Bloomingdale - D.C. Policy Center (dcpolicycenter.org)

[10] How the GI Bill's Promise Was Denied to a Million Black WWII Veterans - HISTORY

[11] How Urban Design Perpetuates Racial Inequality–And What We Can Do About (fastcompany.com)

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

1960s

In 1968, the Fair Housing Act prohibited racially restrictive covenants, but discriminatory practices continued. Communities developed new zoning rules, known as exclusionary zoning, that segregated by wealth and income, requiring large lot and home sizes that drove up home prices. Lower-cost housing options like attached homes and apartments were prohibited. These rules entrenched already established racial segregation. Without entry points to affordable homeownership, most African-American/Black and Native families could not afford to live in communities with better school districts and employment opportunities, and many formerly redlined communities continued to be passed over for loans.[12][13]

1955-1980

Deinstitutionalization of people in state mental hospitals and the lack of adequately scaled community-based housing and supports resulted in homelessness for tens of thousands of people across the United States.[14]

1977

The Community Reinvestment Act of 1977 was meant to hold banks more accountable for meeting the credit and banking needs of their entire communities, but African-American/Black and Native citizens continued to be targeted with racist practices, including predatory mortgages and refinancing programs.[15]

1972 – 1992

An 80% reduction in federal investments in public housing—coupled with corresponding cuts to other social safety net programs—drove a massive spike in homelessness and laid

[12] Fair Housing Act - HISTORY

[13] Exclusionary Zoning: Its Effect on Racial Discrimination in the Housing Market | The White House

[14] Deinstitutionalization - Special Reports | The New Asylums | FRONTLINE | PBS

[15] Federal Reserve Board - Community Reinvestment Act (CRA)

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

the groundwork for the contemporary homelessness epidemic we see today. People of color were most dramatically affected by these cuts, putting them at greater risk of homelessness.[16]

End of 2007 - 2009

The Great Recession disproportionately impacted African-American/Black homeowners that had been steered into predatory loans and were left more vulnerable to losing their homes. The U.S. Department of Treasury reported that Black and Latino households were nearly 50 percent more likely to face foreclosure than their White counterparts.[17]

In order to illustrate the importance of home equity to the wealth of black households, the ACLU compared total wealth for median black and white households in 2007 with and without factoring in home equity. Prior to the crash, the median wealth for a white household excluding a home was \$92,950. For blacks that figure was \$14,200. When factoring in home equity, the wealth of black households grew more than four-and-a-half times, to \$63,060. For white households factoring in home equity helped wealth figures grow by only about two-and-a-half times to 244,000.[18]

2013

In 2013, the net worth of white households was 13 times greater than that of black households, the largest the gap has been since 1989, according to Pew Research.[19]

2014

According to a 2014 report from Zillow, black Americans make up only 3 percent of conventional mortgage applications, the lowest rate of any racial group, and black Americans also face the highest denial rate, about 25 percent versus only 10 percent for white applicants.[20]

[16] Public Housing History | National Low-Income Housing Coalition (nlihc.org)

[17] Curbing Predatory Home Mortgage Lending | HUD USER

[18] The Recession Had a Racial Slant - The Atlantic

[19] Wealth inequality has widened along racial, ethnic lines since end of Great Recession|Pew Research Center

[20] A House Divided - How Race Colors the Path to Homeownership - Zillow Research

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

2015

Redlining still continues. A \$200 Million-dollar settlement reached in largest redlining complaint brought by the Federal Government (US Housing and Urban Development) and a Mortgage Lender (Wisconsin-based Associated Bank). Between 2008-2010, Associated Bank engaged in discriminatory lending practices regarding the denial of mortgage loans to African-American and Hispanic applicants and the provision of loan services in neighborhoods with significant African-American or Hispanic populations in Chicago; Milwaukee; Minneapolis-St. Paul; Racine, Wisconsin; Kenosha, Wisconsin; and Lake County, Illinois.[21]

2018

The first study to examine the relationship between structural racism and racial disparities in fatal police shootings at the state level is published in the Journal of the National Medical Association.

Even controlling for rates of arrest, the researchers found a strong association between the racial disparity in unarmed fatal police shootings and a range of structural racism indicators, with residential segregation showing the most pronounced association.[22]

So why does black-white residential segregation influence fatal police shootings of unarmed black people? One theory is that segregated black neighborhoods tend to be more heavily policed than others.[23]

January 2020

The first known case of COVID-19 emerges on the world stage starting the current Global pandemic. At present, COVID-19 continues to kill a disproportionate number of Black, Latino and Native Americans. Deaths among these groups were 2-3 times higher than White and

[21] HUD Archives: HUD & ASSOCIATED BANK REACH HISTORIC \$200 MILLION SETTLEMENT OF 'REDLINING' CLAIM

[22] <https://www.bu.edu/sph/news/articles/2018/police-shootings-reflect-structural-racism/>

[23] <https://www.npr.org/sections/codeswitch/2018/03/02/589483471/how-segregation-shapes-fatal-police-shootings?ft=nprml&f=173754155>

HOW DID WE GET HERE? IMPACT AND HISTORY OF RACISM ON HOMELESSNESS

Asian Americans, according to a recent study led by researchers with the National Cancer Institute. Responding to why these disparities are showing up, the researchers noted:

"Racial/ethnic disparities in COVID-19 risk, hospitalization, and death have been attributed to structural and social determinants of health with established and deep roots in racism," the study said. The study mentioned specific social barriers that contributed to the disparities. "Black and Latino persons are more likely to have occupational exposures to COVID-19 than White persons; they also are more likely to live in multigenerational households and more densely populated neighborhoods and have less access to health care and private transportation. American Indian/Alaska Native reservation-based communities are at further risk for infection due to a lack of infrastructure and chronically underfunded health care facilities." [24]

This timeline demonstrates the cumulative and compounding impacts of government sanctioned and supported efforts that have led to the systematic exclusion of housing and wealth-building opportunities for African American/Black people and Native Americans. It is a fallacy and a lack of historical understanding to say that we do not know how we arrived at this moment. How we respond at the local, state and national levels to the disparities we see across systems while understanding how these disparities interact with trauma will be critical to our work together moving forward across all systems.

[24] <https://www.nbcnews.com/news/us-news/blacks-latinos-native-americans-disproportionally-killed-covid-19-last-year-n1280837>

Additional Resources on the History and Impact of Racial Discrimination on Housing and Homelessness

- [VIDEO: Housing Segregation In Everything : Code Switch : NPR](#)
- [Confronting the history of housing discrimination: "It's just a remarkable record of exclusion" - CBS News](#)
- [The sordid history of housing discrimination in America | Department of African American Studies \(princeton.edu\)](#)
- [A Look At Housing Inequality And Racism In The U.S. \(forbes.com\)](#)
- [A House Divided - How Race Colors the Path to Homeownership - Zillow Research](#)
- [Racism + housing resource list — Habitat for Humanity Capital District \(habitatcd.org\)](#)
- [The Color of Law: A Forgotten History of How Our Government Segregated America | Economic Policy Institute \(epi.org\)](#)
- [Interactive Redlining Map Zooms In On America's History Of Discrimination : The Two-Way : NPR](#)
- [Mapping Prejudice \(umn.edu\)](#)

GROUNDING PRINCIPLES

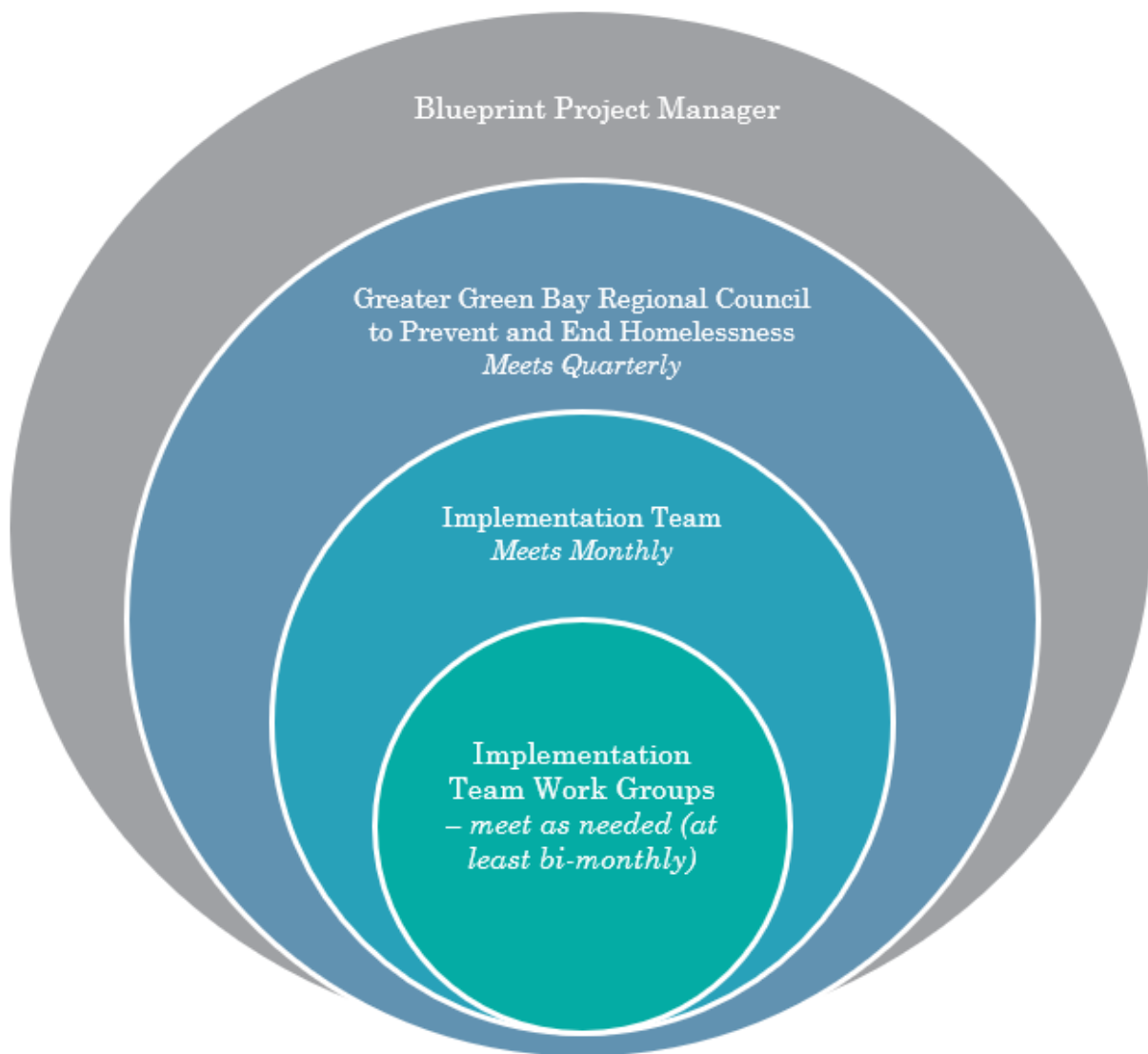
Because the Grounding Principles are central to our forward progress, we provide them here again as we share the proposed Implementation Structure.

Honoring the work that has been done in this community to prevent and end homelessness and has brought us to this place of collective action, we agree that:

- All people have value and worth
- Homelessness is not a personal attribute, it is a description of a time-limited housing reality
- Ending homelessness is part of the pursuit for housing, racial and health justice
- Homelessness in the Green Bay Region is a solvable issue
- We will value each other in this process
- We will not be afraid to ask hard questions, have difficult conversations, challenge long-held beliefs, and attempt new ways of doing things
- We will operate using a No Wrong Door approach
- We will expect strategic, analytical, creative and critical thinking from each other and ourselves
- We will listen to the voices of those with lived experience of homelessness and those most disproportionately impacted by poverty. And then, we will do something about what they say in partnership with them.

PROPOSED IMPLEMENTATION STRUCTURE

The Brown County Homeless and Housing Coalition has a 30-year history of addressing the needs of those experiencing poverty and homelessness in the Brown County area. With dozens of members representing every facet of public and private service provision and advocacy organized around five committees and two task forces, this coalition has been a leader in organizing how to address homelessness in the Greater Green Bay Community. We see the Brown County Homeless and Housing Coalition as a key partner in bringing the implementation of the Blueprint to Prevent and End Homelessness to life, while also acknowledging that the implementation of the Blueprint could be an opportunity for the Coalition to reimagine how it structures itself moving forward.



PROPOSED IMPLEMENTATION STRUCTURE

THE COUNCIL

We are proposing the creation of a Greater Green Bay Regional Council to Prevent and End Homelessness to provide vision, direction, and accountability on the work of The Blueprint. The council should include elected officials, senior leaders, and staff who can influence and make decisions on behalf of the organizations they represent in order to ensure successful implementation of The Blueprint.

The founding members of the council should include Brown County and the City of Green Bay, Brown County Homeless and Housing Coalition, Green Bay Police, Brown County Housing Authority, the Brown County District Attorney, members of the philanthropic community, the Bay Area Workforce Development Board, New North Inc, Regional WHEDA staff, the Greater Green Bay Chamber, and key local providers. Members of the council should have the ability to make funding decisions on behalf of their agencies/organizations. The make-up of this group may change as needed.

The council will:

- Provide vision, direction, and accountability on the work of The Blueprint.
- Meet quarterly to review updates on progress, challenges, and opportunities provided by the implementation team and provide problem solving and barrier busting when needed.
- Identify the measures to be included in a data dashboard tracking implementation of The Blueprint towards the goal of preventing homelessness whenever possible, and otherwise making it rare, brief and non-recurring.
- Identify funding/resources to ensure successful implementation of The Blueprint—including sufficient staff time to carry out the actions in The Blueprint.

THE IMPLEMENTATION TEAM

The implementation team will be a group of leaders and staff from participating Council agencies and local entities and organizations that will act as strategic point people on the recommendations and actions in The Blueprint.

The Implementation Team will:

- Implement the actions in The Blueprint, and/or oversee the teams and staff that implement those actions. The implementation team will break into work groups that may include, but are not limited to:

PROPOSED IMPLEMENTATION STRUCTURE

1. Housing Development
2. Utilizing Current Housing Stock
3. Shelter Access and Provider Coordination
4. Mental Health and Substance Use Services
5. Employers and Educators as Part of the Solution
6. Increasing Employment Pathways
7. Homelessness Prevention
8. Exiting Institutions
9. Alternatives to Ticketing and Incarceration

- Determine leads for each work group who are responsible for work group facilitation and checking in with the project manager on a regular basis.
- Meet monthly to update the Project Manager on specific work and progress against deadlines, share successes, and problem-solve challenges and barriers to the work they may be encountering.
- Raise critical implementation issues, including additional funding requests, to the full council when needed.
- Provide quarterly reports to the council on implementation progress, and any other challenges and opportunities for which the implementation team needs the full council to weigh in on.

PROJECT MANAGER

The project manager will be hired to staff the council and the implementation team, and will act as a neutral party consultant.

The project manager will:

- Map already existing efforts that overlap with the tasks in this Blueprint; creating a non-duplicative path forward;
- Manage the effort to implement the recommendations and actions set forth in The Blueprint and be responsible for keeping the Implementation process on track;
- Staff the council including implementation team work groups providing structure and vision for monthly and quarterly meetings and helping to support implementation on a day-to-day basis;
- Ensure creation of a data dashboard; and

PROPOSED IMPLEMENTATION STRUCTURE

- Create feedback mechanisms with providers, front-line staff, and people with lived experience to keep apprised of changing realities and add or change recommendations and actions as the work moves forward.

Further research and planning will determine the full scope and anticipated costs of this role and where it is housed.

PROPOSED ADDITIONAL COSTS FOR IMPLEMENTATION OF THE BLUEPRINT

COMMUNICATIONS PLAN

Something that came up repeatedly during our community listening sessions was the need for a communications plan that would tell the true story of who is homeless in Greater Green Bay and why. We also envision this communications plan providing the community with updates on the work of The Blueprint. We anticipate needing dedicated communications staff to handle the initial and ongoing communications work of this plan, and will be in conversations with the council on the best way to approach this.

TRAINING AND TECHNICAL ASSISTANCE FUND

The need for community-wide training and technical assistance on Housing First and Harm Reduction, Trauma-Informed Care, Cultural Competency and Responsiveness, and Case Management Best Practices and Coordinated Entry is seen throughout The Blueprint. A training and technical assistance fund that could entirely or partially pay for these trainings and technical assistance would greatly help reach the goals of The Blueprint.

DEFINITION OF SUCCESS: WHAT DOES IT MEAN TO PREVENT AND END HOMELESSNESS?

When we say we will “end homelessness”, this is what we mean:

- We will **PREVENT** homelessness whenever possible by decreasing the number of individuals at-risk of becoming homeless;
- We will make homelessness **RARE** by increasing the number of low-barrier shelter and housing possibilities we have for individuals experiencing homelessness;
- We will make each episode of homelessness as **BRIEF** as possible to reduce the trauma of homelessness as much as possible;
- And, we will **end the cycle of homelessness** by putting supports in place to ensure that no one becomes homeless again once they are stably housed.

Both the Wisconsin Interagency Council on Homelessness and the United States Interagency Council on Homelessness have adopted this definition of success in their planning. The below graphic is a helpful visual to understand what the definition of success looks like from a systems perspective.



PROPOSED METRICS TO CONSIDER USING THE DEFINITION OF SUCCESS FRAMEWORK

These are proposed metrics to consider in evaluating the ongoing success of The Blueprint that use the definition of success as a framework. It is anticipated that these metrics will be amended as needed. We anticipate these metrics and accompanying data dashboard being integrated into the Community Hub

PREVENT

- Reduction in evictions (Eviction Lab Data)
- Reduction in the number of people who become homeless for the first time
- Decrease in the number of persons entering Emergency Shelter (ES), Safe Haven (SH), and Transitional Housing (TH) projects with no prior enrollment in HMIS
- Increase in earned income, nonemployment cash income, total income

RARE

- Reduction in point-in-time (PIT) counts of unsheltered homeless persons
- Reduction in the total number of all people experiencing homelessness
- Increase in number of landlords accepting housing vouchers
- Increase in available very low-income and low-income housing
- Increase in exits to permanent housing destinations
- Increase in shelters adopting a low-barrier model

BRIEF

- Reduction in the length of time people experience homelessness

NON-RECURRING

- Reduction in the number of people who return to homelessness
- Reduction in extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 6 to 12 months and 24 months
- Increase in retention of permanent housing

PROPOSED METRICS TO CONSIDER USING THE DEFINITION OF SUCCESS FRAMEWORK

Proposed Strategies and Actions with Suggested, Prioritized Tasks

The following proposed strategies, actions and tasks came out of stakeholder listening sessions with Greater Green Bay area housing and homelessness professionals, elected officials, community members, law enforcement, courts, people with lived experience of homelessness, and meetings with the Greater Green Bay Community Housing Initiative Task Force, as well as data collected from the CSH Supportive Housing Assessment and other local reports. These strategies, actions and tasks serve as a blueprint to guide the work of the council into implementation.

Each proposed strategy has a number of actions accompanied by a series of tasks that were developed by the local stakeholders. The tasks contain a brief description of the proposed work to be accomplished. Throughout the listening sessions process potential lead agencies and key partners for each task were captured; these organizations and additional stakeholders will be integral to accomplishing the proposed work.

We have also prioritized the timing of each task using the following framework:

We prioritized each task into three categories:

1. Harm Reduction: What are the small wins focused on reducing the harm of the current system?
2. Transformation: What is focused on moving power into historically marginalized communities?
3. Radical Imagination: What are the conversations and the actions needed to change everything?

Harm Reduction tasks will be Year 1 work, Transformation tasks Years 1-3 work, and Radical Imagination tasks Years 3+ work.

We noted which of these tasks would require additional funding and which tasks would be low cost/no cost work. The symbols for these are:

NC/LC = No Cost, Low Cost

\$\$ = Require Additional Funding

We see this Blueprint as a living document, and fully anticipate that tasks, lead agencies, key partners, and timeframe priorities will change or ebb and flow as the work plays out. CSH has provided a series of best practice examples and resources for each of the recommendations, which is in Appendix C of The Blueprint.

STRATEGY 1: INCREASE ACCESS TO AFFORDABLE HOUSING OPTIONS

Action 1: Develop New Units

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
1A	Explore city and municipality Tax Increment Financing (TIF) rules/policy to address the need for housing for extremely low-income individuals. NC/LC	Housing Development			1
1B	Explore the creation of a proposal to have all TIF-using communities commit to exercising the affordable housing extension and a mechanism for leveraging those funds with private/bank capital NC/LC	Housing Development			1
1C	Partner with WHEDA staff to explore how changes could be made to WHEDA's Qualified Action Plan (QAP) that would increase the amount of housing tax credits available in northeast Wisconsin NC/LC	Housing Development			1
1D	Explore how WHEDA is currently administering Housing Trust Funds (HTF) and if there are any potential changes that could be made to bring more HTF resources to the Greater Green Bay Region. NC/LC	Housing Development			1
1E	Explore how Housing Trust Fund (HTF) and TIF funding could be used to restructure debt on existing multifamily properties and/or finance capital improvements (especially energy-related work). NC/LC	Housing Development			2

STRATEGY 1: INCREASE ACCESS TO AFFORDABLE HOUSING OPTIONS

1F	Centering local context and utilizing CSH supportive housing needs assessment data done for Green Bay and data from recent local housing reports, determine a supportive housing development plan for the next 10 years grounded in Housing First principles. NC/LC, \$\$	Housing Development			2
1G	Ensure Greater Green Bay has enough crisis, short-term and long-term housing to meet the need of those fleeing domestic violence. \$\$	Housing Development			2
1H	Develop transitional housing for youth aging out of foster care that provides access to fiscal literacy training, employment training, and access to education opportunities. \$\$	Housing Development			2
1I	Incentivize development of affordable housing at 30% of Area Median Income (AMI) potentially modeled after the Bloomington Housing Opportunity Ordinance NC/LC	Housing Development			3
1J	Work with the Wisconsin Housing and Economic Development Authority (WHEDA) to increase new development by Black, Indigenous and People of Color (BIPOC) led groups in Green Bay/Brown County NC/LC	Housing Development			3

STRATEGY 1: INCREASE ACCESS TO AFFORDABLE HOUSING OPTIONS

Action 2: Landlord Engagement and Incentives

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
2A	Build ongoing, positive relationships with landlords – including landlord and realtor associations NC/LC	Utilizing Current Housing Stock			1
2B	Create a landlord risk mitigation fund that includes ongoing access to support services. \$\$	Utilizing Current Housing Stock			1
2C	Incentivize landlords to participate in the Housing Choice Voucher program \$\$	Utilizing Current Housing Stock			1
2D	Streamline the Emergency Rental Assistance Program to ensure landlords are being paid in a timely way (within 2 weeks) NC/LC	Utilizing Current Housing Stock			1
2E	Provide a Renter Training to voucher holders. Potentially model this after a program the City of Milwaukee has training Section 8 residents on tenant rights and responsibilities. \$\$	Utilizing Current Housing Stock			2

STRATEGY 1: INCREASE ACCESS TO AFFORDABLE HOUSING OPTIONS

Action 3: Increase Housing Options Utilizing Current Housing Stock

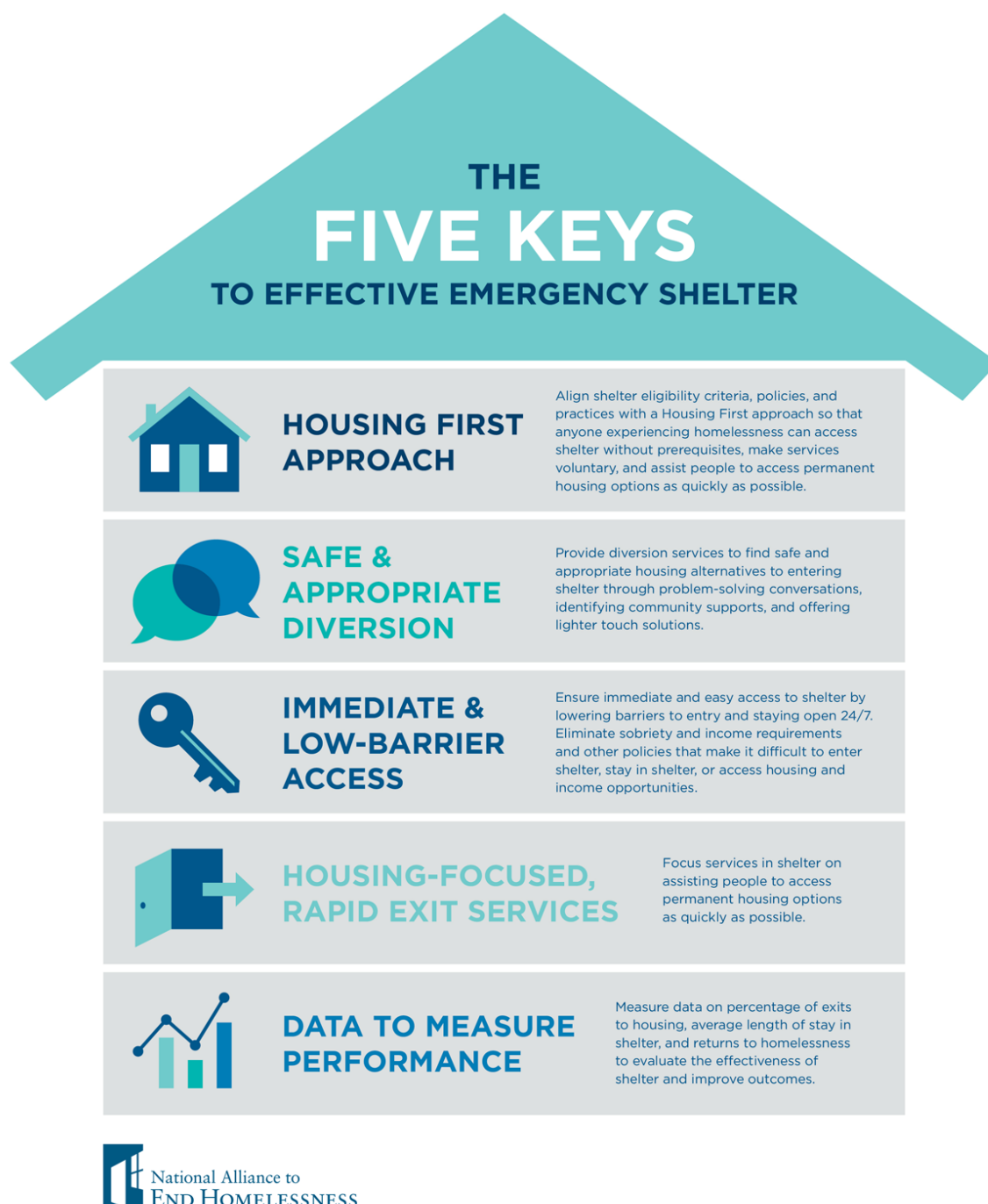
	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
3A	Provide trainings to landlords on criminal charges – what different classes of charges mean and the impact of criminal history on tenancy. NC/LC	Utilizing Current Housing Stock			1
3B	Explore barriers to allowing providers/social service organizations to co-sign on a lease NC/LC	Utilizing Current Housing Stock			1
3C	In the <u>WI fair housing law</u> , "source of income"(including a voucher having monetary value and public assistance) is a protected class meaning that landlords cannot refuse to rent to someone because they have a voucher. The WI Fair Housing law also prohibits a landlord from refusing to renew a lease. If this is happening to you or clients you serve, you can file a Fair Housing Discrimination Complaint Form. Here is a link to forms in <u>English</u> and <u>Spanish</u> . NC/LC	Utilizing Current Housing Stock			1
3D	Ensure landlords are refunding anything over \$25 in application fees. According to State statute landlords can charge up to \$25 in non-refundable application fees, but anything else they charge after that is considered earnest money and must be returned to the tenant if their application is denied, or transferred into the security deposit or rent if the application is accepted.	Utilizing Current Housing Stock			1

STRATEGY 1: INCREASE ACCESS TO AFFORDABLE HOUSING OPTIONS

	If prospective renters are not having fees returned upon being denied housing, they can file a complaint with the Consumer Protection Bureau using this form: MyDATCP : Landlord Tenant Complaint (wi.gov) NC/LC	Utilizing Current Housing Stock			
3E	Hire Housing Navigators and Housing Stability Specialists to work with the Brown County Homeless and Housing Coalition \$\$	Utilizing Current Housing Stock			2
3F	Create a Master Leasing Program for Brown County \$\$	Utilizing Current Housing Stock			2
3G	Build out a Host Homes Program for Youth NC/LC	Utilizing Current Housing Stock			2
3H	Explore the creation of a Green Bay or Brown County Landbank & Community Land Trusts \$\$	Utilizing Current Housing Stock			3
3I	Partner with WHEDA to implement Tenant Screening Criteria that decreases the impact of criminal history, credit scores and prior evictions on someone's ability to sign a lease in WHEDA's Qualified Action Plan (QAP). NC/LC	Utilizing Current Housing Stock			3

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

Best Practices to Increase Access to Low-Barrier Shelter and Housing: Evaluating Shelter rules



STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

Best Practices to Increase Access to Low-Barrier Shelter and Housing: Evaluating Shelter rules



STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

Action 1: increase coordination between providers and access to shelter and services

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
1A	<p>Ensure low barrier and housing first access to Green Bay's emergency shelters. Using a trauma-informed lens, assess current shelter policies that may inadvertently turn people away from shelter or keep people from returning to shelter once they have left - policies regarding residency requirements, "inability to provide self-care", demerits/points system, interview requirements, having an exit plan in place, having to be in shelter by a specific time or attend dinners (which may require someone to leave a job).</p> <p>NC/LC</p>	Shelter Access and Provider Coordination			1
1B	<p>Require all Shelter and Supportive Housing Providers receiving county or state dollars to operate within an evidence-based Housing First framework that aligns with Coordinated Entry policy, and set up a system that reviews the proper implementation of this framework at least twice a year.</p> <p>NC/LC</p>	Shelter Access and Provider Coordination			1
1C	<p>Require Housing First training for all shelter and supportive housing staff including property management and front desk workers.</p> <p>\$\$</p>	Shelter Access and Provider Coordination			1

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

1D	Hire more outreach workers (preferably those with lived experience) – place one of these workers in the library to engage with people experiencing homelessness who are using the library as a day shelter/drop-in center to engage and connect people with services \$\$	Shelter Access and Provider Coordination			1
1E	Ensure current outreach workers are meeting people where they are at and regularly (daily/weekly) doing street outreach for those experiencing homelessness who are currently unsheltered NC/LC	Shelter Access and Provider Coordination			1
1F	Connect with the HUD Youth Homeless Demonstration Grant Balance of State planning team on ways to inform their planning process and connect it to the work of The Blueprint.	Shelter Access and Provider Coordination		Contact info for HUD TA provider leading this work: Jen Best jen.best@icf.com	1
1G	Research best practices standards for case management that include the practice components of Engagement, Assessment, Individual/Family/Youth-involved teaming, Planning/Linking to Services, Advocacy, and Tracking and Adjusting, and then develop a plan to disseminate these standards to Case Managers across Greater Green Bay NC/LC	Shelter Access and Provider Coordination			1

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

1H	Ensure domestic violence providers are connected to services and other housing supports within the community. NC/LC	Shelter Access and Provider Coordination			1
1I	Ensure homeless service providers are asking about domestic violence history to appropriately identify any safety concerns and support recovery. NC/LC NC/LC	Shelter Access and Provider Coordination			1
1J	Ensure all shelter and crisis housing providers in Greater Green Bay understand how Domestic Violence and homelessness intersect, the unique needs of domestic violence survivors, and how to access available services for survivors. NC/LC	Shelter Access and Provider Coordination			1
1K	Hire Peer Support Specialists w/ lived experience as service navigators to work with shelters and outreach teams to increase connections to services \$\$	Shelter Access and Provider Coordination			2

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

Action 2: increase access to mental health and substance use services that are trauma-informed and culturally responsive

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
2A	Bring together key county mental health and AODA staff with community mental health and AODA providers, shelter providers and police to explore ways to decrease barriers and increase connection of mental health and AODA services to those experiencing homelessness and between each other. NC/LC	Mental Health and Substance Use Services			1
2B	Increase access and connection points for county, health care, and nonprofit behavioral health and AODA services. NC/LC	Mental Health and Substance Use Services			1
2C	Ensure all those eligible for state provided health insurance have help accessing and applying for it. NC/LC	Mental Health and Substance Use Services			1
2D	Increase Behavioral Health and AODA programming in Brown County to meet the need. Hire additional staff and expand programming as needed according to county, emergency room intake, and point-in-time count data. \$\$	Mental Health and Substance Use Services			3

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

2E	Require all providers receiving city, county, state and/or local philanthropic dollars to adhere to trauma-Informed principles in their programming and approach. NC/LC	Mental Health and Substance Use Services			3
2F	Provide trauma-Informed care trainings to all providers receiving city, county, state and philanthropic dollars in the Greater Green Bay Region \$\$	Mental Health and Substance Use Services			3
2G	Provide cultural competency and responsiveness training to all providers receiving city, county, state and local philanthropic dollars in the Greater Green Bay Region \$\$	Mental Health and Substance Use Services			3

STRATEGY 2: INCREASE ACCESS TO AND COORDINATION OF SERVICES

Action 3: increase use and understanding of coordinated entry

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
3A	Increase use of Coordinated Entry (CE) with rollout of new database NC/LC	Shelter Access and Provider Coordination			1
3B	Review current Coordinated Entry process map to explore increasing efficiencies of the current system. Additionally, share with Coalition and non-Coalition member providers so they can see how the system works together and their role in it – assessment, referral, priority list, follow-up NC/LC	Shelter Access and Provider Coordination			1
3C	Hire a Coordinated Entry Specialist(s) whose entire focus is training and technical assistance on Coordinated Entry. (their job is to build up the current CE system) \$\$	Shelter Access and Provider Coordination			2
3D	Ensure providers working with domestic violence victims understand how to use Coordinated Entry and are directed towards available recorded trainings and connected to one-on-one technical assistance as needed. NC/LC	Shelter Access and Provider Coordination			2
3E	Fundraise to ensure cost of engaging in Coordinated Entry is not a burden for provider participation in Coordinated Entry (estimate was \$800/annually) \$\$	Shelter Access and Provider Coordination			2

STRATEGY 3: EMPLOYERS AND EDUCATORS AS PART OF THE SOLUTION

Figure 15. Top Employers for Green Bay and Surrounding Areas

Source: Greater Green Bay Chamber

Company Name	Number of Employees
Bellin Health	3,140
Humana	2,846
Oneida Nations	2,789
Schneider	2,626
Aurora Health Care	2,470
George-Pacific	1,937
UnitedHealthcare	1,823
HSBS St. Vincent Hospital	1,668
American Foods Group	1,592
Prevea Health	1,299
JBS Green Bay	1,238
Wal-Mart Stores, Inc.	1,232
Green Bay Packaging, Inc.	1,187
Associated Banc-Corp.	1,185
Festival Foods	1,102
Wisconsin Public Service	932

Action 1: housing and non-traditional employee benefits

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
1A	Hold a series of facilitated conversations between local employers, local realtor and landlord associations, and state, county and city representatives to discuss solutions to the housing stability issues employees in Greater Green Bay face. NC/LC	Employers and Educators as Part of the Solution		Development, City & County	1
1B	Engage with JBS to understand their plan for the 25 acres of land they have donated for employee housing. Ensure enough very affordable housing will be created to meet the need for their employees. NC/LC	Employers and Educators as Part of the Solution			1

STRATEGY 3: EMPLOYERS AND EDUCATORS AS PART OF THE SOLUTION

1C	Engage with the Green Bay Transit Dept. and Green Bay Metro to educate the provider community on upgrades and innovations within the transit system. NC/LC	Employers and Educators as Part of the Solution			1
1D	Ensure all school social workers are connected to the housing and homeless systems and understand the resources that are available for children, youth and adults. NC/LC	Employers and Educators as Part of the Solution			1
1E	Engage all area superintendents and McKinney-Vento Coordinators in a discussion on the scope of family and youth homelessness in Green Bay/Brown County, and ways to meet the needs of these families and youth.	Employers and Educators as Part of the Solution			1
1F	Facilitate connections with the employer and business community to increase employers weighing in on local housing issues and exploring development of housing for their employees. NC/LC	Employers and Educators as Part of the Solution			3
1G	Facilitate connections with the employer and business community to increase advocacy for increased 2nd and 3rd shift childcare options in the community, and providing on-site affordable or free childcare and transportation to and from work as a benefit to employees. Example: Ariens has their childcare on site. NC/LC	Employers and Educators as Part of the Solution			3

STRATEGY 3: EMPLOYERS AND EDUCATORS AS PART OF THE SOLUTION

1H	Explore replicating the Winnebago Catch a Ride Program which is a volunteer-based service helping people get to and from work. <u>Winnebago Catch a Ride - Home NC/LC</u>	Employers and Educators as Part of the Solution			3
----	--	---	--	--	---

STRATEGY 3: EMPLOYERS AND EDUCATORS AS PART OF THE SOLUTION

Action 2: Increase Employment Pathways

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
2A	<p>Convene area technical colleges and those offering associate degrees, and business alliances including but not limited to the NEW manufacturing alliance, the North Coast Marine Manufacturing Alliance, the Greater Green Bay Health Care Alliance, the Northeast Wisconsin (NEW) Insurance Consortium, and New North, Inc to discuss ways to increasing employment pathways for those at-risk of or experiencing homelessness.</p> <p>NC/LC</p>	Increasing Employment Pathways			1
2B	<p>Partner with the Bay Area Workforce Development Board and the Brown County Job Center to increase access to and connections with people experiencing homelessness.</p> <p>NC/LC</p>	Increasing Employment Pathways			1
2C	<p>Partner with the Bay Area Workforce Development Board and the Brown County Job Center to increase access to and connections with housing providers who can help their clients maintain housing or locate housing.</p> <p>NC/LC</p>	Increasing Employment Pathways			1

STRATEGY 3: EMPLOYERS AND EDUCATORS AS PART OF THE SOLUTION

2D	Ensure workforce development training opportunities are amenable to the demands of being a single parent – getting children off to school in the morning, making sure there is someone home after school, etc. Consider providing on-site childcare for trainings held in the evenings. NC/LC	Increasing Employment Pathways			3
2E	The Brown County Homeless and Housing Coalition should require that a member of its Board of Directors be a Bay Area Workforce Development Board member. NC/LC	Increasing Employment Pathways			3
2F	The Bay Area Workforce Development Board should require that it contain a representative from the Brown County Homeless and Housing Coalition. NC/LC	Increasing Employment Pathways			3
2G	In alignment with New North's Equity-Diversity-Inclusion Executive Council workplan, create a K-12 emerging leaders' program for diverse students – partner with employers for learning experience. \$\$	Increasing Employment Pathways			3

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

Action 1: prevent homelessness and build wealth

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
1A	Decrease rules in housing-related crisis response programs that may inadvertently react after the crisis has occurred (i.e. help can only happen AFTER an eviction notice is served) NC/LC	Homelessness Prevention			1
1B	Ensure tenants and landlords understand what emergency rent programs are available in the community. NC/LC	Homelessness Prevention			1
1C	Increase searchable services and resources in 211 while also ensuring the tool is trauma-informed, easy to navigate and understand. Increase use of 211. For related data, visit 211counts.org NC/LC	Homelessness Prevention			1
1D	Increase community use of the ACCESS Wisconsin website and the MyACCESS mobile app. ACCESS is a one stop shop to check eligibility and apply for State programs and benefits – WI Medicaid, BadgerCare Plus, FoodShare, WI Shares Child Care Subsidy, and WI Works. Apply for benefits online (or gives detail for in person), check the status of your benefits and make necessary changes. https://access.wisconsin.gov/access/ NC/LC	Homelessness Prevention			1

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

1E	Increase access to credit repair services. NC/LC	Homelessness Prevention			1
1F	Explore state, county and local provider program rules to see where funding can be pushed farther upstream to prevent homelessness from occurring. NC/LC	Homelessness Prevention			2
1G	Use the latest <u>ALICE (Asset Limited, Income Constrained, Employed) survival and sustainability budget tool</u> to educate community leaders and employers on the hourly and annual incomes needed to achieve a survival budget and a sustainability budget in Brown County and across the state. The Wisconsin ALICE® Report is commissioned every two years by the United Way of Wisconsin and its affiliates, including Brown County United Way. NC/LC	Homelessness Prevention			2
1H	Explore the creation of a direct cash payments pilot \$\$	Homelessness Prevention			3
1I	Develop more programming for youth and adults focused on building wealth, building capital and fiscal literacy. \$\$	Homelessness Prevention			3
1J	Explore the creation of a direct cash payments pilot \$\$	Homelessness Prevention			3

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

1K	Develop more programming for youth and adults focused on building wealth, building capital and fiscal literacy. \$\$	Homelessness Prevention			3
1L	Ensure youth are educated about what poor credit can mean for your future NC/LC	Homelessness Prevention			3
1M	Ensure youth are educated about what a criminal record can mean for your future NC/LC	Homelessness Prevention			3

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

Action 2: safe and affordable child care increases employment opportunities

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
2A	<p>Ensure families and child care providers understand providers can be reimbursed by WI Shares Child Care Subsidy for the first 2 weeks of a parent or guardian's employment. Currently there is a two-week gap between a parent's 1st day of employment and the provider receiving their child care subsidy. Explore having the city/county float funds to child care providers (especially small providers with tight cash flow) while they are waiting for the reimbursement from the state.</p> <p>NC/LC</p>	Homelessness Prevention			1
2B	<p>Increase safe, affordable childcare options; ensure child care hours can accommodate 2nd and 3rd shift workers</p> <p>\$\$</p>	Homelessness Prevention			3
2C	<p>Increase culturally responsive child care options.</p> <p>\$\$</p>	Homelessness Prevention			3

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

Action 3: exiting institutions: setting people up for success

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
3A	Explore barriers to allowing applications to come from institutions so inmates can apply for housing BEFORE they are released. NC/LC	Exiting Institutions			1
3B	Ensure hospital social workers (specifically, those working with those being discharged from the ER) have a housing plan in place that connects with available resources in the community. And, provide information and/or training to ensure they know what those available resources are. NC/LC	Exiting Institutions			1
3C	Partner with inpatient behavioral health services to ensure a housing plan is in place and is being acted on upon release that connects with the available resources in the community. NC/LC	Exiting Institutions			1
3D	Hire jail liaison officers to ensure a discharge plan is in place and being acted on prior to release for all exiting inmates. \$\$	Exiting Institutions			2

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

3E	Partner with Child Protection to ensure that youth aging out of foster care are not being exited to homelessness. NC/LC	Exiting Institutions			2
3F	Establish a Reentry Program in Brown County \$\$	Exiting Institutions			3
3G	Provide trauma-informed care and responsiveness trainings to all county and city staff working with people who are exiting institutions (jail, county hospital, behavioral health, etc.) \$\$	Exiting Institutions			3
3H	Provide cultural competency and responsiveness trainings to all county and city staff working with people exiting institutions (jail, county hospital, behavioral health, etc.) \$\$	Exiting Institutions			3

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

Action 4: strategic and cost-effective alternatives to ticketing and incarceration

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
4A	Ensure people experiencing homelessness are connected to free legal counsel. Specifically, increase connections for landlord-tenant law, debtor's rights work, employment law, workers' compensation and Social Security Disability claims. \$\$	Alternatives to Ticketing and Incarceration			1
4B	Review Green Bay's chronic nuisance ordinance and the disproportionate impact it may be having on people experiencing homelessness – specifically those with severe and persistence mental health issues and those experiencing domestic violence. NC/LC	Alternatives to Ticketing and Incarceration			1
4C	Provide assistance to those at-risk of or experiencing homelessness who need a driver's license. NC/LC	Alternatives to Ticketing and Incarceration			1
4D	Increase connections to current housing resources and the capacity to respond with housing resources for the Brown County Diversion Court and Treatment Court programs. NC/LC	Alternatives to Ticketing and Incarceration			1

STRATEGY 4: PREVENTING HOMELESSNESS, SUPPORTING EMPLOYMENT, DECREASING JUSTICE INVOLVEMENT

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
4E	Hire Peer Support Specialists to work with Green Bay Police Homeless Outreach and Basic Needs Teams \$\$	Alternatives to Ticketing and Incarceration			2
4F	Increase size of pre-charging program \$\$	Alternatives to Ticketing and Incarceration			2
4G	Explore the creation of a homeless court that would decrease ticketing of those experiencing homelessness and use the money saved to increase diversion programming and alternatives to incarceration. \$\$	Alternatives to Ticketing and Incarceration			3
4H	Provide trauma-informed care and positive response trainings to all county court staff working in diversion courts \$\$	Alternatives to Ticketing and Incarceration			3
4I	Provide cultural competency and responsiveness training to all county court staff working in diversion courts \$\$	Alternatives to Ticketing and Incarceration			3

STRATEGY 5: TELL THE STORY

Action 1: Educate and inform the community

	Tasks	Workgroup Assignment	Lead Agency	Key Partners	Timeframe Priority
1A	The Blueprint Project Manager in partnership with the Green Bay Police Homeless Outreach and Basic Needs Teams and the Brown County Homeless and Housing Coalition present to the Green Bay City Council, the Brown County Board of Commissioners, Brown County School Boards and Superintendents, and the general public on their work to prevent and end homelessness in Greater Green Bay – including the populations they serve, what the reality is on the ground and what the community is doing to mitigate the problem – on a yearly basis. NC/LC				1
1B	Collect a repository of stories from the field and people with lived experience that both highlight the work of The Blueprint as well as the complex needs of those experiencing homelessness.				1, 2 and 3
1C	Create and execute a communications plan on the work of The Blueprint and the who, what and why of homelessness in Green Bay. \$\$				1, 2 and 3
1D	Leverage other lobbyists, advocacy groups and legislative coalitions to push forward and advocate for the items in The Blueprint Legislative Agenda.				1, 2 and 3

APPENDIX A: ARPA FUNDING AND EVICTION PREVENTION RESOURCES

- [CSH ARPA Wisconsin overview](#)
- [CSH HOME-ARP dollar one-pager](#)

United States Interagency Council on Homelessness Comprehensive Step-by-Step Guide for People At Risk of Eviction

Last updated on September 02, 2021

The American Rescue Plan offers unprecedented assistance to prevent renters from losing their homes.

Step 1: Get Informed

- Learn about [your rights](#).
- Check to see if [your state or local government](#) has extended the eviction moratorium.

Step 2: Reach Out

- Write a letter to your landlord with this [free tool \(Español\)](#).
- Call [your local 211 \(Español\)](#) and/or [your local Continuum of Care \(Español\)](#).
- Get advice from a [local housing counselor \(Español\)](#).

Step 3: Apply for Emergency Aid

- Find [Emergency Rental Assistance in your area \(Español\)](#) and learn [how it works \(Español\)](#).
- Apply for [help paying other bills](#) (utilities, phone, medical) [\(Español\)](#).
- See if you're eligible for [food assistance \(Español\)](#).
- Request help from a [mutual aid group in your community \(Español\)](#).

APPENDIX A: ARPA FUNDING AND EVICTION PREVENTION RESOURCES

Step 4: Claim Your Pandemic Relief

- The federal government issued three Economic Impact Payments. [Make sure you got all three. \(Español\)](#)
- If you have children and didn't automatically receive the Child Tax Credit, [sign up for it. \(Español\)](#)

Are you a Landlord Losing Income?

- Apply for [Emergency Rental Assistance in your area \(Español\)](#) on behalf of your tenant.
- If your property is in a rural area, [apply for a loan. \(Español\)](#)

[Download and share this flyer](#) to help renters and landlords prevent evictions.

APPENDIX B: LEGISLATIVE AGENDA

Increase Housing Options Utilizing Current Housing Stock

	Legislative Action	Level	Advocacy Lead	Advocacy Partners
1	Amend Wisconsin Administrative Code DWD 220.02 (8) to "Lawful source of income' includes, but is not limited to, lawful compensation or lawful remuneration in exchange for goods or services provided; profit from financial investments; any negotiable draft, coupon or voucher representing monetary value such as food stamps or Housing Choice Vouchers; social security; public assistance; unemployment compensation or worker's compensation payments." in order to protect Housing Choice Vouchers as a protected source of income in Wisconsin's Fair Housing Law.	State	Legal Action of Wisconsin; Wisconsin Judicare	Brown County Housing Authority; Brown County Homeless and Housing Coalition
2	Advocate for sealing eviction records unless a judgement is entered. The Wisconsin Interagency Council on Homelessness recently launched the Wisconsin Eviction Data Project web site. At this site you will be able to view per-county counts of eviction filings and judgements collected per-month in real time. You can find the website here.	State	Legal Action of Wisconsin; Wisconsin Judicare	Brown County Homeless and Housing Coalition

APPENDIX B: LEGISLATIVE AGENDA

3	<p>Advocate for sealing evictions records as judgements are paid off .</p> <p>The Wisconsin Interagency Council on Homelessness recently launched the Wisconsin Eviction Data Project web site. At this site you will be able to view per-county counts of eviction filings and judgements collected per-month in real time. You can find the website here.</p>	State	Legal Action of Wisconsin; Wisconsin Judicare	Brown County Homeless and Housing Coalition
4	Create a landlord incentive pool to hold units while going through certification process, extra money up front (\$500) to rent to a voucher holder, etc.	County/City	Brown County Housing Authority; Brown County Homeless and Housing Coalition	Brown County Homeless and Housing Coalition

APPENDIX B: LEGISLATIVE AGENDA

Safe and Affordable Child Care increases Employment Opportunities

	Legislative Action	Level	Advocacy Lead	Advocacy Partners
1	Investigate how WI is planning to use their \$580M in addition child care subsidies from the American Rescue Plan. Advocate that dollars are used to increase the child care stipend amount, increase childcare options available – including coverage for 2nd and 3rd shift workers, and/or increase the number of families who can access child care.	State	The Point Initiative	Brown County Homeless and Housing Coalition
2	<p>Change state statute/policy so providers have access to a child care subsidy on a parent or guardian's first day of employment.</p> <p>Wisconsin Shares Child Care Subsidy is regulated under Wisconsin Statutes Sections 49.141 through 49.161 and specifically Section 49.155, and Wisconsin Administrative Code DCF Chapters 101 and 201.</p>	State	The Point Initiative	Brown County Homeless and Housing Coalition
3	<p>Change state statute/policy to increase the amount of childcare allowed for job search while a family is a part of the WI Works program. Currently, parents are only allowed 10 days of childcare for job search. For comparison, in Minnesota families on MFIP (Minnesota's TANF program) receive 240 hours of child care per calendar year for job search.</p> <p>Wisconsin Shares Child Care Subsidy is regulated under Wisconsin Statutes Sections 49.141 through 49.161 and</p>		The Point Initiative	Brown County Homeless and Housing Coalition

APPENDIX B: LEGISLATIVE AGENDA

	specifically Section 49.155, and Wisconsin Administrative Code DCF Chapters 101 and 201.			
4	Increase safe, affordable child care options.	State, County	The Point Initiative	Brown County Homeless and Housing Coalition
5	Ensure child care hours can accommodate 2nd and 3rd shift workers.	State, County	The Point Initiative	Brown County Homeless and Housing Coalition

APPENDIX B: LEGISLATIVE AGENDA

Increase Access to Available Mental Health and Substance Use Services that are Trauma-Informed and Culturally responsive

	Legislative Action	Level	Advocacy Lead	Advocacy Partners
1	Explore barriers to income cliffs with State provided health care that may inadvertently result in job loss and poor health outcomes and make any necessary changes to policy and statute that are necessary. * Those with state insurance often are dropped after getting a job due to increased income which causes disconnection from medications until employer health insurance kicks in (on average 90 days later). This gap often results in relapse – which can negatively impact employment.	State	Beyond Health: Brown County United Way	Brown County Homeless and Housing Coalition

APPENDIX B: LEGISLATIVE AGENDA

Prevent Homelessness and Build Wealth

	Legislative Action	Level	Advocacy Lead	Advocacy Partners
1	<p>Advocate to raise Wisconsin's minimum wage from \$7.25/hour to \$15/hour in gradual increments. This matches current legislation introduced by State Senator Agard and Representative Subeck.</p> <p>https://wisconsinwatch.org/2021/07/raising-wisconsins-minimum-wage-would-significantly-cut-poverty-so-why-is-it-still-7-25/</p> <p>Use the <u>ALICE (Asset Limited, Income Constrained, Employed) survival and sustainability budget tool</u> to help advocate for increased minimum wage in WI.</p> <p>45% of workers in Wisconsin who would receive a pay boost if the Raise the Wage Act were passed are currently enrolled in one or more public assistance programs, including Medicaid, FoodShare and the Earned Income Tax Credit. Those working-class employees are supported by an estimated \$2.4 billion in public assistance programs in Wisconsin.</p>	State	The Point Initiative; Brown County United Way	Brown County Homeless and Housing Coalition
2	<p>Change any necessary County or State regulations that require someone to be literally homeless before they can access emergency services funding. Advocate to use money more upstream to negate the compounding of bad outcomes which equals more state and local dollars being used.</p>	State, County	Brown County Homeless and Housing Coalition	

APPENDIX B: LEGISLATIVE AGENDA

3	<p>Investigate how Green Bay Public Schools is planning to use their \$44.6M in additional education dollars from the American Rescue Plan. Advocate that dollars are used to address the unique needs of low-income children or students, English learners, racial and ethnic minorities, students experiencing homelessness, and foster care youth, including how outreach and service delivery. Specifically, that these dollars are used to hire additional social workers to meet the needs of students experiencing homelessness and conduct outreach.</p> <p>Please find detailed guidance on the allowable use of these funds from the WI Department of Public Instruction here: ESSER Funds (I, II, and III) Guidance on Public Allowable Costs - Google Docs</p>	School District	McKinney-Vento Liaisons	Family Providers
---	--	-----------------	-------------------------	------------------

APPENDIX B: LEGISLATIVE AGENDA

Exiting Institutions: Setting People up for Success

	Legislative Action	Level	Advocacy Lead	Advocacy Partners
1	Create and pass a Fair Chance Housing Ordinance in Green Bay and Brown County	County, City	Saint Vincent de Paul of Green Bay	Brown County Homeless and Housing Coalition

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Strategy 1: Increase Access to Affordable Housing Options

Resource: CSH "Leveraging Low Income Housing Tax Credits to Support Thriving Communities"

<https://www.csh.org/qap/>

Resource: CSH: Health System Investments in Housing: A Development Guide

https://www.csh.org/wp-content/uploads/2020/10/Health-System-Investments-in-Housing_A-Development-Guide_FINAL.pdf

Resource: CSH "Supportive Housing 101"

<https://www.csh.org/supportive-housing-101/>

Resource: CSH "Quality Supportive Housing"

<https://www.csh.org/supportive-housing-101/quality-2/>

Resource: CSH "HOME-ARP and Supportive Housing: A Great Pairing"

<https://www.csh.org/2021/10/home-arp-and-supportive-housing-a-great-pairing/>

Resource: City of Bloomington, MN Opportunity Housing Zoning Ordinance

<https://www.bloomingtonmn.gov/oh/opportunity-housing-creation-and-preservation>

Resource: "Moving On" Toolkit by CSH.

<https://www.csh.org/moving-on/>

Resource: "Expert Insights on Inclusionary Zoning": Minneapolis Federal Reserve

<https://www.minneapolisfed.org/events/2019/expert-insights-on-inclusionary-zoning>

Resource: "Sixteen Things You May Not Know About Housing Survivors of Violence"

https://nnedv.org/latest_update/16-things-may-not-know-housing-survivors/

Resource: "USICH Risk Mitigation Funds Community Profiles"

https://www.usich.gov/resources/uploads/asset_library/Risk_mitigation_funds_community_profiles.pdf

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Resource: Fargo, North Dakota Coalition for Homeless Persons Risk Mitigation Fund supports up to \$3,000 worth of damage and provide mediation services.

<https://www.fmhomeless.org/lrmf>

Resource: HousingLink Beyond Backgrounds Program

<https://www.housinglink.org/beyond-backgrounds>

Resource: CSH Presentation on The Houston Landlord Engagement and Assistance Program (LEAP).

<https://www.thn.org/wp-content/uploads/2018/09/A-Systematic-Approach-to-Landlord-Recruitment.pptx>

Resource: "PHA Toolkit" CSH

<https://www.csh.org/phatoolkit/>

Resource: "PHA Guidebook to Ending Homelessness" by USICH.

https://www.usich.gov/resources/uploads/asset_library/PHA_Guidebook_Final.pdf

Resource: "Success in Housing: How Much Does Criminal Background Matter?"

https://www.wilder.org/sites/default/files/imports/AEON_HousingSuccess_CriminalBackground_Report_1-19.pdf

Resource: Overview of Wisconsin Fair Housing Law and Fair Housing Discrimination Complaint Form

[Housing Discrimination Law \(wisconsin.gov\)](https://www.wisconsin.gov/housing/discrimination)

Resource: Guidance on Master Leasing as a Tool to Reduce Homelessness

[MasterLeasing_Vermont.pdf \(mnhousingtaskforce.com\)](https://www.mnhousingtaskforce.com/master-leasing-vermont.pdf)

Resource: Community Land Trusts

<https://groundedsolutions.org/strengthening-neighborhoods/community-land-trusts>

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Strategy 2: Increase Access to and Coordination of Services

Resource: USICH, "Key Considerations for Implementing Emergency Shelter Within an Effective Crisis Response System"

https://www.usich.gov/resources/uploads/asset_library/emergency-shelter-key-considerations.pdf

Resource: Org Code, "So, You Think You're a Low Barrier Shelter...Let's Check"

<https://www.orgcode.com/blog/so-you-think-youre-a-low-barrier-shelterlets-check?rq=low%20barrier%20shelter>

Resource: CSH, "Tools, Policies & Templates for Address Unsheltered Homelessness"

<https://www.csh.org/communityresponse/>

Resource: U.S. Interagency Council of Homelessness, "Core Elements of Effective Street Outreach to People Experiencing Homelessness"

https://www.usich.gov/resources/uploads/asset_library/Core-Components-of-Outreach-2019.pdf

Resource: Trauma-Informed Practice

<https://www.childwelfare.gov/topics/responding/trauma/>

Resource: The Intersection of Domestic and Sexual Violence and Homelessness

<https://www.youtube.com/watch?v=5octuukpaRU>

Resource: CSH Coordinated Entry and Systems Change

<https://www.csh.org/csh-solutions/systems-changes-and-coordinated-entry/>

Resource: National Alliance to End Homelessness Coordinated Entry Community Samples and Resource Library

<https://endhomelessness.org/resource/coordinated-entry-community-samples-resource-library/>

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Strategy 3: Employers and Educators as Part of the Solution

Resource: What Will It Take for Employers to Offer On-Site Childcare?

<https://www.fastcompany.com/3056440/what-will-it-take-for-employers-to-offer-on-site-day-care>

Resource: Homelessness Statistics by State: PIT and McKinney-Vento Counts

[https://www.usich.gov/tools-for-action/map/#fn\[\]=1300&fn\[\]=2900&fn\[\]=6400&fn\[\]=10200&fn\[\]=13400](https://www.usich.gov/tools-for-action/map/#fn[]=1300&fn[]=2900&fn[]=6400&fn[]=10200&fn[]=13400)

Resource: Homeless Liaison Toolkit

<https://nche.ed.gov/homeless-liaison-toolkit/>

Resource: Winnebago Catch a Ride Program

[Winnebago Catch a Ride - Home](#)

Resource: Strengthening Pathways to Employment for People Exiting Homelessness

[Strengthening Pathways to Employment for People Exiting Homelessness - HUD Exchange](#)

Strategy 4: Preventing Homelessness, Supporting Employment, Decreasing Justice Involvement

Resource: National Alliance to End Homelessness; Homelessness Prevention: Creating Programs that Work

<http://endhomelessness.org/wp-content/uploads/2009/07/homelessness-prevention-guide-and-companion.pdf>

Resource: USICH: Comprehensive Step-by-Step Guide for People At-Risk of Eviction

<https://www.usich.gov/tools-for-action/at-risk-of-eviction-help-is-available>

Resource: Asset Limited, Income Constrained, Employed (ALICE) Tool

<https://www.unitedforalice.org/household-budgets/wisconsin>

Resource: City of St. Paul, MN Direct Cash Payments Pilot

<https://www.stpaul.gov/news/mayor-melvin-carter-signs-executive-order-establishing-peoples-prosperity-guaranteed-income>

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Resource: Mayors for a Guaranteed Income

<https://www.mayorsforagi.org/>

Resource: University of Michigan Youth Credit Education Resources

<https://www.canr.msu.edu/resources/youth-credit-education-resources>

Resource: Institute for Children, Poverty and Homelessness: Meeting the Childcare Needs of Homeless Families

<https://www.icphusa.org/reports/meeting-the-child-care-needs-of-homeless-families/>

Resource: SAMHSA (Substance Abuse and Mental Health Services Administration): Homelessness and Housing Resource Center

<https://hrctraining.org/>

Resource: US Office of Justice Programs: Reentry Resource Center

<https://reentry.ojp.gov/resources/housing>

Resource: National Reentry Resource Center

<https://nationalreentryresourcecenter.org/>

Resource: ACLU Nuisance Ordinance Issues Summary

https://www.aclu.org/sites/default/files/assets/nuisance_ordinance_issue_summary_-_final.pdf

Resource: American Bar Association: About Homelessness Courts

https://www.americanbar.org/groups/public_interest/homelessness_poverty/initiatives/homeless-courts/about-homeless-courts/

Resource: American Bar Association: Homeless Courts: Taking the Court to the Streets One-Pager

https://www.americanbar.org/content/dam/aba/administrative/homelessness_poverty/one-pagers/homeless-court-one-pager.pdf#

Resource: American Bar Association: Homeless Courts Facts and Best Practices

https://www.americanbar.org/content/dam/aba/administrative/homelessness_poverty/homeless-courts/hlc-best-practices.pdf#

APPENDIX C: BEST PRACTICE EXAMPLES AND RESOURCES

Resource: WI Department of Justice Criminal Justice Coordinating Council: Pre-Charge Diversion Program

<https://cjcc.doj.wi.gov/county/pre-charge-diversion-program-6>

Resources: SAMHSA: Resources on Cultural Competence

<https://www.samhsa.gov/section-223/cultural-competency/resources>

Resource: National Center for Cultural Competence at Georgetown University

<https://nccc.georgetown.edu/>

Strategy 5: Tell the Story

Resource: United Way LA Everyone In Marketing Campaign

[Everyone In \(unitedwayla.org\)](https://www.unitedwayla.org/everyone-in)

Resource: Neville Public Museum: African American Civil War Veteran Makes His Home in De Pere (blog post) Feb. 1, 2021 2:40 pm

[Neville Public Museum » About » Blog](#)

APPENDIX D: SUPPORTIVE HOUSING NEEDS ASSESSMENT DATA SOURCES

The CSH Supportive Housing Needs Assessment takes a multi-sector approach to determining supportive housing need in a community, region, or state. Why do we do this? We know that individuals and families who are in housing crisis touch a variety of systems besides the housing and homelessness system. Focusing on only one system doesn't give us a comprehensive view of the needs in a community, and may inadvertently hide the needs for supportive services. Using a multi-sector approach lets us think about needs for Supportive Housing across systems, and lets us use housing as a stabilizing platform for people with diverse needs.

Our model accounts for duplication by focusing on point-in-time data, or point-in-time equivalent data. The question we are answering is about the scale of need in a system at a point in time, not about the specific number of individuals within the entire system.

Community feedback and participation drives this effort, in that it helps us make sure that the data we are feeding into the model is the most accurate and best data to use. Feeding good data into the model leads us to get better results out. Additionally, the circumstances and landscape in a community can and will change over time, so we think about the results of our needs assessment as a point-in-time snapshot of current need – not as a definitive development number to aim for to solve for homelessness. Think of the Supportive Housing Needs Assessment as a planning tool rather than a prescription.

To build our Supportive Housing Needs Assessment, we gathered data from 6 systems.

- Homelessness
- Child Welfare
- Justice System
- Intellectual and Developmental Disabilities
- Behavioral Health – mental health and substance use
- Aging

APPENDIX D: SUPPORTIVE HOUSING NEEDS ASSESSMENT DATA SOURCES

Homelessness Sector Data Sources

Local Data

- Total Homeless (Point-in-Time)
- Total Chronic Homeless (Point-in-Time)
- Total Homeless with Children (Point-in-Time)
- Total Chronic Homeless with Children (Point-in-Time)
- Total Unsheltered Homeless (Point-in-Time)
- Total Unsheltered Chronic Homeless (Point-in-Time)
- Total Unsheltered Chronic Homeless with Children (Point-in-Time)

Supporting National Data/Research

- Rates of disabling conditions among homeless typologies
- Eligibility factors for PSH
- Standard ranges of PSH identified through Assessments
- Homeless Systems Census Data, HUD
- Research Citations: [LINK](#)

Child Welfare Sector Data Sources

Local Data

- Average count of youth aging out of foster care in Brown County (2017-2020)
- Total Youth in Out of Home Care (2018)
- Total open Child Welfare cases
- Count of families where housing is a factor in delaying reunification
- Families with FUP Vouchers (housed)
- Families with FUP Vouchers (cannot find housing)
- FUP Application

Supporting National Data/Research

- FUP Vouchers
- Rates of housing instability in Child Welfare cases
- Rates of homelessness among youth after aging out of Child Welfare
- Prevalence of trauma and mental health disorders among youth aging out of Child Welfare
- Research Citations: [LINK](#)

APPENDIX D: SUPPORTIVE HOUSING NEEDS ASSESSMENT DATA SOURCES

Justice System Sector Data Sources

Local Data

- Weekly Population Report by Facility
- Point-in-Time count of jail population
- Main Jail housing
- Downtown Facility
- Electronic Monitoring
- House Arrest

Supporting National Data/Research

- Rates of homelessness among jail and prison populations
- Rates of disability, severe mental illness, or other complicating conditions among jail and prison populations
- Research Citations: [LINK](#)

Intellectual and Developmental Disabilities Sector Data Sources

Local Data

- Long term care waiver populations
Family Care
IRIS

Supporting National Data/Research

- Levels of support consistent with supportive housing in IDD care typologies
- Prevalence of individuals with IDD in the care of an aging caretaker
- Research Citations: [LINK](#)

Intellectual and Developmental Disabilities Sector Data Sources

Local Data

- Point-in-Time count of individuals who are homeless or facing homelessness and receiving case management, by location or facility type
- Shelter
- Residential
- Sober Living
- Psychiatric Hospitals
- Crisis Facility
- Point-in-Time count of individuals in substance use Residential Treatment Facility and Recovery Homes

Supporting National Data/Research

- Prevalence of homelessness among individuals receiving residential or institutional mental health treatment
- Prevalence of homelessness among individuals receiving residential or institutional substance use treatment
- Research Citations: [LINK](#)

APPENDIX D: SUPPORTIVE HOUSING NEEDS ASSESSMENT DATA SOURCES

Aging Sector Data Sources

Local Data

- Individuals in Assisted Living Facilities
- Licensed Nursing Home beds
- Local Age Group Estimates
- Local Disability rates by Age Group
- Local housing data by Age Group

Supporting National Data/Research

- Rates of impairments of Activities of Daily Living
- Demographic shifts among homeless individuals and individuals aging in public housing
- Research Citations: [LINK](#)

APPENDIX E: GREATER GREEN BAY COMMUNITY HOUSING INITIATIVE TASK FORCE MEMBERS AND LISTENING SESSIONS

The Greater Green Bay Community Housing Initiative Task Force Members:

Troy Streckenbach: Brown County; County Executive

Eric Genrich: City of Green Bay; Mayor

Dennis Buehler: Greater Green Bay Community Foundation; President & CEO

Robyn Davis: Brown County United Way; President & CEO

Amber Paluch: Greater Green Bay Community Foundation; Vice President of Community Engagement

Sarah Inman: Brown County United Way; Vice President of Community Investment

Rashad Cobb: Greater Green Bay Community Foundation; Community Engagement Program Officer

Noel Halvorsen: NeighborWorks Green Bay; President & CEO and Vice-Chair of the Brown County Homeless and Housing Coalition

Mark Radtke: Greater Green Bay Community Foundation; Past Board Chair

Amy Stetzel: CSH; Upper Midwest Director

Sixteen listening sessions were convened with members of the community, including people with lived experience, between March 2021 and September 2021. These listening sessions were organized in the following way:

Executive Director Level: Intended for executive team members of homeless shelters, transitional housing organizations, or entities providing services to assist community members with finding or retaining housing or shelter. Services may range from financial assistance to case management.

Director & Management Level: Intended for director & management level team members of homeless shelters, transitional housing organizations, or entities providing services to assist community members with finding or retaining housing or shelter. Services may range from financial assistance to case management.

APPENDIX E: GREATER GREEN BAY COMMUNITY HOUSING INITIATIVE TASK FORCE MEMBERS AND LISTENING SESSIONS

Frontline Staff: Intended for frontline team members of homeless shelters, transitional housing organizations, or entities providing services to assist community members with finding or retaining housing or shelter. Services may range from financial assistance to case management.

People with Lived Experience: Intended to gather the wisdom and insight of people with current or past lived experience of housing instability and homelessness. We held both listening sessions via zoom and partnered with front-line staff and agencies serving people with lived experience to do in-person interviews and surveys.

Equity Focused: Intended for team members of nonprofit organizations not directly serving the housing and homelessness sector, as well as community members interested in participating. Open to those who would like to discuss strategies for ensuring community housing work is carried out with an equity lens.

Government & Policy: Intended for community members working within local government or government agencies.

Coordinated Entry: Intended for team members of homeless shelters, transitional housing organizations, or entities providing services to assist community members with finding or retaining housing or shelter. Services may range from financial assistance to case management.

Unaccompanied Youth: Intended for team members who have a role in identifying, accounting for, or supporting unaccompanied homeless youth.

Institutions: Intended for community members working within local government or government agencies, serving those in institutionalized settings (prisons, jails, detention facilities, etc.).

Law Enforcement & Courts: Intended for community members working within local government or government agencies.

Older Adults & People with Disabilities: Intended for team members of homeless shelters, transitional housing organizations, or entities providing services to assist community members with finding or retaining housing or shelter. Open to team members working directly with older adults and individuals with varying abilities.

APPENDIX E: GREATER GREEN BAY COMMUNITY HOUSING INITIATIVE TASK FORCE MEMBERS AND LISTENING SESSIONS

General Assembly: Intended for team members of nonprofit organizations not directly serving the housing and homelessness sector, as well as community members interested in participating. Open to those not participating in any of the other community listening sessions but interested in supporting community work around housing and homelessness.

CONTACT

CSH

Amy Stetzel

Upper Midwest Director

amy.stetzel@csh.org



Greater Green Bay Blueprint to Prevent and End Homelessness