

**Overall Content for Strategic Plan to Address Homelessness in Douglas County**

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

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

**Operational Glossary:**

**Access Points:**

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

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

**Coordinated Entry:**

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

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

**Housing First:**

**Low Barrier:**

**Non-Congregate:**

**VI-SPDAT:**

**Youth:**

**Youth Transitional:**

**Priority Focus Area:**

**Equity & Inclusion**

**Related Objective(s):**

**Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting**

- **Is there an opportunity to develop an objective that is related to achieving equity?**
- **SMART+C: Specific, Measurable, Achievable, Relevant, Timed & Challenging**

1. By 2024, develop operational goals of equity and inclusion within the lens of housing and homeless services to inform all areas of the Strategic Plan.
2. By 2025, ensure that data collection and performance assessments include meaningful measures that connect directly to equity goals with continuous feedback loops to ensure sustainability in the future.
3. By 2024, prioritize and embed equity goals within community education resources, communications, and events. Ensure continuing education of the strategic plan occurs throughout implementation and success of the plan highlighting Equity and Inclusion as a priority goal in all communication.
4. By 2024 Establish ongoing roles for diverse individuals with lived experience to inform and provide feedback to all areas of the strategic plan, as well as support the implementation of planned strategies.
5. By 2026, develop a decision making model that integrates equitable considerations—such as the distribution of funding—into policies, processes, procedures, and practices relating to homeless and housing services.
6. By 2026, identify policy and project initiatives aimed at increasing homeownership, building intergenerational equity, and improving housing retention for historically marginalized populations with a focus on Black/African-Americans and Native Americans. Increase accessibility in housing for persons with disabilities, and integrate accessible designs and principles in all new housing development projects within the Strategic Plan.
7. By 2027, create organizational assessments and supplemental training that encourages local agencies and government bodies to improve diversity and equity internally. Create a clear vision of communication and collaboration between all agencies, and

provide resources to ensure an equitable lens in all areas of housing and homeless services that align with best practices that follow accessible sustainable housing and low barrier models.

**Planned Strategy 1:**  
 Develop comprehensive terminology that informs strategic plan and supports shared vision of equity throughout all agencies and local governments.

**Action Steps for Strategy 1:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Work with all focus area groups to gather terms needing to be defined and use definitions that are supportive to the topics of housing and homelessness	Equity & Inclusion Work Group	End of second quarter 2023	<a href="#">Inter-Toolkit.pdf (iglyo.com)</a>  <a href="#">Definitions - City of Lawrence, Kansas (lawrenceks.org)</a>  Consider group/individual to review list

**Planned Strategy 2:**  
 Establish and document four measures that connect directly to the strategic plan’s equity goals and advance system of care.

**Action Steps for Strategy 2:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Create four system performance measures geared at reviewing and tracking equity outcomes by specific populations around affordable housing and homeless services (8 total measures).	KSHC Systems Workgroup Affordable Housing Workgroup State CoC Equity and Inclusion Workgroup	End of 3 <sup>rd</sup> quarter 2023	<a href="#">Data &amp; Equity (tied to action)</a>
Review current HMIS reports around services throughout Douglas	Work with Systems & Equity group to review data. If new data is	End of 4 <sup>th</sup> quarter 2023	HMIS Team Support (Statewide)

County and system performance measures around the state (PIT, LSA, SPM) to determine disproportionalities within the system.	needed or collected, determine where it should live (creation of dashboard).		CES Team Support (Statewide) City and County Government IT (Dashboard development)
Review equity measurements, data reports and studies around affordable housing to determine disproportionalities around specific populations.	Affordable Housing Workgroup AHAB City of Lawrence, Douglas County	End of 4 <sup>th</sup> quarter 2023	
To establish accountability, present data across systems to ensure consistency and solicit feedback from both providers and lived experts.	Systems workgroup Equity & Inclusion Workgroup KSHC HSC Douglas County CoC	2024	
Collaboratively draft action plans or policies in response to any measure trending away from success, monitor progress making adjustments as needed. (e.g., if housing placements decrease over time, we as a system, will...) in both affordable housing and homeless services.	Housing and Homeless Stakeholders Group (Program managers)  AHAB  Lived Experience Advisory Board	2025	
Review 2018 housing study to determine disproportionalities within the community. Determine if it is appropriate to make a recommendation for an updated housing study.	Affordable Housing & Equity & Inclusion Work Group (potential addition to the dashboard recommend above).	2023	City and County Government IT (Dashboard development) City Affordable Housing Administrator (Lea Roselyn)

**Planned Strategy 3:**  
 Prioritize and embed equity goals within community education resources, communications, and events. Ensure continuing education of the strategic plan occurs throughout implementation and success of plan highlighting Equity and Inclusion as a priority goal in all communication.

**Action Steps for Strategy 3:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Community Listening session to discuss Equity and Inclusion Focus content of strategic plan	Equity & Inclusion Work Group	End of second quarter 2023	Location: Childcare: Date/time: Feedback?
Evaluation of current community education & resources. Determine if new or updated resources are necessary to better communicate Equity and Inclusion.	Equity & Inclusion Work Group Service Agencies City & County	2023	<a href="#">Curriculum &amp; Resources: Teaching for Racial Equity &amp; Housing Justice   Othering &amp; Belonging Institute (berkeley.edu)</a>
Plan a symposium on education for all agencies to better understand define shared vision and strategies.	Equity & Inclusion Work Group Service Agencies City & County	By year end of 2024	

**Planned Strategy 4:**  
 Establish ongoing roles for diverse individuals with lived experience to inform and provide feedback to all areas of the strategic plan, as well as support the implementation of planned strategies.

**Action Steps for Strategy 4:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Create & implement compensation plan for folks with lived experience to participate in housing and homeless stakeholders group.	Equity & Inclusion Work Group Douglas County	2023	External sources/guides on compensation for community members.  Alliance of unhoused neighbors  <a href="#">HUD Exchange: Paying people with lived experience</a>

			<a href="#">Washington State Office of Equity: Compensation Plan</a>
Require that all workgroups within the housing and homeless stakeholders have at least one member with lived experience to inform and provide feedback on implementation of plan.	Housing and Homeless Stakeholders Steering Committee	2023	Look into outreach/appointment ensuring an equitable approach
Creation of advisory board for folks with lived experience to inform and provide recommendation on all aspects of housing and homelessness	Equity & Inclusion Work Group Systems	2024	<a href="#">Resources to form a LEAB</a>  <a href="#">Lived experience advisory groups</a>  <a href="#">Baltimore City Baltimore LEAC booklet</a>  <a href="#">PBS NewsHour segment on value and results of 16-member Lived Experience Advisory Board in SF Bay Area</a>  <a href="#">11/2022 report on contributions up and lessons learned from a SF LEAB</a>  <a href="#">The Austin Homelessness Advisory Committee</a>  <a href="#">2019 Bloomberg Cities article about Austin LEAB</a>  <a href="#">Los Angeles LEAC</a>  <a href="#">Tulsa LEAB (lived experience in homelessness or incarceration)</a>

[\[Just Home Project explained\]](#)

**Planned Strategy 5:**

To ensure equitable access to funding, policy and procedure initiatives specific to homeless and housing agencies, develop and implement decision making models with a target on reducing disparities for marginalized populations.

**Action Steps for Strategy 5:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Support the creation and implementation of a Budget Equity Assessment Tool for equitable distribution of funding	City/County Equity & Inclusion Work Group	2025-26	<a href="#">San Antonio</a> , <a href="#">Portland</a> , <a href="#">Dunham County</a>
Oversee the prioritization of funding, resources and outreach for affordable housing and supportive housing projects to ensure an equity focus. Make recommendations as needed.	Affordable Housing Supportive Housing Equity & Inclusion Work group CoC	Beginning 2023	<p><b>**<a href="#">Real Estate Development &amp; Initiatives</a></b></p> <p><a href="#">JoCo Housing Study</a> (see ordinance review checklist)</p> <p><a href="#">Case Studies: Best Practices in Tribal Housing</a></p> <p><a href="#">Vernacular Housing</a></p> <p><a href="#">Partnering Affordable Housing w/ Indigenous Communities</a></p>

**Planned Strategy 6:**

Identify major policy and project initiatives that ensure equitable access in housing and homeless services by specifically addressing and supporting restorative housing programs, development projects geared toward accessibility and strategies that support in sustaining housing reducing the risk of homelessness.

**Action Steps for Strategy 6:**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Research and develop a	Equity & Inclusion	Beginning 2024	Affordable Housing as



<p>plan for a local reparation program to address racial disparities within Douglas County</p>	<p>Workgroup (support research phase) City/County (continued research &amp; implementation)</p>		<p>Local Reparations for Black Americans: Case Studies   Othering &amp; Belonging Institute (<a href="http://berkeley.edu">berkeley.edu</a>) with suggested partnership: Haskell University <a href="#">City of Evanston</a></p>
<p>Support changes to zoning policies for more inclusive and integrated communities</p>	<p>in progress at the City &amp; County level</p>	<p>2024</p>	<p><a href="#">How Minneapolis became the first to end single-family zoning</a></p>
<p>Support nondiscrimination policies that protect renters/buyers from discrimination based on source of income, immigration status, and criminal history</p>	<p>in progress at city level (SOI, immigration status)  in progress at HRC (criminal history)</p>	<p>2024</p>	<p>Examples of Fair Chance Ordinances for limiting the use of criminal records in prospective tenant screening <a href="#">San Francisco</a>, <a href="#">Richmond</a>, <a href="#">Cook County</a></p>
<p>Recommend requiring universal design in new housing construction projects for affordable and supportive housing</p>	<p>Affordable Housing Supportive Housing Affordable Housing Trust Fund  City/County</p>	<p>Beginning 2023, recommend considerations when funding new construction projects  Policy implementation 2025</p>	<p><a href="#">Universal Design, defined</a>  <a href="#">Affordable Housing Commission of the City of St. Louis - Universal Design Requirements for all new construction projects</a>  <a href="#">Case studies regarding housing, access, and dementia</a> (p. 148-161)  <a href="#">Wounded Warrior Home Project</a> (vets with physical disabilities and PTSD)  <a href="#">Johnson County, KS</a> received recommendations for Universal Design in housing development &gt;&gt;More <a href="#">case studies from JOCO website</a></p>

			<a href="#">More examples</a> from NLIHC  <a href="#">Study of Accessibility and Universal Design in Affordable Housing</a>
<b>Planned Strategy 7:</b> Create organizational assessments and supplemental training that encourages local agencies and government bodies to improve diversity and equity internally. Create a clear vision of communication and collaboration between all agencies, and provide resources to ensure an equitable lens in all areas of housing and homeless services that align with best practices that follow accessible sustainable housing and low barrier models.			
<b>Action Steps for Strategy 7:</b>			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Recommend seeking to increase diversity in hiring practices (i.e. advertising in non-traditional places, including interview questions that discuss equity)	Housing and Homeless Service Providers  City/County Homeless & Housing Departments	2023	<a href="#">2022 CoC on Centering Racial Equity</a>  Haskell Career Fair
Recommend increased outreach and collaboration between social service providers, city/county leaders, and organizations with expertise on focus populations	Diversity & Equity Workgroup (outreach)  Social service providers, city and county government individually responsible for implementing practices	2023	*Include in planned symposium for service providers (see above)  Collaborate with... Haskell University Haskell Indian Health Center  KU (equity departments)  Independence Inc Minds Matter  Community Groups
Create list of recommendations & resources agencies may use to encourage more equitable practices within their organization	Diversity & Equity Workgroup	2024	Find more on <a href="http://racialeguitytools.org">racialeguitytools.org</a>  Internally assess & revise current DEI strategy

			<a href="#">Why it's important to practice antiracism</a> <a href="#">Intersectionality Toolkit</a> <a href="#">LAHSA report &amp; recommendations of Ad Hoc Committee on black people experiencing homelessness (2018)</a>
<b>Recommend low barrier practices in emergency services to reduce barriers that cause disparities in equity</b>	<b>Emergency Services workgroup Equity &amp; Inclusion Work Group</b>	<b>2024</b>	<a href="#">Emergency Shelter Learning Series</a> <a href="#">Low-Barrier Playlist</a>  <a href="#">Understanding Low Barrier Shelter, Philosophy Matrix</a>  <a href="#">Indianapolis Case Study</a>

**Focus Area Content**

**Priority Focus Area**

**Affordable Housing**

**Related Objective(s):**

**Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting**

- **Is there an opportunity to develop an objective that is related to achieving equity?**
- **SMART+C: Specific, Measurable, Achievable, Relevant, Timed & Challenging**

- By 2028, increase supply of affordable rental housing for households at 30-60%AMI by 1,500 new units.
  - increase supply of affordable units for households under 30%AMI by 375 (35%) new units
  - increase supply affordable units for households at 30-60%AMI by 1,125 (65%) new units
  - Of the above units, at least one-third will be 2-3 bedroom units
- By 2028, increase supply of affordable homeownership housing for homeowners at 30-80%AMI by 400 new units
  - Increase supply of affordable HO units at 30-60% AMI by 200 (50%)
  - Increase supply of affordable HO unites at 60-80% by 200 (50%)
  - Increase supply of accessible, affordable units for seniors and people with disabilities at 30-80% AMI by 200.
  - Of the above units, 25% will be 4-5 bedroom units
- By 2028, develop a 10-year affordable housing strategic plan
- By 2028, establish system changes that realign power imbalances preventing access to, or development of, affordable housing

**Planned Strategy 1: Provide grant subsidy for new development of units with 2-3 bedrooms**

**Action Steps for Strategy 1:**

**What is the action to be taken?**

**Who is responsible?**

**By when will it be complete?**

**What resources or supports are needed?**

Identify organization or entity responsible for developing NOFO and managing affordable housing grants

Affordable Housing Advisory Board with community partners

Q3 2023

Focused outreach with developers for discussions about incentives that would encourage/enable them to build units with 2-3 bedrooms and make at least 10% or more affordable.	Affordable Housing Advisory Board with community partners	Q3 2023	Staff and volunteer time  Budget for print materials
Identify lead agency or agencies to apply for and manage annual and special NOFO funding	Affordable Housing Advisory Board with community partners	Q4 2023	

Establish guidelines and procedures for incentives and subsidy Identify additional funding sources

**Planned Strategy 2: Increase permanently affordable housing stock by identifying and acquiring parcels and units for the community land trust and future affordable housing development**

**Action Steps for Strategy 2:**

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Meet with Tenants to Homeowners/Community Land Trust, Habitat for Humanity, City of Lawrence, Douglas County, and stakeholders to determine housing development roles	Tenants to Homeowners, Habitat for Humanity and Lawrence-Douglas County Housing Authority	Q3	
Research current City HOME & CDBG priorities	Tenants to Homeowners, Habitat for Humanity and Lawrence-Douglas County Housing Authority	Q3 2023	Staff time
Identify additional on-going funding source	Tenants to Homeowners, Habitat for Humanity and Lawrence-Douglas County Housing Authority	Q4 2023	Staff time
Advocate for prioritization of locally allocated federal funds to be utilized for permanent affordability	Tenants to Homeowners, Habitat for Humanity and Lawrence-Douglas	Q1 2024	Staff and volunteer time

	County Housing Authority		
<b>Planned Strategy 3: Provide recommendations to Land Development Code Update Steering Committee for code updates that allow for flexible, time-efficient and cost-effective affordable housing development.</b>			
<b>Action Steps for Strategy 3</b>			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Meet with Planning Director to gain understanding of Land Development Code update process, timing, and influence points	Rebecca Buford & Lea Roselyn	Q1 2023	Staff time
Determine the specific code updates to align for affordable housing land development code best practices (e.g. density, building typologies, ADUs, Shared Equity Ownership Models, etc.)	Rebecca Buford & Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q1 2023	Staff and/or volunteer time
Provide input on Land Development Code update assessment	Rebecca Buford, Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q1 2023	Staff and/or volunteer time
Write letter of recommended code updates to Land Development Code Update Steering Committee	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing Workgroup	Q2 2023	Staff and/or volunteer time
Regularly update Affordable Housing Workgroup on opportunities for ongoing engagement and communication for Land Development Code update	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing Workgroup	Ongoing during Land Development Code update process (2023-2024)	Staff and/or volunteer time
Review and provide feedback on every phase of the Land Development Code update process to	Rebecca Buford & Lea Roselyn with subcommittee of Affordable Housing	Q3 2023	Staff and/or volunteer time

Land Development Code Update Steering Committee and Consultants	Workgroup		
Analyze new Land Development Code with regard to creation of affordable units and recommend best practices for Affordable Housing Overlay Zone and Shared Equity Ownership Models to address gaps as needed	Rebecca Buford & Lea Roselyn, with subcommittee of Affordable Housing Workgroup	Q3 2024	Staff and/or volunteer time

**Planned Strategy 4: Establish Tenant Legal Representation**

**Action Steps for Strategy 4:**

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Establish Tenant Legal Representation Workgroup	Human Services Program Manager	Q1 2023	-
Identify funding partners	Tenant Legal Representation workgroup	Q4 2023	Funding sources
Establish Tenant Legal Representation Pilot Project	Tenant Legal Representation workgroup	Q1 2023	
Propose Tenant Legal Representation ordinance based on outcomes of pilot	Tenant Legal Representation workgroup with community involvement	Q4 2024	Community support

**Planned Strategy 5: Establish source of income discrimination protection enforcement**

**Action Steps for Strategy 5:**

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Ensure passing of Source of Income discrimination protections	Source of Income workgroup, Human Relations Commission, City Staff	Q4 2023	

Work with Human Relations Commission, relevant City Staff, and City Commissioners to construct source of income discrimination investigation programming	Source of Income workgroup, Human Relations Commission, City Staff	Q4 2023	Buy-in from all parties including Source of Income workgroup, Human Relations Commission, City Staff, and City Commissioners
<b>Planned Strategy 6: Establish an ordinance, commonly known as a Vacant Structure Ordinance, which would allow the City of Lawrence to seize or otherwise remediate the issue if a property is left vacant and uninhabited. (Pending HB2083)</b>			
<b>Action Steps for Strategy 6:</b>			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Research similar communities' ordinances			
Establish Vacant Structure Registry	City of Lawrence Code Official/Assistant Director of PDS	End Q4 2024	
Analyze Vacant Structure Registry and recommend Ordinance to City Commission	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	End of Q4 2025	
Identify plausible, appropriate enforcement policy/ordinance language	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	Q1 2026	Sample language from reviewed policies  Staff and/or volunteer time
Work with City Attorney's Office to draft enforcement policy/ordinance change proposal	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant	End of Q1 2026	Buy-in from city codes enforcement and administration to revise the ordinances



	Director of PDS, Affordable Housing Workgroup policy subcommittee		Staff and/or volunteer time
Submit policy/ordinance proposal to city legal counsel for review	City Legal Counsel, City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS, Affordable Housing Workgroup policy subcommittee	Q2 2026	Staff and/or volunteer time
Present enforcement policy/ordinance change proposal to the city commission for approval	City of Lawrence Affordable Housing Administrator, City of Lawrence Code Official/Assistant Director of PDS	Q2 2026	Staff and/or volunteer time

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

**Action Steps for Strategy 7:**

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

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

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

**Action Steps for Strategy 8:**

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Develop a team to research grant opportunities.	Affordable housing grant team	Q1 2023	Shared spreadsheet online for each team member to contribute details of 1) potential funders, 2) reasons they were selected as possibilities, 3) deadlines for proposals, 4) requirements of funder, 5) why specific funder would be appropriate/what outcomes and accountability (reporting) is required, and other information that will determine where applications are submitted.
Develop a plan for sharing the grant opportunities and supporting individuals, agencies, and government organizations in submitting grants.	Affordable housing grant team	Q2 2023	Staff & or/ volunteer time  Technology supports including software and other data management tools
Support grantees in implementation of programming as needed.	Affordable housing grant team	Ongoing	Staff & or/ volunteer time

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

**Action Steps for Strategy 9:**

**What is the action to be taken?**

Plan and arrange at least 2 different community engagement meetings. Aim to draw more than 100 community members who are new to the issue of affordable housing.	Affordable Housing Workgroup subcommittee interested in panel and community engagement presentation and facilitation	Q1 2023	Library resources, Would be good to involve AHAB Civic organizations and clubs Neighborhood associations Human Service agencies and stakeholders on panels and to function as facilitators
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Get commitment from Local Human Service Providers to give PR for events and help tell the story about issues surrounding Affordable housing, through newsletters and social media and any other communication tools routinely used by providers	Affordable Housing Workgroup subcommittee	Q2 2023 Commitment by providers	
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Secure a local volunteer to lead PR promotions of affordable housing issues and events	Affordable Housing Workgroup subcommittee	Secure volunteer by Q2 2023	Funds for print and other outreach materials
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For subsequent years, plan for at least 1 annual community engagement affordable housing meeting.	Affordable Housing Workgroup subcommittee	Ongoing	
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**Planned Strategy 10: Develop 10-year Community Housing Plan**

**Action Steps for Strategy 10:**

**What is the action to be taken?**

Do updated housing	Affordable Housing	Q2 2024	Funds for consultants
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assessment	Workgroup & Consultant		and assessments
Create and recommend schedule for ongoing housing assessments	Affordable Housing Workgroup & Consultant	Q2 2024	Staff and /or volunteer time
Identify group to lead updated 10-year plan	Affordable Housing Workgroup & Consultant	Q3 2024	Staff and /or volunteer time
Create action steps and timeline for new plan	Affordable Housing Workgroup & Consultant	Q3 2024	Staff and /or volunteer time

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

<b>Action Steps for Strategy 11:</b>			
<b>What is the action to be taken?</b>			
TBD			

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

<b>Action Steps for Strategy 12:</b>			
<b>What is the action to be taken?</b>			
TBD			

**Planned Strategy 13: Create increased opportunities for community ownership of land and property for low-income community members**

<b>Action Steps for Strategy 13:</b>			
<b>What is the action to be taken?</b>			
TBD			

**Planned Strategy 14: Develop incentives to prioritize affordable housing as a community benefit for new City of Lawrence annexation approvals**

<b>Action Steps for Strategy 14:</b>			
<b>What is the action to be taken?</b>			

TBD			
<b>Planned Strategy 15: Increase community capacity for permanent affordable housing development by identifying and supporting an additional Community Housing Development Organization (CHODO) and Community Land Trust</b>			
<b>Action Steps for Strategy 15</b>			
<b>What is the action to be taken?</b>			
TBD			

Focus Area Content			
<b>Priority Focus Area:</b>		Supportive Housing	
<b>Related Objective(s):</b> <b>Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting</b> <ul style="list-style-type: none"> <li>Is there an opportunity to develop an objective that is related to achieving equity?</li> </ul>		<ol style="list-style-type: none"> <li>By 2027 increase the number of permanent supportive housing units dedicated to chronically homeless individuals by 30 in Douglas County</li> <li>By 2027 increase the number of permanent supportive housing units dedicated to chronically homeless families by 2 (100%)</li> <li>By 2027 increase the number of permanent supportive housing units dedicated to homeless nearly elderly, 55+ individuals by 50 units</li> <li>By 2027 increase the number of permanent supportive housing units dedicated to justice-involved individuals by 20 in Douglas County</li> <li>By 2027 increase the number of transitional housing units dedicated to homeless individuals with SUD and/or mental illness by 15 in Douglas County</li> <li>By 2027 increase the number of transitional housing units dedicated to homeless families with SUD and/or mental illness by 10 in Douglas County</li> <li>By 2027 increase the number of transitional housing units dedicated to homeless, child-welfare involved families by 10</li> </ol>	
<b>Planned Strategy 1: Develop a 5-year Supportive Housing Capital Improvement Plan (CIP) that reflects supportive, trauma informed housing design and community integration. Note: this should include capital and operative budgets</b>			
<b>Action Steps for Strategy 1:</b>			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Design and develop plan for permanent supportive housing capital asset(s) acquisition and development	Capital Acquisitions and Development workgroup	End of 3 <sup>rd</sup> quarter 2023	Organizational commitments, staff time
Design and develop plan for transitional supportive housing capital asset(s)	Capital Acquisitions and Development workgroup	End of 3 <sup>rd</sup> quarter 2023	Organizational commitments, staff time
Design and develop transitional family housing capital asset(s)	Family Supportive Housing and Sheltering workgroup	End of 2 <sup>nd</sup> of quarter 2023	Organizational commitments, staff time
Advocate and engage with Lawrence-Douglas County Planning and Zoning to address land use, zoning, and code improvements needed to support capital asset development (mixed use, higher density, etc.)	City/County Planning and Zoning and Capital Acquisitions and Development workgroup	End of 1 <sup>st</sup> quarter 2023	Organizational commitments, staff time

<b>Planned Strategy 2: Establish a community supportive housing case management program based on evidenced based practices</b>			
<b>Action Steps for Strategy 2:</b>			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Define community wide standards and definitions for case management and case managers for low-barrier supportive housing -housing readiness	Low-Barrier Housing Case Management workgroup	End of 1 <sup>st</sup> quarter 2023	Organizational commitments, staff time, potential consulting or research fees/costs
Identify lead agencies and develop programming and MOU's	Low-Barrier Housing Case Management workgroup and City/County Management	End of 2 <sup>nd</sup> quarter 2023	Organizational commitments, financial resources will be needed to fund potential solutions (staffing, operating expenses, etc.)
Develop a network of providers to promote long-term housing (to include financial literacy, legal assistance, life skills, employment, etc.).	Lawrence Douglas County Housing Authority (resident services), Kansas Legal Services and Kansas Workforce Center	End of 2 <sup>nd</sup> quarter 2023	Organizational commitments, staff time, financial resources will be needed for staff and programming.
<b>Planned Strategy 3: Establish sustainable public and private operating and supportive services funding resources</b>			
<b>Action Steps for Strategy 3:</b>			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Identify lead agency or agencies to apply for and manage annual and special NOFO funding	Douglas County Administrator's Office	End of 2 <sup>nd</sup> quarter 2023	Organizational commitments, staff time
Establish a locally funded flexible housing subsidy pool program to scale and sustain supportive housing operations and services	Douglas County Administrator's Office and Lawrence Douglas County Housing Authority	Beginning of 4 <sup>th</sup> quarter 2023	Financial resources for programming and staff, organizational commitment, staff time
Identify one-time and ongoing private/non-profit funding sources and partnership	Fund Research and Development group	End of 2 <sup>nd</sup> quarter 2023	Staff time
Establish outcomes and key performance indicators	Housing & Homeless Stakeholder Group	December 2023	Staff time, potential consulting or research fees
<b>Planned Strategy 4: Design and develop emergency, non-congregate shelter services for women, families and disabled single adults</b>			
<b>Note: This is a temporary strategy while transitional and permanent supportive housing units are under development, but some amount of emergency shelter should always be available for this population.</b>			
<b>Action Steps for Strategy 4:</b>			
<b>What is the action to be</b>	<b>Who is responsible?</b>	<b>By when will it be</b>	<b>What resources or</b>

taken?		complete?	supports are needed?
Inventory existing congregate and non-congregate emergency sheltering resources for women, families and disabled single adults.	Family Supportive Housing and Sheltering workgroup	End of first quarter 2023	Staff time, potential consulting or research fees
<b>Planned Strategy 5: Design a community outreach and communications curriculum to build community buy-in, trust, and engagement in supportive housing</b>			
Action Steps for Strategy 5:			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
Identify evidence-based practices essential to service models for supportive housing: housing first, harm reduction, trauma informed care, motivational interviewing, etc.	Advocacy and education Committee	End of 2 <sup>nd</sup> quarter 2023	Staff time, potential consulting or research fees, particularly to engage community members with lived experience
Develop community training and education sessions on supportive housing design and community integration from which the community may benefit	Advocacy and education Committee	End 2 <sup>nd</sup> quarter 2023	Staff time, potential consulting or research fees, particularly to engage community members with lived experience



<b>Focus Area Content</b>			
<b>Priority Focus Area:</b>		<b>Systems</b>	
<p>Related Objective(s):            Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting            Is there an opportunity to develop an objective that is related to achieving equity?</p>		<ul style="list-style-type: none"> <li>● By 2024, Develop a community dashboard which provides a real-time homelessness and housing service data.</li> <li>● In partnership with the other focus area groups, develop a community engagement &amp; education plan with a focus on the importance of good quality data, outcomes, and the systems used to collect and organize housing and homelessness data.</li> <li>● Develop Key Performance Indicators based on goals established within the strategic plan that align with Built for Zero and other targeted outcomes to monitor and report on progress and success.</li> <li>● By 2025, HMIS will be accessible for all homeless targeted programs and housing services throughout the community to review, input data, and pull reports.</li> </ul>	
<p><b>Planned Strategy 1:</b>  <b>Promote collaboration, multi-agency wrap-around services, and shared data access across community unsheltered services, through integration of HMIS.</b></p>			
Action Steps for Strategy 1			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Determine number of agencies, programs and end users necessary to increase HMIS utilization across Lawrence/Douglas Community based on need and interest	COC representatives, COC HMIS Oversight Committee, Systems Subgroup	As soon as possible.	HMIS training curriculum, System Administration Capacity, HMIS cost based upon increased licensing
Connecting homeless service providers with the CoC to show need and interest to implement HMIS throughout the DG spectrum of services.	CoC representatives from Douglas Co, and the City of Lawrence. KSHC, CES Lead, Oversight Committee	As soon as possible.	None
Douglas Co agencies to voice needs to CoC through the recently	Douglas Co stakeholders	Completed	None

distributed survey.			
Increase Participation			
Increase engagement with CoC by participating in committees, subgroups, and general CoC tasks.	Douglas Co. Stakeholders and oversight committees		Regional plan for COC
<b>Planned Strategy 2: Implement a data specialist to create and manage a public and agency facing daily updated or live dashboard of service provider availability, vacant bed spaces, current population of unsheltered individuals living within our community, and being a point of contact within the HMIS governance structure.</b>			
Action Steps for Strategy 2			
<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Determine HMIS capacity of dashboard, what can be created, the cost, and options to provide meaningful information.	HMIS administrators, Steering committee members/Systems group members, Data specialist	By 2024 years end	HMIS capacity and demand, possible funding
Determine funding and hire Homeless Systems Data Specialist to form, maintain, and coordinate data.	Systems workgroup City and county policy makers, KSHC, COC HMIS Oversight Committee	By 2023 years end	Funding, which agency will house employee, HMIS contract cost capacity
Dedicated data staff will prepare KPIs to assess progress on strategic goals. (Will collect Qualitative Data and Quantitative Data)	KSHC, or creator of dashboard, if achieve through another agency	By 2024 years end	Specialized staff Funding for position
Follow up on CES Special NOFO application and finalize details for completion without SNOFO funding.	CES Lead, Systems workgroup, city and county policy makers	By year end 2023	Funding, CES Lead

**Planned Strategy 3: Initiate a community engagement work group with representation of resource providers, stakeholders, community members, lived experience individuals, advocates, and business owners in order to identify community perspectives, field questions, and promote participation from Douglas County community members.**

Action Steps for Strategy 3

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
To inquire with agencies to provide accurate info to determine PR capacity and ability to elevate the need of community education.	Community Engagement Work Group	On-going	None
Workgroup with several homeless service providers and community members to determine needs and desires of the public's educational wants and needs.	Workgroup is already convening and forming future goals for the group.	On-going	Community engagement, educational materials, unique engagement options, venues, funding.
Include COC planning and educational materials and personnel.	COC committees, LD Committees		

**Planned Strategy 4: Develop Key Performance Indicators based on goals established within the strategic plan that align with Built for Zero and other targeted outcomes to monitor and report on progress and success.**

Action Steps for Strategy 4

<b>What is the action to be taken?</b>	<b>Who is responsible?</b>	<b>By when will it be complete?</b>	<b>What resources or supports are needed?</b>
Utilize available, various data sources to gauge baseline achievement for implementation of strategic plan.	Systems group and data specialist	Q2 of 2023	All available data sources HMIS, MyRc, Agency data
Oversite group/steering body assesses data and develops performance improvement strategies based on identified gaps	Stakeholders/Steering Committee, data specialist	Individual performance indicator areas will have timelines for achievement based on the individual field/area	All available data sources HMIS, MyRc, Agency data

or inadequate performance.		concerned.	
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**Focus Area Content**

**Priority Focus Area:**

**Emergency Shelter**

**Related Objective(s):**

**Note: Must follow SMART+C formatting; Include data source (currently available or to be developed); Include frequency of data reporting**

- **Is there an opportunity to develop an objective that is related to achieving equity?**

- By 2027, increase the number of low barrier, non-congregate single female adult emergency shelter beds by 30.
- By 2027, increase the number of low barrier, non-congregate youth (<18) emergency shelter beds by 15.
- By 2027, increase the number of low barrier, non-congregate emergency shelter beds for individuals fleeing domestic violence, human trafficking, and/or stalking by 15.
- By 2027, increase the number of low barrier non-congregate emergency shelter for acute medical respite care by 10.
- By 2027, increase the number of low barrier, non-congregate family emergency shelter beds/units for all families with children under 18 years old by 20.
- By 2027, increase the number of low barrier, non-congregate emergency shelter beds for all single adult males by TBD.
- By 2027, increase the number of community outreach/day center facilities to support access to basic hygiene, including bathrooms, showers, and laundry to promote dignity and public health, by 3.
- By 2026, establish a 5-member multi-disciplinary street outreach team serving unsheltered homeless individuals, including large encampments. *Example: [Denver Street Outreach Collaborative](#)*
- By 2024, establish a community severe weather and disaster recovery emergency shelter plan for houseless individuals.
- By 2024, identify 3 agencies to act as coordinated entry access points to provide triage, diversion, and care coordination to those at risk of homelessness or who are experiencing homelessness.

**Planned Strategy 1: THESE ARE NOT WHAT ARE LISTED ABOVE. THESE ARE WHAT IS NEEDED TO ACCOMPLISH THE OBJECTIVES LISTED ABOVE.**

**Action Steps for Strategy 1: PLACEHOLDER – Pallet shelter project**

What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?

<b>Planned Strategy 2:</b>			
<b>Action Steps for Strategy 2:</b>			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
<b>Planned Strategy 3:</b>			
<b>Action Steps for Strategy 3:</b>			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
<b>Planned Strategy 4:</b>			
<b>Action Steps for Strategy 4:</b>			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?
<b>Planned Strategy 5:</b>			
<b>Action Steps for Strategy 5:</b>			
What is the action to be taken?	Who is responsible?	By when will it be complete?	What resources or supports are needed?