



Heading Home Dakota: Implementation Guide

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Heading Home Dakota County brought together community providers, organizations, and public agencies in 2010, to develop a strategic plan to end homelessness within 10 years. The following individuals generously contributed time and thought in creating a plan that moves from managing homelessness to ending homelessness:

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Table of Contents

1. Introduction.....	1
2. Implementation Framework and Partnerships	3
3. Goals, Strategies, Action Steps, and Timelines.....	5
Goal 1: Prevent Homelessness.....	5
Goal 2: Ensure Adequate Supply of Housing Opportunities.....	10
Goal 3: Increase Outreach to People Experiencing Homelessness.....	11
Goal 4: Improve Service Delivery	16
Goal 5: Engage the Community in Ending Homelessness.....	20
Goal 6: Improve Systems	25

1. Introduction

Community members from across Dakota County collaborated to create *Heading Home Dakota*, a 10-year plan to end homelessness in our community. The Dakota County Heading Home Committee convened in spring 2010 and met over the course of the following year to:

- Understand the nature and extent of homelessness in Dakota County
- Identify service, program, and funding gaps
- Develop a strategic approach with corresponding progress metrics
- Foster stronger collaboration and partnerships
- Prepare a plan to document the community’s framework for ending homelessness and provide a platform for securing implementation resources

The draft *Heading Home Dakota* Plan was prepared in 2011 with six major goals to identify the following six major avenues toward ending homelessness. Taken together, these goals form a comprehensive approach:

- Goal 1: Prevent Homelessness**
- Goal 2: Ensure Adequate Supply of Housing Opportunities**
- Goal 3: Increase Outreach to People Experiencing Homelessness**
- Goal 4: Improve Service Delivery**
- Goal 5: Engage the Community in Ending Homelessness**
- Goal 6: Improve Systems for Addressing Homelessness**

For each *Heading Home Dakota* goal, specific strategies to reach the goal are identified, along with the desired outcome within a ten-year horizon. Existing resources and organizations that could have a role in achieving the strategy are noted.

This *Heading Home Dakota Implementation Guide* provides a greater level of implementation detail than the parent HHD plan. For each HHD strategy, this guide includes a series of specific action steps and ideal completion timelines developed by the Heading Home Dakota Committee.

2. Implementation Framework and Partnerships

Implementation of *Heading Home Dakota* will result in housing stability, permanency, and an improved quality of life for our community members and neighbors. The Dakota County Affordable Housing Coalition (AHC) will serve as the lead entity responsible for the HHD’s implementation. AHC is comprised of service providers, local business leaders, faith communities, local government representatives, engaged citizens, schools, and many more. This citizen-run coalition created the HHD Steering Committee, and charged it with drafting the Plan. Now that this initial phase is complete, the HHD Steering Committee will sunset and new workgroups will be formed to move the Plan forward.

As with any complex task, having adequate leadership and a structured system for organizing the work will maximize opportunities for participation, while dividing the work into more manageable tasks. Because of the magnitude of the effort, supporters of the plan may wish to identify funding to establish a Heading Home Dakota Coordinator—a staff position whose primary responsibility will be to coordinate efforts to move the goals and strategies in the plan forward. In addition, the proposed implementation framework will create six workgroups, one for each goal identified in the Plan. By entitling them *Workgroups*, we hope to convey that people power is a critical component to the implementation of this Plan. Its realization is reliant on engaged stakeholders, willing to commit and give their time.

Dakota County Affordable Housing Coalition	Goal 1 Workgroup: Prevent Homelessness
	Goal 2 Workgroup: Ensure Adequate Supply of Housing Opportunities
	Goal 3 Workgroup: Increase Outreach to People Experiencing Homelessness
	Goal 4 Workgroup: Improve Service Delivery
	Goal 5 Workgroup: Engage the Community in Ending Homelessness
	Goal 6 Workgroup: Improve Systems for Addressing Homelessness

Each Workgroup will be responsible for the following:

- Assign leadership roles to Workgroup members. This may include a Chair and Secretary.
- Recruit additional Workgroup members who are not currently involved with AHC.
- Establish a regular meeting schedule, which is, at minimum, bi-monthly.
- Prioritize, implement, refine, and measure outcomes for the strategies outlined.
- Provide quarterly updates to AHC. This may include soliciting feedback and requesting additional partners or resources.
- Update its Goal in the Plan on an annual basis to reflect progress and changes in strategies.

The Plan contains specific strategies for each Goal, based on fully engaging and coordinating mainstream housing, human services, and educational programs, while also being user friendly and implementable. These strategies, along with timelines and outcome measures, will allow each Workgroup to jump right in and begin their efforts to realize the Plan's vision.

Strategies must be prioritized in the implementation of HHD. Because implementation will occur over many years, the feasibility of some strategies and the realistic ability to meet some of the outcome measures will need to be continually assessed. Some strategies may need to be added, based on new data, changes in community needs, and an influx of resources. Some strategies may be determined not to be viable and will need to be removed or have outcome measures adjusted accordingly. Several other things, some of which are beyond the control of the Collaborative, may also have dramatic impacts on the implementation of this Plan. These include:

- The implementation of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act.
- Changes to Community Development Block Grant (CDBG) entitlement districts and funding levels.
- Changes in Continuum of Care regions and planning processes.
- State and Local budget reductions due to the slow economy.

Despite the inevitable barriers that are bound to arise during any dynamic process, the strategies and goals that we hope to realize in this Plan are based on best practices and are achievable with the full engagement of our community.

3. Goals, Strategies, Action Steps, and Timelines

The Heading Home Dakota Committee developed the following mission and goals as cornerstones of this plan:

Heading Home Dakota Mission and Vision

Stable housing is the foundation that allows people to be successful in our Dakota County communities. We will prevent and end homelessness for every man, woman, and child in Dakota County within ten years, partnering with residents and private and public stakeholders.

Heading Home Goals:

The following major goals were developed by the Dakota County community as distinct avenues to attaining the above vision and mission:

- Goal 1: Prevent Homelessness**
- Goal 2: Ensure Adequate Supply of Housing Opportunities**
- Goal 3: Increase Outreach to People Experiencing Homelessness**
- Goal 4: Improve Service Delivery**
- Goal 5: Engage the Community in Ending Homelessness**
- Goal 6: Improve Systems for Addressing Homelessness**

The following section identifies strategies to accomplish each of the goals. Specific action steps are provided for each strategy, to break the overall approach into manageable, attainable, and measurable efforts. For each action step, additional information is provided on potential partners, available resources, and desired 1-, 2-, 5-, and 10-year timelines for completion.

Goal 1: Prevent Homelessness

Prevention efforts focus on improved evaluation of needs for people experiencing a housing crisis and developing more effective services and resources to keep people in their homes. Additional focus is placed on people leaving institutional settings to ensure that they don't depart into homelessness.

Prevention Strategy 1.1: Align and scale resources and funding for homeless prevention services to the need

Ten-Year Outcome: All households facing housing instability and homelessness in Dakota County will be able to quickly access housing that fits their needs

Existing Resources: Housing Link, Family Homeless Prevention and Assistance Program, Dakota County Supportive Housing Unit, Cenneidigh/KCQ, Inc.

1.1: Action Steps	Potential Partners	Timeline
<p>1. Recruit & support landlords willing to rent to at-risk households.</p> <p>a. Create an association of landlords willing to rent to low-income/rental barrier households</p> <p>b. Develop a “Landlord Seminar” series to provide valuable information (legal help) to landlords and encourage working with people with rental barriers</p> <p>c. Develop understanding of what works for landlords and what do they need to help families be successful – incentives to rent to these families</p> <p>d. Develop supportive structure (cities, police, county, social workers) to assist willing landlords</p>	<p>Landlords Dakota County Supportive Housing Unit Community Development Agency South St. Paul Housing and Redevelopment Agency Dakota County Corrections CAP Agency contracted agencies S. MN Regional Legal Services</p>	<p>Year 1: At least 5 Landlord partners identified</p> <p>Year 5: At least 10 Landlord partners identified</p> <p>Year 10: At least 25 Landlord partners identified</p>
<p>2. Increase direct assistance resources (FHPAP, ESP etc.) to help prevent homelessness.</p> <p>a. Monitor grant applications</p> <p>b. Score well on state, federal applications</p> <p>c. Add to legislative agenda</p>	<p>FHPAP Advisory Group</p>	<p>Year 1: Grant monitoring process in place</p> <p>Year 2: Increase number of families served with homelessness prevention</p>
<p>3. Improve housing link search options</p> <p>a. Explore wider distribution of the search lists – bus stations, grocery stores, shelters, etc.</p> <p>b. Increase awareness of use of the list to homeless pop.</p> <p>c. Increase properties listed within Dakota County</p>	<p>Housing Link Landlords</p>	<p>Year 1:</p> <p>Year 5:</p> <p>Year 10: Increase of 20% of use of the site</p>
<p>4. Assist households with transportation needs by identifying people/mentors who can help family or youth get to where they need to go</p> <p>a. Recruit major employers and form workgroup</p> <p>b. Map out current resources and gaps</p>	<p>Faith community Employers Dakota County Metro Transit DARTS MVTA</p>	<p>Year 1: Develop a list of potential volunteers, carpooling</p> <p>Year 2: Nice Ride modeled in County system based on needs assessment</p> <p>Year 5: Increase bus transportation east-west and cost effectiveness</p> <p>Year 10: Ride network developed</p>
<p>5. Utilize, distribute and periodically enhance KCQ’s resource book on services and assistance</p> <p>a. Create marketing, distribution campaign</p>	<p>KCQ/Cenneidigh</p>	<p>Year 1: Campaign created and implemented</p> <p>Year 5-10: Ongoing updates and distribution of resource book</p>

Heading Home Dakota Implementation Guide

1.1: Action Steps, continued	Potential Partners	Timeline
6. Identify strategies to maintain and enhance education for new homeowners to avoid foreclosure issues: basic maintenance, first-time home-buyer, appliance replacement	Community Development Agency South St. Paul HRA Veterans Administration CLUeS Utilities: Xcel, Dakota Electric, MN Valley Electric School Districts	Year 1: Partners convened and strategies identified Year 2-10: Strategies implemented

Prevention Strategy 1.2: Improve protocol, policies, and funding available for people exiting public institutions, such as corrections, mental health facilities, hospitals, foster care

Ten-Year Outcome: Policies and funding are in place to ensure people leaving such institutions do not become homeless

Existing Resources: Existing discharge plans (Hennepin, Ramsey, St Louis), Continuum of Care discharge planning

1.2: Action Steps	Potential Partners	Timeline
1. Review and evaluate existing Discharge plans a. Establish review team b. Gather and review plans from public institutions c. Make recommendations for improving discharge plans	Corrections institutions Mental health providers Hospitals Foster care Veterans Administration	Year 1: Review team formed, plans reviewed Year 2-10: Recommendations made and implemented
2. Create a prevention planner position to work with families exiting institutions. a. Create position description and identify potential funding sources b. Seek funding for position and who would provide oversight	Faith community County Corrections Mental health providers Hospitals Foster care Veterans Administration	Year 1: Position description and home identified Year 2: Funding Identified Year 5-10: Position filled

Prevention Strategy 1.3: Increase access to legal services for housing

Ten-Year Outcome: Legal services will be readily available to ensure that all crises that could be addressed by through legal advice or intervention do not lead to homelessness

Existing Resources: Southern Minnesota Regional Legal Services, Law Schools, Legal Assistance of Dakota County, Dakota County Bar Association, First Judicial District Bar Association

1.3: Action Steps	Potential Partners	Timeline
1. Coordinate with legal services of Dakota County to enhance pro bono involvement in the area of housing. a. Establish list of attorneys or organizations that will help families with housing issues such as unlawful detainers, felonies, foreclosures b. Recruit volunteer attorneys c. Provide training to volunteers	Courts S. MN Regional Legal Services Law schools Legal Assistance of Dakota County Dakota County Bar Association 1 st Judicial District Bar Association	Year 1: Identify numbers of volunteers needed Year 2: volunteers identified and trained Year 5: Additional volunteers identified and trained Year 10: Additional volunteers identified and trained
2. Enhance pool of bankruptcy attorneys willing to assist with simple bankruptcies for low-income families to avoid loss of housing	Courts S. MN Regional Legal Services Law schools Legal Assistance of Dakota County Dakota County Bar Association 1 st Judicial District Bar Association	Year 1: Identify numbers of attorneys needed Year 2: attorneys identified and trained Year 5: Additional attorneys identified and trained Year 10: Additional attorneys identified and trained
3. Increase negotiations with landlords (intervention, mediation to clear up misunderstandings, miscommunications) a. Develop a Triage unit b. Educate landlords to mediate first with Triage unit and families. c. Educate tenants regarding housing issues and negotiations with landlords	Landlords County Social service agencies Lutheran Social Services University of MN	Year 1: Triage unit created Year 2: Education materials/plan for landlords and tenants in place Year 5-10: Maintain and monitor use

Prevention Strategy 1.4: Increase conflict resolution services to assist youth, singles & families in retaining stable housing

Ten-Year Outcome: In circumstances other than domestic violence, support will be readily available and provided to families in conflict in order to prevent homelessness

Existing Resources: Dakota County Supportive Housing Unit, The Link, Freeport West (Minneapolis), YouthLink (Minneapolis), Storefront, Dakota County Community Development Agency-Family Unification Program vouchers

Heading Home Dakota Implementation Guide

1.4: Action Steps	Potential Partners	Timeline
1. Ensure full utilization of Family Unification Program (FUP) vouchers.	Dakota County Storefront Dakota County Community Development Agency Faith Communities School social workers and counselors	Year 1: 100% of funding allocation will be utilized Year 2-10: Maintain full utilization
2. Build relationships with urban providers that are currently providing conflict resolution services. a. Research current models b. Explore expansion/replication in Dakota County c. Market enhanced services in schools, etc.	Dakota County Storefront Dakota County Community Development Agency Faith Communities School social workers and counselors	Year 1: Relationships created, models explored Year 2: Expansion of conflict resolution created in Dakota County Year 5-10: Homelessness is ended/prevented for at least 50 households due to available conflict resolution services.

Prevention Strategy 1.5: Improve targeting of limited homeless prevention resources to those who will benefit most.

Ten Year Outcome: Intake and eligibility determination practices will continuously improve Dakota County’s homeless response system’s ability to target limited resources only to those in need of intervention.

Existing Resources: Iain De Jong of OrgCode, Hennepin County’s scoring tool, State-wide Committee on Re-Structuring Homeless Prevention

1.5: Action Steps	Potential Partners	Timeline
1. Develop and utilize an assessment tool and eligibility criteria that will help to identify of the households facing a housing crises, those will become homeless from those who might stabilize on their own	Minnesota Housing Dakota County Providers Other Metro Counties DHS	Year 1-2: Assessment tool developed
2. Annually review and improve this assessment tool	Minnesota Housing Dakota County Providers Other Metro Counties DHS	Year 2-10: Assessment tool utilized and enhanced

Goal 2: Ensure Adequate Supply of Housing Opportunities

Affordable housing is a key aspect of preventing and ending homelessness. New funding and partnership resources for housing will be explored, to meet community needs.

Housing Strategy 2.1: Ensure capacity in short-term and long-term housing opportunities commensurate with need, and preserve existing resources

Ten-Year Outcome: Sufficient housing opportunities exist to meet needs

Existing Resources: Transitional housing programs, Dakota Community Development Agency, South St Paul Housing and Redevelopment Agency, Supportive Housing Providers, Corporation for Supportive Housing, St Paul Foundation

2.1: Action Steps	Potential Partners	Timeline
1. Create and share annual needs assessment a. Affordable units data b. Section 8/PH/Senior waiting lists c. HUD Point in Time	Dakota County Community Development Agency (CDA) South St. Paul Housing and Redevelopment Agency Heading Home Committee MHFA-project based contracts online HUD	Year 1-10: created and shared annually
2. Increase housing <u>subsidy</u> opportunities for low-income households a. Create roster of current resources b. Identify new funding resources c. Create a listing of apartments that take subsidies, vouchers, GRH	Dakota County Supportive Housing Unit Dakota County Adult Services MN Housing	Year 5: 100 new housing vouchers are created Year 10: 100 additional new housing vouchers are created
3. Increase <u>development</u> of housing units available to low-income households (50% AMI and below) a. Create roster of current resources b. Identify new funding resources c. Develop relationships with landlords d. Work with cities, communities to ensure siting	Dakota County Supportive Housing Unit Dakota County Adult Services MN Housing Faith Community Dakota County Community Development Agency (CDA) The Link Private Developers MICAH Metropolitan Council	Year 1: 80 housing units under development Year 2: 100 housing units created Year 5: 200 additional housing units created Year 10: 400 additional housing units created

Heading Home Dakota Implementation Guide

2.1: Action Steps, continued	Potential Partners	Timeline
4. Identify potential major benefactors – lead agent for generating future funding. a. Create financed Dakota County housing foundation (similar to Burnsville, Eagan, Lakeville, Mpls foundations) for housing and services. b. Build upon SHU model for other sub-populations	Heading Home Committee St. Paul Foundation	Year 1: Major Funder identified, Heading Home Dakota foundation collaborative formed Year 2: HHD foundation priorities and funding available aligned and made public, RFPs sought Year 5: Annual HHD grant awards made, progress reported Year 10: Annual HHD grant awards made, progress reported
5. Explore opportunities to utilize vacant/foreclosed properties: a. Review and research models that have worked in other communities b. ID potential partners and resources c. ID reasonable targets and implement plan	Dakota County City partners Business and banking community	Year 1: Partners and potential resources identified Year 2-5: Best practices identified that may work for Dakota County, modified as needed, and piloted in Dakota County

Housing Strategy 2.2: Build new relationships with housing developers

Ten-Year Outcome: Active partnerships exist with key development partners

Existing Resources: Dakota Community Development Agency, Shelter Corp, Sherman, Twin Cities Housing Development Corporation, CommonBond, Duffy Development

2.2: Action Steps	Potential Partners	Timeline
1. Identify partners and resources in the developer community and engage them in HHD. Build and maintain roster of potential developers. a. Support developers who provide affordable housing, assist with tax credit applications, other funding applications, and linkage with support services.	Dakota County Dakota County Community Development Agency (CDA) Heading Home Committee City partners	Year 1-10: Partnerships formed and maintained

Goal 3: Increase Outreach to People Experiencing Homelessness

People experiencing a housing crisis for the first time often do not know how to navigate county and nonprofit systems to access the help they need. Those who have experienced repeated or long-term homelessness may lack trust in our safety net system. Enhancing outreach strategies in Dakota County is needed to establish an effective information network countywide. Strategies employ multiple outreach avenues, customized for specific populations.

Outreach Strategy 3.1: Efficiently utilize emergency shelter and connection to available resources for all populations

Ten-Year Outcome: Emergency shelter solutions provide resources needed to resolve housing crises

Existing Resources: B. Robert Lewis House, Dakota Woodlands, Cochran

3.1: Action Steps	Potential Partners	Timeline
1. Access and improve emergency shelter capacity and use based on needs: a. Identify needs by population (youth, families, singles); review eligibility criteria b. Identify potential models to meet needs c. Identify resources to support models d. Develop shelter plan	Dakota County Cities Community service providers	Year 2: Comprehensive shelter plan created Year 5-10: Shelter plan implemented and sustained

Outreach Strategy 3.2: Increase and improve connections and communication among police, hospitals, and landlords

Ten-Year Outcome: Police, Landlords, Hospitals have increased awareness and are part of a coordinated response to help people maintain their housing

Existing Resources: Cenneidigh/KCQ, Inc., Dakota County Supportive Housing Unit, Police and Landlord collaboratives, Dakota County Crisis Response Unit

3.2: Action Steps	Potential Partners	Timeline
1. Facilitate inclusion of housing resources within existing community planning and service entities	Dakota County Social service providers Police Landlords Affordable Housing Coalition CDA Hospitals	Year 1: Strategy to engage existing community planning groups identified Year 2: Continue discussions and develop relationships, what's working, what needs improvement, who to call Year 5-10: Police departments and hospitals have at least annual contact with Heading Home Dakota.

Outreach Strategy 3.3: Create drop-in centers for youth

Ten-Year Outcome: All Dakota County Youth will have a local resource for drop in services

Existing Resources: Storefront, The Garage

3.3: Action Steps	Potential Partners	Timeline
1. Assess the needs a. Seek leadership from The Garage to gain input, recommendations from youth b. Replicate successful models c. Prioritize geographic distribution to meet need	City community centers 4-H clubs The Garage YMCA Lincoln Place Schools – Storefront Faith Communities	Year 1: Conduct needs assessment and determine recommendations
2. Develop resources and work with partners to provide the needed services	City community centers 4-H clubs The Garage YMCA Lincoln Place Schools – Storefront Faith Communities	Year 2: Identify potential partners and funding resources Year 5-10: Drop in sites and services that were recommended are developed
3. Educate youth and schools about the drop-in centers: a. Develop brochures, Facebook page, Twitter to publicize available resources b. Engage parents in education efforts	Existing city community centers 4-H clubs The Garage YMCA Lincoln Place Schools – Storefront Faith Communities	Year 2-10: Marketing campaign developed and maintained

Outreach Strategy 3.4: Increase and improve communication between schools, and homeless/precariously housed families

Ten-Year Outcome: All families, youth, and children facing housing instability in Dakota County will have information and supports readily available to them to meet their needs.

Existing Resources: Storefront, Schools, MN Department of Education

3.4: Action Steps	Potential Partners	Timeline
1. Develop communication plan, using students to bring information to their parents: a. Identify and convene all homeless liaisons in schools, establish on-going network b. Develop common information, intake, tracking forms and systems across all schools c. Create a homeless student/parent hotline within each school district	Storefront Schools Dakota County	Year 1: Communication plan developed in all school districts & identify homeless liaisons in all schools Year 2-10: Implement plans in all school districts

3.4: Action Steps, continued	Potential Partners	Timeline
2. Increase social workers in schools: a. Quantify need b. Create job descriptions, c. Utilize Internships when possible d. Seek funding for new positions	Storefront Dakota County Schools University of Minnesota	Year 1: Need quantified Year 2: Identify and seek possible funding. Pursue internships Year 5: 25% of targeted increase in social workers/interns is secured Year 10: 100% of targeted increase in social workers/interns is secured
3. Ensure school presence at Community Connect Events	Storefront Dakota County Schools	Year 1-10: Schools, outreach staff are present at Community connect events and at least 25 new contacts are made with families at each event
4. Ensure cultural competency with all communications and support staff/social workers. a. Increase cultural competency trainings for staff b. Increase hiring of diverse staff/interns	Storefront Dakota County Schools University of Minnesota Students and families	Year 1: Recommendations for improvement targets (curriculum, trainings, hiring) created Year 5: 50% of progress towards targets accomplished Year 10: 100% of progress towards targets accomplished

Outreach Strategy 3.5: Increase community outreach staffing

Ten-Year Outcome: All households in need that are not utilizing or connected to services will be provided assistance in connecting to supports that can help them maintain or regain housing stability

Existing Resources: Cenneidigh/KCQ, Inc., Mental Health Resources, Guild, Inc., Dakota Woodlands

3.5: Action Steps	Potential Partners	Timeline
1. Increase outreach staffing	KCQ Cenneidigh Dakota County 360 Communities	Year 1: Identify target increase Year 2: Seek funding for 1-2 new outreach positions Year 5-10: Funding secured for at least 1-2 new outreach position.
2. Utilize volunteers and interns in outreach work	Master program internships Faith communities University of Minnesota Other Colleges & Universities	Year 1: Identify target increase Year 2: Develop the process for volunteers/internships in outreach. Year 5-10: At least 1 intern position is created and filled each year.

Outreach Strategy 3.6: Develop and market a common intake & assessment system for all housing related programs in Dakota County.

Ten-Year Outcome: A clearly understood and universal system will be in place that will appropriately guide households to the resources to best able meet their needs.

Existing Resources: Resource and public websites, Cenneidigh/KCQ, Inc. handbook, faith communities

3.6: Action Steps	Potential Partners	Timeline
1. Create standardized screening for use in multiple program areas to identify housing needs and make appropriate housing referrals. a. Identify screening tool/elements b. Improve County front door c. Enhance 211 d. Create “No Wrong Door” active referral network	Dakota County CDA CAP Neighbors, Inc. Hastings Family Services others	Year 1: Screening tool/elements identified Year 2: No Wrong Door network is established, active, and maintained Y 5-10: County Front Door enhancements are made and maintained
2. Create a campaign to increase awareness of outreach efforts in Dakota County a. Conduct community workshops to educate the public on who to call b. Develop and improve web-based information c. Create a marketing strategy	KCQ Cenneidigh Dakota County Faith communities 360 Communities Experts in marketing Web-design people	Year 1-2: Awareness campaign is created, implemented. Year 3-10: Campaign is maintained. Progress is measured by outcomes identified in the campaign.
3. Improve visibility of services for the homeless on the County website: a. Develop links to services b. Develop various modes of communication, such as Tweeting, Facebook	Workforce Center Libraries Dakota County Local cable and radio Newspapers	Year 1-10: Enhancements to website are made and reviewed annually to continually update.
4. Provide smart phones to those who need them a. Work with phone companies and community to donate phones	Phone companies Community Pre-paid smart phone Retailers Faith communities	Year 1: Build relationships with phone companies and potential funders Year 2-10: Access at least 25 phones per year for people who need them.

Outreach Strategy 3.7: Host regular local Community Connect and Stand Down events

Ten-Year Outcome: Annual Connect events will allow household to connect more rapidly to services that will lead to greater housing stability

Existing Resources: Social Service agencies, East Metro Project Homeless Connect, Heading Home Minnesota, Minnesota Assistance Council for Veterans (MAC-V), Minnesota Department of Corrections, Faith Communities

3.7: Action Steps	Potential Partners	Timeline
1. Create a one-stop shop event: a. Create event planning team b. Research successful programs in the Metro area/state c. Identify location, sponsors, dates d. Market and hold event	Dakota County Veterans Services and Social Services Yellow Ribbon programs Food shelf providers Healthcare providers Dakota County Community Development Agency 360 Communities Local community agencies Faith community CAP MAC-V SMRLS	Year 1: Planning team is convened, model identified. Year 2-10: Hold annual Dakota County Community Connect Events
2. Provide marketing, outreach, and transportation to ensure Dakota County Veterans are able to attend the metro Stand Down Event	Dakota County Veterans Services and Social Services Yellow Ribbon programs Food shelf providers Healthcare providers Dakota County Community Development Agency 360 Communities Local community agencies Faith community CAP MAC-V	Year 1: Arrangements in place to provide the marketing, outreach and transportation. Year 2-5: At least 25 Dakota County Veterans will access Stand Down each year. Year 6-10: At least 50 Dakota County Veterans will access Stand Down each year.

Goal 4: Improve Service Delivery

Securing housing is one element of ending homelessness. For many residents in Dakota County, supportive services are essential to maintaining stable housing over the long-term. These strategies propose providing the right services efficiently when they are needed, streamlining screening and program enrollment processes, and providing additional training opportunities to build life skills for stable independent living.

Service Strategy 4.1: Ensure capacity for supportive services for permanent supportive housing scaled to the need

Ten-Year Outcome: Sufficient services resources are available to ensure that all people who need supportive housing to exit homelessness can access it

Existing Resources: Housing First, Guild Incorporated, Mental Health Resources, Hearth Connection

Heading Home Dakota Implementation Guide

4.1: Action Steps	Potential Partners	Timeline
1. Identify resources for increasing/maintaining services in permanent supportive housing: <ol style="list-style-type: none"> a. Target young parents b. Based on needs assessment, target other sub-populations of highest need c. Site-based, scattered site d. Investigate the use of Group Residential 	Dakota County Dakota County Community Development Agency (CDA) CAP South St. Paul Housing and Redevelopment Agency	Year 1: Identify target number of supportive housing opportunities needed, service model(s), potential developers, service agencies Year 2: Seek funding for models Year 5: 30% of target units developed or subsidies secured. Maintain capacity and report outcomes. Year 10: 100% of target units developed or subsidies secured. Maintain capacity, report outcomes.
2. Evaluate availability of harm reduction service models: <ol style="list-style-type: none"> a. Conduct high level best practice study on Harm Reduction, share information b. Create educational campaign on Harm Reduction Programs and models c. Identify funding and solicit providers for providing harm reduction in Dakota County 	CSH Dakota County Cenneidigh Mental Health Resources Wilder Hearth Connection	Year 1: Study conducted, conclusions shared Year 2: At least 5 presentations provided in years 2-3 Year 5: Funding a potential providers identified Year 10: Harm reduction housing and services is provided to at least 10 households at any given time.

Service Strategy 4.2: Create “step-down” support options for persons who don’t qualify for intensive services.

Ten-Year Outcome: People in Dakota County who need services to obtain and maintain housing will not have to wait until they are disabled to access needed services

Existing Resources: Dakota County Adult Mental Health, Family Homeless Prevention and Assistance Program, Medicaid

4.2: Action Steps	Potential Partners	Timeline
1. Identify a range/continuum of services that meet client needs. <ol style="list-style-type: none"> a. Work with local and state elected officials to create policies and/or statute that will increase our ability to provide less-intensive services to those who are at-risk of homelessness-homeless who need some support and do not qualify for more intensive services. b. Work with State agencies to utilize Medicaid now that eligibility is based upon income. c. Gain understanding of current eligibility restrictions 	CAP Dakota County Dakota Woodlands Neighbors, Inc. Salvation Army Faith community CATCH NAMI (connecting people with services) State Services Funding Committee Head Start Case managers HUD State	Year 1: Current resources and restrictions, mapped out. Gaps (needed resources) identified Year 2: Potential additional funding sources identified. Year 3: Largest policy/protocol barriers are addressed. Year 5: Funding resources increased to meet 75% of need Year 10: Funding resources increased to meet 100% of need

<p>d. Change eligibility where possible e. Create County funding and partnership to provide intermediate help. Allow funding for persons not receiving TCM (targeted case management)</p>		
<p>2. Use/expand community/church information networks to coordinate service provision among community and faith-based groups. a. Learn from successful models (FISH—Scott, DCEH—Hennepin, Love INC—Carver) b. Assist existing faith and community entities that provide less intensive level of care to network and coordinate with each other, e.g., churches.</p>	<p>Dakota non-profit network CATCH Hosanna Neighbors, Inc. Church Information Network Faith Collaboratives Ministeriums Eagan Resource Center Lakeville Resource Center 360 Communities Hastings Family Services</p>	<p>Year 1: Potential network partners identified and service model articulated Year 2: Strategic planning is conducted to create coordinated system Y 5-10: System is marketed and maintained</p>

Service Strategy 4.3: Increase and promote low/no-fee skill training opportunities such as independent living, parenting, and financial literacy for homeless and precariously housed households

Ten-Year Outcome: All precariously housed households in Dakota County will have access to educational resources that will help them enhance their skills needed to obtain and maintain housing

Existing Resources: Dakota Woodlands, The Link, CAP Agency

4.3: Action Steps	Potential Partners	Timeline
<p>1. Compile a catalog of agencies that offer training and educational programs, e.g., Lutheran Social Service Financial Literacy.</p>	<p>CAP Dakota Woodlands Lutheran Social Services Catholic Charities U of M Extension Dakota County Tech. Coll. The Link Neighbors 360 Communities CDA ECFE through ISDs Faith Communities</p>	<p>Year 1-10: Catalog created and maintained.</p>

Heading Home Dakota Implementation Guide

4.3: Action Steps, continued	Potential Partners	Timeline
2. Enhance group training opportunities a. Identify topics, skills needing to be increased b. Identify partners, resources needed to increase availability c. Utilize providers from outside of Dakota County (LSS, Catholic Charities) to provide trainings for programs in Dakota d. Partner with schools, community colleges	CAP Dakota Woodlands Lutheran Social Services Catholic Charities U of M Extension Dakota County Tech. Coll. The Link Neighbors 360 Communities CDA ECFE through ISDs Schools	Year 1: Areas for enhancement and potential partners are identified. Goal set for total enhancement of skills training Year 2: Progress made to enhance skill training opportunities to 25% goal Year 5: Progress made and maintained to enhance skill training opportunities to 75% goal Year 10: Progress made and maintained to enhance skill training opportunities to 100% goal
3. Offer training and education for recent immigrants in multiple languages a. Identify which trainings need interpretation, translation b. Identify volunteers, resources to provide translation c. Implement	County, ECHO, CAP, 360 Communities, Faith – some have multicultural	Year 1: Topics, volunteers identified Year 2: 10% of target trainings are translated and implemented Year 5: 70% of target trainings are translated and implemented Year 10: 100% of target trainings are translated and implemented

Service Strategy 4.4: Assist people with the process of enrolling in Supplemental Security Income (SSI) in a timely manner

Ten-Year Outcome: All people who are eligible for SSI are rapidly assisted in accessing this entitlement

Existing Resources: SSI/SSDI Outreach Access and Recover (SOAR), DHS initiatives, Guild Incorporated, Mental Health Resources and Tasks Unlimited, Inc.

4.4: Action Steps	Potential Partners	Timeline
1. Partner with Adult Mental Health agencies on Project for Assistance in transition from Homelessness (PATH) projects. Add a SSI/SSDI Outreach, Access, and Recovery (SOAR) person to PATH team	Dakota County SOAR	Year 1: Potential partners identified Year 2-10: A person with SOAR skills is connected to PATH team
2. Refer veterans to VA for disability and VA compensation. If not eligible, refer to Social Security		Year 1-10: Implement and maintain immediately
3. Education on State Medical Review Teams (SMRT) and facilitate SMRT process for temporary disability certification and immediate medical benefits		Year 1-10: Implement and maintain immediately

Goal 5: Engage the Community in Ending Homelessness

Communities that are well informed about how homelessness manifests locally, and the solutions for ending it, will become empowered to stand together in confronting the problem. Building community awareness on homelessness is a first step toward actively engaging the community as a resource, partner, and advocate.

Engagement Strategy 5.1: Create a comprehensive community education campaign

Ten-Year Outcome: Community has broad understanding of homeless issues and how to become involved in ending homelessness.

Existing Resources: Other Heading Home Plans, lessons learned, County data, agencies—Stories, spokespeople, Blue Cross/Blue Shield DVDs

5.1: Action Steps	Potential Partners	Timeline
1. Create and maintain curriculum used for public awareness and information for engagement. a. Identify what educational materials exist to create draft curriculum. b. Include “how to” for others to use curriculum c. Identify lead entity. d. Test Product. Evaluate effectiveness e. Revamp	Wilder Foundation MICAH Dakota County Cities Community based agencies Dakota County Community Development Agency (CDA) Blue Cross/Blue Shield of MN Hospitals	Year 1: Draft Curriculum created. Lead organization identified. At least 5 events held to test Draft Curriculum. Year 2: Develop Curriculum (edition 2) and keep it current Year 5: Continue maintenance of Curriculum to keep current Year 10: Continue maintenance of Curriculum to keep current
2. Create and maintain campaign/event calendar.	Wilder Foundation MICAH Dakota County Cities Dakota County Community Development Agency (CDA) Blue Cross/Blue Shield of MN Hospitals	Year 1-10: Campaign/event calendar created and followed annually.

5.1: Action Steps, continued	Potential Partners	Timeline
<p>3. Create a plan for utilizing media and other resources to provide broad public education. Should include:</p> <ul style="list-style-type: none"> • Protocol for who talks for the plan, • Main contact person(s) • Meet with editorial staff of local papers, Star Tribune, Pioneer Press • Cable TV • Local News • TPT • MPR • Website construction • Facebook • Twitter • How to do on-going messaging.(Annual/monthly talking points) 	<p>Wilder Foundation MICAH Dakota County Cities Dakota County Community Development Agency (CDA) Blue Cross/Blue Shield of MN Hospitals Local Papers Minnesota Coalition for the Homeless Heading Home Minnesota Family Housing Fund</p>	<p>Year 1: Media Plan in place and relationships built with at least 2 local, regional media that includes engaging diverse communities. ID made for spokesperson(s) for the plan.</p> <p>Year 2: Begin ongoing messaging utilizing at least 2 media outlets.</p> <p>Year 5: Relationships established with all identified media outlets. Utilize all for ongoing messaging</p> <p>Year 10: Community has broad understanding of homeless issues and how to be involved. Media is a reliable source for accurate and timely information about homeless prevention.</p>
<p>4. Hold regular public awareness events:</p> <ul style="list-style-type: none"> • Faith community • Schools • Youth Groups • Businesses • Government • Immersion experiences 	<p>Community based agencies MICAH 360 Communities Local businesses Eagan Resource Center ISAIAH Hospitals</p>	<p>Year 1: At least 10 events are held involving at least 300 attendees</p> <p>Year 2: An additional 10 events are held involving at least 300 attendees</p> <p>Year 5: Annually, at least 5 events, 200 participants</p> <p>Year 10: Annually, at least 5 events, 200 participants</p>
<p>5. Identify and establish relationships with the gate keepers of key entities:</p> <ul style="list-style-type: none"> • Communication/access points • Executive directors/CEOs • City/County staff/leaders • Companies • Rotary • School districts • Faith congregations 	<p>MICAH All Partners in the Dakota County Housing Coalition</p>	<p>Year 1: Active relationships created and maintained with at least 10 key entities (cities, county, businesses, etc.)</p> <p>Year 2: Active relationships created and maintained with at least 20 key entities (cities, county, businesses, etc.).</p> <p>Year 5: Maintain/grow relationships. Be able to document at least 5 HHD initiatives that moved forward because of new partnerships</p> <p>Year 10: Maintain/grow relationships. We will be able to document at least 10 Heading Home Dakota initiatives that have moved forward because of new partnerships</p>

Engagement Strategy 5.2: Increase use of volunteers

Ten-Year Outcome: Improved system-wide use of volunteers will bring down costs and improve shelter & housing services.

Existing Resources: Volunteer MN website

5.2: Action Steps	Potential Partners	Timeline
1. Identify leadership: one agency or staff who will coordinate volunteers across county.	CATCH MICAH Network of Congregations in Western Dakota County High Performance Partnership Dakota County Ministerial Associations Rotary	<p>Year 1: Create group of partners interested. Designate volunteer roles.</p> <p>Year 2: Maintain that group and leverage involvement in volunteer initiatives.</p> <p>Year 10: Continue to maintain the contacts and recruit volunteers</p>
2. Develop marketing strategy and resources	Affordable Housing Coalition Faith communities Organizations that do volunteer work such as Rotary and Chambers of Commerce Media partners	<p>Year 1: Create the leaders group for recruiting and utilizing volunteers</p> <p>Year 2: Leaders group develops plan and begins to implement getting input from all members</p> <p>Year 5: Consistent and constant maintenance of tools for marketing and resource plans developed</p> <p>Year 10: Process to make these initiatives ongoing and continuous</p>
3. Provide common educational materials to volunteers across Dakota County	Subcommittee of AHC Faith communities and other organizations utilizing volunteers Organizations that serve the homeless	<p>Year 1: Develop plan for screening and training volunteers. Establish guidelines and job descriptions.</p> <p>Year 2-4: Identify and share materials available: what, where, how. Where training is inadequate or doesn't exist, create it. Recruit and Train 50 volunteers per year. Keep the process going.</p> <p>Year 5: Review and modify as needed</p> <p>Year 10: Review, modify as needed</p>

5.2: Action Steps, continued	Potential Partners	Timeline
4. Work towards racial and cultural diversity in volunteers	Subcommittee of AHC MICAH Leverage existing training in faith communities and other organizations utilizing volunteers. Media partners Organizations that serve the homeless.	Year 1: Develop plan including goals, how to establish relationships to engage diverse communities Year 2: Develop comprehensive media campaign to recruit volunteers from diverse communities. Trainers must be members of diverse communities. Year 5: 20% of volunteers are from diverse communities Year 10: 25% of volunteers are from diverse communities
5. Establish and maintain volunteer database & project management	Same partners as in Step 1: ID leadership	Year 1: Plan for database and project management completed Year 2: Plan implemented Year 5: Review and change as needed Year 10: Review and change as needed

Engagement Strategy 5.3: Increase participation from people experiencing homelessness in community

Ten-Year Outcome: Actions to end homelessness will be adequately informed by people who have experienced homelessness

Existing Resources: Hearth Connection, Minnesota Coalition for the Homeless, Homeless Against Homelessness, Open Access, Dakota County Affordable Housing Coalition

5.3: Action Steps	Potential Partners	Timeline
1. Conduct focus groups to gain input from people who are experiencing homelessness: <ul style="list-style-type: none"> • Shelter • Housing Programs • Schools • Faith Communities 	Storefront Eagan Resource Center Shelter Housing Programs Schools Faith Communities	Year 1: Engage partners and develop plan including information being sought Year 2: Hold 3 or more focus groups and document findings Year 5: Hold 3 or more focus groups to assess progress Year 10: Document how focus groups achieved goals. Hold 2 focus groups with formerly homeless people to prevent homelessness.

5.3: Action Steps, continued	Potential Partners	Timeline
2. Develop a plan for involving people experiencing homelessness or formerly homeless in local planning: <ol style="list-style-type: none"> Conduct outreach/recruit Identify program graduates and conduct outreach Arrange transportation Provide stipends Arrange daycare 	Faith communities Schools Shelters Community based organizations that service the homeless or precariously housed	Year 1: Plan completed Year 2: 10 people who are homeless or formerly homeless involved in local planning Year 5: 20 people who are homeless or formerly homeless involved in local planning Year 10: Include 20 formerly homeless people in prevention planning
3. Encourage and assist nonprofit providers to identify how people who have experienced homelessness will be included to shape their program design and delivery: <ul style="list-style-type: none"> Board membership Other input 	AHC MN Coalition for the Homeless Elim Transitional Housing	Year 1: Develop plan to engage non-profit providers Year 2: 5 formerly homeless involved Year 5: All providers have included input from formerly homeless people in program design and delivery Year 10: All providers have included input from formerly homeless people in prevention program design
4. Support and staff a homeless peer support group that may choose to engage in: <ul style="list-style-type: none"> Advocacy Public awareness 	St Stephen’s Human Rights Group MN Coalition for the Homeless Faith congregations	Year 1: Identify partners and develop plan to fit with 5a timeline which would include homeless people Year 2: Create opportunities for advocacy annually Year 5: Monitor and enhance Year 10: Monitor and enhance

Engagement Strategy 5.4: Coordinate an annual policy platform to advocate for local/state/federal legislation

Ten-Year Outcome: Heading Home Dakota establishes clear and consistent policy recommendations to local, state, and federal elected officials that lead to policy and funding changes that move our plan forward

Existing Resources: Existing plans, MICAHA, Minnesota Coalition for the Homeless, Heading Home Minnesota

5.4: Action Steps	Potential Partners	Timeline
1. Review zoning codes in Dakota County cities regarding HHD goals. <ol style="list-style-type: none"> Involve local policy makers in process Identify opportunities for improvement Publish recommendations for improvements. 	Dakota County City planning staff AHC members MICAHA	Year 1: A Review Plan Year 2: First 5 cities reviewed Year 5: All cities and towns reviewed Year 10: Next 10 year plan reflects the Met Council goals

Heading Home Dakota Implementation Guide

5.4: Action Steps, continued	Potential Partners	Timeline
2. Develop active relationships with all city planning commissions and Met Council regarding HHD goals. <ul style="list-style-type: none"> • Ensure local residents are involved 	Dakota County housing departments and services Nonprofit partners Neighborhood organizations City planners Faith congregations Institute on Race and Poverty U of MN MICAHA	Year 1-5: Hold meetings with commissions in Dakota County, and establish relationships with Met Council members. Year 6-10: Monitor and recommend policy changes and development targets
3. Utilize and actively support policy positions from state-wide and federal lobbying organizations regarding HHD goals.	Heading Home Minnesota MN Coalition for the Homeless Homes for All National Alliance to End Homelessness MICAHA OAP	Year 1-10: Determine annual policy positions in support of HHD (action alerts) and advocacy opportunities

Goal 6: Improve Systems

Improving the basic “systems” under which Heading Home Dakota County operates can remove obstacles that cut across community, institutional, cultural, and program boundaries.

Systems Strategy 6.1: Increase collaborations and partnerships and improve effectiveness of systems

Ten-Year Outcome: Inefficiencies and barriers to resources will be reduced through the improvement of system-wide collaboration and partnership.

Existing Resources: Organizations’ missions and plans, existing collaborations and partnerships, Regional Metro Committee, Hearth Connection, Heading Home Minnesota

6.1: Action Steps	Potential Partners	Timeline
1. Conduct and maintain comprehensive inventory of existing entities providing basic needs services and advocacy.	Dakota County Faith Communities Schools Businesses Hospitals Transit	Year 1: Conduct interviews Year 2: Finish inventory Year 3-10: Maintain the list
2. Enhance community’s ability to communicate/network around advocacy and direct service issues: <ul style="list-style-type: none"> • Utilize social media • Conferences/forums • Develop a basic needs “Craig’s list” 	Service Providers MICAHA ISAIAH CATCH Dakota County Businesses Faith Communities Schools Congregation Network	Year 1: Determine needs to deliver. Year 2: Create plan Year 3-10: Execute plan and review annually

6.1: Action Steps, continued	Potential Partners	Timeline
3. Utilize community collaborations to develop partnerships with policy makers.	Policy makers (city, county, state, metro region) Collaborative/partner representatives	Year 1: Educate policy makers about collaborative/partnerships and the designated spokespeople Year 2-10: Repeat/update with policy makers each year across plan
4. Utilize Heading Home Dakota “annual progress report” to serve as shared collaborative community report	ALL	Year 1-10: Measure results versus expectations each year.
5. Collaborate and coordinate on grants: <ul style="list-style-type: none"> • Aggressively pursue grants and track new grant opportunities • b. Partner on local matches to leverage more funding 	Dakota County Community Development Agency Affordable Housing Coalition Continuum of Care	Year 1: Grant tracking process is in place Year 2: At least 2 partnerships are supported through collaborative grants Year 5: At least 6 additional partnerships are supported through collaborative grants Year 10: At least 6 additional partnerships are supported through collaborative grants
6. Coordinate network link for placement providers to share info and serve clients / like Vet Link. <ol style="list-style-type: none"> a. Research models (Vet Link and other models) b. Design and maintain network 	Dakota County CDA The Link MAC-V 360 Housing Link KCQ Cenneidigh Neighbors, Inc. Hastings Family Services Eagan Resource Center	Year 1: Network link model identified Year 2: Network link designed and implemented Y 5-10: Network maintained and updated
7. Increase training and network opportunities for front-line staff. <ol style="list-style-type: none"> a. Work with Homeless 101 (MESH) to build in half day training on day 2 that targets Dakota resources b. Utilize existing training workshops across metro c. Form “frontline roundtable” group to meet regularly and share information d. Create training “standards” to help indicate what trainings frontline staff should be expected to take to provide quality service 	Dakota County CDA The Link MAC-V 360 Housing Link MESH Neighbors, Inc. Hastings Family Services	Year 1: Front-line Roundtable group convened Year 2: Frontline Group establishes “standards” for recommended trainings for frontline staff Y 5-10: All agencies meet or exceed “standards” for frontline staff trainings.

Heading Home Dakota Implementation Guide

6.1: Action Steps, continued	Potential Partners	Timeline
8. Link with other Heading Home counties on service provision sharing, e.g., multilingual training	Heading Home Dakota Dakota County ECHO CAP 360 Communities Faith community Heading Home Minnesota	Y 1-10: Implement immediately, Share lessons learned annually
9. Improve coordination with Workforce Center a. Identify model for collaboration and referral b. Study Vets programs as models c. Recruit Workforce Investment Board liaison for HHD	Dakota County CAP Workforce Centers MAC-V Workforce Investment Board	Year 1: Model identified Year 2: Workforce liaison identified Y 3-10: Model implemented and maintained. On-going participation from liaison
10. Convene quarterly “access” advisory group to identify bureaucratic barriers, inefficiencies.	CAP Dakota County Other providers	Year 1: Identify existing barriers and those to be tracked Year 2-10: Each year forward, measure for reduction and additions of barriers and report on them.
11. Identify annually 2-3 areas that require change/attention.	Affordable Housing Coalition CAP Other providers	Year 1: Measurable improvement will be made in at least 1 of the areas identified Year 2: Measurable improvement will be made in at least 3 of the areas identified Year 5: Measurable improvement will be made in at least 10 of the areas identified Year 10: Measurable improvement will be made in at least 15 of the areas identified
12. Develop staff position as HHD implementation grant manager and HHD Plan implementation manager a. Develop job description b. Identify resources for position (in-kind community resources: office space, computer, etc.)	HHD Committee Dakota County	Year 1: Determine funding and hiring authority to develop position Year 2: Hire and maintain position Year 5: Maintain position Year 10: Maintain position

Systems Strategy 6.2: Address racism and cultural competency

Ten-Year Outcome: All Heading Home Dakota strategies have been analyzed and revised to aggressively combat racism and to address cultural competency

Existing Resources: Strategies as outlined in this plan and the partner organizations named throughout this plan

6.2: Action Steps	Potential Partners	Timeline
1. Create a cultural competency and anti-racism steering group	All partners mentioned in this plan bringing forward those grounded in anti-racism and cultural competency <ul style="list-style-type: none"> ▪ Institute on Race and Poverty U of MN ▪ Organization Apprenticeship Project (OAP) 	Year 1: Group formed Year 2: Critical analysis of HHD plan completed and documented Year 5: HHD plan revised and approved by steering group Year 10: HHD plan moves to prevention strategies
2. Collect and distribute objective data on racial demographics in Dakota County to learn of inequities: <ul style="list-style-type: none"> • General population • Homeless, basic needs • Those accessing rapid re-housing and other housing services • Development policies, history • Employment, education and healthcare 	Dakota County Service providers Institute on Race and Poverty U of MN Wilder Foundation HireMN School districts MN Dept of Education MN Dept of Health	Year 2: Data collection plan complete Year 3: Base data and history collected and documented. 10 year goals set. Year 5: Trends to date documented Year 10: Trends to date documented. 10 year goals achieved
3. Work with agencies (e.g., public health) to network with local leaders and prominent people in ethnic communities on services and resource information. Work with other outreach workers in engaging our diverse communities.	Dakota County ECHO CAP 360 Communities Faith Community	Year 2: At least 3 partnerships created and maintained with leaders of ethnic communities Year 3-10: At least 10 partnerships created and maintained with leaders of ethnic communities
4. Identify and define desirable outcomes annually for 2-3 areas of disparity related to housing that require change/attention.	Cultural competency and anti-racism steering group Dakota County Service providers	Year 2-10: Progress is made on at least 1 identified area of disparity annually.

Systems Strategy 6.3: Improve data collection and sharing

Ten-Year Outcome: All data needed to measure the impact and progress of Heading Home Dakota is gathered, is accurate, and is used to reform any system inefficiencies

Existing Resources: Dakota County Social Services and Supportive Housing Unit, Homeless Management Information System, Hearth Connection, Heading Home Minnesota, Point in Time reporting

Heading Home Dakota Implementation Guide

6.3: Action Steps	Potential Partners	Timeline
1. Establish an evaluation committee to track progress of Heading Home Dakota	Dakota County Supportive Housing Unit Housing Providers Hearth Connection Wilder Research State Agencies	Year 1: Committee formed. Annual workplan created and monitored. Annual report template is created. Year 2-10: Annual workplan is monitored. Annual report is provided to community stakeholders.
2. Map out all outcomes needing to be tracked in Heading Home Dakota and determine data collection methods required to measure progress.	Dakota County Supportive Housing Unit Housing Providers Hearth Connection Wilder Research State Agencies	Year 1: Data collection methods are identified for all strategies identified in the plan Year 2-10: Data is collected and reported to appropriate parties. Changes are made in data collection methods as needed
3. Ensure that a biennial gaps analysis is done to monitor impact on people in Dakota County who are precariously housed and homeless. a. Track who is turned away from services, why, and other information to determine who is unserved	All government and non-government agencies and groups.	Year 1: Determine data collection methods. Create gaps analysis template report Year 2-10: Conduct analysis and report to community on years 2, 4, 6, 8, and 10
4. Utilize the information to identify opportunities to reform policies and service delivery.	Dakota Affordable Housing Coalition Dakota County	Year 1: NA Year 2, 4, 6, 8, 10: Information reviewed and reform recommendations made. Progress is made on enacting recommended reform.