



## **THE REGIONAL STEERING COMMITTEE ON HOMELESSNESS AND HOUSING**

*Together we:* Identify common problems, search for useful solutions

*Collectively we participate in:* Policy development  
Training Information sharing Action strategies  
Program design

**WELCOME**

MARCH 19, 2004

10:00 AM – 3:00 PM

- 1. Addressing Homelessness: Creating a Common Vision Amidst Divergent Perspectives and Community Conflict**  
*Come and hear Darren Noy, a University of California at Berkeley PhD student, present an analysis and recommended strategies.*
- 2. Continuum of Care Local Boards: Organized for Successful Strategic Planning for Action Toward Ending Homelessness?**  
*Participate in a regional look at how regional Continuums of Care structure the “lead entity” in their Continuum, including composition of membership, appointment, committee structure and relationships to other local bodies responding to homelessness.*
- 3. Ten-Year Plans: A Synopsis of State, County and City Plans**  
*Consider with us what others nationally have included in their 10-Year Plans to End Homelessness.*
- 4. ELHSI: An Update on the Ending Long-term Homelessness Services Initiative**  
*Let’s further our work the last few meetings on how we might support this proposal to secure funds for services to support homeless people in housing.*
- 5. Framing Next Meeting Topics**  
*Your input please on presentations concerning these topics at upcoming meetings:*
  - *Department of Veterans Affairs: Bringing together the outreach coordinators in our region*
  - *New Shelters and Emerging Redesigns of the “Place” Shelters have in a community response to homelessness*
  - *Employing Consumers in Homeless Housing and Service Programs (challenges, strategies, successes, concerns)*

*We know this is a busy time for many of you – thanks for keeping us on your schedule!*

**Upcoming RSC Meetings -- Mark Your Calendars!**

May 21

July 30

September 30

November 17

**Upcoming RSC Meeting Topics:**

- Preventing problems in grant compliance
- Discharge planning with the state
- Millennial Housing Commission Report
- Agencies and programs housing or serving homeless people – What do we know about size/scale best practices that provide successful outcomes?

## MEMORANDUM

TO: Steering Committee on Homelessness and Housing  
FROM: HomeBase  
RE: Continuum of Care Local Boards  
DATE: March 19, 2004

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### Background

In March 2003 HomeBase gave a PowerPoint review of lessons chronicled in HUD sponsored evaluations. Part of the review was examining the types of Continuum of Care leadership structures and the characteristics of effective Continuum leadership.

Last month, HUD held a Continuum of Care Debriefing Broadcast. The broadcast agenda followed the structure of the Continuum of Care application, beginning with the process of developing an effective Continuum. In the debrief, HUD noted, among other things, the need for a clear, coordinated planning process with an easily identified lead entity. HUD further remarked on the need for Continuums to have broad representation and involvement in the planning process, particularly naming state government, homeless/formerly homeless, and law enforcement as groups often missing from the table. An emerging issue is how the Continuum of Care planners synchronize this work with Ten-Year Plan efforts (see memo this meeting).

### Overall Structure of the Continuum of Care

From a review of Exhibit 1s, two levels of structure are apparent:

1. Some Continuums of Care work as a sub-set of community-wide planning or network groups. These larger groups are organized for a broader range of issues (non-homeless).

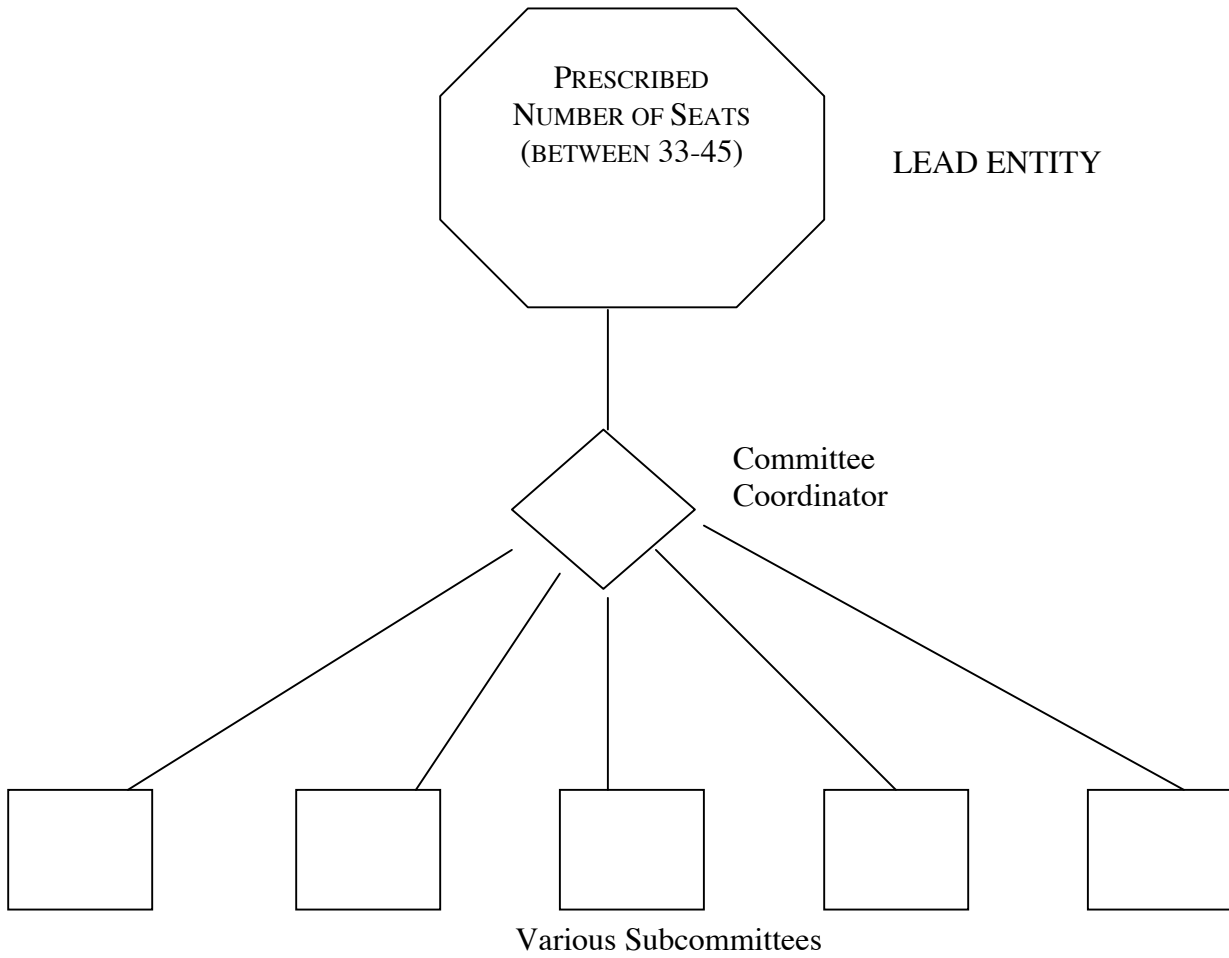
Examples of these groups:

Napa: Napa Valley Coalition of Non-Profit Agencies  
Placer: Placer Community Network  
Solano: Solano Safety Net Consortium

Do you know of any others?

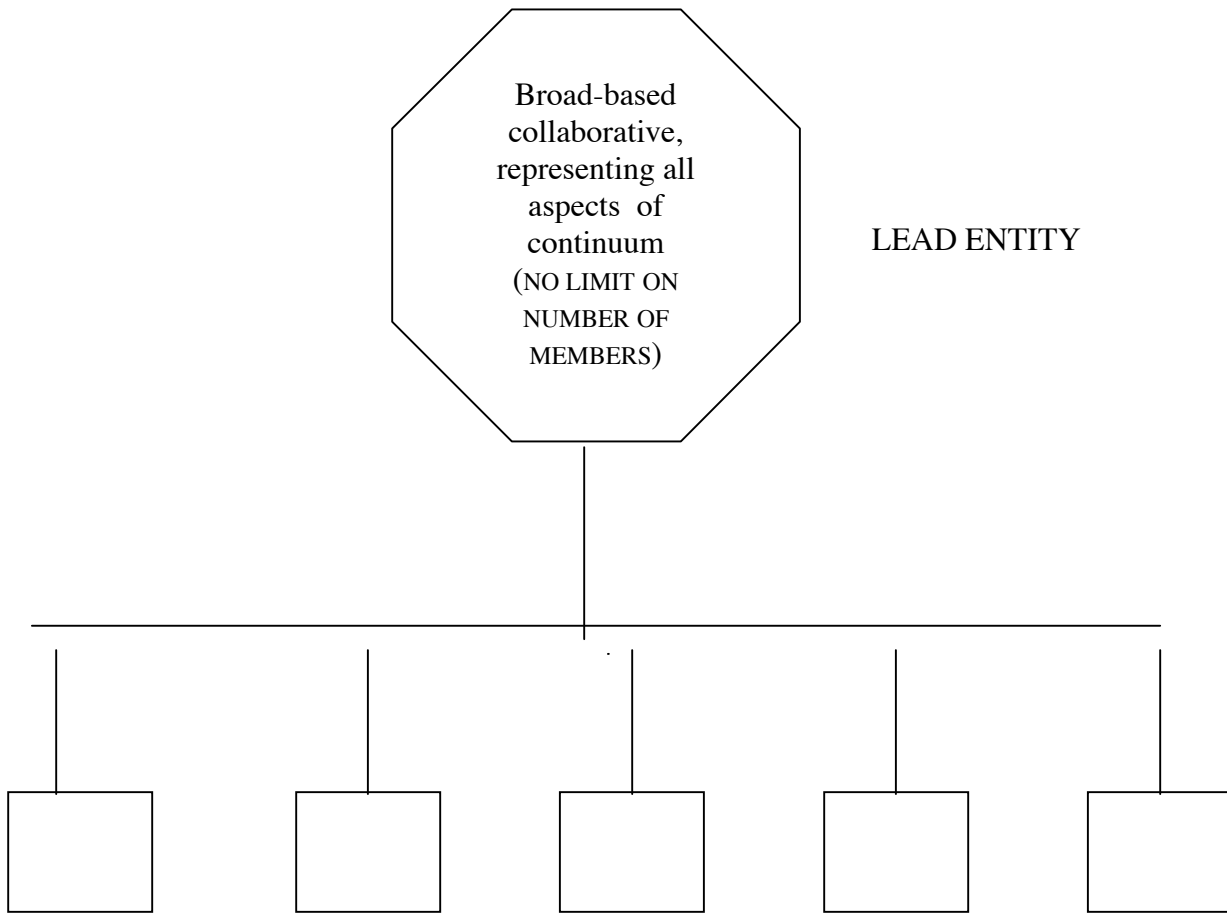
2. Within the Continuum of Care planning and oversight piece, there is then additional variant structuring. Each county structures their Continuum in a different way, but there are a few general models.

**“LIMITED” MODEL**



“Limited”-- Lead entity with a limited number of seats, comprised of a diverse group of people. The lead is supported by a certain number of standing committees.

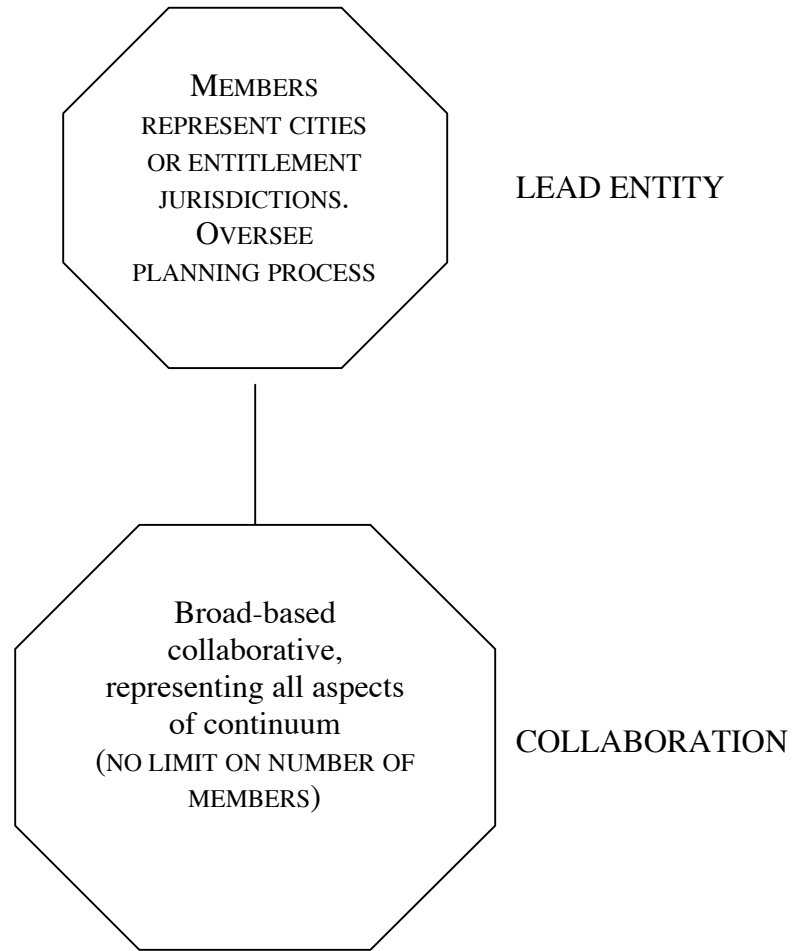
## “BROAD” MODEL



Various Number of Standing Committees

“Broad”-- Lead entity with a broad, inclusive representation from all areas of the community. Usually any person is welcome to be a member. These lead entities are then supported by a particular number of committees.

*“SELECT” MODEL*



May be one or two supporting committees as well.

*Select”-- Lead entity made up of a select and small number of people. This lead oversees a broad collaboration of people that includes any who wish to be included. The collaboration may then have a one or two supporting committees.*

Continuum of Care Representatives Input

Which of these models do you think your community is?

What would you change to “adopt” it to your community?

What are the benefits and challenges presented by the structure of your Continuum of Care?

For those Continuums with elected/selected memberships overseeing the work of the Continuum of Care

- Do members hold seats representative of a geography or group?
- How are members elected/selected?

How does your Continuum of Care formally/regularly link with the work of your jurisdiction (e.g. City Councils and Board of Supervisors) on issues related to homelessness?

What other questions do you have of your peers about the overall structure of their Continuum of Care?

## Active Participation in the Continuum of Care

Participation in the planning process, per HUD's debrief and from a practical stand point, needs to be as inclusive as possible. From the information gathered in 13 counties' Exhibit 1, some aspects of the community are represented in every county, and some are represented only in a few.

All or almost all counties have the participation of:

- local government agencies
- the homeless or formerly homeless
- nonprofits and faith based organizations
- businesses or business associations
- the public housing authority

A handful of counties include into their planning process:

- federal and state government agencies
- law enforcement, community members
- hospitals/medical
- housing developers.

Finally, a small number of counties have managed to get representation from:

- the media
- labor groups
- veterans
- educational departments.

### Continuum of Care Representatives Input

What advice do have to offer on how to engage *active* participation in your Continuum of Care by a broad, inclusive and diverse body of people and in particular, by

- State representatives?
- Law enforcement?
- Businesses?
- Homeless/formerly homeless people?
- Federal representatives of mainstream agencies and Veterans Affairs?
- Educational representatives?
- Labor?
- Health care providers and hospitals?

### *Standing Committees Supporting the Work of the Continuum*

Much of the work of the Continuums of Care in our communities is undertaken by committees. Most Continuums had these Committees and also established links to other collaborative working on issues related to homelessness and affordable housing:

- Executive
- HMIS/Data Collection and Management/Census/Performance Measures
- Continuum of Care/NOFA Committee to oversee coordination of annual grant application to HUD.

In addition, other committees are tasked to focus on particular issues of importance to accomplishing the work of the Continuum of Care. Common committee structures will be apparent from the following list, but we thought it would be instructive to know not only what committees exist, but which committees exist in each community – e.g. how different communities divided the work of the Continuum between sub-groups:

- Homeless Service Providers Working Group – brings together service providers to discuss areas of interest and further identify gaps in services
- Supportive Housing Work Group – meets to oversee implementation of Supportive Housing Action Plan and sponsors brown-bag education program on issues relevant to supportive housing providers and advocates.

\* \* \*

- Standards of Service – develops standards for homeless service provision
- Self-Sufficiency and Safety Net Committee – works to increase capacity of organizations to provide quality services
- Policy Committee – set a learning agenda to institutionalize knowledge about mainstream resources programs such as MediCal
- City/County Working Group – forum for city and county leaders to develop relationship through project-specific initiatives

\* \* \*

- Housing Committee – plans for development of permanent affordable and permanent supportive housing for homeless, low-income and special needs populations

- Behavioral Health/Health Service committee – meets to assess the effectiveness of current public mental health and health services and to plan for future needs and solutions
- Drug and Alcohol Committee – meet to coordinate policies and programs on public substance abuse treatment services.
- Service Providers Integrated Network – meets to hare ideas and strategies for the day-to-day operation of the shelters.
- Food Providers Committee – coordinates policies and programs among agencies providing free and subsidized food

\* \* \*

- Public Safety
- Permanent Supportive Housing
- Prevention
- Continuous Planning/Outreach

\* \* \*

- Policy – issue of policy and legislation
- Funding – oversees McKinney-Vento application
- Oversight – oversees implementation of Continuum of Care plan

\* \* \*

- Shelter Group
- Electronic (yahoogroup) Participation and Planning Group

\* \* \*

- Community Relations – collaborative planning process
- Service Integration, Training and Information Management – develops integration of homeless services
- Housing and Services – maintain, expand existing and develop new programs

\* \* \*

- Program
- Public Information and Education
- Legislative
- County Departments Working Group on Safety net and Community Services  
Responding to Homelessness – a forum for coordination among county departments

and agencies on policy, program and fiscal issues related to homelessness and prevention

\* \* \*

- Emergency Shelter Collaborative – improve service and housing linkages between emergency shelter providers and the balance of the continuum
- Operation Hand Up, North Bay Stand down Organizing committee – coordinates annual Veteran’s Stand Down

\* \* \*

Partners with affiliated entities:

- County’s Department of Social Services/Community Action Partnership
- Coalition of Homeless Services Providers

\* \* \*

- Shelter Providers Network
- Committees corresponding with 5-year Plan Chapters:
  - Housing and Community Engagement
  - Wellness and Life’s Necessities
  - Jobs and Income

\* \* \*

- Committees corresponding with 5-year Plan Chapters:
  - Housing
  - Employment
  - Supportive Services
  - Public Outreach and Civic Engagement

\* \* \*

- Housing Council
- Services coordination Committee
- Transitional Housing Collaborative
- Safe Haven Advisory Committee
- Winter Shelter Planning Committee
- Individual Development Account Committee
- Employment Center Committee.

## Continuum of Care Representatives Input

What are the benefits and challenges of you Continuum of Care's committee structure?

How does your Continuum of Care establish and maintain strong links with other community collaboratives or groups working on issues related to homelessness and affordable housing?

What other questions do you have of your peers about their Continuum of Care's committee structure?

### *Future Action*

Is there any additional information you wish to be presented at a future RSC meeting on this topic? What assistance if any could your Continuum of Care use from the RSC (your peers) in strengthening the organization of your Continuum of Care?

For further information, please contact Staff Attorney Karen Gruneisen or Gina Allendorf at HomeBase at (415) 788-7961, ext. 311 (Karen) or ext. 307 (Gina).

## MEMORANDUM

TO: Steering Committee on Homelessness and Housing

FROM: HomeBase

RE: 10-Year Plans to End Homelessness

DATE: March 19, 2004

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### Background

For the past few years, Plans to End Homelessness have been a discussion topic at most RSC meetings. At our November 2003 meeting, RSC members recalled the twenty years of Bay Area work in this area. We reviewed the NAEH and ICH tools available for Ten-Year Plan development, and some sample plans. Since then, in response to requests for more information on Plan content and process, staff have reviewed work underway in many communities. Attached to this memo is a summary of content chart; we will also post this on our website.

### Status of Plan Development

#### *Who Participates?*

As previously reported, key federal agencies have combined resources and sponsored Policy Academies for states to develop Ten-Year Plans. In attendance at the Policy Academies was a range of team members, including:

- Representatives (average team size 10-15) from the Governor's Office
- Medicaid representatives
- TANF representatives
- Mental Health representatives
- Substance Abuse representatives
- State-level homeless services administrators or continuum of care contacts
- Head Start/State Collaborative Project Directors
- State legislators
- Local county or city-level governments
- S-CHIP
- Head Start Directors
- Primary care programs and providers
- State or local homeless advocates
- Representatives of Tribal organizations
- Managed care organizations and/or others determined by the State as important stakeholders in policy development impacting persons who are homeless

- Department of Corrections
- Non-profit providers (housing, treatment & services)

#### *What Process is Used?*

Though representatives from individual states may vary, the states who have participated in the Policy Academy have all been guided through the same process:

- A team was structured and established.
- Intergovernmental groups and department heads met, partnering state- and local-level leadership.
- Standard planning steps were taken: articulate a vision; do a SWOT analysis, develop strategies; prioritize these for action; define action steps, outcomes, timeline and responsibility.
- Specific strategies to overcome barriers to accessing mainstream programs were identified.
- A plan was drafted.
- Stakeholders, government officials, and in some cases even the homeless themselves gave feedback on the draft.
- A federal interagency team reviewed and commented on each.
- Once finalized, the draft is submitted to the Governor's Office for final endorsement/approval.

Some cities around the country have created Ten-Year Plans as well. A previous RSC meeting discussed the Ten-Year plans of Indianapolis, Philadelphia and Chicago. Other cities who have taken the helm to develop a Ten-Year Plan and were reviewed on the attached chart are Shreveport, Atlanta, New York, and Los Angeles. These city-designed Ten-Year Plans have in common:

- One, they each set out with a lofty goal. This goal is easy to convey and is used to drive participation from key sectors of the community.
- Two, many use the internet to garner support for and participation in the implementation of the plan. Their websites are used as an easy, efficient, cost-effective means of distributing information, promoting activity, marketing to participants and making that city's efforts known around the country.
- Three, the cities follow consistent language to convey their vision (see chart) and consistent strategies to implement it. Those strategies include recruiting high profile media coverage and significant local elected official participation.

#### *How Do Multiple Homeless Plans Connect in Real Time?*

A common question has arisen around the Bay Area concerning the need for a Ten Year Plan when communities are in the midst of implementing well-developed Continuum of Care Plans containing Five-Year strategies, AND implementing 18-month strategies conveyed to HUD in the annual SuperNOFA Exhibit 1 application. What is the link between these Plans? What is the connection between those developing the Plans?

County-wide Five-Year Continuum of Care Plans continue to provide the framework for “one well-coordinated continuum of care planning process” that allows Bay Area communities to score well in the annual HUD Super-NOFA competition. Against a backdrop of the Bay Area (and a few other places around the country) demonstrating in the late 1980’s--early 1990’s that a strategic plan involving all sectors of the community was the process by which measurable progress in responding to homelessness would be made, HUD came forth with a planning requirement. Thus, the Plans exist to guide meaningful work here in the community; the funding follows, in recognition of the value of coordinated planning. The 18-month strategies described in Exhibit 1 are, in most communities, determined by heavy reliance on the Five-Year Plan.

Unless there are significant changes in the NOFA application for Exhibit 1, continuing to implement the Five-Year Plan and sustaining the central coordination of the Local Boards are critical at this time for ongoing success in the HUD funding process.

This year federal Inter-Agency Council on Homelessness Director Mangano announced to the press that \$22million is in the wings for communities to seek who have Ten Year Plans in place. There has been sustained Bay Area media attention to the issue with local elected officials pledging to create the Plans.

Ten-Year Plans are not just longer versions of Five-Year Plans. The content, process of creation, participation, and implementation are very different. Key items to remember are:

- Inter-departmental local government participation is the foundation
- Mainstream resource utilization is critical
- Getting chronic homeless people off the street is the priority
- Housing First is a signature strategy
- Don’t forget families either
- Barrier removal at the state/federal level may be needed
- Collect and use data to demonstrate outcomes
- Keep it very short, useful for a wide audience of readers
- If you need more detail to actually implement the Plan, create a companion “operation Plan” in one - five year increments
- Have it adopted by an elected body and announced to the media with local elected officials presiding.

Five-Year Continuum of Care Plans contain the core strategic ideas garnered over more than 12 months of work in each community. Public hearings, surveys, consumer and provider focus groups, LEO involvement, lengthy review and feedback loops, and public approval all assured a strong platform from which to unfold a strong and effective homeless assistance network. These Plans define what communities want to do; time and resources determine what they can accomplish. With a strong investment in this work, Ten-Year Plans can emerge from core Five-Year documents. The Five-Year Plans support work on local Housing elements, Consolidated Plans, HMIS, mainstreaming strategies, and a focus on chronic homelessness as well. Key to community work at this juncture is defining a process that builds upon the existing investment and sustains coordination.

Options to consider for Building a Bridge between Five-Year Continuum Of Care work and a Ten-Year Plan include:

A. Launch a new effort, developing a Ten-Year Plan

While those leading the process need not become immersed in Five-Year Plan details, those who were engaged in the continuum of care development can identify elements of that process to bring forward into the Ten-Year Plan. This includes those who speak at public hearings, send in public comment, and who can implement complementary strategies even while Plans are being drafted.

B. Emerge Ten-Year Plan from Five-Year strategies

Review the Continuum of Care Plan and 18-month strategies, extracting all concepts that resonate with the key focus areas of Ten- Year Plans listed above.

Note that the work done in the Five-Year Planning process is identical to what the above cities are doing in their Ten-Year Plans. Those parallel prongs are:

- Broad-spread participation of all providers
- An open process engaging all citizens, elected officials, businesses, civic and religious leaders and government departments in gathering ideas and opinions and discerning strategies
- Developing a vision and guiding principles, strategies, and action steps
- A multi-tiered draft review process
- Adoption by local elected official bodies
- Implementation principally by public and private agencies

C. Add Ten-Year Plan action steps

Reduce the scope of the Five-Year Plan to become succinct, focused on chronic homelessness, and allow the Ten-Year Plan to become the vehicle to carry out the original goals on public relations, public education, mainstream department involvement, and outcome evaluation .

In the present climate of receptivity to Ten-Year Plans, a focus on those holding the symbols of power in each community is wise. Who can influence? Who can command action? Here lies an opportunity, a willingness to embrace the problem, for positive engagement in solutions.

Whichever option works for your community, the Ten-Year Plans are a new opportunity to achieve action in arenas already planned, but not yet accomplished. The Five Year Plans and the process of creating them is a strong platform from which to build this next effort.

Feedback

What would you like to see as the next step in the Ten-Year planning process?

Is there anything another city has done that you would like to see occur in your community in regards to the Ten-Year Plan?

For further information, please contact Staff Attorney Gina Allendorf at HomeBase at 415.788.7961 ext. 307 or [gina@homebaseccc.org](mailto:gina@homebaseccc.org).

TO: Steering Committee on Homelessness and Housing  
FROM: HomeBase  
RE: 10-Year Plans to End Homelessness  
DATE: March 19, 2004

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*Process to Develop Ten-Year Plan Summary Chart*

States and cities throughout the country have begun developing Ten-Year Plans to End Homelessness. Following is a chart summary of these plans. The content and structure of the Ten-Year Plans vary, yet common themes exist. Those overriding themes are broken into categories for the purposes of this chart. Within each of these categories are priorities and strategies. Priorities are those points in any given Ten-Year Plan that were a main objective or main goal of the plan. Strategies were the finer details in how to reach those objectives or goals. Because this summary is to serve as a general guide for all parties interested in forming and implementing a Ten-Year Plan, the more detailed action steps that many states utilized in their plans are not outlined below, since they tended to be very state-specific and therefore not as widely applicable.

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