

DEVELOPING AND IMPLEMENTING A 10-YEAR PLAN

Key Concepts

Ten-year plans are intended to end homelessness – a lofty and admirable goal, but one that takes a great deal of consensus-building, planning, and ultimately, action. The ten-year plan ushers in a new paradigm of homelessness housing and service provision, one in which integration, adaptation, and collaboration among all facets of community are key. Government agencies, businesses, private foundations, nonprofit agencies, neighborhood associations, community leaders, local politicians, and homeless and formerly homeless persons work alongside one another in an effort to find practical and humane solutions that knit communities together, rather than segmenting them further by segregating homeless and at-risk individuals and families from our towns and cities.

There are seven basic components in this new paradigm:

- **Prevention**
 - *Current focus:* Rental and mortgage assistance
 - *New paradigm focus:* Discharge planning
- **Outreach and Engagement Strategies**
 - *Current focus:* Multiservice centers and safe havens
 - *New paradigm focus:* Housing Assistance Centers
- **Supportive Services**
 - *Current focus:* Multiple intakes maintained separately with multiple case managers in multiple agencies (lack of centralization)
 - *New paradigm focus:* Integrated service teams, centralized case management, Assertive Community Treatment model, on-demand treatment
- **Emergency Shelter**
 - *Current focus:* 30-90 day emergency shelter with move to transitional housing
 - *New paradigm focus:* service-enriched interim housing with a Housing First focus
- **Transitional Housing**
 - *Current focus:* maximum of 24 months to “stabilize” before moving to permanent housing
 - *New paradigm focus:* only used for targeted populations, such as domestic violence victims, homeless youth, Veterans
- **Permanent Housing**
 - *Current focus:* housing available after client is deemed “housing ready” and rule-abiding
 - *New paradigm focus:* a Housing First approach where housing is immediately available and supportive services provided on an as-needed basis

- **Administrative and Coordinating Structure**
 - *Current focus*: monitoring and site visits
 - *New paradigm focus*: leadership succession, legacy planning, and use of HMIS data

Session 2. The Road from Planning to Action: Developing and Implementing a 10 Year Plan
EXAMPLES AND COMMON SOLUTIONS

Program	Conversion Task Force (Chicago, IL)
Web Information	http://www.endhomelessness.org
Practice Used	<ul style="list-style-type: none"> • Implementing a homeless management information system to assess families in crisis, identify permanent housing resources, and track the use of services, as well as provide data by which to evaluate the success of the entire system. • Constructing a prevention and response system infrastructure that will facilitate access to prevention, housing and supportive service resources for both people at risk of losing their housing and people leaving institutional care. • Implementing a housing first approach that helps people back into permanent housing as quickly as possible, then links them with mainstream service to support them in maintaining their new housing and achieving self-sufficiency. • Transitioning the current homeless shelter system into an interim housing system that facilitates rapid access to permanent housing with appropriate supports. • Expanding permanent housing resources, with a mix of rent subsidies, scattered site housing and project-based permanent supportive housing units. • Strengthening community connectedness through linkages to employment and community resources. Increase prevention activities. • Reduce the use of shelters through consolidating three types of shelters (emergency/overnight, transitional and second stage) into Interim Housing where “Housing First” approach will be used to rapidly re-house homeless individuals and families. • Increase permanent housing resources through housing subsidies and new construction. • Place those who are chronically homeless in permanent supportive housing.

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Program	Uniting for Solutions Beyond Shelter (New York City, NY)
Web Information	http://www.nyc.gov
Practice Used	<ul style="list-style-type: none"> • Establish citywide outreach/drop-in coordinating council. • Create an accessible citywide clinical database. • Expand the capacity of drop-in centers. • Expand “Housing First” options for those on the street. • Expand transitional programs with low threshold/progressive demand. • Create community estimates and targets, with accountability mechanisms. • Implement community-based prevention services. • Introduce innovation to Housing Court to focus on homelessness prevention. • Enhance client involvement and self-advocacy. • Implement standards of client and provider responsibility in prevention interventions. • Coordinate discharge planning for individuals entering shelter from jail, prison, hospitals, or community-based treatment facilities. • Implement cross-agency case conferencing. • Coordinate City’s Human Services and Benefits with a One-City Integrated Case Management System. • Implement new tools to increase access to benefits. • Streamline application and eligibility process at shelter intake. • Increase the supply of supportive housing. • Streamline the rental assistance application. • Create and maintain a research advisory board.

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EXAMPLES AND COMMON SOLUTIONS

Program	Plan to Create Homes, Strengthen Communities & Improve Systems (Philadelphia, PA)
Web Information	Please ask HomeBase if you could like a copy of the PowerPoint
Practice Used	<ul style="list-style-type: none"> • Commenced June 2004 with mayoral Task Force to draft 10-year plan to end both chronic and family homelessness • Strategies were to include prevention, housing production, and income supports • 70 individuals were appointed to the Task Force • Task Force meetings were held 3 times/year • Other city plans were examined and used as a foundation • Individualized meetings were held with key stakeholders about who to involve and how best to proceed over a period of months in 2004 • Developed a mailing list of 325 people from nonprofit, faith-based, public, business, and foundation organizations • Contracted with the Reinvestment Fund to complete a resource analysis of federal, state, local, and foundation dollars that could be used to end homelessness • Conducted focus groups of homeless and formerly homeless individuals • Held City Hall meetings to discuss city priorities and concerns • Developed 8 work groups with the purpose of (1) identifying current conditions; (2) articulating a bold goal; and (3) identifying strategies • Each work group submitted draft goals and strategies; the plan was the thoughtful consolidation of these submissions; initially 36 goals, eventually pared down to 8 goals • Plan ultimately endorsed by Task Force and shared with Mayor • Next step was to develop a structure to support the implementation and ensure that the work groups continued meeting and collaborating with city departments and existing coalitions.

SELECTED RESOURCES

Online Resources

Addressing Homelessness Strategic Action Plan, The Colorado Interagency Council on Homelessness
www.hrsa.gov/homeless/state_pages/pa2/ap/co_ap.htm

Blueprint to End Homelessness in Atlanta in Ten Years (2003)
www.endhomelessness.org/localplans/

Bring Los Angeles Home! Draft Framework for the 10-Year Strategic Plan to End Homelessness (2004)
www.endhomelessness.org/localplans/

City of San Jose Homeless Strategy (2003)
www.sjhousing.org/homeless/cityplan.html

Ending Homelessness is Everyone's Responsibility: Regional Plan to End Homelessness
(Maricopa County, AZ 2003)
www.endhomelessness.org/localplans/

Homeless Policy Academies
www.hrsa.gov/homeless/

Keys to Housing: A 10-Year Plan to End Chronic Homelessness in Santa Clara County (2005)
(currently in draft form, please contact HomeBase for further information)

Plan to End Chronic Homelessness in the San Diego Region (2005) (currently in draft form,
please contact HomeBase for further information)

Reducing Homelessness: A Blueprint for the Future (Louisville, KY 2002)
www.endhomelessness.org/localplans/

Uniting for Solutions Beyond Shelter: The Action Plan for New York City
www.endhomelessness.org/localplans/

HomeBase
www.homebaseccc.org

Publications

Conversion Task Group, (2004). *"Getting Housed, Staying Housed" A Blueprint to Implement Chicago's Collaborative Plan to End Homelessness*. Chicago

United States Interagency Council on Homelessness, (2004). *The 10-Year Planning Process to End Chronic Homelessness in Your Community: A Step-by-Step Guide*. Washington, D.C.

Uniting for Solutions Beyond Shelter, (2004). *Implementation*. New York City