

We Promised It Wouldn't Sit on the Shelf:
Local Implementation of Ten Year Plans to End Homelessness

	Sustaining community support	Funding & resources	Cross-agency collaboration	Legacy planning	Political & community buy-in	Interim housing & HACs
Atlanta, GA	Engage in public education and professional training efforts to debunk homelessness myths and learn how best to serve homeless persons.	The city conducted a survey of all government agencies and nonprofit housing and service providers to determine their level of funding and the capacity for expansion and change; follow-up budgetary meetings called for to determine what changes could be made.	See "Funding and resources" and "Political & community buy-in" for a description of collaborative efforts.	Legacy planning is not mentioned in this plan.	Include government agencies (city, county, and state), nonprofit service and housing providers, private foundations and advocacy groups, and homeless (and formerly homeless) persons as well as members of the general public in the ongoing planning and implementation.	Connected with outreach & engagement strategies, interim housing is directly linked to 24/7 drop-in service center and youth crisis center; also create additional beds of family interim housing (all in an effort to eliminate temporary "overflow" shelter bed usage).
Colorado (state of)	Educate general public, federal and state government agencies and officials, and policy makers to de-bunk homelessness myths and lessen the stigma of homelessness; encourage community participation in ending homelessness; raise awareness of homelessness as a community issue.	Promote the development of a statewide housing trust fund through a real estate transfer tax; investigate potential use of CHFA and DoJ foreclosed properties for affordable housing.	Streamline access to mainstream resources, including Medicaid, drug and alcohol treatment, SSI; consider cross-agency innovative outreach models, such as school-based health clinic outreach workers and outreach at local hotels/motels where chronically homeless individuals or families may stay.	Legacy planning is not mentioned in this plan.	Work across agencies (government, nonprofit, etc.) and across governmental divisions (city, county) to address the needs to homeless people best.	Examine ways of increasing housing for those with special needs, such as alcohol &/or substance abuse issues and focus on the development of permanent, stable housing.
Contra Costa County, CA	Make system-level changes within government agencies, nonprofit service providers, and the overarching CoC model.	Establish countywide Affordable Housing Trust Fund to fund the development of new affordable housing units to serve the lowest income (0-30% of AMI) individuals and families; create tax incentives for market-rate developers to create affordable housing units.	Formalize interagency referral and service provision agreements; appoint senior staff at each governmental agency in city/county to develop cross-agency infrastructure and policies for system integration.	Legacy planning is not mentioned in this plan.	Include government agencies (city & county), nonprofit service and housing providers, private foundations and advocacy groups, and homeless (and formerly homeless) persons as well as members of the general public in the ongoing planning and implementation.	Housing search assistance and case management to identify both short-term and long-term needs and goals is integral to interim housing, which is focused on getting people into stable, permanent housing as quickly as possible.

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Los Angeles, CA (pending)	Engage in education and PR campaign to raise awareness; take a regional approach to homelessness; ask all communities to participate fully in funding and siting homeless services and affordable housing.	Take a multi-sector approach to funding, making the goal of ending homelessness a truly public investment where local, state, and federal government, corporations, philanthropy, and LA County citizens all contribute to eliminating homelessness; re-direct funding to programs that work and improve leveraging of resources to maximize money.	Not only streamline the mainstream benefits and access to services processes, but also ensure that all communities share the burden of funding and siting homeless services and housing.	Create an outcome-based evaluation system so that progress can be measured on an annual basis; hold responsible parties accountable for progress.	Increase municipal and county lobbying efforts at all levels of government; gain political support of plan through mayoral and County Board approval as well as approval from all 87 municipalities that make up the county.	Redesign and strengthen the current countywide system of HACs so that they become 1-stop centers with a focus on homeless prevention, housing, employment, and other income supports; in the short term, increase the number of emergency shelter beds to meet immediate need.
Louisville, KY	Develop a greater sense of community among people in leadership about homeless persons in the region; establish a common vision and plan to help homeless persons; develop the "Good Neighbor Policy" to enhance communication, respect, and trust among the community.	No mention of funding and resources is made in the plan summary.	Numerous government agencies (city, county, and state) as well as nonprofit agencies, local area banks, private foundations, local businesses, homeless and formerly homeless persons, and members of the general public to develop and implement plan; over 70 meetings were held.	Determine how to address changing homeless demographics over time; assess how best to include voices of current and future homeless persons in policy and planning decisions.	Numerous government agencies (city, county, and state) as well as nonprofit agencies, local area banks, private foundations, local businesses, neighborhood associations, homeless and formerly homeless persons, and members of the general public are crucial to successful planning and implementation.	Assess shelter capacity & need; determine methods of improving operations; work toward reducing the length of stay in emergency shelters (and TH) and move persons into permanent, stable housing as quickly as possible.
Maricopa County, AZ	Support social marketing campaign to educate the public on the issue of homelessness and its relationship to other issues important to our quality of life, including economic development, health care and a safe and healthy environment for kids.	Increase funding by creating establishing a dedicated local source of funding; by developing a housing trust fund (for eviction prevention and affordable housing);increase general annual funding for mental health and substance abuse treatment.	Provide leadership with a commitment to collaboration, innovation and vision that transcends organizations; regionalize permanent affordable housing and support services.	Legacy planning is not mentioned in this plan.	Organize and advocate at the county, state, and federal levels for sustained funding and ongoing commitments to service and housing programs that are proven to work.	The Day Resource Center will act as a type of HAC, providing a safe place for homeless people during the day, a method of engaging the homeless population that has been reluctant to participate in formal service provision, and a location for agencies to have a centralized location from which to conduct outreach.

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New York, NY	Deliver services at a community level through neighborhood groups, providing a holistic service plan that builds on clients' strengths and minimizes their frustrations will be developed; bring in marketing/PR professionals to create a long-term public education strategy.	Shift resources into preferred solutions, like housing first; increase investment in prevention models; reinvest targeted savings into those solutions which are proven effective.	A "one-city" case management system will improve information sharing, delivery of resources, and the ability of clients to receive timely and responsive aid; implement cross-agency case conferencing.	Legacy planning is not mentioned in this plan.	Work across agencies (government, nonprofit, etc.) and across governmental divisions (city, county) to address the needs to homeless people best.	Shorten duration of stays in emergency shelters; ensure immediate placement for homeless families to limit their exposure to shelters; prioritize housing first units over shelter stays for all homeless persons.
Santa Clara County, CA (pending)	Create a comprehensive marketing strategy, raising the level of consciousness around issues related to homelessness, and demonstrating that homelessness can be ended and that it is fiscally prudent to invest in ending it.	Develop a new, local dedicated sustainable source of funding to implement the plan; engage the business and philanthropic communities in supporting the plan and funding its implementation; request CDBG recipients to dedicate a percentage to support plan implementation.	Hold all County Departments accountable for their success in preventing and ending homelessness.	Engage every level of government so that the plan becomes policy that outlives any particular government administration; embed the policy in agency routine.	Success in ending long-term homelessness requires the participation of all of the community, including business, labor, philanthropy, government, nonprofits, faith-based organizations, unhoused people, neighborhood associations, housing developers, and funders.	Create streamlined one-stop benefits assessment and application process and presumed eligibility for some benefits so that unhoused people can immediately reap the benefits of income; create customized job opportunities to suit the particular skills of those who are able to work.
San Jose, CA	The city is committed to ensuring that shelters and affordable housing developments complement the surrounding communities and are good neighbors; commence PR/educational campaign to educate public about homelessness.	Funding identified as crucial to the success of 10-year plan; sources identified include federal, state, and private funders, including RDA and HUD Section 8; significant federal and state lobbying efforts encouraged.	San Jose, as part of Santa Clara County, participates with over 100 other county, city, and private organizations that provide housing and services to homeless persons in the region (through the Collaborative on Housing and Homelessness).	Legacy planning is not mentioned in this plan.	Work across agencies (government, nonprofit, etc.) and across governmental divisions (city, county) to address the needs to homeless people best.	After initial intake and assessment, provide time-limited interim housing (6-12 months), where a case manager works with the individual/family to craft an individualized service plan.
Washington, D.C.	Create neighborhood-centered approach to ending homelessness; engage in community education and community outreach.	Establish Housing Production Trust Fund to create stable and predictable funding stream; potentially re-establish city rental subsidy program; create an inter-agency budget for ending homelessness.	Increase collaboration between homeless system of care and welfare system	Engage every level of government so that the plan becomes policy that outlives any particular government administration; embed the policy in agency routine.	Work with government agencies (both federal and local), philanthropic organizations, and neighborhoods to create solutions; work regionally with neighboring counties.	Interim housing is not mentioned in the plan.

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	Targeted transitional housing	Housing retention strategies	Housing first programs & supportive housing	Integrated services	Outreach & engagement strategies	Discharge planning & homeless prevention	Conversion process
Atlanta, GA	GO TO NEXT SHEET (SHEET 2 AND PRINT THAT OUT; DO NOT PRINT OUT THE "TARGETED TH" AND BEYOND INFO. FROM THIS SHEET (SHEET 1)!!!	Establish an employment opportunities task force and government assistance - benefits task force to ensure income flow.	Develop supportive housing production task force consisting of housing and service professionals, with an eye especially towards the development of housing for mentally ill homeless persons; also create a task force to study workforce housing possibility.	Provide services on-site at 24/7 service centers linked with housing; provide supportive services at each stage of housing.	Create 24/7 drop-in service center; youth crisis center; substance abuse rapid response team; expand community court system; establish a homeless information center at central bus depot.	Create regional administrative and services offices as centralized resource office for multiple nonprofits; create intensive case management pilot program for mentally ill and substance abusing homeless persons who are frequently institutionalized; establ	This plan pre-dates the "conversion" process; thus, no mention of conversion is made in this plan.
Colorado (state of)	Examine ways of increasing housing for those with special needs, such as alcohol &/or substance abuse issues and focus on the development of permanent, stable housing.	Key to housing retention is the provision of supportive services, especially for those with mental health and substance abuse problems, both inside and outside residential settings.	Although not explicitly called "housing first," this plan focuses on the creation of additional affordable housing units for all homeless persons and calls for the co-location of services with housing and other related service types.	Integrate mental health and substance abuse treatment for consumers; provide cross-training to homeless services providers so that they can provide a full complement of resource referrals; out-station county and federal benefits workers at homeless facili	Develop an outreach & education campaign to reduce the stigma of homelessness; expand peer support programs and investigate non-traditional ways of offering mental health and substance abuse services (see also "Cross-agency collaboration").	Investigate targeting/set-aside of SHHP housing resources for persons coming out of institutions; expand respite care for those leaving institutions; develop housing options for people coming out of residential treatment programs.	This plan pre-dates the "conversion" process; thus, no mention of conversion is made in this plan.
Contra Costa County, CA	Create timetable to convert all existing transitional housing into interim housing; develop 3,000 units of engagement housing (low-demand housing, no time limits and few rules and regulations imposed on tenants).	Take a "whatever it takes" approach to case management, especially for those homeless persons who are mentally ill or who are substance abusers; create employment opportunities for homeless persons by prioritizing homeless persons for employment at One St	Housing is identified as the basis of all other work that homeless persons must do in order to gain self-sufficiency. Through the countywide collaborative network, people are housed immediately and then linked to appropriate services.	Fund additional integrated service teams to provide services linked to housing; streamline government benefits process and eliminate unnecessary paperwork; educate service providers & case managers to eradicate negative stereotypes about homeless persons.	Expand integrated service outreach teams to 24/7 service to help "bring inside" homeless persons living on the streets; ensure that immediate housing (either interim housing or engagement housing) is available; provide outreach teams with transportation a	Create housing support centers, with rental & mortgage assistance, eviction prevention team; start a "bridge subsidy" program to help those discharged from institutions to secure a permanent housing unit; coordinate all government agencies to screen for p	Convert existing emergency shelter and transitional housing to fit the model of interim housing and housing first.

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Los Angeles, CA (pending)	Develop "high tolerance" housing for those individuals and families who are housing and/or service-"resistant," with the ultimate goal being to reduce reliance on emergency shelter and TH programs.	Increase employment, education, and training as well as income supports that lift people out of poverty and help them maintain their housing; implement a countywide preservation program to lessen the number of units converted to market-rate.	Adopt a "housing first" approach to replace emergency shelters and TH programs; dramatically increase the number of affordable housing units (of all types) available to homeless persons; build 40,000 units over 10 years.	Support and encourage service integration at all levels from top management to individual case management so that no homeless person is denied service, enters a wrong door, or becomes so frustrated with the system that they give up; especially focus on he	Bring alienated homeless residents back into the mainstream of society through outreach programs and on the street engagement strategies; reconfigure existing outreach teams and create new regional multi-disciplinary outreach teams.	Provide the resources necessary to support better discharge practices of local hospitals, jails, and foster care through a "zero-tolerance" policy for discharging people to the streets and to support the adoption of a mission to end homelessness by all mu	Convert existing emergency shelter and transitional housing to fit the model of interim housing and housing first.
Louisville, KY	Reduce the amount of time spent in TH (in addition to the amount of time spent in emergency shelters) and move persons into permanent, stable housing as quickly as possible; establish safe havens (low-demand housing) as an alternative option.	Address the lack of employment opportunities, education, and changes needed in workforce skills programs to assist homeless persons maintain housing.	Address zoning patterns that negatively impact the creation and development of affordable housing units.	Determine steps needed to systematically address case management internal systems barriers that prevent homeless persons from accessing and utilizing services and housing to the fullest extent possible.	Acknowledge the insufficient number of outreach programs and limited knowledge of resources by staff intended to help homeless persons; develop additional outreach and engagement strategies and educate staff about resources as well as discriminatory practi	Several community institutions lack discharge policies; work toward creating individual policies with an eye towards eventual integration and unification, to the greatest extent possible, of discharge policies across agencies.	This plan pre-dates the "conversion" process; thus, no mention of conversion is made in this plan.
Maricopa County, AZ	Advocate for intensive aftercare in order to ease transitions for people existing emergency and transitional shelters moving into permanent housing.	Tie all supportive services, including employment and job skills training, to housing to ensure successful self-sufficiency.	Provide housing first units, especially to homeless persons with mental health and substance abuse issues (in a low-demand setting) and wrap-around services; increase permanent affordable housing and support services, which target low income and homeless	Use multidisciplinary teams to plan services, coordinated case management and treatment, and movement of clients across the traditional lines of service delivery.	Create centralized outreach center with multiple nonprofit service providers and referral agencies (the Human Services Campus); engage homeless and formerly homeless staff members.	Secure comprehensive, standardized pre-release planning from corrections system for every releasee; Advocate housing for people with immediate or past criminal records by identifying and developing relationships with housing managers and developers who wi	

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New York, NY	Expand transitional housing models that require less of individuals in the beginning, including "safe havens," which are similar to drop-in centers but have onsite beds, and shelter programs that accept people directly from the street and subsequently engage	Expand aftercare initiatives so that more families and individuals benefit; evaluate these programs to learn the best ways to help at-risk households avoid another experience in shelter.	Expand "housing first" options for those living on the streets; coordinate with intensive case management and supportive services; increase supply of supportive and service-enriched housing for individuals and families.	See "Outreach & Engagement Strategies" for further detail about integrated services offered in conjunction with outreach teams.	Borough-based, multidisciplinary outreach teams offer comprehensive integrated treatment for mental health, substance abuse, and medical issues (particularly HIV); will include a strong peer component, enhanced ties to local communities, and increased access	Coordinate discharge planning for individuals entering shelter from jail, hospitals, treatment facilities, foster care and child protective services; develop accountability and evaluation system to encourage institutional staff in making appropriate discharge	Close shelters to reinforce cost savings as prevention and housing first programs take hold; convert shelters into permanent supportive housing where possible.
Santa Clara County, CA (pending)	Over time, eliminate and/or convert existing TH programs either to short-term, temporary, interim housing or to permanent, stable housing, as appropriate (depending on the structure and community need).	Stability occasioned by permanent housing placement with supportive services available results in permanent housing retention and the elimination of homelessness.	Establish a "housing first" strategy; develop at least 2,500 new units of affordable, stable housing; monitor the number of potential additional units needed through data collection efforts.	Make supportive services available to tenants of all permanent supportive housing programs at venues that ensure easy access, on-site is preferable; services are to be integrated and individualized to maximize health, self-sufficiency and quality of life	Utilize specially trained outreach teams to make contact with individuals on their terms and in the locations where they typically congregate to first develop a trusting relationship and address immediate needs and then to provide the intensive assistance	Establish "housing conscious" discharge policies via immediate assessment of a person's housing status of those entering institutions, and then beginning to plan for discharge, linking all to case managers to facilitate housing and services at exit.	Convert existing emergency shelter and transitional housing to fit the model of interim housing and housing first.
San Jose, CA	In the housing first model, no transitional housing exists.	Follow-up case management, post-move-in, is conducted at the 3-month, 6-month, and 12-month mark to ensure continued success.	After a brief stay (no more than 6-12 months) in interim housing, individuals and families are placed in permanent housing with supportive services.	Services commence after intake, during the interim housing stage, to develop life skills to promote self-sufficiency. Wrap-around services are the model; create central information location - resource clearinghouse.	Outreach and assessment is conducted immediately, with a placement in interim housing. Referrals often come from other agencies. Development of an individualized service plan begins at this stage.	Prevention strategies include rental and mortgage assistance programs, life skills training, and job training; creation of a universal referral form for rental/mortgage assistance programs; create emancipating foster youth pilot program; ensure housing plan	Conversion is not mentioned in this plan.
Washington, D.C.	Transitional housing is not mentioned in the plan.	Invest in neighborhoods through housing as well as economic development and nonprofit services.	Create 6,000 new units of affordable housing: 3,000 for single adults; 3,000 for families.	Create "housing plus" program that includes wrap-around supportive services linked directly to housing.	Identify and overcome economic, social, and bureaucratic barriers that keep homeless people from becoming housed.	Increased focus on prevention strategies; creation of discharge planning task force; "zero tolerance" policy at all public agencies (no discharge to streets)	Convert, over time, family shelter apartments to permanent family housing; develop vacant & abandoned lots; create tax incentives for small building owners to renovate existing buildings and rent to homeless people.