

Developing A Plan to End Homelessness

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Calgary Committee to End Homelessness

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History of Ten Year Plans

The **National Alliance to End Homelessness** is a nonprofit organization whose mission is to mobilize the nonprofit, public and private sectors of society in an alliance to end homelessness.

In 2000, we released our groundbreaking strategy

A Plan, Not A Dream: How to End Homelessness in Ten Years

This plan outlined how the Alliance and every community in our country could change the way we were doing business. We could shift our focus to ending homelessness, rather than just continuing to manage it.

Planning for Outcomes

Collecting and analyzing data

Coordinated planning that focuses on long term solutions

Setting goals and benchmarks

Closing the Front Door

Mainstream Prevention

Prioritizing most in need to free up resources

Targeted intervention at time of crisis

Opening the Back Door

Housing First approach

rapid assessment and return to housing

flexible supports (service enriched/subsidized/low demand)

Building Infrastructure

Affordable housing options

Incomes to pay for housing

Services to supplement/complement housing

So, people started to take notice

Groups endorsing/encouraging the creation Of Ten Year Plans to End Homelessness:

HUD

US Interagency Council on Homelessness

Governors Association

U.S. Conference of Mayors

National League of Cities

National Association of Counties

United Way

Chamber of Commerce

International Downtown Association

National Alliance for the Mentally Ill

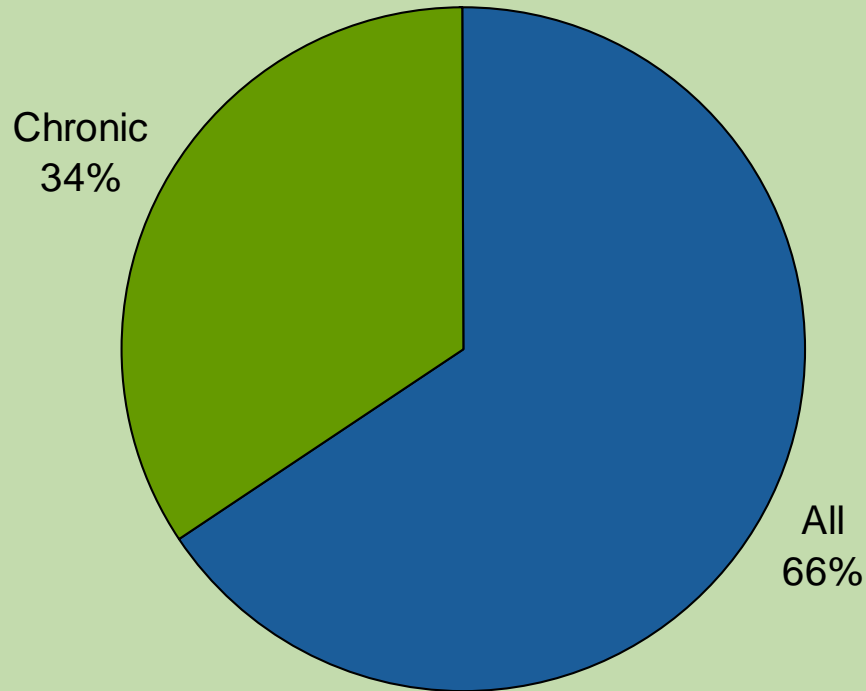
Ten Year Plans around the country

Since then, over 220 communities have joined this initiative and have begun developing their own plans to end homelessness. (as of 8/2006)

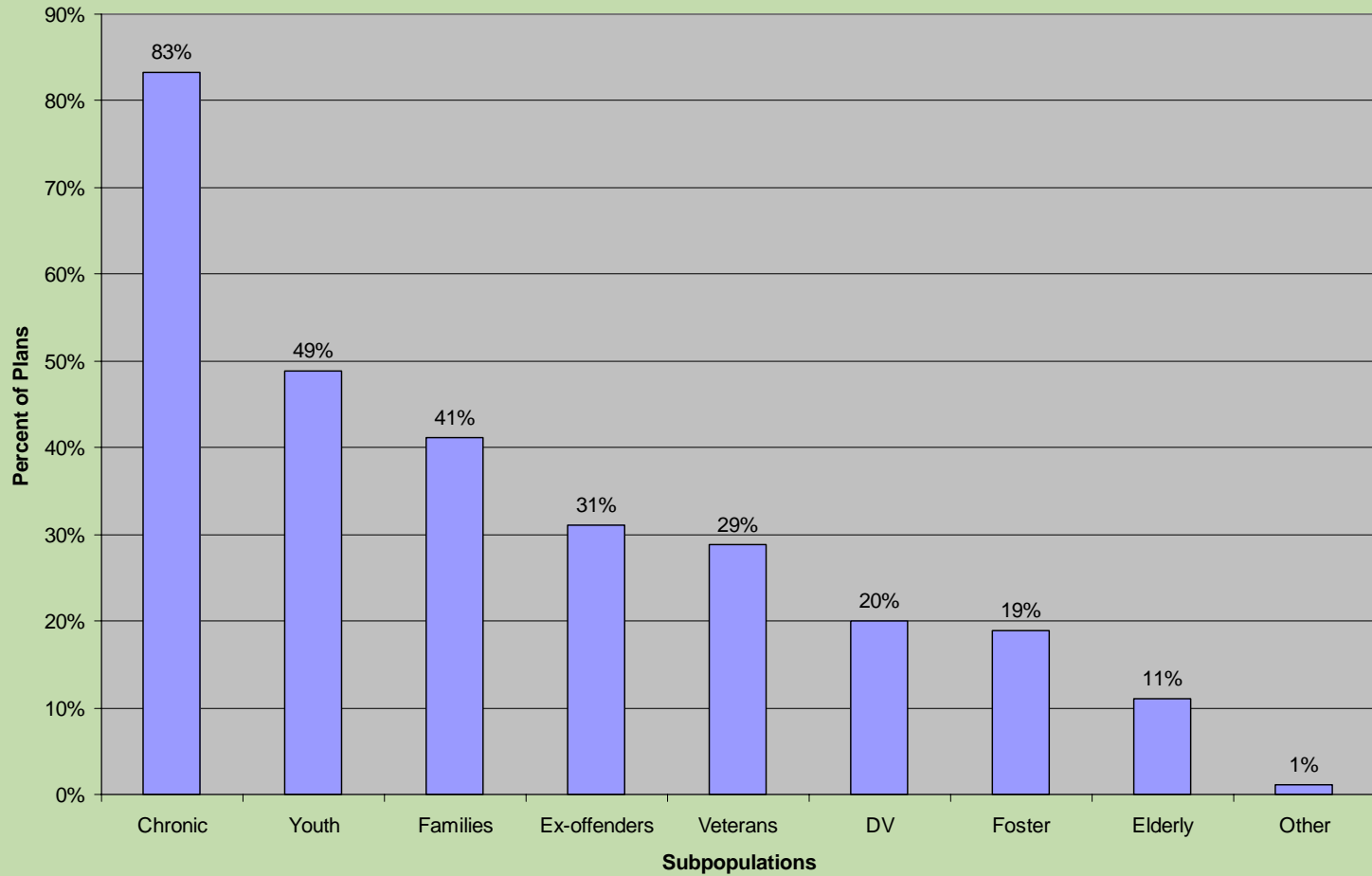
Of these progressive communities, 90 plans have been completed.

The Alliance has recently begun to analyze those completed plans to get an idea of national trends

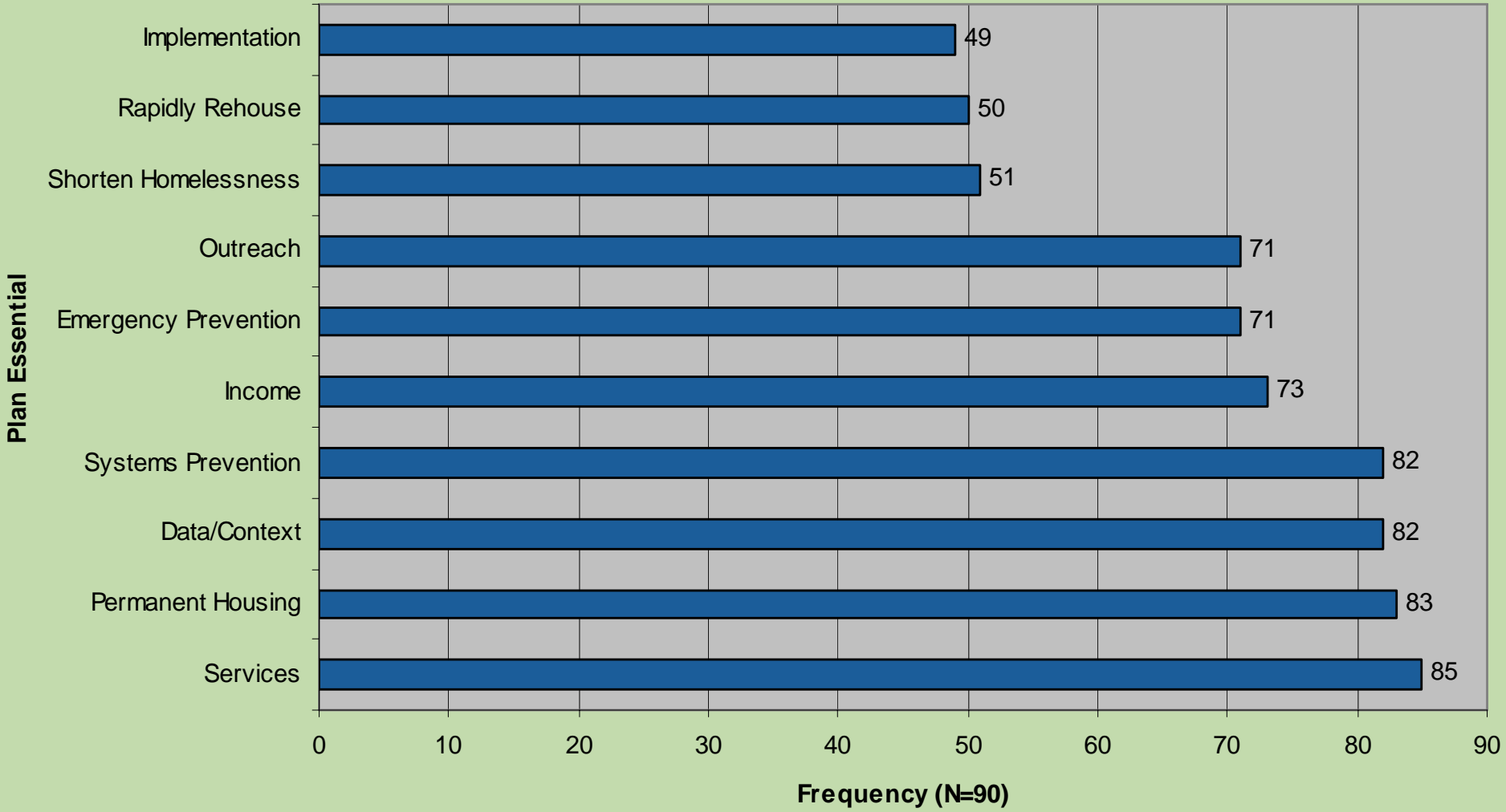
Plans target all homeless or only chronic population



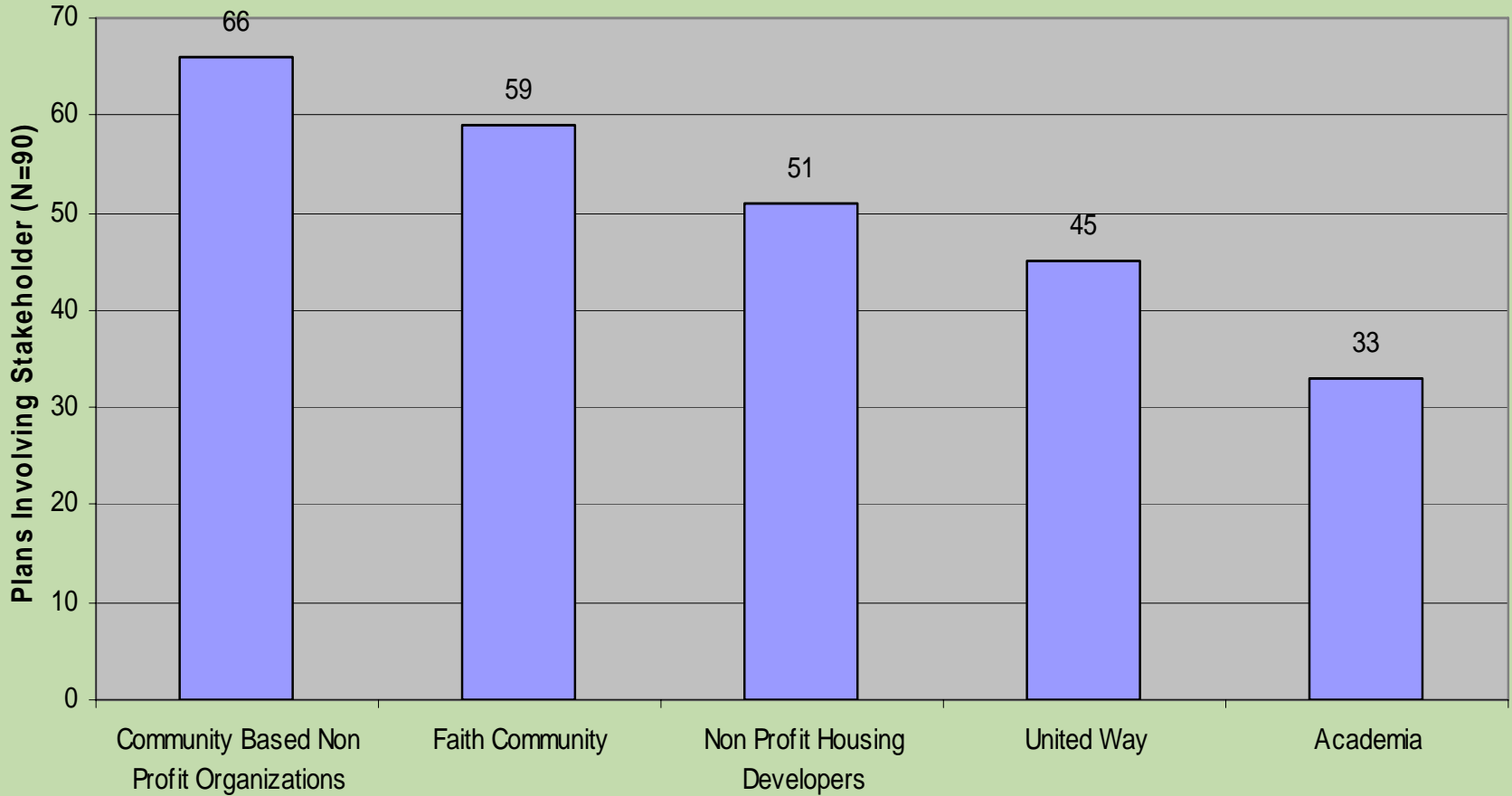
Plans address specific subpopulations



Overall Attention to the Ten Essentials Varies Widely



Nonprofit Stakeholders

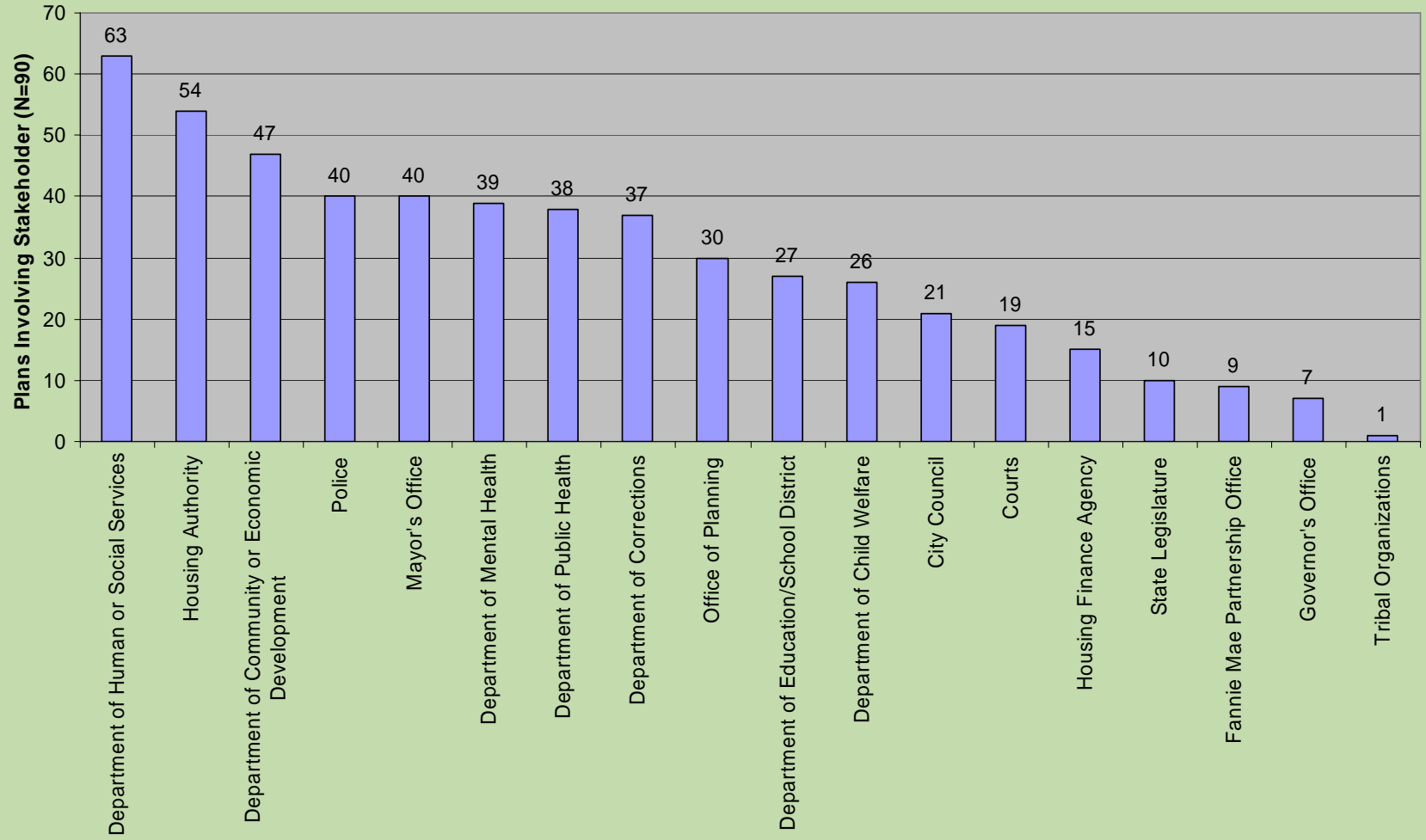


Plans sought input from non-traditional stakeholders too

Private Stakeholders



Public Stakeholders



Which communities are succeeding?

- In Miami -a 30% reduction in the street population.
- In Philadelphia- numbers on the streets down more than 50%.
- Quincy, MA- has seen a 38% decrease in the unsheltered homeless population and a 19% decrease in chronic homelessness.
- In Nashua, NH- street number is down 40% and across the state 7% decrease in homelessness overall.
- In Westchester County, NY- a dramatic decrease of 67%
- In Madison, WI- a 40% decrease in chronic homelessness.
- Dallas - reported an overall decrease of 3.3%, and a reduction in the chronic homeless population of 26%
- Denver -11.5% decline/reduction in street homeless from 1000 to 600

The Planning Process

The following are only ten examples of 220+ communities across the US that are structuring their planning bodies in a variety of ways to develop a plan that works for them. Every community has a unique way of organizing themselves.

There is no right way to organize your planning body, but there are a number of things that are important to securing public and political will and cooperation from government agencies, service providers, housing developers....

What works for your community will depend on a number of factors:

- the size of your community,
- characteristics of your homeless population,
- greatest needs in your community,
- available resources in your community
- level of involvement of various stakeholder groups and
- your preference for various models and timelines.

Maricopa County, AZ

Regional CoC Committee lead entity for a **six month process**

Developed a Finance subcommittee to address community and regional funding needs

Planning subcommittee convened eight workgroups (mostly around subpopulations) involving 150 stakeholders:

1. Housing
2. Behavioral Health
3. Domestic Violence
4. Elderly, Undocumented and Economically Disadvantaged
5. Youth on Their Own
6. Veterans
7. HIV/AIDS
8. Institutional Releases

Workgroups researched other plans addressing their issues/populations and assessed gaps for their issue

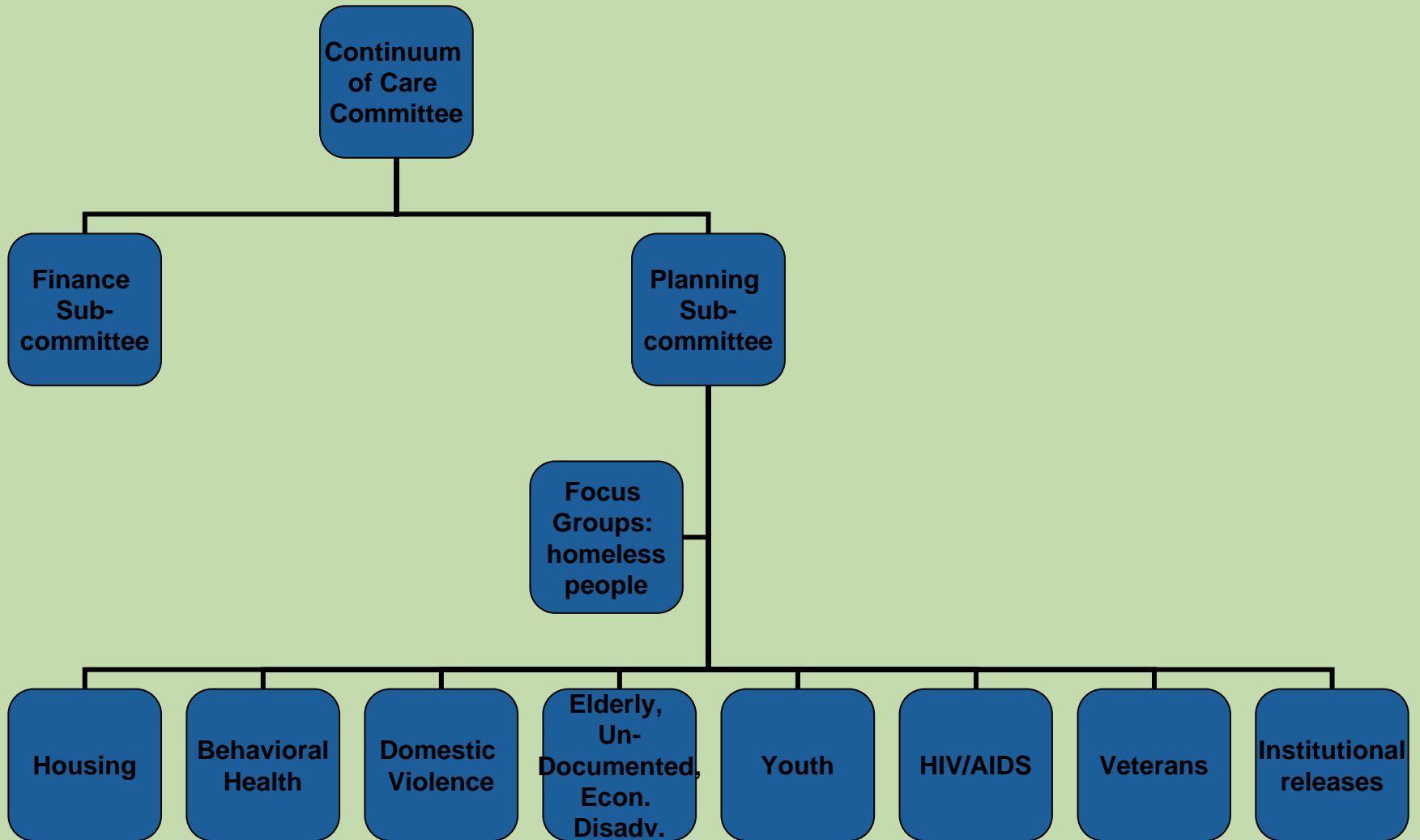
Focus groups were held for homeless people, including specific groups for youth and veterans

Used Arizona State University and HUD grant for research about area needs/services/populations

Plan is organized around four “Key Themes”, with identified regional goals and strategic local community activities toward those goals for each theme, as well as previously identified workgroups

1. Increase funding
2. Prevent homelessness
3. Remove barriers to accessing services
4. Improve data collection/outcomes

Sub-committee/Sub-population Workgroup/Focus Group structure Maricopa County, AZ



Anchorage, AK

Mayor convened a 24 member task force that is a subcommittee of and staffed by the Housing and Neighborhood Development Commission of the city representing:

- homeless and formerly homeless people
- representatives from non-profit agencies
- public safety personnel
- businesses
- school district
- government officials
- charitable foundations

Homelessness Task Force meetings were held monthly for one year

First Quarter meetings focused on educating task force members in preparation of planning

A.) Service Providers gave presentations regarding homeless subpopulations

B.) Experts from sectors of community reported on impact of homelessness

C.) Community input solicited through open public meeting

D.) Task force provided with research and best practices literature

Second and third quarter meetings focused on using this information to create a Vision Statement, Ten Year goals and action steps to address homelessness

Overarching vision is to coordinate services in a way that move people into housing w/in three months

To attain vision, task force identified and formed subgroups around five strategic areas of focus:

- Affordable Housing
- Coordinated intake and referral to housing
- Supportive Services
- Prevention
- Statutory issues

Each subgroup developed action steps with yearly implementation schedules/assigned responsible party

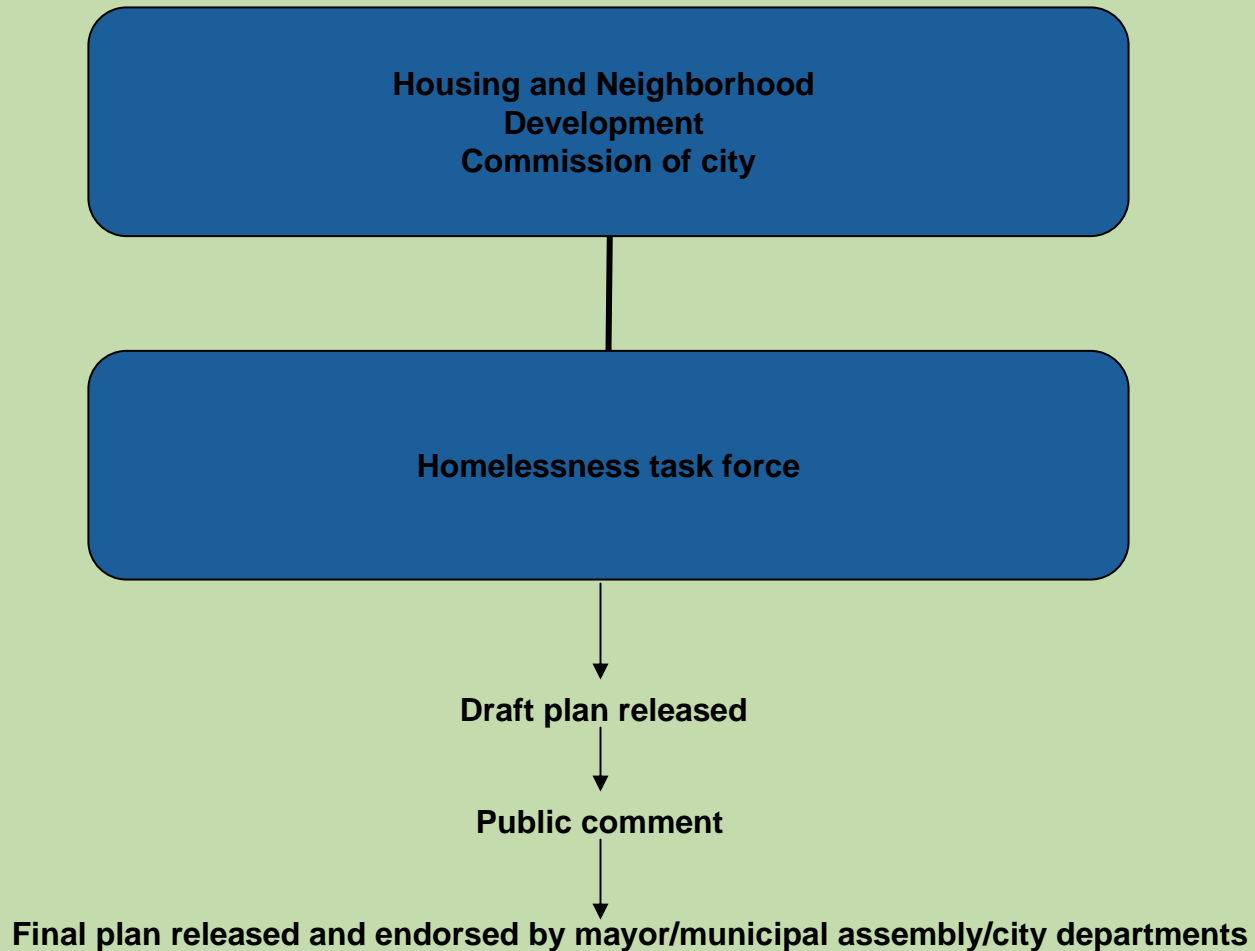
Action steps submitted to the whole for discussion, revision, inclusion

Fourth Quarter: Draft Plan presented for public comment, revisions made, final plan released

Plan endorsed by Housing and Neighborhoods Comm., Mayor and approved by Municipal Assembly

Mayor appoints subcommittee task force from existing city department

Anchorage, AK



Broward County, FL

Started with a Community Summit, initiated by the local Coalition to End Homelessness
At Summit, all in attendance were asked to “sign up” for a committee of their choice:

- Data Systems
- Emergency Prevention
- Systems Change: Mainstream Resources/Discharge Planning
- Street Outreach
- Shortening the Time People Spend Homeless
- Rapid Re-housing
- Treatment and Services
- Permanent Affordable Housing
- Income to Pay for Affordable Housing

The Steering Committee consisted of

1. representatives from the Coordinating Council of Broward;
2. community leaders on the front lines to end homelessness; and
3. the chairs and co-chairs of the various sub-committees.

The Steering Committee met on a weekly basis throughout the year to facilitate the planning process.

Over 140 participants came together over the course of the year long planning process. Eighty (80) federal, state and local agencies were represented, as well as were numerous individuals.

Focus Groups for Homeless Consumers were held to gain input.

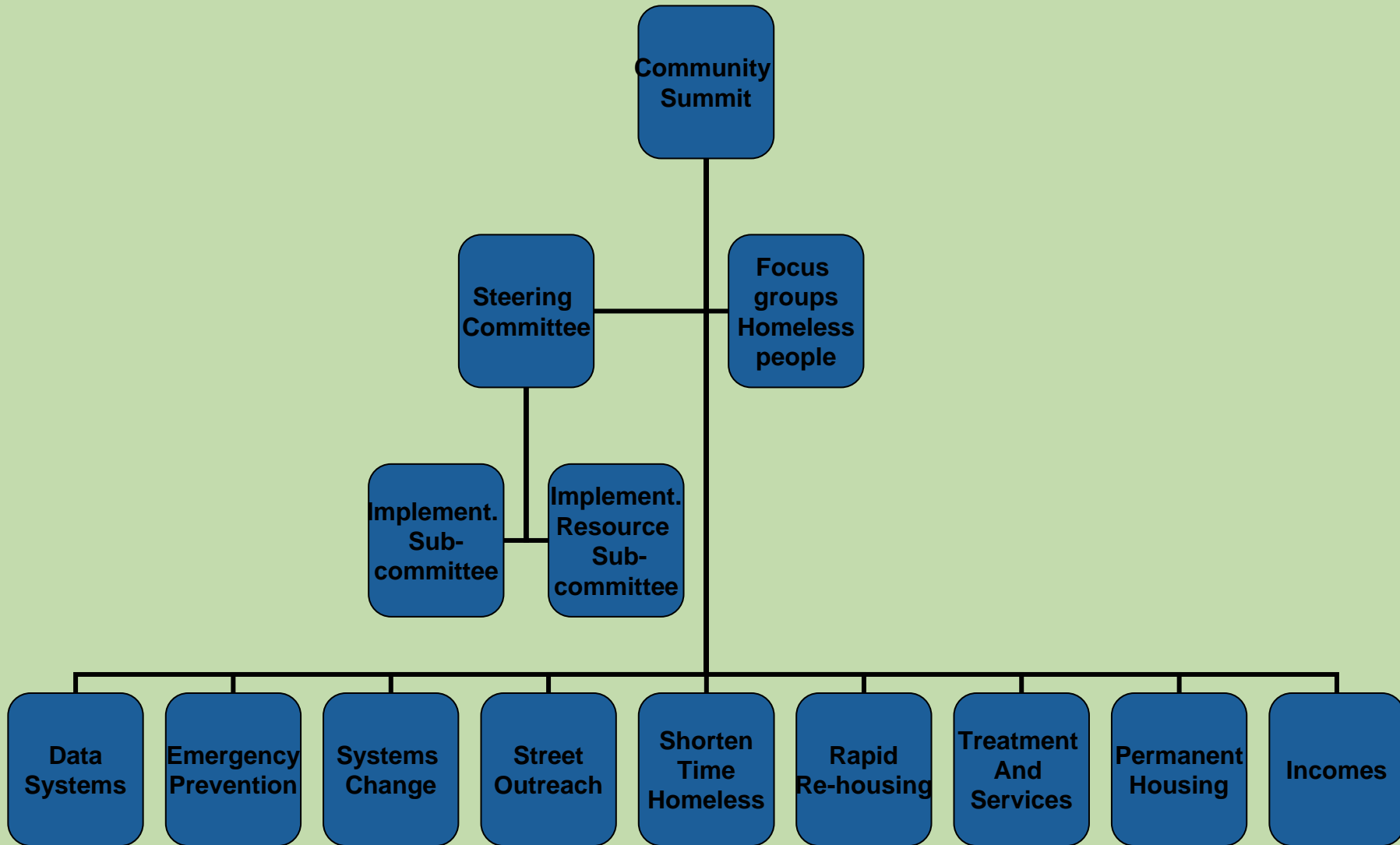
Each sub-committee produced a matrix and a brief narrative which addressed key points in the matrix.

Plan includes half to one page reports from each subcommittee.

Plan calls for implementation phase with involvement from elected officials and business community.

These stakeholders will join Steering Committee to form large **“Implementation Committee”**
“Resource Implementation Subcommittee” will be formed to begin assessing financial resource needs.

Committees structured around Alliance's Ten Essentials Broward County, FL



Portland and Multnomah County, OR

Housing Commissioner on Portland City Council established, with the endorsement from the Chair of Multnomah County, the Citizens Commission on Homelessness (CCOH) comprised of:

elected officials, business and community leaders, neighborhood association chairs, and persons experiencing homelessness.

(The CCOH was intentionally set up without representation of government or non-profit agency staff to allow for an external process that would help develop broad community support for a plan.)

A second planning body was established to continue the necessary coordination and planning with non-profit agencies and multiple parties with interests in homelessness. The Plan to End Homelessness Coordinating Committee (PTEHCC) represents:

non-profit agencies, “mainstream” agencies serving homeless people representatives from other planning bodies, and

homeless and formerly homeless people.

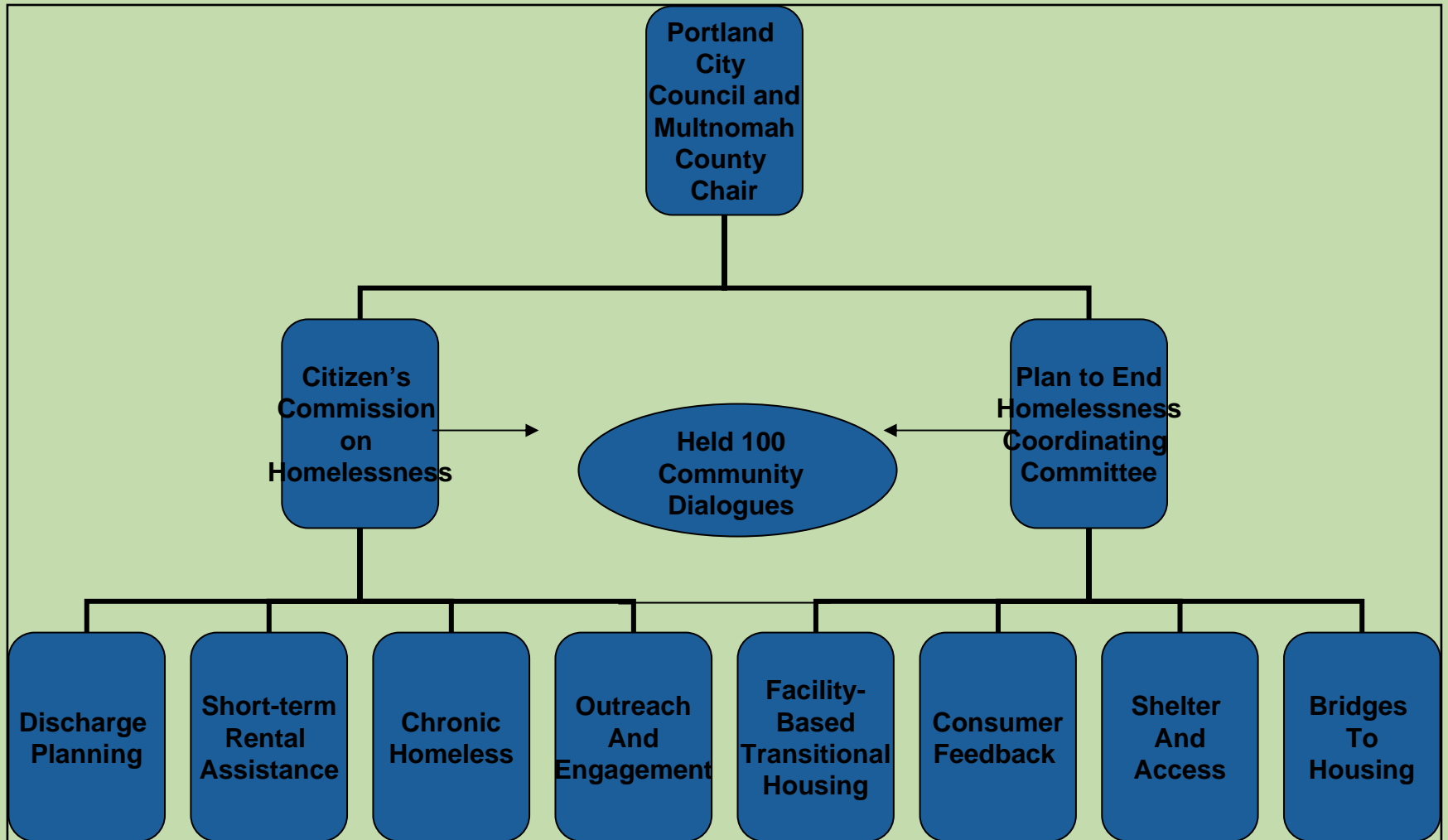
Each Committee was staffed by City or County employees and met monthly for one year, inviting broad community input and centered around eight workgroups:

1. Discharge Planning
2. Short term rent assistance
3. Chronic Homelessness
4. Outreach and Engagement
5. Facility Based Transitional Housing
6. Consumer Feedback
7. Shelter and Access
8. Bridges to Housing

Simultaneously held 100 community dialogues and forums and conducted a research project targeting 600 homeless/formerly homeless people.

Incorporated existing policy planning of overlapping bodies (Housing Comm, Children’s Services, etc) and opportunities for community debate.

Dual planning body structure Portland and Multnomah County, OR



Gainesville/Alachua County, FL

One page of stats on demographics of local homeless pop, One page inventory of current bed space provided

March 30 2005: **City of Gainesville/Alachua County host Homeless Summit-large turnout of diverse stakeholders**

Seven committees formed from over 100 people:

1. Public Safety
2. Supportive Housing
3. Services
4. Health (physical and mental)
5. Steering Committee
6. Finance
7. Faith-based

Committees met monthly from June to December, open to public input, and reported back to Steering Committee monthly with strategies in their focus area

Researched existing plans in similar communities, conducted site visits to other communities

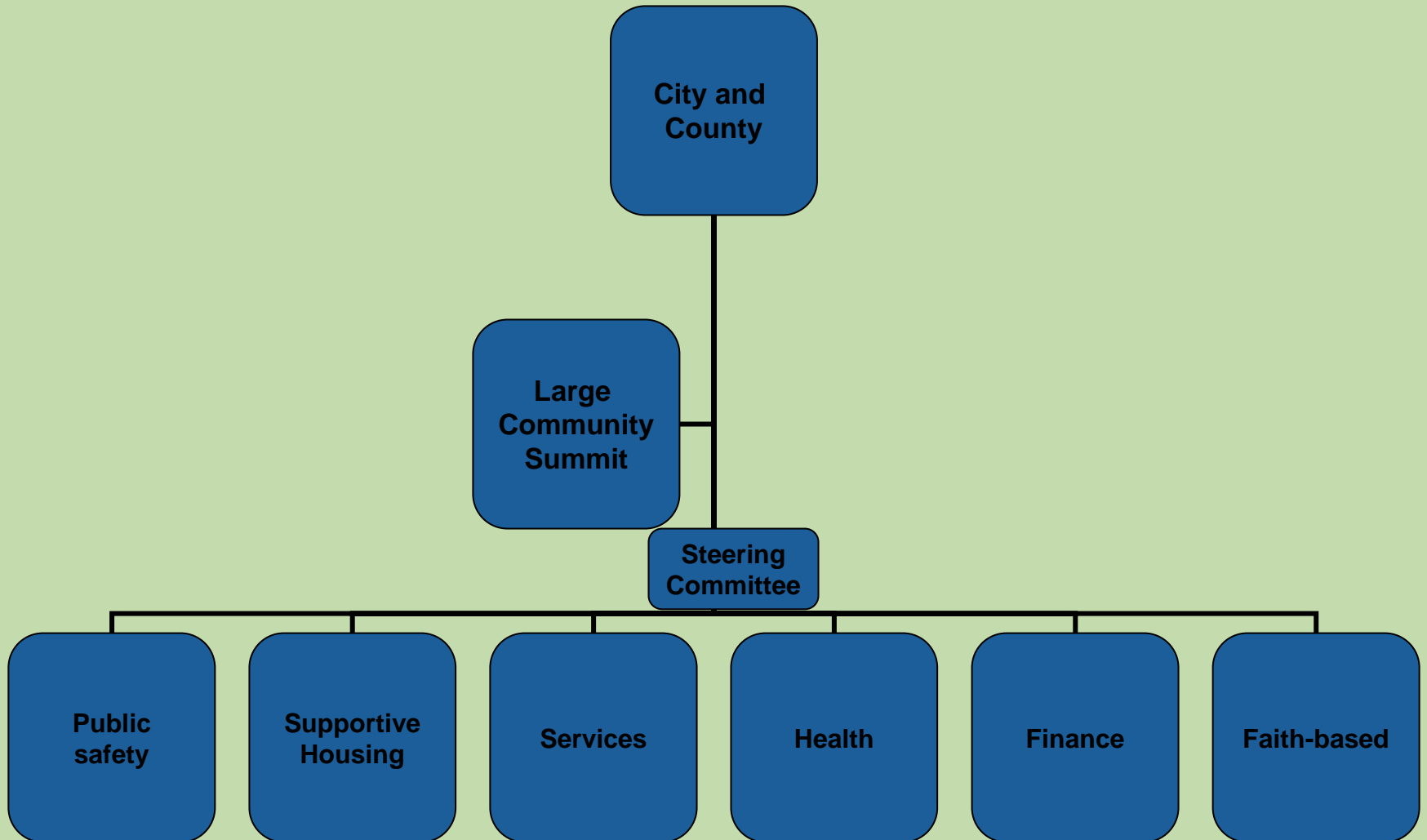
For each goal area,

- a.) identified existing resources, gaps and plans to address gaps in general narrative
 - b.) matrix format with timelines, responsible entities, desired outcomes and potential funding strategies
- Calls for development of an Office on Homelessness to coordinate services, seek funding, and oversee implementation of plan

Call for development of Housing Trust Fund

Model program appendix included

Summit kick-off and subcommittees Gainesville and Alachua County, FL



Some of the important things I want you to take away from this section are the very different ways that plans are generated

1. Stakeholders at the table

Some held large public summits and focus groups to solicit input from providers, homeless people and various other stakeholder groups, while others confined the planning process to a small group familiar with community needs.

2. Committee Structure

Some plans used a very tightly structured set of committees focused on specific focus areas like subpopulation or services. Others stuck to a single planning body, both new ones generated for the planning process and existing groups that were already in place or brainstormed ideas to be put into a document by a consultant.

3. Planning Timeline

Ranges from quick turnarounds of a few months to several others like Portland and Broward, who took a full year. There are also examples anywhere in between.

4. Community Input

Some plans invited input from the whole of the community like Portland's 100 Community Dialogues, or initiated the process with a large public Summit, like Gainesville. Some released a draft or series of drafts for public comment.

So, how do you get the planning process started in your community?

Decide who needs to be at the table

- Mayor/County Executive/County Commissioners/other city officials
- Local agency heads
- Law enforcement
- Business leaders
- United Way
- Chamber of Commerce
- Academics
- Hospitals
- Housing Developers
- Foundations
- Nonprofits and faith based groups
- Homeless and formerly homeless people
- Neighborhood organizations/ Concerned citizens
- Other Community leaders

Decide who's doing what and when

Establish a coordinating body

- Mayors Task Force
- Existing Coalition/CoC body

Establish a planning structure

- Choose a model or make one up that addresses your gaps
- Assign specific tasks (committees)
- Consider public input/Summit/releases of drafts

Establish your timeline for planning process

- Monthly meetings
- Subgroups meetings

Define your community's current situation and needs

Who is homeless/How do they become homeless?

- Point in Time count
- Demographics and characteristics of homeless population

What resources are currently available to help?

- Mainstream and targeted resource availability and accessibility
- Housing inventory
- Current service systems/coordination
- Funding streams

Where are there gaps?

- Identify specific needs so your plan can address these gaps

What overlapping plans/initiatives are in place to coordinate with?

- Other community task forces/committees

Educate yourself about solutions to homelessness

- Current research on ending homelessness
 - Ten Year Plans from other communities
 - Best Practices
 - Innovative approaches
 - Potential funding streams
 - Policy advocacy

Framing the plan: The Ten Essentials

1. PLAN FOR OUTCOMES
2. DATA
3. EMERGENCY PREVENTION
4. SYSTEMS PREVENTION
5. OUTREACH
6. SHORTEN HOMELESSNESS
7. RAPID RE-HOUSING
8. SERVICES
9. PERMANENT HOUSING
10. INCOME

Plan for Outcomes

Your community needs clear strategies focused on ending homelessness. You need to monitor your plan and programs for success.

Clear performance measures for both the system (plan) and programs within the system are crucial.

Data

Good data is essential for communities to plan to end homelessness, to evaluate programs and strategies, and to properly allocate resources.

- Annual Point in Time counts
- Global input to HMIS
 - for administrative data on demographics and characteristics
 - program performance monitoring
- Potential resources
- Policy implications

Data efforts in completed plans

- 86% of plans have implemented or plan to implement HMIS
- 83% of plans used community baseline data
- Exemplary Plans:
 - Hartford, CT
 - Broward County, FL

Emergency Prevention

Prevention programs like rent/mortgage/utility assistance, case management, landlord/lender intervention, and other strategies can prevent eviction and homelessness in the first place.

Targeted intervention at time of crisis

- Eviction prevention
- Rent/mortgage/utility assistance
- Landlord/lender intervention
- Case management for those at risk of homelessness

Emergency Prevention strategies in completed plans

79% of plans address Emergency Prevention

- 52% - Rent/Mortgage/Utility Assistance
 - 44% - Case Management
 - 33% - Landlord/Lender Intervention
-
- Exemplary Plans:
 - DuPage Co, IL
 - Atlanta, GA

Systems Prevention

Mainstream programs that provide care and services to low-income people and discharge planning from public institutions can prevent homelessness and are already working with them.

Mainstream Prevention

- Through changes in discharge planning policies at institutions (jails, hospitals, foster care)
- Through facilitating better access to/coordination with mainstream systems of care for homeless people or those at risk of homelessness in mainstream systems:
 - mental health system
 - public health system
 - welfare system
 - public housing system
 - veterans system
 - criminal justice and
 - child protective service systems (including foster care)

System prevention strategies in completed plans

91% of plans address System Prevention

- 86% - Correctional Facilities Discharge Planning
 - 62% - Foster Care Discharge Planning
 - 67% - Hospitals/Health Care Facilities Discharge Planning
 - 61% - Mental Health Discharge Planning
 - 40% - Substance Abuse Residential Treatment Discharge Planning
-
- Exemplary Plans:
 - Denver, CO
 - Quincy, MA

Outreach

Outreach can play an important role in reducing barriers to ending homelessness by engaging people who are living on the streets and getting them into housing.

- Through outreach teams/case managers that engage homeless people on the streets or in other places they may be found (soup kitchen, etc)
- Through education in the community about homeless resources
- Through a low-demand housing option for chronically homeless, like a safe haven

Outreach strategies in completed plans

79% of plans address Outreach needs

- 39% - Safe Havens
 - 28% - Link to Low-Demand Housing
 - 49% - Other Outreach Efforts
-
- Exemplary Plans:
 - Dallas, TX
 - State of Colorado

Shorten Homelessness

The shelter and transitional housing system in your community should be organized to reduce or minimize the length of time people remain homeless, and the number of times they become homeless, which requires an alignment of resources to reduce the duration of each spell of homelessness, and prevent recurrence.

- Through some form of rapid re-housing
 - Housing First with home-based intensive case management
 - Rental/deposit assistance to move directly into permanent housing
- Performance based contracting for service providers
- Through coordination among service providers
- Through a centralized intake system (Housing Assistance Center)

Strategies to Shorten Homelessness in completed plans

57% address Shortening Length of Time Homeless

- 67% - Housing First
 - 16% - Goals to Reduce Length of Stay
 - 9% - Track Length of Stay
-
- Exemplary Plan:
 - Broward Co, FL

Rapid Re-housing

Housing placement services can address many of the barriers homeless people face like navigating landlord-tenant relationships and shortages of affordable housing.

- Housing placement services/staff
- Landlord mediation/intervention
- Access to subsidies, such as vouchers, for households with extremely low incomes
- Coordination with service providers to ensure that a homeless person's service needs are met once he or she is in permanent housing
- Periodic follow-up work to prevent a housing crisis
- Services to address credit problems

Rapid Re-housing strategies in completed plans

56% address Rapid Re-Housing

- 38% - Housing Search Assistance
 - 34% - Outreach to Landlords
 - 28% - Address Barriers to Housing
 - 11% - Links to Rent Subsidies
- Exemplary Plans:
 - Broward Co, FL
 - Norman, OK

Services

Services can help individuals and families stabilize following a successful housing placement and provide the supports necessary to ensure that they are able to sustain their housing and access other community-based services.

A focus should be on better access to and coordination of mainstream services to take burden off of homeless system.

- Through service-enriched housing (onsite or offsite case managers)
- Through better coordination of/access to mainstream services

Services strategies in completed plans

94% of plans address Services

- 81% - Link to Mainstream Services
 - 68% - Dedicated Services
 - 21% - One-Stop Shop
 - 16% - Follow-up to Services
-
- Exemplary Plans:
 - Atlanta, GA
 - State of Minnesota

Permanent Housing

Preventing a homeless episode or ensuring a speedy transition into stable, permanent housing can result in significant cost savings, especially for chronically homeless people.

You must also address the permanent housing needs of extremely low-income people for whom simple lack of housing is keeping them homeless.

- Using existing units and/or constructing new units
 - Project based vouchers
 - Tenant based vouchers
 - Institutional placement (group homes, etc)
 - Affordable units
 - Supportive units for specific populations

Permanent Housing strategies in completed plans

92% of plans address Permanent Housing

- 71% - PSH
 - 38% - General Affordable Housing
 - 18% - SRO
 - 16% - Section 8 Tenant Based
 - 9% - Rental Assistance Vouchers
 - 8% - Section 8 Project Based
 - 7% - Low Income Housing Tax Credit
 - 1% - Public Housing
 - 17% - Inclusionary Zoning
- Exemplary Plans:
 - Norfolk, VA
 - Cape Cod, MA

Income

When it is necessary in order to obtain housing, your community must assist homeless people to secure enough income to afford rent and help them to maintain that housing through some form of income.

- employment placement services
- workforce development/training
- public benefits
 - TANF
 - Earned Income Tax Credit
 - Food stamps
 - SSI/SSDI
 - Medicaid/Medicare

Income strategies in completed plans

81% of plans address Income

- 68% - Job Training
 - 43% - SSI Outreach
 - 30% - TANF Outreach
 - 30% - Transportation Assistance
 - 6% - EITC Outreach
-
- Exemplary Plans:
 - Austin, TX
 - Alexandria, VA

Implementation Considerations

Be thinking about this throughout the development of your plan!

- Benchmarks/timelines, including prioritizing/task assignment
- Funding sources
 - Re-allocation of existing funds
 - New funds
 - Federal programs
 - State and local programs
 - Private philanthropy
 - Housing Trust Fund
- Measuring performance/Oversight/implementation structure
- Continuing to build stakeholder/political/community support

Funding of completed plans

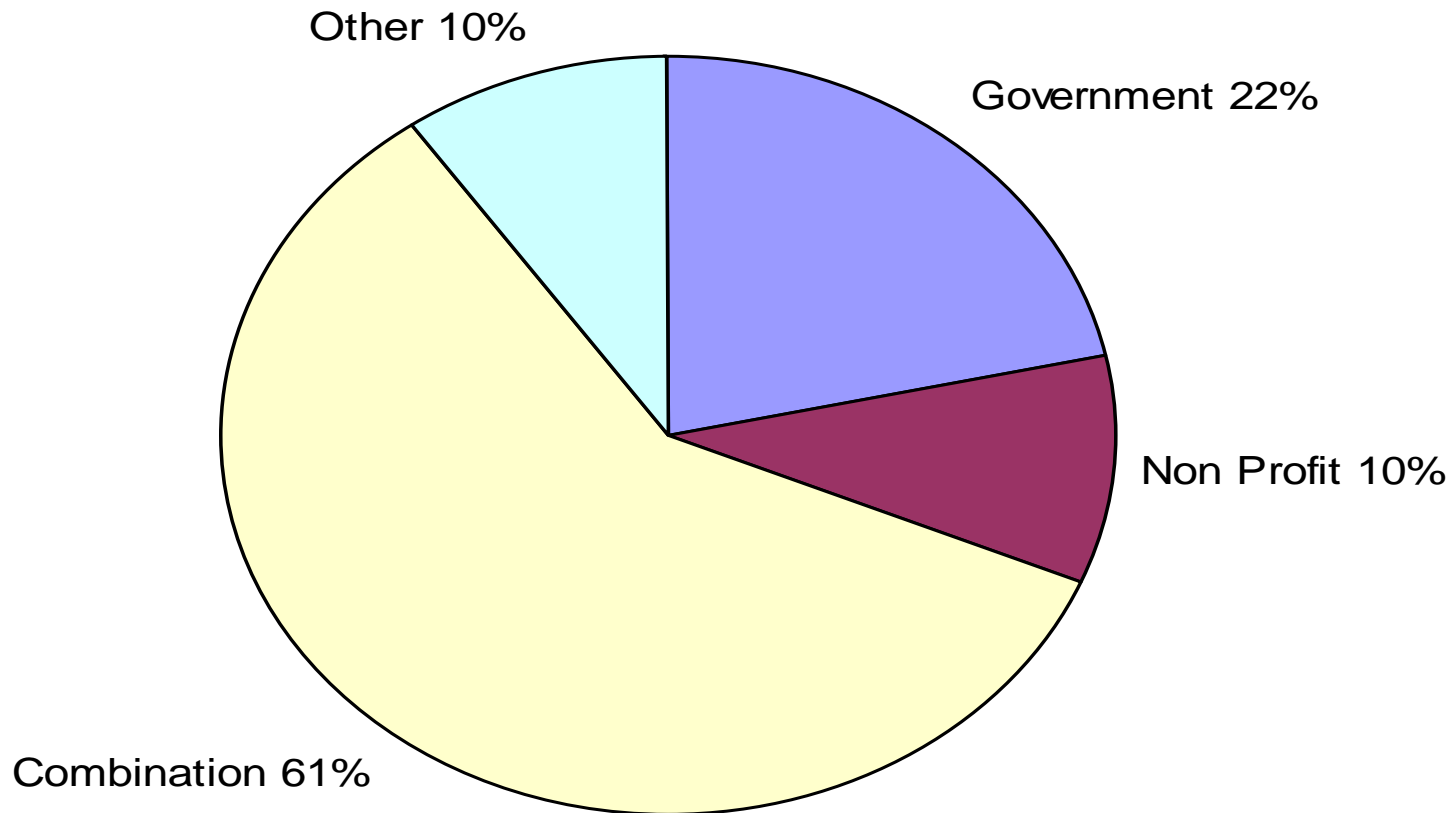
48% of plans identify specific funding sources for implementing their strategies

- 39% - Federal
- 29% - State
- 20% - Local
- 12% - Philanthropic
- 7% - Business

Implementation of completed plans

54% of plans established an implementing body.

Body type, of those with an implementing body:



Additional Resources

Other communities

National Alliance website www.naeh.org

Center for Capacity Building @ Alliance

Corporation for Supportive Housing www.csh.org

Housing Assistance Council www.ruralhome.org

US Interagency Council on Homelessness www.usich.gov

National Healthcare for the Homeless Council www.nhchc.org

National Policy and Advocacy Council on Homelessness www.npach.org

US Dept of Housing and Urban Development www.hud.gov

PATH (Projects for Assistance in Transitioning from Homelessness

www.pathprogram.samhsa.gov

Technical Assistance Collaborative www.tacinc.org