

## Sample 10-Year Plan Goals

This document illustrates for the Policy Group approaches other communities have taken for their 10 year plan. Its purpose is to facilitate discussion among the Policy Group as to the goals Pinellas County should establish.

As you review this document please recognize that many of the plans don't state "goals," but rather they identify principles or categories of effort. The formats presented herein, therefore, are mixed to accommodate these differences. For example, Beth may have included objectives or other explanatory statements from the plan if there were no clearly defined goal statements.

Note that many of the 10-Year Plans are following the rhetoric laid out by the federal government. Plans from communities where they were near-exactly the same have not been duplicated.) The four steps are: *Plan for Outcomes, Open the Front Door, Close the Back Door; and Build the Infrastructure*. Several plans use this as their goal structure and develop objectives under each of these four areas.

There are two additional documents at the end of document. One presents sample goals and guidelines from the National Alliance to End Homelessness, which provides the basis for the four steps above, in addition to some other common goals that should be address in 10-Year Plans. The other presents the balanced scorecard model for strategic planning adapted to the 10 year plan task.

### YOUR ASSIGNMENT (SHOULD YOU CHOOSE TO CONTINUE THIS MISSION)

Review the illustrative plans and identify:

1. One to three plans whose goals seem to apply to Pinells County and that you think work well
2. Or – cut and paste to bring your own goals list to the meeting.
3. Please do not worry about measurability yet. That is the next step of the process. The first is determining areas in which you want to set goals and the general direction you want that goal to take.

## City of Alexandria, VA

The policy established five major goals:

- assessment of the need for additional year-round shelter, and development of alternative options
- provision of services enabling the homeless to become self-sufficient to the maximum extent possible
- continued coordination of services for the homeless, and the establishment of additional series and facilities within the private sector
- expansion of cooperative efforts with neighboring jurisdictions for coordination and sharing of services and facilities
- evaluation of efforts directed at the homeless problem

## Chicago Continuum of Care

### **Getting Housed, Staying Housed: A Collaborative Plan to End Homelessness**

#### VISION STATEMENT

In ten years, all individuals and families facing homelessness in Chicago will have access to safe, decent, affordable housing and the resources and supports needed to sustain it.

#### Five-Year Strategic Initiatives

The plan outlines three strategic initiatives to begin the process of system change. These initiatives and their objectives form our agenda for change over the next five years. Through them we will:

- 1) Expand the range and availability of prevention strategies, increase their immediate accessibility, and improve their long-term effectiveness.
- 2) Expand the availability of affordable permanent housing; increase its accessibility; and transition the existing tiered shelter system into a Housing First system.
- 3) Provide transitional services that ensure linkage to community resources, and increase the availability and awareness of formal community supports.

## **Indianapolis Housing Task Force**

### **Blue Print to End Homelessness**

- Strengthen efforts to prevent people from becoming homeless.
- Increase access to, and coordination of, housing and services.
- Enhance services in specific areas of need.
- Coordinate service systems for special populations.
- Take steps to ensure that the Blueprint is implemented and that it is effective in accomplishing its goals.

## **New York City Plan**

[Instead of goals, they use the following broad general statements, which they organize into the chapters of their plan.]

Chapter 1: Overcome Street Homelessness

Chapter 2: Prevent Homelessness

Chapter 3: Coordinate Discharge Planning

Chapter 4: Coordinate City Services and Benefits

Chapter 5: Minimize Disruption to Families who Experience Homelessness

Chapter 6: Minimize Duration of Homelessness

Chapter 7: Shift Resources into Preferred Solutions

Chapter 8: Provide Resources for Vulnerable Populations to Access and Afford Housing

Chapter 9: Measure Progress, Evaluate Success, and Invest in Continuous Improvement

## **Anchorage**

### **Ten-Year Plan on Homelessness**

The vision for Anchorage in the year 2015 is one that will serve the needs of the community well and that members endorsed as plausible yet ambitious:

In ten years, the homeless of Anchorage will be connected with a way to secure safe and affordable housing within three months being identified by any provider of homeless services.

Housing: Develop 500 new housing units affordable to households at or below 50 percent of the median income.

Public Policy: Identify and eliminate statutory, regulatory, policy and other barriers and, educate the public about homelessness.

Prevention: Promote prevention as the most effective and economically efficient path toward secure, safe and affordable housing for all.

Information Management: Develop and implement a coordinated and comprehensive intake, eligibility, discharge, and housing barriers assessment system.

Targeted Case Intervention: Provide adequate support services for individuals and families to survive and succeed on their own or in the least restrictive environment of their choice.

## Nashville

### The Strategic Framework for Ending Chronic Homelessness within 10-Year

*Our vision: Within 10 years, Nashville will be a community without chronic homelessness by assuring access to safe, affordable and permanent housing with a comprehensive array of supportive services.*

#### Guiding Principles

- 1. Permanent Supportive Housing** is a priority – individuals moving into housing as quickly as possible
- 2. Continuum of Supportive Services** including health, mental health, substance abuse, outreach and other services are available, tailored to meet an individual's need and recognize a person's ability to change. Services are essential to achieving long-term housing stability.
- 3. Systems Coordination** and collaboration between public and private sector service providers is critical and necessary for long-term success.
- 4. Self Sufficiency** includes access to income assistance (SSI, SSDI,) and/or employment opportunities and is the best way to assure individuals ability to maintain housing and live independently.
- 5. Community Ownership** is understanding that homelessness impacts the whole community – every individual, agency, and business – particularly those operating in the central city. Solutions to end homelessness can and must be found in every public and private sector entity.
- 6. Voice and Choice** of homeless individuals is a must, both in their individual circumstances and in the systems that affect them.
- 7. Results-Driven** framework must be imbedded in all our services, programs, and endeavors. Success must be clearly defined and measured. Only services proven effective will be funded.
- 8. Prevention** strategies included as the only lasting and cost-effective solutions to chronic homelessness.

## San Francisco

### The San Francisco Plan To Abolish Chronic Homelessness

- GOAL: Create an additional 3000 supportive housing units or beds for the chronically homeless by year 2010
- GOAL: Increase coordination and streamline efforts of city departments or committees responsible for the coordination of supportive housing funding, acquisition, leasing, development and monitoring.
- GOAL: Develop Capacity Building Program to promote the development of high quality supportive housing.
- GOAL: Eliminate unnecessary tenant selection criteria that impede the access of chronically homeless individuals and families into supportive housing.
- GOAL: Maintain high quality and cost effective supportive housing that is responsive to the needs of the residents.
- GOAL: Increase efforts to engage the public in supporting solutions to chronic homelessness.
- GOAL: Increase local, state and federal resources to sustain and increase San Francisco's investment in permanent supportive housing.
- GOAL: Provide the linkage from the 3,000 chronically homeless to the estimated 15,000 total homeless population.

## **Scranton/Lackawanna County**

### **Ten-Year Plan to End Chronic Homelessness**

#### **Prevention – “Close the Front Door”**

Objective 1: Prevent Evictions

Objective 2: Increase wage and income stability.

Objective 3: Develop a strategy to address the root causes of homelessness.

Objective 4: Reduce the number of women who become chronically homeless as a result of domestic violence.

#### **Intervention – “Open the Back Door”**

Objective 1: Know who is chronically homeless.

Objective 2: Make permanent housing available.

Objective 3: Reduce barriers that prevent chronically homeless persons from getting permanent housing.

#### **Build the Infrastructure to End Homelessness**

Objective 1: End homelessness by housing the homeless.

Objective 2: Provide the services needed for people to get and maintain housing.

Objective 3: Support efforts to create wage and benefits that allow households to pay for basic expenses, especially housing.

## **Northwest Louisiana**

### **Hope for the Homeless: Plan to end homelessness in Northwest Louisiana**

#### **Vision Statement**

*By year 2014, all individuals and families facing homelessness in Northwest Louisiana will have alternatives and access to safe, decent and affordable housing and the resources and supports needed to sustain it.*

#### Step One: Plan for Outcomes

Objective: Collect better data throughout the region

Objective: Plan for outcomes

#### Step Two: Close the Front Door

Objective: Prevent homelessness through comprehensive strategies including early intervention and discharge planning

#### Step Three: Open the Back Door

Objective: Assist those who are homeless exit homelessness as quickly as possible through a housing first approach

#### Step Four: Build the Infrastructure

Objective: Address housing, income and service needs of the homeless in NW LA

## Hillsborough County

### Places for People: A 10 Year Community Response Initiative to End Homelessness

**Mission:** *Uniting people and resources in Tampa and Hillsborough County to end homelessness by increasing access to affordable housing and shelter.*

Recommendations to achieve our mission:

1. Create a Homeless Customer Services Program that coordinates intake and assessment collaboratively, while creating an accurate database in current time on homelessness/low income housing and shelter space availability.
2. Develop H.E.L.P. Shelters to stabilize families while they wait (average wait time 27 days) to get into a mainstream program. (Probably 25-35 units). Could be renovated motels.
3. Develop a H.E.L.P. Shelter to stabilize single homeless while they wait to get into mainstream programs (125 to 200 units).
4. Develop a Recuperative Care Center for homeless persons who are released from hospitals; a facility to recuperate with medical support before they return to the streets.
5. Create incentives to develop Permanent Supportive Housing: Small facilities with services for the chronically homeless. Monitor quality of services, facilities, and outcomes.
6. Tampa Housing Authority, City of Tampa, and Hillsborough County prioritize development of very low-income housing (30% of median income and below). As a budgeted priority, and endorse the National Housing Trust Fund. Focus on "Housing First" as the main way of addressing homelessness.

## City of Phoenix, AZ

### Measurements of Effectiveness

The Regional Plan for the continuing development of a Continuum of Care in Maricopa County include the following goals and indicators for their achievement:

### HOUSING

#### *Goals*

- Develop a range of housing options available across the Valley to include emergency, transitional, permanent, and permanent supportive housing.
- Affordable permanent housing and housing with support services will be available to help homeless people move from crisis situations to long-term maintenance of permanent housing.
- Permanent affordable housing will provide the key to preventing homelessness.

#### *Measurement Indicators*

- Percent increase or decrease in housing by types: emergency, transitional, permanent affordable, and permanent supportive housing
- Development of a strategy to replace McKinney SHP and S+C funding for housing the seriously mentally ill homeless population
- Analysis of the extent to which Request For Proposal (RFP) processes in Maricopa County link housing and services
- Development of a county-wide affordable housing financing strategy
- Development of information regarding the impact of welfare reform on prevention services
- Maintenance of an inventory and score card of Single Room Occupancy bed increases and decreases

### SERVICES

#### *Goals*

- Enhance the Continuum of Care services to better assist homeless people to resolve crises, develop a plan to return to self-reliance, or to assist those who are unable to become completely independent due to physical or mental disabilities.
- Develop advanced technological electronic linkages as a means of reducing the amount of time and effort homeless agencies spend in coordinating their programs.

#### *Measurement Indicators*

- The development of standardized service outcomes by the City of Phoenix, City of Mesa, Maricopa County, Arizona Department of Economic Security, and Arizona Department of Health Services
- Implementation of the county-wide centralized intake and client tracking system
- Refinement and standardization of linkages between companies of the Continuum of Care
- Increases in state legislative funding for behavioral health services and housing for the Seriously Mentally Ill
- Increases in transportation availability enabling homeless people to access services

## FUNDING

### *Goals*

- Establish a coordinated blend of resources and funding from all levels of government and the private sector to assist homeless people in returning to self-sufficiency.
- Consolidation of proposal and grant processes in order to maximize the effectiveness of limited resources.
- Enlist businesses to assist providers with venture and capital and technical assistance to develop entrepreneurial endeavors to generate funds for their programs and provide job opportunities for homeless people.

### *Measurement Indicators*

- The number of government agencies and private sector funders which coordinate Request for Proposal (FRP), contracting, monitoring, and reporting requirements
- Increase in funding amounts and types used for the Continuum of Care
- Increased availability of venture capital and technical assistance to homeless providers

## SPECIAL POPULATIONS

### *Goals*

- Assigning a high priority in addressing the needs of homeless people with behavioral health problems.
- Increase services and housing for homeless people with behavioral health problems.
- Reduce neighborhood and business prejudice against programs for all homeless people.
- Assist the State of Arizona in planning for the replacement and expiring McKinney Act permanent housing.

### *Measurement Indicators*

- Increases in housing and services to homeless persons with behavioral health problems.
- Increase in State funding of permanent supportive housing for the seriously mentally ill homeless population.

## EMPLOYMENT

### *Goals*

- Develop a full array of employment-related service options for homeless people.
- Ensure community-based and shelter-based employment services are available to all homeless people.
- Increase the number of jobs available to homeless people.

### *Measurement Indicators*

- The number of projects developed to provide jobs for homeless people
- The number of homeless people served by city and county Job Training Partnership Act Programs
- Inclusion of employment related screens into the County wide centralized intake and client tracking system
- The number of housing programs linked to job training programs

## Portland

### Home Again: A 10-year plan to end homelessness in Portland and Multnomah County

This 10-year plan is built on three principles:

1. Focus on the most chronically homeless populations.

The most critical issue facing all homeless people—the lack of permanent housing—will be addressed first. Other services and programs directed at homeless people and families will support and maintain homeless people in this permanent housing.

2. Streamline access to existing services in order to prevent and reduce other homelessness.

3. Concentrate resources on programs that offer measurable results.

These principles emphasize a “housing first” methodology for ending chronic homelessness and focus on shortening the length of homelessness experienced by anyone in our community.

Nine actions that will end homelessness

1. *Move people into housing first*

2. *Stop discharging people into homelessness.*

Implementation of this plan will help these institutions (jails & hospitals) avoid discharging people to the streets by providing links to the right services and more permanent supportive housing.

3. *Improve outreach to homeless people.*

Linking homeless people to services and permanent housing will occur more quickly and effectively through coordinated outreach and engagement.

Outreach workers will be able to offer homeless people immediate access to permanent housing, rather than requiring many intermediate steps before access to housing is offered.

The creation of a new resource space will be considered as one tool to improve access to homeless assistance as well as provide a place for engagement.

We will improve homeless families' access to assistance through Multnomah County's six regional service centers and culturally specific sites in order to ensure that the basic needs and safety of children are met.

4. *Emphasize permanent solutions.*

Under this plan shelters will return to their original purpose by providing easier access into shelters and quicker transition out of them. The length of time that homeless people stay in emergency shelters will be reduced from the current average stay of 150 days to no more than 45 days.

5. *Increase supply of permanent supportive housing.*

By 2015, the City and County will create 1,600 new housing units designated for the chronically homeless and 600 new units designated for homeless families. These will be permanent supportive housing units, offering social services to residents depending upon their level of need.

These additional housing units will be added to the homeless system's permanent units through new construction, renovation and conversion of other types of housing, and leasing units from the private sector. We will undertake to build the most cost-effective permanent supportive housing available.

*6. Create innovative new partnerships to end homelessness.*

We will strengthen relationships and partnerships among government agencies, nonprofits, and institutions in order to leverage funding that is available for permanent supportive housing.

Coordination among partners in the homeless system must also be improved.

*7. Make the rent assistance system more effective.*

We will effectively coordinate existing rent assistance programs to sustain homeless people in permanent housing once they are placed there.

*8. Increase economic opportunity for homeless people.*

The City and County will work together to streamline the system that offers workforce assistance to homeless people.

The City and County will also work with the State of Oregon and federal agencies on streamlining the receipt of disability benefits by homeless people who are eligible and in need, but who are not currently receiving benefits.

*9. Implement new data-collection technology throughout the homeless system.*

By 2005 all partners in the homeless system will adopt the Homeless Management Information System (HMIS), a web-based system that helps in data collection and research about the homeless population. This will allow us to examine more accurately the numbers of homeless people, the frequency of homelessness, and the depth and breadth of homelessness.

How will we know if the plan is successful?

In order to make sure that this plan works, we have built in a system of accountability and measurable outcomes. No public funds will be used for programs or services that do not demonstrate measurable success at ending homelessness.

To gauge our success over time, the action steps above will be tied to specific and measurable outcomes for each program or service; these will be reviewed biannually by funders and reported to citizen stakeholders. If program outcomes are not met, those programs will see a reduction in public funding.

## National Alliance to End Homelessness

### How to End Homelessness in Ten Years: Elements of a Plan to End Homelessness\*

#### Plan for Outcomes

Localities can begin to develop plans to end, rather than to manage, homelessness. There are two components.

Every jurisdiction can collect **data** that allows it to identify the most effective strategy for each subgroup of the homeless population. Second, jurisdictions can bring to the **planning** table those responsible for mainstream as well as homeless-targeted resources.

#### Close the Front Door

Homelessness can be **prevented** by making mainstream poverty programs more accountable for the outcomes of their most vulnerable clients and wards.

#### Open the Back Door

Where homeless people are already accommodating the shortage of affordable **housing**, this should be facilitated and accelerated. Where there is no housing, particularly for those who are chronically homeless, an adequate supply of appropriate housing should be developed and subsidized.

#### Build the Infrastructure

Ending homelessness can be a first step in addressing the systemic problems that lead to crisis poverty:

- shortage of affordable **housing**
- **incomes** that do not pay for basic needs
- lack of appropriate **services** for those who need them.

#### **\*These steps should be undertaken simultaneously**

In order to end homelessness in the next ten years, we must:

- Plan to end homelessness in every community.
- Make mainstream programs accountable for preventing and ending homelessness.
- Shift the focus of the homeless assistance programs from short-term support services to long-term solutions.
- Work towards creating an infrastructure, including living wages and affordable housing, that can support permanent housing for everyone.

## **More from the National Alliance to End Homelessness**

### **The Ten Essentials: What your community needs to do to end homelessness**

The National Alliance to End Homelessness has created the following checklist as a guide to help communities identify the minimum requirements for an effective permanent solution to prevent and end homelessness.

#### PLAN

Your community has a set of strategies focused on ending homelessness. A wide range of players (government programs, elected officials, homeless providers, etc.) has made funding and implementation commitments to these strategies.

#### DATA

Your community has a homelessness management information system that can be analyzed to assess how long people are homeless, what their needs are, what the causes of homelessness are, how people interact with mainstream systems of care, the effectiveness of interventions, and the number of homeless people.

#### EMERGENCY PREVENTION

Your community has in place an emergency homelessness prevention program that includes rent/mortgage/utility assistance, case management, landlord/lender intervention, and other strategies to prevent eviction and homelessness.

#### SYSTEMS PREVENTION

- I. Mainstream programs (mental health, substance abuse, TANF, child welfare, etc.) that provide care and services to low-income people consistently assess and respond to their housing needs.
- II. There is placement in stable housing for all people being released from public institutions.

#### OUTREACH

Your community has an outreach and engagement system designed to reduce barriers and encourage homeless people so that they enter appropriate housing (including safe havens) linked with appropriate services.

#### SHORTEN HOMELESSNESS

The shelter and transitional housing system in your community is organized to reduce or minimize the length of time people remain homeless, and the number of times they become homeless. Outcome measures will be key to this effort.

#### RAPID RE-HOUSING

Your community has skilled housing search and housing placement services available to rapidly re-house all people losing their housing or who are homeless and who want permanent housing.

#### SERVICES

When households are re-housed, they have rapid access to funded services, and mainstream programs provide the bulk of these services.

PERMANENT HOUSING

I. Your community has a sufficient supply of permanent supportive housing to meet the needs of all chronically homeless people.

II. Your community is implementing a plan to fully address the permanent housing needs of extremely low-income people.

INCOME

When it is necessary in order to obtain housing, your community assists homeless people to secure enough income to afford rent, by rapidly linking them with employment and/or benefits. It also connects them to opportunities for increasing their incomes after housing placement (opportunities provided primarily by mainstream programs).

## Balanced Scorecard Approach to Homelessness Strategic Plan

The balanced scorecard has developed as a tool for framing strategic plans by ensuring that goals are set in four critical areas:

- Services and Products – what services are we actually going to deliver
- Community relationships – who are the stakeholders (pro or con) whom we need to engage and build relationships with to have an effective system. How will we do that?
- Resource optimization – what are the funding sources we seek to maintain and/or develop. How we plan to optimize the resources that we have.
- What infrastructure do we need to enhance? How will we support the development of paid and volunteer staff?

Goals in each of these areas are usually arrayed in a quadrant such as shown below.

Community relationship goals	Service Goals
Financial Goals	System infrastructure and staff development goals