



Good . . . to Better . . . to Great

**Innovations in 10-Year Plans
to End Chronic Homelessness
in Your Community**

United States Interagency Council on Homelessness

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The United States Interagency Council supports and encourages the development of local 10-Year Plans to end chronic homelessness. Inspired by the President's call to action, over 200 communities across the country, 49 states, and three territories have committed to planning initiatives in the last two years. As a result, new people, ideas and resources are beginning to emerge. This document is dedicated to the communities now engaged in the move to end chronic homelessness in the United States. Tangible progress is being made thanks to smart work invested in innovations and new solutions.

Good to Great, the best-selling management book by Jim Collins, documents research conducted on over 1200 corporations to identify the common elements that caused good performers to become great performers. Inspired by Collins' work, USICH studied 10-Year Plans to discover corresponding components that move plans from good, to better, to great. We offer you that collective wisdom in this summary form, distilled into what we call the **Ten Elements**.

They, too, fit into "Disciplined People, Disciplined Thought, and Disciplined Action," the framework used by Collins and the *Good to Great* team. Whether you are just beginning the planning process or are well into implementation, we encourage you to ensure that these **Ten Elements** are incorporated into the "living document" that is your 10-Year Plan.

This **Good . . . to Better . . . to Great** document is designed to offer guidance regarding the contents of your 10-Year Plan. A companion toolkit, **The 10-Year Planning Process to End Chronic Homeless in Your Community, A Step by Step Guide**, takes you through the plan development process. Both toolkits are available on the Council's website (www.usich.gov).

As with 10-Year Plans, this innovations guide is a "living document." With each new community, each new collaboration, comes new challenges and fresh solutions to ending chronic homelessness. Be sure to visit **Innovative Initiatives that are Preventing and Ending Homelessness** on the Council's website to find replicable programs and strategies.

We are indebted to federal and private sector partners who have contributed to this learning effort. Along with Jim Collins the list includes Malcolm Gladwell, Clayton Christensen, and HUD Secretary Alphonso Jackson.

Homelessness is a national problem with local solutions. Our goal is to help you achieve results by implementing plans that are research-driven, performance-based, and results-oriented. Working together, we shall end this national disgrace.

All the best,

A handwritten signature in black ink, appearing to read "Philip F. Mangano". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Philip F. Mangano
Executive Director
United States Interagency Council on Homelessness



TABLE OF CONTENTS

➤ National Map	4
➤ What Makes a 10-Year Plan Great	5
➤ Ten Elements of Great Plans	6

DISCIPLINED PEOPLE

➤ Political Will	7
➤ Partnerships - One	8
➤ Partnerships - Two	9
➤ Consumer-Centric Solutions	10

DISCIPLINED THOUGHT

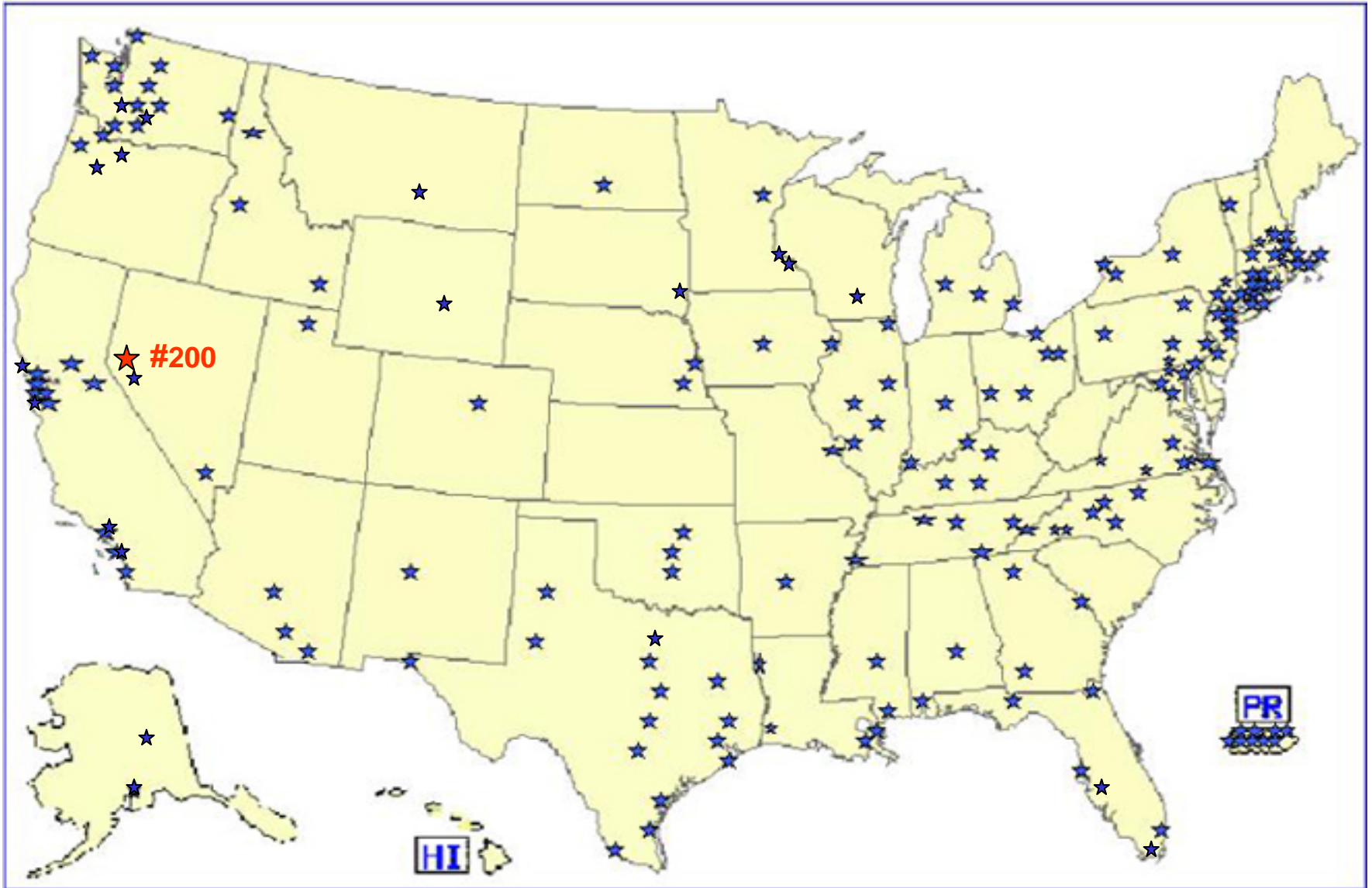
➤ Business Plan	11
➤ Cost Implications	17
➤ Prevention & Intervention	18
➤ Innovative Ideas	19

DISCIPLINED ACTION

➤ Implementation Teams	20
➤ Broad-Based Resources	21
➤ Living Documents	22



200+ CITIES AND COUNTIES ARE NOW ENGAGED IN 10-YEAR PLANNING INITIATIVES (May 2006)





WHAT MAKES A 10-YEAR PLAN GREAT?

USICH studied over 200 local jurisdictions engaged in 10-Year Planning Initiatives.

We learned that **Great** Plans have something in common with **Great** Companies.

In *Good to Great*, Jim Collins and his team of researchers studied 1500 corporations and identified 11 companies of the Fortune 500 that achieved and sustained outstanding performance . . . cumulative returns at least three times the market for periods of 15 years or more.

After determining the key elements of success that made companies great, they summarized them into three categories:

- Disciplined People
- Disciplined Thought
- Disciplined Action



From 200 jurisdictions, we learned the elements that help make 10-Year Plans Good, Better, or even **Great**.



TEN ELEMENTS OF GREAT PLANS

These **Ten Elements** create **Great** Plans that are research-driven, performance-based, and results-oriented.

DISCIPLINED PEOPLE

1. Political/Community Will
2. Partnerships
3. Consumer-Centric Solutions



DISCIPLINED THOUGHT

4. Business Plan
5. Budget Implications
6. Prevention AND Intervention
7. Innovative Ideas

DISCIPLINED ACTION

8. Implementation Team
9. Broad-Based Resources
10. Living Documents

"We tried to bring our plans to successful conclusion step by step, so that the mass of people would gain confidence from the successes, not just the words."
- Kroger CEO, Jim Herring, Good to Great



1. POLITICAL/COMMUNITY WILL - One

Leadership from Jurisdictional CEOs

Great Plans are typically sponsored by Mayors/County Executives/
Governors who often:

- Announce the planning process publicly and appoint planning committee members
- “Own” the Plan and commit to implementation
- Align government agencies to support implementation goals
- Appoint community champion(s) to build and sustain public - private partnership for successful Plan implementation
- Regularly report progress toward achieving 10-Year Plan goals to the community





1. POLITICAL/COMMUNITY WILL - Two

Leadership from Community Champions

Great Plans typically engage respected community champions to reinforce, sustain, and augment 10-Year implementation:

- Individual of high standing in the community who is *not* primarily associated with homelessness
- Leads 10-Year Plan implementation on behalf of jurisdictional CEO
- Creates demand for Plan implementation among the broader community by demonstrating unwavering personal commitment
- Draws new private-sector stakeholders and untapped resources to support implementation
- Sustains 10-Year Plan implementation through changes in political leadership and priorities





2. PARTNERSHIPS: One Who is “On the Bus?”

Great Plans include decision-makers from government agencies right from the beginning.

- Effective planning and implementation includes leaders from the government at every level:
 - city/county
 - region
 - state
 - federal government
 - council of governments
 - USICH regional representative
- Coordinated plans — state with local and local with state — produce comprehensive results.



“The main point is to first get the right people on the bus (and the wrong people off the bus) before you figure out where to drive it.”

- Jim Collins, Good to Great



2. PARTNERSHIPS: Two

Who is “On the Bus?”

Great Plans have created Community Will for ending chronic homelessness by including leaders from all private sector stakeholders.

- United Way/Philanthropy
- Banks/CRA Representatives
- Business and Civic Leaders
- Chambers of Commerce/Downtown Associations
- Housing Developers/Housing Authorities
- Tourism Officials/Hospitality
- Academia
- Hospitals/Regional Healthcare Systems
- Behavioral Health/Other Care Providers
- Consumer Advocates
- Transportation Agencies
- Workforce Agencies
- Faith-Based Organizations
- Law Enforcement/Courts
- Veterans Organizations
- Providers/Non-Profits
- Consumers
- Librarians



“No one level of government, no one sector can do this job alone. Every level of government and every stakeholder from the private sector, including consumers, need to be partnered to reach the goal.”

- Philip F. Mangano



3. CONSUMER-CENTRIC SOLUTIONS

What do consumers want?

Great Plans identify and respond to consumer preferences for housing, treatment, and services. Choice is often the key.

Including consumers on planning councils and implementation teams is critical.

➤ In addition, first-hand knowledge of consumer wants and needs can be gained in a variety of ways:

- Focus groups
- Surveys
- Advisory groups
- Ombudsmen





4. BUSINESS PLAN *Implementation Management*

Great Plans are configured to achieve results by incorporating into their content:

- **One**: Business Principles – familiar concepts, such as investment vs. return, that bring a business orientation to the strategy
- **Two**: Baselines – documented numbers that quantify the extent of homelessness in the local community
- **Three**: Benchmarks – incremental reductions planned in the number of people experiencing chronic homelessness
- **Four**: Best Practices – proven methods and approaches that directly support ending chronic homelessness
- **Five**: Budget – the potential costs and savings associated with plan implementation



More . . .



4. BUSINESS PLAN: One *Implementation Management*

Business Principles

Great Plans are results-oriented. They gain credibility by orienting around a basic management agenda for success which can include:

- Research and data-driven investments that move the response beyond anecdote and hearsay to achievement of quantifiable results
- Performance-based focus related to targeted outcomes
- Results-oriented measures that are indicators of the plan's impact
- Return-on-investment outcomes in people experiencing chronic homelessness moving off the streets and out of long term shelter to housing
- Cost Benefit Analysis studies to identify savings (e.g. emergency room and other primary and behavioral health costs, law enforcement, courts, incarceration, etc.)



More . . .

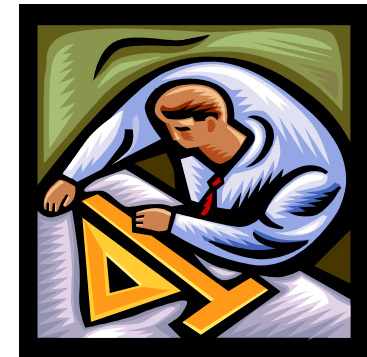


4. BUSINESS PLAN: Two Implementation Management

Baselines

Great Plans include baseline data to define the magnitude of local need.

- Quantify and document the number of people in your community currently experiencing chronic and other forms of homelessness
- Identify the number of persons anticipated to enter the homeless system each year
- Document the source of those entering the front door of homelessness (e.g., discharged from other systems, evicted from housing, etc.)



“We all want to believe that the key to making an impact on someone lies with the inherent quality of the ideas we present.”
- Malcolm Gladwell, [The Tipping Point](#)

More . . .



4. BUSINESS PLAN: Three *Implementation Management*

Benchmarks

Great Plans include benchmarks – incremental, quantifiable goals to calibrate implementation efforts. Benchmarks serve as markers by which progress is measured over the 10-year period.

- Benchmarks can include:
 - Reductions in number of people experiencing chronic homelessness (annually, bi-annually, monthly, etc.)
 - Reductions of people living on the street, in street deaths, etc.
 - Number of permanent supportive housing units created in year one, two, etc.
 - Annual reductions in number of emergency room visits, arrests and incarcerations, court appearances, etc.
- Plan reasonably. Set initial goals you can expect to meet or exceed and that are budget achievable. Early successes instill confidence, build momentum, and attract additional investment.



More . . .



4. BUSINESS PLAN: Four *Implementation Management*

Best Practices

Great Plans incorporate proven, evidence-based practices that deliver results:

- Maintain local practices that work
- Draw upon research and results achieved by innovation elsewhere to make the case for investment in your community
- Adapt best practices as needed to meet local needs
- Practice the “art of legitimate larceny” by “stealing” the best ideas from other cities



“Innovative ideas and initiatives that have produced the intended results elsewhere are welcome. They can be homegrown or stolen. Finding best practices elsewhere and replicating them is the art of ‘legitimate larceny’.”
- Philip F. Mangano

More . . .



4. BUSINESS PLAN: Five *Implementation Management*

Budget

Great Plans commit to a budget to solidify intent.

- Conduct Cost Benefit Analysis studies to identify potential savings in mainstream system costs (e.g. emergency room and other primary and behavioral health costs, law enforcement, courts, incarceration, etc.)
- Identify potential costs associated with plan implementation
- Compute costs to implement the plan
 - Unit costs of housing development or rehabilitation
 - Costs of supportive services
 - Costs of infrastructure improvements, such as HMIS
- Identify new and existing sources of funding from the public and private sector
- Identify resources (i.e. federal, state, local, private, philanthropic, business, etc.) to invest in the implementation





5. Cost Implications

Adding It Up: Chronic Homelessness is Expensive

Great Plans include a local Cost Benefit Analysis to reveal to the community the hidden costs of chronic homelessness and to identify savings opportunities.

➤ Ending chronic homelessness can result in reductions in:

- + Emergency room visits
- + Ambulance fees
- + EMT costs
- + Hospital admissions



- + Arrests
- + Incarcerations
- + Court costs
- + Treatment costs in acute behavioral health programs

Minimally, the Plan includes Cost Benefit Studies from other communities to establish a basis for the cost of chronic homelessness.

“You must have faith that you can and will prevail in the end . . . AND at the same time have the discipline to confront the most brutal facts of your current reality . . .”
- Jim Collins, Good to Great



6. PREVENTION AND INTERVENTION

A Balanced Approach

Great Plans emphasize prevention protocols to close the front door into homelessness.

Prevention practices identified include:

- Prioritizing high-risk, vulnerable populations such as veterans, abuse victims, elderly, youth, ex-offenders
- Results-oriented discharge planning protocols from jails, substance abuse and mental health treatment facilities, foster care, etc.
- Intergovernmental partnerships to establish discharge outcomes and replicate best practices and innovations
- Housing tenancy preservation



“Without attention to both opening the back door of homelessness and closing the front door through effective prevention strategies and discharge planning protocols, we’ll never get the job finished.”

- Philip F. Mangano



7. INNOVATIVE IDEAS

Proven Technologies

Great Plans incorporate the latest research-based, results-oriented innovations, as well as re-tooled best practices such as:

- Permanent Supportive Housing
- Housing First
- Assertive Community Treatment (ACT) Teams
- Project Homeless Connect
- NO WRONG DOOR
- Zero Tolerance for Discharge to Homelessness
- Reunification



**NATIONAL
PROJECT
HOMELESS
CONNECT**

They also practice “legitimate larceny” in the quest to capture and apply results-oriented practices from other communities.



8. IMPLEMENTATION TEAMS

Implementation Management

Great Plans identify accountability for plan implementation.
Results-oriented implementation teams:

- Maintain accountability to jurisdictional CEOs
- Establish priorities
- Identify/target specific benchmarks and outcomes
- Create and monitor timelines, roles, and responsibilities
- Publicly report progress at regular intervals through the web or other means
- Recommend that the jurisdiction hire a point person to coordinate and direct the effort
- Include consumers as well as decision-makers from government agencies and leaders from key private sector stakeholders



“The good-to-great leaders were able to strip away so much noise and clutter and just focus on the few things that would have the greatest impact.”

- Jim Collins, [Good to Great](#)



9. BROAD-BASED RESOURCES

Implementation Management

Great Plans target both traditional and non-traditional funding resources and invest those dollars in innovations and results.

- Mainstream government resources (e.g. HOME, Workforce Investment, Block Grants)
- Federal McKinney-Vento Homeless Assistance resources
- Local funds (e.g. real estate transaction fees, revenue from seized assets, meal tax)
- State funds (e.g. tax exempt bonds, housing trust funds)
- Private foundations (e.g. pilot projects)
- Business/corporate investments (e.g. incentives, philanthropic giving)





10. LIVING DOCUMENTS

Keep the Momentum Going

Great Plans maintain momentum by including a schedule to monitor, review, and update the strategy on a regular basis.

- Assess progress according to benchmarks
- Regularly modify strategy and tactics based on assessment of outcomes
- Apply “legitimate larceny”
- Share ideas and lessons learned by meeting with other cities through forums sponsored by USICH
- Add innovations that demonstrate results; discard strategies that don’t
- Schedule public events to mark visible progress
- Celebrate success



Incorporate the **Ten Elements** into new plans; add to existing plans as needed.



ADDITIONAL RESOURCES FOR 10-YEAR PLANS



United States Interagency Council on Homelessness

- USICH Regional Coordinators have specific local expertise and are based in federal regions nationwide (see map on next page)
- USICH Website (www.usich.gov) has links to 10-Year Plans and information on interagency and agency-specific activities and funding opportunities as well as innovations
- USICH's weekly e-newsletter headlines new developments, innovations, partnerships, and resources focused on ending chronic homelessness: subscribe at www.usich.gov.
- USICH city meetings bring together local community CEO's, their representatives, and community champions



National Alliance to End Homelessness

- The National Alliance Website (www.endhomelessness.org) provides a wealth of information about homelessness as well as the "Ten Essentials Toolkit" to support communities' efforts to develop 10-Year Plans. The toolkit includes guides for prevention, outreach, treatment, data, and other critical components.

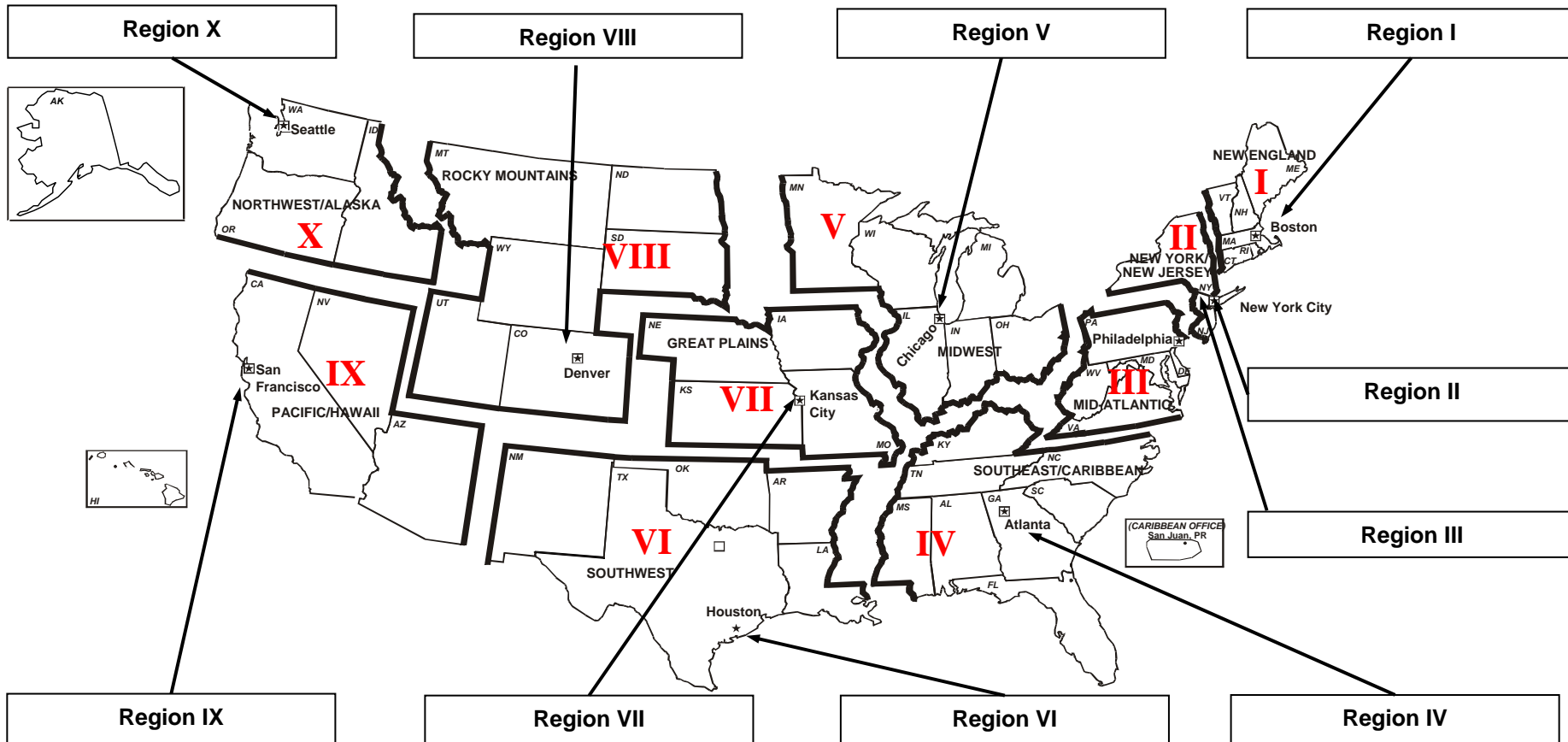


United Way (<http://national.unitedway.org>)



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS

The 10 Federal Regions are served by the Council's Regional Coordinators in the field. This map displays the organization of the Federal Regions used by the Council. Please contact the Council or visit our web site to identify coverage for your state.





**The federal United States Interagency Council on Homelessness,
in partnership with states, localities, the private sector, and people
experiencing homelessness, develops and implements
comprehensive and innovative national strategies
to end homelessness through interagency,
intergovernmental, and intercommunity collaborations.**

www.usich.gov