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# Chicago Plan 2.0 Community Charrette Information

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Schedule, FAQs, and  
Charrette Study Guide

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Last revised December 19, 2011

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# Chicago Charrette Week Schedule

Tuesday January 24, 2012		Wednesday January 25, 2012		Friday January 27, 2012
9:30am – 11:30am	Fishbowl: Employment	9:30am – 11:30am	Fishbowl: Coordinated Access & Prevention	2:00pm – 4:00 pm Public Feedback Session
12:30pm – 2:30pm	Fishbowl: Permanent Housing	1:00pm – 3:00 pm	Fishbowl: Interim Housing	
3:00pm – 5:00pm	Fishbowl: Systems Integration	3:15pm – 5:15pm	Fishbowl: Youth	
<i>All sessions are located at the Chicago Temple, 77 West Washington, downtown Chicago (across from Daley Plaza)</i>				

## Logistics

All sessions are located at the Chicago Temple, 77 West Washington, in Downtown Chicago (<http://chicagotemple.org/>). The Temple is accessible by EL train, Metra, and buses. Parking is available in nearby garages. We strongly encourage everyone to take public transportation. Lunch options are plentiful in downtown Chicago and are a short walking distance from the location.

The Temple is fully accessible, however, if you require any special accommodations, please notify the Alliance at least a week in advance for assistance.

# Chicago's Plan 2.0 Update – Background Information

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## How is Chicago's Plan to End Homelessness being updated?

As Chicago's Plan to End Homelessness enters its ninth year of implementation, it is time to update our community's plan. Many components are part of Chicago's Plan Update including examining progress and challenges to date; reviewing system-wide data and Plan Evaluation results; and soliciting feedback and expertise from the community. Chicago is organizing an efficient process to update the plan, overseen by a Steering Committee convened by the Chicago Alliance to End Homelessness and the City of Chicago Department of Family and Support Services, and facilitated by the Corporation for Supportive Housing (CSH).

## What is the public feedback process or the community charrette?

To ensure robust participation and feedback from the community - represented by the Chicago Alliance Constituency Groups and Commissions - the Steering Committee has decided to engage CSH to organize and deliver a condensed community process, known as a CSH community planning Charrette. The CSH charrette takes what is typically a long-term planning process, and focuses our community-wide energy on key issue areas. There are three phases to this process detailed in the table below. With guidance from a steering committee, CSH works closely with the community to identify key issue areas, review data, and prepare for the charrette week. Community conversations and developing recommendations take place during a one-week "intensive", resulting in a final framework for action that will shape the next version of Chicago's Plan to End Homelessness or "Plan 2.0".

## Charrette Week Process

Phase	Activities	Timing
1: Pre-Planning & Participation	<ul style="list-style-type: none"><li>• Solicit input on key issues from constituency groups</li><li>• Analyze data and information for charrette week</li><li>• Identify and invite key local &amp; national experts</li><li>• Prepare for charrette week with Steering Committee</li></ul>	Oct-Dec 2011
2: Charrette Week	One week of intense community process including: <ul style="list-style-type: none"><li>• Hold two days of expert fishbowls &amp; community feedback</li><li>• Release initial recommendations &amp; community feedback</li><li>• Release Charrette report detailing process and results</li></ul>	January 24-31, 2012
3: Plan 2.0	<ul style="list-style-type: none"><li>• Complete an updated Plan to End Homelessness in Chicago, informed by data and community expertise</li></ul>	Spring 2012

## What happens during charrette week?

- **Expert Fishbowls:** Fishbowls are issue-focused panels that will be open to all constituency groups and stakeholders in Chicago. National and local experts will engage in a dialogue that encourages thinking of new systemic and programmatic responses to ending homelessness in their particular topic area. The community will observe the panel during this process. Once the panel has completed its discussion, the community reacts and provides their input on the issue area. Note takers record the results of the conversations. The fishbowls are January 24<sup>th</sup> and January 25<sup>th</sup> and all who are interested are strongly encouraged to attend as many sessions as possible.

# Chicago's Plan 2.0 Update – Background Information

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- **Feedback Loops:** After the fishbowls, staff will compile the information and feedback into initial recommendations. Constituency groups will receive a copy of the recommendations, and provide additional input in a series of feedback loops.
- **Final Charrette Week Report:** Within 7 days from the start of the charrette week, CSH will publish a final report detailing the week's activities and results.

## Why this process?

The CSH Charrette is specifically designed to help communities address key issues in ending homelessness at the local level. Similar to a traditional architectural charrette, the CSH Charrette provides a fast-paced but thorough exploration of the critical aspects of developing plans and action steps. The process capitalizes on local and external expertise as well as the community organizing principle of engaging stakeholders in a dynamic process. Chicago's Plan is renowned for its inclusivity, comprehensive scope, and pragmatism. This charrette will capture the local need for balanced representation and draw on the deep technical knowledge and investment of the community. Chicago also has incredible information, evaluations, data, and expertise in place from eight years of implementation, practical experience, and a formal Plan Evaluation. This process will provide a concentrated effort to talk through the 'gnarly' issues, but also a quick, decisive way to distill the incredible information and expertise into a concise Plan to move forward. The intense facilitated sessions, expertise from across the country and Chicago area, and insightful community comment and feedback loop will build and sustain the process and create a strong updated Plan.

## Can this process really work?

Charrettes serve as a way of quickly generating a solution while integrating the interests of a diverse group of people. A successful charrette promotes joint ownership of solutions focused on areas of action and implementation. The Chicago Planning Council and its Steering Committee for this effort believe this process will result in a successful Plan 2.0. To date, CSH has successfully conducted charrettes in Seattle, the State of Oregon, and Baltimore County.

## What other information will inform the Plan Update?

In addition to the results of Charrette week, other multiple sources of data – including the Evaluation of the Plan -- are informing the Plan 2.0. The Chicago Alliance to End Homelessness and Department of Family and Support Services are working closely with CSH to use this data and information to guide final recommendations for action under the next Plan. To do this we will review key documents and information such as HMIS, point-in-time count, and DFSS program data; engage in discussions with local staff and key stakeholders; work with the Steering Committee; align the recommendations with Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act performance measures and the Federal Strategic Plan to End Homelessness, Opening Doors; and prepare the draft Plan 2.0.

## When will the Plan Update be completed?

The Plan update (also known as Plan 2.0) will be completed by Spring 2012.

## Where can I find out more information?

Updates on charrette week will be posted in the Chicago Alliance's bi-weekly e-newsletter and online at [www.thechicagoalliance.org](http://www.thechicagoalliance.org). To be added to the Alliance's distribution list, please e-mail [naming@thechicagoalliance.org](mailto:naming@thechicagoalliance.org).

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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**Background.** The charrette focuses in on the “gnarly issues” – issues that we as a community consider extremely difficult and challenging for our work moving forward, and for which there is not a clear consensus of approach or efforts already under way to address the issue. Issues such as lack of resources and the increased need for affordable housing will be covered in the Plan 2.0, but will not be the focus of the charrette week, as it is understood that there are basic foundational issues that need to be addressed and which we would all agree are core to the successful implementation of the Plan. The Charrette Steering Committee has met over the last three months and through feedback and information gathering has chosen the six issue areas including:

- Coordinated Access and Prevention
- Interim and Rapid Rehousing
- Permanent Housing Access and Supply
- Special Populations: Youth
- Interventions: Employment
- Interventions: Systems Integration

## ***Issue Area 1: Coordinated Access and Prevention***

The HEARTH Act calls on our community to ‘reduce the number of new episodes of homelessness’ and ‘reduce lengths of homeless episodes’. Ensuring simple, clear, and available access points to our prevention, shelter, and housing systems is critical to our Plan’s success. Chicago currently has a no-wrong-door approach with multiple entry points into homeless shelter and services – through DFSS Service Centers, street outreach and engagement teams, the Prevention Call Center and 311, homeless service and housing providers, and others. This fluid approach has presented challenges with applying consistent interventions and practices to ensure consistent services. The charge of our work in our Plan Update is to ensure that we are reaching those who need services and that each entry point is making the match between client needs and what we have available in our community.

Questions to examine for our Plan 2.0 may include:

- What are the strengths and weaknesses of the current system?
- Could Chicago benefit from and implement coordinated intake?<sup>1</sup>
- How do Chicago’s entry points (DFSS Service Centers, outreach teams, Prevention Call Center, 311, providers, and others) connect to longer-term solutions such as housing and services?
- What other systems affect the way our entry points function and how could their work become more integrated in creating a coordinated system?
- How can we incentivize better coordination among outreach providers? What supports this?
- How could Chicago implement system-wide shelter diversion and rapid rehousing strategies?
- How should Chicago target its limited prevention resources to support the goals of reducing annual instances of homelessness?
- What is missing? What works well?

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<sup>1</sup> *In a coordinated system, each system entry point (“front door”) uses the same assessment tool and makes decisions on which programs families are referred to based on a comprehensive understanding of each program’s specific requirements, target population, and available beds and service.*

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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## *Issue Area 2: Interim and Rapid Rehousing*

Chicago's Plan called for a Housing First approach. The Plan states, "For Chicago, this approach requires a fundamental shift in its shelter strategy, away from its current tiered system of care to an Interim Housing model in which short-term housing is provided for the minimum time needed to access permanent housing, with services focused on an immediate and comprehensive needs assessment, resource acquisition and housing placement." To date over 3,000 beds of interim housing exist in Chicago's system. As each continuum of care moves to HEARTH Act standards, HUD is looking for communities to reduce the overall annual number of people experiencing homelessness and reduce their time spent homeless. In addition to interim housing, since the Plan was first published, rapid rehousing pilot projects through HPRP, the Stable Families Initiative, and other projects have focused on rapidly re-housing families and individuals that fall into homelessness.

Questions to examine for Plan 2.0 may include:

- How does interim housing fit into Chicago's system? What are the pros/cons of interim housing over traditional transitional housing models?
- What network of interventions can Chicago bring to scale to achieve the interim housing goal?
- What lessons about rapid re-housing are there from HPRP and the Stable Families Initiative that can inform the interim housing model and take rapid rehousing efforts to scale? What resources are available to amplify our efforts?
- What are the national best practices for similar models? How do the HEARTH performance measures affect interim and rapid rehousing in Chicago?
- What are the current access points for youth who are homeless or at risk for being homeless and how do we expand those current access points?
- Whom do these interventions serve well? Who is left out?
- What is missing? What works well?

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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## *Issue Area 3: Permanent Housing Access & Supply*

For a portion of persons who are homeless in Chicago, permanent supportive housing (PSH) provides the key to remaining stably housed – affordable housing, coupled with tailored supportive services. Chicago has a robust supply of supportive housing (over 7,000 units), many created under the current Plan and its focus on expanding housing options. In addition to the supply of PSH, Chicago has affordable housing options available through the CHA, Trust Fund, and affordable housing development. People who are homeless face many, many barriers to housing – and some affordable housing providers or housing systems themselves create barriers that keep the most vulnerable people out of their units. Barriers are not always visible and can come from the cumulative effects of multiple systems setting their own priorities and application procedures. Additionally, the time from approval to housing placement can be long.

Questions to examine for Plan 2.0 may include:

- What targets should the system set for new PSH production and targeting?
- What percentage of our housing options needs to be PSH or permanent housing with short-term support or affordable housing? Does Chicago have a mismatch between supply and population that needs permanent housing?
- What administrative barriers of PSH funders and programs can be changed to facilitate faster entry and placement into permanent supportive housing?
- What strategies could Chicago put in place to coordinate funding to develop and operate permanent supportive housing and other affordable housing options?
- In thinking about access, what can be put in place to allow for greater accessibility from the streets to permanent housing? How can permanent housing providers be encouraged or incentivized to collaborate with front line workers to gain quick access to housing?
- What role does the central referral process play in changing access for our consumers?
- What strategies need to be in place to ensure equal access to permanent housing in Chicago?
- What works well? What is missing?

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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## *Issue Area 4: Special Populations: Youth<sup>2</sup>*

A 2007 Chicago Coalition for the Homeless study showed that housing and supportive services succeed in helping youth overcome homelessness. In the study, 87% of the youth who exited homeless youth programs moved into stable, safe housing. Yet, programs and shelters across the city turn away youth every night, due to an insufficient number of shelter beds or diversion strategies. Community consensus on the interventions to encourage stable housing is needed and necessary in Chicago. Bi-annual point-in-time counts may not accurately capture the demand for homeless services, especially for homeless youth. Homeless youth over 18 can access adult shelters, but advocates report youth do not feel safe or that adult shelters cannot meet their specific needs.

- How do we create a comprehensive coordinated community response to youth who are homeless or at risk of being homeless?
- What interventions does Chicago need to provide to youth who are homeless? How much do we need? What barriers has the system created for youth accessing housing and services?
- Should interventions in Chicago differentiate by age? Population characteristics? If so, how? How the interventions are provided developmentally appropriate?
- What best practices from around the country could inform our efforts? How can we infuse youth informed best practices throughout our youth provider system?
- How can we leverage the existing system of beds to reconfigure for capacity for youth? How do we conduct outreach to ensure youth access resources available in our system?
- How can Chicago institute a developmentally appropriate continuum of care for youth who are homeless or at risk of homelessness?
- As a community, how will we define success in ending youth homelessness? What metrics or benchmarks will demonstrate the efficacy of our services?
- What works well? What is missing?

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<sup>2</sup> Homeless youth is defined as unaccompanied persons age 16-25, and includes those who are pregnant or parenting.

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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## *Issue Area 5: Employment*

Chicago's Plan emphasizes the need to ensure "households have access to a full range of resources and services to protect the stability of their housing...accomplished through the implementation of a wraparound services approach." Included in these wraparound services is employment. Employment strategies assist households in remaining stably housed, the key performance measure essential to our Plan's success and a household's success. Identified as one of the key issues and needs for clients in Chicago's Plan Evaluation, Chicago must make the connections to jobs in order to foster housing stability.

Questions to examine for Plan 2.0 may include:

- What are the main hurdles for homeless services providers in connecting participants to employment services and jobs?
- What connections to the employment sector need to be established or expanded? What is the systems integration work necessary to see further investment of the traditional workforce development sector in our population?
- What can Chicago institute and foster to provide alternative educational and employment services models?
- How do we address populations who cannot connect with traditional employment due to disabilities?
- How does Chicago address the disconnect between available employment trainings and client needs? How are we coordinating with other publically funded initiatives? What do collaboratives have to teach us about employment programs in an age of resource reduction?
- How can we better integrate homeless service programs with other city/county funded workforce development programs?
- What resources exist for special population such as ex-offenders and veterans?
- What training or retraining exists or should be developed to assist older adults?
- What is missing? What works well?

# Chicago's Plan 2.0 – Charrette Week Issue Areas

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## *Issue Area 6: Systems Integration*

The goal of systems integration for Chicago's Plan to End Homelessness is to work across public and private agencies to ensure that homelessness is a priority and align funding, programs and/or policies to help prevent and intervene in homelessness. Over the past nine years, Chicago has shown progress in the areas of education and childcare, unaccompanied youth and foster care, senior housing, prisoner re-entry, and health systems for vulnerable populations. However, more effort is needed to bring innovations to scale. As we move forward with Plan 2.0, the continued implementation of integrated services and expanding on what works well, is important to reduce barriers and decrease or eliminate the gaps in services for people who are homeless. Plan 2.0 needs and its tenets needs to address the relationships between agencies and the various institutions that are included in any effort to work with those who are homeless or at risk of homelessness.

- As noted in the results from the evaluation of Chicago's Plan, the system is fragmented and full of silos. What mechanisms can be put in place to address this fragmentation?
- What systems need to be active participants in the discussions and plans to end homelessness?
- What are the strategies for systems integration with behavioral health systems; corrections; Chicago Public Schools; senior services; and affordable housing developers?
- What does current coordination look like between the homeless system, school system, and other developmental systems (early intervention, child care, health)?
- What would a truly integrated system look like? What can we learn from other communities that are doing this well?
- As a system, how can we better leverage our available resources to end homelessness? How do we break down the funding silos that exist?
- How can we leverage existing resources to have healthcare services embedded and integrated into our outreach and housing continuum?
- What lessons can we take away from the pilot and innovative projects in Chicago that focused on systems integration, such as the Street to Home Initiative, CHHP, 100k Homes, FACT, and others?