
Chicago Plan 2.0 Community Charrette Packet

Schedule, FAQs, and
Charrette Study Guide

Final version - January 19, 2012



Chicago Charrette Week At a Glance

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 – 3:00pm	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>				

Transportation

The Chicago Temple is accessible by EL train, Metra, and buses. Parking is available in nearby garages (located on Randolph, Wells, and Washington). 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.

Charrette Week Support

Charrette week is made possible through the support of the Polk. Bros. Foundation, the Pierce Family Foundation and the Chicago Department of Family and Support Services.

Chicago Charrette - Tuesday, January 24, 2012

	Topic	Chicago Experts	National Experts
8:30 AM - 9:30 AM	Set up		
9:30 AM - 11:30 AM	Fishbowl: Employment	Sharon Bush, Fry Foundation	
		Jennifer Keeling, Chicago Jobs Council	
		Amy Rynell, Social IMPACT Research Center	
		Shannon Stewart, Inspiration Corporation	
		Karin Norington-Reeves, County Works	
		Virginia Fraiser, Thresholds	<i>Fishbowl Facilitator: Heather Lyons</i>
	Linda Kaiser, Chicago Housing Authority	<i>Community Facilitator: Christine Haley</i>	
11:30 AM - 12:30 PM	Break for Lunch		
12:30 PM - 2:30 PM	Fishbowl: Permanent Housing Access and Supply	Mary Howard, Chicago Housing Authority	Debbie Thiele, CSH (Formerly City of Seattle)
		Andy Geer, Enterprise Community Partners	Laura Zielinger, US Interagency Council on Homelessness
		Fred Maclin, Housing Opportunities for Women	
		Pete Toepfer, AIDS Foundation of Chicago	<i>Fishbowl Facilitator: Liz Drapa</i>
		Debbie Reznick, Polk Bros Foundation	<i>Community Facilitator: Heather Lyons</i>
2:30 PM - 3:00 PM	Break		
3:00 PM - 5:00 PM	Fishbowl: Systems Integration	Ann Marie Grimberg, Heartland Alliance	John Fallon, Corporation for Supportive Housing (CSH)
		Joyce Gallagher, Dept of Family & Support Services	Norm Suchar, National Alliance to End Homelessness (NAEH)
		Brenda Hampton, Division of Mental Health	Laura Zielinger, USICH
		Tony Beltran, Chicago Dept of Public Health	<i>Fishbowl Facilitator: Betsy Benito</i>
			<i>Community Facilitator: Lindsey Bishop</i>
5:00 PM	Staff Debrief		

Chicago Charrette - Wednesday, January 25, 2012

	Topic	Chicago Experts	National Experts
8:30 AM - 9:30 AM	Set up		
9:30 AM - 11:30 AM	Fishbowl: Coordinated Access and Prevention	Sol Flores, La Casa Norte	Norm Suchar, NAEH
		Kathleen Molnar, Chicago Alliance to End Homelessness	Sara Zuiderveen, New York City
		Maura McCauley, Heartland Alliance	Lianna Barbu, Community Shelter Board
		Jennifer Welch, Dept of Family & Support Services	<i>Fishbowl Facilitator: Christine Haley</i>
		Betsy Benito, CSH	<i>Community Facilitator: Heather Lyons</i>
11:30 AM - 1:00 PM	Break for Lunch		
1:00 PM - 3:00 PM	Fishbowl: Interim and Rapid Rehousing	Ceandra Daniels, Inner Voice	Laura Zielinger, USICH
		Israel Vargas, San Jose Obrero	Sara Zuiderveen, NYC
		Diana Faust, Franciscan Outreach	Lianna Barbu, Community Shelter Board
		Eileen Higgins, Catholic Charities	<i>Fishbowl Facilitator: Lindsey Bishop</i>
		Britt Shawver, Housing Opportunities for Women	<i>Community Facilitator: Christine Haley</i>
3:00 PM - 3:15 PM	Short Break		
3:15 PM - 5:15 PM	Fishbowl: Youth	Jeri Linas, Teen Living Program	Norm Suchar, NAEH
		Joe Hollendoner, AIDS Foundation of Chicago	Richard Hooks Wayman, Hearth Connection
		Maureen Blaha, National Runaway Switchboard	Debbie Thiele, CSH (Formerly City of Seattle)
		Crystal Sahler, HELLO	
			<i>Fishbowl Facilitator: Heather Lyons</i>
	<i>Community Facilitator: Lindsey Bishop</i>		
5:15 PM	Debrief with Steering Committee		

Chicago's Plan 2.0 Update – Background Information

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"> Solicit input on key issues from constituency groups Analyze data and information for charrette week Identify and invite key local & national experts Prepare for charrette week with Steering Committee 	Oct-Dec 2011
2: Charrette Week	One week of intense community process including: <ul style="list-style-type: none"> Hold two days of expert fishbowls & community feedback Release initial recommendations & community feedback Release Charrette report detailing process and results 	January 24-31, 2012
3: Plan 2.0	<ul style="list-style-type: none"> Complete an updated Plan to End Homelessness in Chicago, informed by data and community expertise 	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 24th and January 25th and all who are interested are strongly encouraged to attend as many sessions as possible.

Chicago's Plan 2.0 Update – Background Information

- **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. To be added to the Alliance's distribution list, please e-mail naming@thechicagoalliance.org.

Chicago's Plan 2.0 – Charrette Week Issue Areas

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

Background information on the Plan's Evaluation is included at the end of this document for reference.

Chicago's Plan 2.0 – Charrette Week Issue Areas

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 services— through DFSS Service Centers, street outreach and engagement teams, 311, homeless service and housing providers, and others. In regards to homelessness prevention resources, infrastructure has been established to centralize access and coordinate referrals. 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.

Access to Shelter and Interim Housing

As described above, people in need of immediate shelter can go directly to any program for intake, or seek placement through the City-operated Department of Family and Support Services Human Service Centers. On public announcements such as during extreme weather emergencies or advertising for homeless services, the City of Chicago advises people in need to call 311 City Services for assistance with homelessness.

It was found during the Evaluation of the Plan to End Homelessness, conducted by Loyola University Chicago and University of Chicago that 311 operators directed homeless callers to the "nearest police station or hospital" but did not ask additional information from callers to make connections that are more precise. It was found that DFSS protocol had assistance-seekers going to Human Service Centers during the day, yet the Evaluation found this did not happen. Instead, callers were also told to call back once they arrived at a police station or hospital for transportation to shelter. In only 16% of calls was more specific information provided. Subsequent observations at hospital and police stations revealed further disconnect among police and hospital staff and the system and long waits for transportation to shelter.

The Evaluation also asked how people accessed their current shelter or interim housing program at the time of the interview. The majority of persons found their current homeless program through previous homeless programs, followed by family and friends, other institutions, and lastly 311 City Services. In a similar pattern, survey participants already met the definition of "homeless" before entering other homeless programs as reported in the evaluation and corroborated by annual homelessness data collected by the City of Chicago – coming from street, emergency shelter, friends and family, and other institutions. The conclusion that de-centralized access has resulted in significant fragmentation demonstrates the need for clear planning, simplified processes, and consistent communication for people in need to get to the right place to deliver services.

Access to Prevention Resources

In 2007, the Homelessness Prevention Call Center was created and is housed at Catholic Charities of the Archdiocese of Chicago. It was one of the first major public-private collaborations of the Plan to End Homelessness and involved the merging of several independent call centers for prevention resources. In the field of homelessness prevention, there are various funding sources available for rent, utilities, and other basic needs for people in crises that could result in homelessness. Each fund has different criteria and is administered by multiple entities in different communities. The creation of the HPCC grew out of the

Chicago's Plan 2.0 – Charrette Week Issue Areas

need to determine a person's eligibility for all available funds and connect them to where assistance is available, when it is available. HPCC receives referrals from 311, conducts a universal assessment for eligibility for all resources, documents caller information in the Homelessness Management Information Systems, and provides a referral for resources if available or an alternate referral for services if no funds are available. Total call time is documented at 9 minutes.

Since the inception of the HPCC in 2007, it is estimated to have received over 300,000 phone calls from an estimated 150,000 unique callers. In the first two years of the HPCC, the primary funds available were State Homelessness Prevention Funds, private funds, and City Rental Assistance Program. All of these funds were one-time with strict eligibility criteria. It was clear from the first year of data generated by HPCC that the majority of callers were ineligible for assistance because they could not prove their self-sufficiency after one-time assistance.

One of the first conclusions was the need for mid-range financial assistance for people most at-risk of losing their housing. In 2009, the Homelessness Prevention and Rapid Rehousing Program was funded through the American Recovery and Reinvestment Act and Chicago received over \$34 million, with 67% directed to financial assistance to people below 50% area median income who would become homeless "but for this assistance" and where households can receive support for up to 18 months. Because of the early investment in the HPCC, Chicago was ready to deliver this significantly larger prevention program in a short period, and deliver consistency in access to all Chicagoans.

According to an evaluation conducted on the HPCC by Loyola University Chicago, for the time May 2009 to June 2010, the infusion of resources through HPRP did result in more people being connected with services. Since HPRP funds better met the need of prevention callers, more people were told financial assistance was available (26% to 40%) and fewer people being deemed "ineligible" by the prevention agencies (16.7% down to 6.1%). Despite the increased ability of the HPCC to make referrals for funding, HPCC documented that between August 2009-August 2010, 5,669 households were eligible for HPRP but not referred for assistance because no funding or services were available.

The Loyola evaluation of the HPCC system documented high caller satisfaction and positive views on efficacy of the system on the part of community-based providers receiving referrals. Providers still receive ineligible referrals but that is largely due to persons showing up without proper paperwork to complete the process or telling a new story upon arrival. Over 82% of interview respondents who received referrals for financial assistance rated their experience as positive compared to only 46.4% of those who did not receive a financial assistance referral.

Chicago's Plan 2.0 – Charrette Week Issue Areas

Closing the Gap between Prevention and Shelter

As we look to deliver prevention services to those most likely to become homeless we need to understand how closely aligned the characteristics are for people seeking prevention versus entering shelter. Two initial areas to look at are where people come from and what financial assets they have.

- Residence Prior to Program Entry
 - 54% of households receiving Homelessness Prevention and Rapid Rehousing assistance in 2009-2010 were living in their own housing
 - 10% of households who used the City's homeless service system in 2010 were living in their own housing
- Income Level
 - 19% of households who exited the HPRP program in 2009-2010 had no income at entry
 - 65% of households who used the City's homeless service system in 2010 entered with no income

Questions

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?¹
- 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 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?
- What is missing? What works well?

¹ 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

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. Interim Housing is a type of shelter program model where the primary goal is to move people back into permanent housing as quickly as possible. It replaced several "older" models of a continuum where households would intentionally go from one shelter to another until they were "ready" for housing. The adoption of this model prepared Chicago well for the direction of the federal government as it passed the Homelessness Emergency and Rapid Transition to Housing (HEARTH) Act. 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.

The implementation of the Interim Housing intervention has had mixed reviews. On one hand, it is associated with improved housing outcomes for people who are homeless, but is not moving people as quickly into permanent housing as originally envisioned. A critique is that unless there are sufficient affordable or supportive housing resources ready to meet the needs of people transitioning out of interim housing, the model will not succeed. While that is certainly a valid statement of the ability to match income and housing need, there is evidence that many people do move out to a permanent location without extended lengths of stay.

The Evaluation of the Plan to End Homelessness found that persons in the research sample who use interim housing programs spent 10 less days homeless than people who used traditional shelter. In addition, 66% of the interim housing clients were in permanent housing by the end of the study. According to data collected by DFSS for its interim housing program portfolio, 24% of households exited interim housing within the 120-day time goal, with 30% exiting to permanent housing for all of 2010. To further distinguish between interim housing and overnight or emergency shelter, the Evaluation documented that only 12% of the research sample first interviewed in overnight shelter achieved placement into a permanent housing program and another 21.6% moved into market rate housing at the end of the study period. The majority of persons in these low-service shelter programs also had already lived in those programs for extended periods of time.

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. There is a great amount of flexibility in structuring the "rapid rehousing" intervention, which is still a new concept for much of the country. It can be targeted to people who just need a modest amount of assistance to exit homelessness, to assist people who already have a permanent subsidy to "bridge" out of homelessness more quickly, and/or to use as a more stable alternative to the shelter intervention where assistance that might be similar to services in interim housing, but delivered in a scattered-site rental housing setting.

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In looking at patterns of use of different interventions – interim housing, rapid re-housing, and transitional housing (1-2 year shelter model), it appears that despite the longer lengths of stay in a program, that households in rapid re-housing interventions have higher retention into stable, permanent housing than the other programs. It should be further explored the cost benefits to the rapid rehousing intervention and the potential impact on children from being served in an interim housing versus home-based setting. The next step in this analysis would be to compare short and long-term cost implications.

Sources: Chicago Alliance to End Homelessness, 2010 HMIS Data Analysis, July 2011 and HPRP Year 2 Annual Progress Report

Program Type	Average Length of Stay	Rate of Exit to Permanent Housing
Interim Housing	68 days	42%
	68 days	42%
Rapid Re-Housing	264 days	63%
	264 days	63%
Transitional Housing	169 days	56%
	208 days	60%

Questions

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 do youth access the interim housing and rapid rehousing Chicago has available?
- 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

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. PSH is intended to serve people who cannot effectively access services without housing and cannot maintain housing without services. The majority of PSH programs in Chicago are targeted to those experiencing literal homelessness and who have a disabling condition.

While Chicago has nearly doubled its number of units – starting with approximately 3600 units and now standing at near 7,000 – there is no doubt a significant unmet need. Each year the Chicago Alliance to End Homelessness reports to HUD the “unmet need” calculation for supportive housing. The point-in-time unmet need for PSH is 1468 units – 78 for families and 1390 for singles. This is in addition to the need for an estimated 513 beds of safe haven, which is a housing type where persons with severe mental health and/or substance abuse needs are able to live with very intensive, yet low-demand services. This level of demand for PSH may not adequately capture the annual need of people who come in and out of the system, but does capture those who remain homeless for long periods and have not yet escaped the cycle of homelessness.

The benefits and successes of PSH are well documented. The Evaluation of the Plan to End Homelessness found that 81% of the research sample first interviewed in PSH were still in permanent housing one year later, and for those who were no longer in a “program” all were housed at the final interview. Chicago’s permanent housing portfolio funded by HUD consistently reports high retention and stability rates well over 85%. PSH has been shown to drastically improve health outcomes and lower the cost of expensive public costs for jail, prison, and healthcare. There is emerging work in the area of homeless families to understand how PSH can prevent involvement with child welfare systems, and improve child functioning.

People who are homeless face many barriers to housing – and some affordable housing providers or housing systems actually perpetuate barriers that keep the most vulnerable people out of their units. Additionally, there is significant variation between programs, making the process for homeless persons to navigate and achieve PSH more difficult. In response, there are efforts underway to reduce administrative barriers to housing and make the application process and screening criteria more universal. Finally, the Chicago PSH community has challenged itself with reducing barriers to entrance into housing (discussed below) but also with how to successfully keep people housed using best practices like eviction prevention, voluntary services, and harm reduction methods.

In 2007, the Corporation for Supportive Housing launched the Housing Options Survey Tool (HOST), a web-based application that allows individuals (and case managers) to answer a series of questions based on eligibility for all of the PSH programs in Chicago and receive a list of programs to follow up with and complete and application. The goal was to create a more transparent and accessible way to learn about all options. In 2009, the HOST was updated to screen for the HPRP program, for both prevention and rapid re-housing, and it has been used as the referral source for the Rental Housing Support Program for Homeless Dedicated Units.

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In 2011, a new pilot was launched using HOST as the platform for a consolidated waitlist for Permanent Housing with Short-term Supports (PHwSS) Programs where applicants to those programs are assessed and applied on-line and placed on one list. In 2011, over 7,000 assessments were done via HOST and 1,294 households are on the PHwSS wait list. So far, 46 households have been housed using this new process, taking on average 66 days. This pilot is helping to inform the larger planning discussion on how to create and implement a Central Referral System for PSH, which has already been endorsed by the Chicago Planning Council on Homelessness, Department of Family and Support Services, and the Chicago Housing Authority.

In addition to the supply of PSH, Chicago has affordable housing options available through the CHA, Chicago's Low-Income Housing Trust Fund, and traditional affordable housing development community. A critically important factor to address for the Plan to End Homelessness is how to adequately connect homeless households with traditional affordable housing – if they are not in need of PSH. Also, as funding streams shift to support more integrated housing models and financing, PSH developers and homeless housing providers will need to partner in new ways to increase unit capacity.

Questions

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

Issue Area 4: Special Populations: Youth²

The causes of youth homelessness are extremely complex and often involve family disintegration, abuse, economics, criminal justice, child welfare, teen parenthood, mental health, and sexuality. Youth homelessness also then results in disengagement from school, lack of employment, and often exploitation. A first challenge to understanding how to respond to the issue of youth homelessness understands the numbers. The Chicago Coalition for the Homeless estimates that 11,471 unaccompanied youth experienced homelessness between 2009-2010, according to a 2011 report from the City of Chicago Task Force on Homeless Youth, "Giving Hope." Official figures from Chicago Public Schools put all homeless students (pre-k through 12th grade) at 15,580 for the same time period, a 26% increase from the 2008-2009 school year.

Additionally, a survey conducted of eight homeless youth organizations had 4,775 instances of turning away youth requests for housing. Even if all providers fielded the same requests that could still nearly 900 requests for only 189 beds exclusively for 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. Youth have articulated that they need housing available in all areas of the city (i.e. not just the north side), and providers who are equipped to address the needs of youth – family, education, employment, trauma, sexual orientation.

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. A challenge with creating long-term housing opportunities for youth is that minors – those under age 18 – is that they may not be able to sign a lease, or a landlord might be unwilling to sign a lease. Additionally, minors and young adults working minimum wage jobs will have significant challenges in sustaining rent independently.

In addition to housing-based services, youth need employment services that go beyond "survival" income, and help them achieve long-range goals in education and are career focused. Youth who are a part of the Homeless Experts Living Life's Obstacles (HELLO) have also outlined transportation and safe program space needs so they can better access employment, education, and other supportive services.

If we look "up stream" at the needs of youth who are at-risk of homelessness, we should consider best practices in family interventions and follow the lead of the New York City Department of Youth and Community Development. It is piloting interventions with families of lesbian, gay, bisexual, transgendered, and questioning (LGBTQ) youth, who are more likely to experience depression, attempt suicide, and often turn to drugs and alcohol. A similar approach could be used to intervene in families where there is teen pregnancy, which was found to represent a significant group (40%) of youth homelessness in the 2005 Study by the University of Illinois at Chicago Survey Research Laboratory. In 2010, 72% of youth served by the DFSS youth shelters reported "family dispute" as the primary reason for their homelessness. Further, the Runaway Youth Longitudinal Study conducted by the National Runaway Switchboard in 2011 found that verbal abuse, physical abuse, and sexual abuse before the age of 18 are all correlated with higher runaway rates, and over half of kids who runaway report seeking a homeless shelter (National Runaway Switchboard 2011).

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

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Another area of prevention of youth homelessness involves the foster care system – Department of Children and Family Services. In Illinois, DCFS keeps kids in care until age 21, three years longer than neighboring states. Research by Chapin Hall at the University of Chicago has shown that the longer kids are assisted with the transition into adulthood; there are significantly fewer rates of homelessness. While DCFS offers programs and services such as housing location and short-term rental assistance to help youth transition, it does not completely prevent future occurrences of homelessness.

Community consensus on the interventions to encourage stable housing is needed and necessary in Chicago.

Questions

Questions we must examine and answer include:

- 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?

Chicago's Plan 2.0 – Charrette Week Issue Areas

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. We understand that people who experience homelessness may never work, may need supported employment, likely need transitional jobs, likely need assistance in accessing employment networks, and might need to complete basic education or job training programs before they can get a job.

When the public discusses and thinks about employment statistics, we are extremely concerned when we see unemployment at 8%, and Chicago's unemployment rate now stands at 11.2% (Chicagonow.com, 2012). However, the statistics are nearly inverse when we discuss rates of employment among people experiencing homelessness. According to the bi-annual point-in-time homeless counts from 2009 to 2011, the employment rate went from 21% to 14%. It is estimated that in 2010 and in the first half of 2011 about 4% of households were employed, based on an analysis of employment income reported by households using the city's shelter system. In 2009 a total of 728 households were employed and this decreased by 28% to 524 households in 2010. From the Evaluation of the Plan to End Homelessness, between 21.7% and 26.2% of participants reported regular employment at the baseline interview.

The low-rates of employment might not be surprising when the amount of funding targeting homeless populations is considered. In 2005, the Chicago Jobs Council (CJC) released *Big Shoulders, Big Challenges: Preparing Chicago's Workforce for the New Economy*, a report on public workforce development funding in Chicago, and then filed a follow up report on the same topic in 2007. Both reports revealed that less than 1% of public workforce development funding in Chicago was directed to serve people who are experiencing homelessness. This lack of funding may be related to the fact that the federally-funded Workforce Investment Act, the primary funding source for employment programming, is designed for people who are near-ready to work. WIA has rigorous performance measures on achieving employment placements that programs focus on assisting those who are believed to be most successful in becoming employed. The result has been that adults with multiple barriers to employment are left out and minimally served.

When we look at barriers to employment such as criminal history and lack of education, both are highly prevalent in the homeless population. As with addressing other supportive services needs, maintaining regular employment or addressing education and training are made more difficult without a fixed, regular nighttime residence to call home. Some sample statistics include:

- Criminal Histories
 - 41% of Shelter, 58% of Interim, and 42% of PSH survey participants in the Evaluation of the Plan to End Homelessness reported a felony conviction at the baseline interview.
 - 65% of males and 38% of females interviewed during the 2011 Point in Time Homeless Count Survey reported spending time in prison or jail.
- Educational Histories
 - 29% of Shelter, 33.5% of Interim, and 32.6% of PSH survey participants in the Evaluation of the Plan to End Homelessness reported having less than a high school education at the baseline interview

Chicago's Plan 2.0 – Charrette Week Issue Areas

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

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

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. Homelessness is often described as the result of people falling through the cracks in other systems such as education, corrections, healthcare, public housing, child welfare to name a few. Given that every homeless service system is funded at the most basic level and that it is unattainable and duplicative to have each homeless program develop expertise in every possible area of human service need, it is critical that integration occur across service areas at the provider and systems level to get the right services to the right people who are in such desperate need.

Another motivator for systems integration is that federal funding for homeless services has an expectation that child welfare, healthcare, mental health, and corrections will form agreements and establish policies whereby the institutions make it their responsibility to prevent homelessness. For the purposes of the systems integration component for Plan 2.0, we will focus in the areas of primary health, behavioral health, senior services, corrections, children services, and child welfare.

Children Services, Education and Child Welfare

Heartland Alliance, Heartland Health Outreach, and Heartland Human Care Services have made the most progress over the past several years with addressing the needs of homeless children through systems change. Publicly and privately funded programs have explicitly supported systems integration components, which have yielded significant achievements. One initiative, the Family Assertive Community Treatment program targeted to homeless families with very young children achieved some critical changes including changing how and when DFCS begins to prepare youth from exiting their care, created a pilot project to integrate homeless shelter services with early intervention services, and getting homeless families as one of two priority populations for the Illinois Home Visiting program.

Another one-year initiative called the Student and Family Support Initiative worked to increase the capacity of public schools to serve homeless students. This included establishing relationships between schools and the Illinois Children's Mental Health Partnership, provide training on DCFS trainings, and improve coordination between homeless education and special education. This was implemented in a limited area on a pilot basis, but provides excellent recommendations on greater integration between schools and homeless systems.

Mental Health

According to the 2011 Point in Time Homeless Count, 19% of people experiencing homelessness in Chicago reports a mental illness. When we look at survey responses to the Vulnerability Index used during the August 2010 100,000 Homes Campaign Registry Week, 32% of single adults and 37% of family heads report being treated for mental illness and another 15.4% of singles and 19.8% of family heads reported being hospitalized against their will for mental health reasons. It is also frequently found that mental illness co-occurs with substance abuse that compounds the challenge at engaging and serving this population.

The State of Illinois is at a critical juncture in systems change, creating permanent supportive housing for with persons with mental illness exiting nursing homes and long-term care facilities. The State, through

Chicago's Plan 2.0 – Charrette Week Issue Areas

multiple agencies, accessed federal Medicaid resources for the Money Follows the Person initiative and in 2007 launched a Bridge Subsidy Program for people who are homeless or at-risk with serious mental illness diagnoses. Now as the Illinois Department of Human Services Division of Mental Health leads the implementation of the Williams Consent Decree, moving people with mental illness out of non-Medicaid nursing facilities into PSH in the community, we have the opportunity to learn from the past and avoid homelessness for this vulnerable population.

If we look at services eligibility, funding for services based on eligibility and the role of public benefits, it is clear that administrative barriers are playing a role in hindering access to services for this group. Currently in Illinois, the path to services for people with mental illness is if they are on Medicaid. The path to Medicaid is typically through accessing SSI. In addition, for SSI, one needs evidence of disability. There are no longer public funds available for services to people who are Medicaid-eligible or otherwise suffering from mental illness that are not Medicaid-reimbursable. This funding shift has also led the State of Illinois to rewrite its “continuity of care” policies to help prevent homelessness in transitioning people out of institutional treatment settings.

Two projects have been implemented in Chicago and Illinois to address this chicken-and-egg situation for attaining benefits that becomes the key to longer-term services: SSI Outreach and Access to Recovery and the SSI presumptive Eligibility Project. Both involve close integration with the Social Security Administration Disability Determination Services at the local and state level. The Illinois Department of Human Services has also paid for training of staff of mental health, homeless services, and PSH agencies to get training in the SOAR method of benefits acquisition.

Seniors

The trend for Americans to age extends to the homeless population as well. The Chicago Alliance to End Homelessness in partnership with Loyola University conducted a study called *Homeless Over 50*. It revealed that the majority of the people who are between the ages of 50 and 64 became homeless for the first time in middle age, around 47 years old. In the 2011 PIT Count, 44% of people counted were over age 41, and 23% of the adults surveyed during the 100,000 Homes Campaign were over age 55, which is similar to the rate found among overnight shelter users in 2011.

A second key finding of the *Homeless Over 50* report is that the number of people who are homeless in Chicago between the ages of 50 and 65 is increasing. Between 2001 and 2006, a broad range of homeless service agencies saw, in total, a 26% increase in the older individuals they were serving. Another assumption and experience of providers serving this age group is the health needs and health conditions often appear earlier, in a sense making a person “age” faster than counter parts that have not been homeless.

Areas for integration with senior programs include Medicaid, Medicare, SSI, workforce development, and access to other programming based on age. There is another opportunity to help people who are homeless or in PSH and over 55 to apply for and access Senior Housing. This is an untapped area for coordination, but will also involve age-appropriate services. The Department of Family and Support Services already has co-located services in some CHA senior developments. DFSS is the Area Agency on Aging and is under the same roof as the Homeless Services Division, providing positive opportunity for integration.

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Corrections

Probably the most pervasive experience connected with homelessness is involvement with the criminal justice system. It is estimated that 65% of men and 38% of women have spent time in prison or jail (2011 Point in Time Count), and on average 10% of people entering the homeless system each year are coming directly from prison or jail according to city homeless program data. The cost of housing someone in prison or jail is two to four times more expensive than providing permanent supportive housing. In Illinois, we spent 6.69 billion dollars on criminal justice expenses or enough for more than 344,000 units of permanent supportive housing (Sourcebook of Criminal Justice Statistics Online, 2009).

Homelessness can also trigger a person who has left prison or jail after completing their sentence to return to the system because they cannot be located or fail to comply with probation because of not having a place to stay. We can understand the need for integration with corrections in a few different angles: diversion of repeat offenders from future jail/prison sentences if they go to permanent supportive housing, preventing homelessness upon exit from correctional settings with transition planning, and creating housing opportunities for people with criminal histories who may have prolonged homeless episodes because of not meeting program screening criteria.

Policy makers, private foundations, and organizations such as Corporation for Supportive Housing have worked to address the cyclical nature of jail and homelessness for several years. This cycle is often related to other mental health needs of people bouncing in and out of correctional settings. While there are estimates as high as 50% of persons in jail and prison having a mental illness, the best prevalence estimates put the number somewhere between 6 and 20% of the entire correctional population. At the same time that size of the mental health hospital system has shrunk, the vast majority of people being treated for mental illness in an institutional setting are actually receiving services in prison (Fallon 2011).

The efforts to intervene in this costly cycle have paid off in both Chicago and the State of Illinois. The Illinois Department of Corrections is set to begin implementation of Medicaid-upon-release that will help people leaving prison who were on Medicaid before entering, to have money to pay for housing after discharge. At the County level, Cook County Jail and Cermak Mental Health have collaborated on initiatives such as the Frequent Users program and Jail Linkage project to allow service providers to engage people with mental illness and experiencing homelessness, deliver services, and connect them with housing before release. Cook County also has the Mental Health Court, which was developed to help engage persons with mental illness during the court proceedings.

Primary Health

There is a strong correlation between healthcare and homelessness, whereby the intervention of permanent housing alongside health services improves health outcomes and reduces use of emergency care and inpatient hospitalizations. Housing results in people being compliant with medications and treatment, and provides a consistent location for case managers and health advocates to contact patients. The Chicago Housing for Health Partnership and the associated randomized research component provides clear evidence of this trend, where the intervention group experienced 29% reduction in hospitalizations and 24% reduction in emergency room visits (Sadowski 2009).

An emergent motivation to integrate primary healthcare and homeless services is the Affordable Care Act (ACA) in 2014, which expands Medicaid coverage based on income level regardless of category (i.e. family, senior, disabled, etc). In advance of 2014, both the federal government and the State of Illinois are investing in large-scale innovation grants to shape the healthcare delivery in the next two years, and both

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have an emphasis on delivery of care to contain cost and improve health. However, less than two-thirds (58%) of PSH providers, and likely less of homeless services providers, are in some form of partnership that bills services to Medicaid currently, calling for a review of potential partnerships and service structures.

Federally Qualified Health Centers and Health Care for the Homeless programs are being expanded under the ACA. Chicago has a large HCH program managed by Heartland Health Outreach, and two other organizations – La Casa Norte and AIDS Foundation of Chicago have received Community Health Center planning grants through the U.S. Department of Health and Human Services. This will help build capacity, but many questions remain on how do homeless services and PSH providers partner with primary care settings and train staff to understand health needs in order to help clients gain access to services that might not be conducive to serving this population.

Questions

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 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?

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Lianna Barbu, Operations Director, Community Shelter Board

Lianna Barbu is directing the internal operations of the Community Shelter Board. In her role, she is responsible for overseeing the operation and management of the finance, grants, information technology and human resources. She is also directing the data, research and evaluation affairs of the Community Shelter Board and is responsible for program and system evaluations necessary for strategic programmatic and planning decisions at CSB. She holds a Masters in Business Administration from The Ohio State University Max M. Fisher College of Business and an undergraduate degree in Computer Sciences.

Tony Beltran, First Deputy Commissioner, Chicago Department of Public Health (CDPH)

Antonio Beltran serves as the First Deputy Commissioner for the Chicago Department of Public Health (CDPH). Mr. Beltran joined CDPH as the Deputy Commissioner for Clinical Services in 2010. In that role, he was responsible for the Primary Care, Mental Health, Public Health Nursing and WIC services for the City. Prior to joining CDPH, Mr. Beltran served as the COO for Heartland International Health Center where he helped to expand medical, behavioral health and oral health services. Mr. Beltran has worked in healthcare for over 20 years. Mr. Beltran also serves on the Board of Directors of the Metropolitan Chicago Breast Cancer Task Force. Mr. Beltran completed his undergraduate studies at the University of Illinois at Chicago and received an MBA from the Lake Forest Graduate School of Management.

Betsy Benito, Director, Illinois Program, Corporation for Supportive Housing (CSH)

Betsy Benito is the IL Program Director and joined the team in November 2010. Prior to that she oversaw the day-to-day implementation of Chicago's Plan to End Homelessness for five years. In all Ms. Benito has committed over ten years to Chicago's efforts to end homelessness and provides expertise in the areas of systems change and policy. Ms. Benito comes to CSH with experience in non-profit management, community organizing, community-based research, and philanthropy. She holds a Bachelor's in Social Work from Loyola University Chicago and Master's in Social Service Administration from the University of Chicago.

Lindsey Bishop, Senior Program Manager, Corporation for Supportive Housing

Lindsey Bishop Gilmore is a Senior Program and has been with CSH since 2008. She is responsible for systems-level policy work with government partners to increase the creation of permanent supportive housing. Prior to joining CSH, Lindsey worked for the Washtenaw Housing Alliance in Ann Arbor, MI providing oversight to the 10 Year Plan to End Homelessness implementation, coordinating the local continuum of care, and building and maintaining key partnerships between the city, county, state, and local service providers. Lindsey has a Master in Social Work degree from the University of Michigan and Bachelor in Social Work from the University of Kentucky.

Maureen Blaha, Executive Director, National Runaway Switchboard

Maureen Blaha is the executive director of the National Runaway Switchboard (NRS), the federally-designated national communication system for runaway and homeless youth. Under her leadership the visibility of NRS and awareness of its 1-800-RUNAWAY hotline has grown, while support has steadily increased in both personnel and finances. Several key accomplishments have been realized during Blaha's tenure including: A program focused on runaway prevention called *Let's Talk: Runaway Prevention Curriculum*; a comprehensive trend data report of crisis calls to 1-800-RUNAWAY used to educate and raise awareness about the runaway crisis in America; the "Runaway Youth Longitudinal Study 2011" research that identifies the long-term effects of running away as a youth, which can be used to better educate and encourage parents, teachers and other adults to get involved, address the issues, and ultimately prevent a runaway situation; and National Runaway Prevention Month, an annual campaign to increase awareness of the issues facing runaway youth and to educate youth, families and the public about resources available to prevent youth from running away.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Sharon Bush, Senior Program Officer, Lloyd A. Fry Foundation

Sharon Bush is a senior program officer for the Lloyd A. Fry Foundation. The Foundation supports programs serving low-income communities in Chicago. Ms. Bush manages the Foundation's Employment program and is actively involved in local workforce development efforts. She chairs the Chicago Workforce Development Funders Group and the Cook County Workforce Development Group. She is on the advisory committee of Chapin Hall Center's Workforce Development Research and Data Initiative. She has also advised local initiatives such as the City Colleges of Chicago Reinvention; Recovery Partnership, a collaboration between the City of Chicago and local foundations, to support implementation of the American Recovery and Reinvestment Act; and Opportunity Chicago, a \$27 million workforce development initiative which supports the Chicago Housing Authority's Plan for Transformation. Bush is the chair of Chicago African Americans in Philanthropy and was an Association of Black Foundation Executives Connecting Leaders Fellow.

Ceandra Daniels, Inner Voice

Ms. Daniels is presently the director of resource development for the Inner Voice, Inc. She is a native Chicagoan and obtained a bachelor of science degree in computer science from Chicago State University in 1987. In 1995, Ms. Daniels accepted a position at Inner Voice and has served in the Capacity of Intake Coordinator (1995-1997), Office Manager (1997-2000), Director of Social Services (2000-2003) and Director of Administration (2003-2006). She continues to provide direct services to clients as the director of the agency's homeless veterans' reintegration program; and her association with inner voice has allowed her to assist hundreds of homeless/at-risk individuals in a variety of capacities for nearly two decades. Ms. Daniels currently represents the service providers commission on the City of Chicago's Planning Council, chairs the Plan Advisory committee, and actively participates in the concerned providers constituency group. In the last ten years, she has also served on the HUD McKinney-Vento committee, the Evaluation Tool committee, and the wrap-around services constituency group. The Inner Voice provides services to approximately 10,000 homeless individuals/families on an annual basis and operates eighteen programs throughout the city of Chicago (including nine interim housing programs, six social services programs and three permanent supportive housing programs).

Liz Drapa, Director, CSH Consulting Group, Corporation for Supportive Housing

Liz Drapa leads the CSH Consulting Group in securing and staffing contracts and engagements across the country. She works with local and national teams to develop policies and programs to end homelessness in communities and works closely with government of ensure creation of supportive housing. Liz has worked closely with city agencies on their supportive housing efforts; state agencies in creating housing pipelines and statewide policies; and with federal agencies overseeing the HUD Technical Assistance award for CSH. Prior to her current position, Liz worked for CSH in the Illinois program, leading the Supportive Housing Institute and policy work statewide. Prior to CSH, Liz was the Associate Director of the Chicago Continuum of Care where she worked with the City on the 10 Year Plan and led the NOFA Funding process; ICF Consulting; and the US Department of Housing & Urban Development in the HOPWA program. In 2009, Liz was selected as a Chicago Community Trust Emerging Leader Fellow. Liz is a graduate of Loyola University Chicago and Georgetown University.

John Fallon, Program Manager, Corporation for Supportive Housing

John Fallon, B.S., is a Program Manager in Illinois at the Corporation for Supportive Housing (CSH) working as part of the Returning Home Initiative. This is a twelve million dollar 7-year national study designed to extend and develop the model of permanent supportive housing for those persons who are homeless and disabled and frequently cycling through the criminal justice system. John comes to CSH after eighteen years at Thresholds directing two specialized teams working to place people from Cook County Jail back into the community. Typical members had a history of 50 arrests, 20 psychiatric hospitalizations and decades of homelessness in their history. The success of this project has resulted in the American Psychiatric Association awarding this project with the national 2001 Gold Achievement Award for small community based programs. John has 25+ years of experience in the mental health field which includes providing residential and outreach services to adolescents, children, persons who are homeless, as well as persons in correctional and health care settings with a wide range of co-occurring barriers in addition to their being diagnosed with a wide variety of specific psychiatric disorders.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Diana Faust, Executive Director, Franciscan Outreach Association

Diana Faust is the Executive Director of Franciscan Outreach Association, which operates a 252 bed overnight shelter, two interim housing programs, a soup kitchen, and case management program. Diana began her career as a lawyer, having practiced for 10 years in transaction and corporate law. After enjoying a variety of volunteer experiences, she began looking for a more fulfilling career and switched to the non-profit arena. She started with Franciscan Outreach in 1997 as their first full time Director of Development. Since then, the organization's programs have expanded such that the budget has grown from \$450,000 to \$1.5 million. In 2008, Diana was entrusted with the role of Executive Director. As a secular member of the Franciscan family, a part of the Catholic Church that patterns its approach to life on St Francis of Assisi, Diana helps keep the organization focused on its tradition of respect for all persons as beloved children of God, no matter their state in life. In all its programs, Franciscan Outreach case managers placed 120 persons in permanent housing in 2011.

Virginia Fraser, Associate Director, Thresholds

Virginia Fraser C.R.C., L.C.P.C. received her Masters degree in Vocational Rehabilitation Counseling from the University of Wisconsin – Madison in 1979. She has worked with individuals with psychiatric disabilities for over 30 years in both inpatient and outpatient settings. She is currently an Associate Director of Thresholds, a large mental health agency in Illinois with over 26 locations in the Chicagoland area. She has supervised multiple programs that deliver residential, case management, and employment services. She has presented at national, statewide, and regional conferences. Her topics have included hiring practices and accommodations for individuals with mental illness, implementing supported employment programs and practices, working with trauma survivors in a clubhouse setting, adaptations to the clubhouse model in a rural area, and recovery themes in psychiatric rehabilitation programming. She is currently responsible for the agency's employment services and supervises 30 employment specialists. She is in charge of monitoring services to be in line with evidenced based practices. She has served as a member of a statewide technical assistance team sponsored by the Division of Mental Health and the Division of Rehabilitation Services that has worked to develop employment services and improve access for consumers with psychiatric disorders within mental health centers. She is a member of the Illinois Division of Rehabilitation Services statewide Facility Advisory Committee. She currently sits on the advisory board for the rehabilitation programs for Illinois Institute of Technology.

Joyce Gallagher, Executive Director, Area Agency on Aging, Chicago Department of Family and Support Services

In 2003, the Chicago City Council named Joyce Gallagher as head of Chicago's Department on Aging. Today, Gallagher serves as executive director for the City of Chicago-Area Agency on Aging in the Department of Family and Support Services. Her vision is to apply a holistic approach to aging programs. Through health, fitness and wellness programs, Gallagher's goal is to help seniors achieve balance between mind, body and spirit. In recognition of her work in this field, Gallagher's name has been put forth by the Elder Justice Coalition, a national umbrella group of 250 leading senior organizations, to sit as a member of the Advisory Board on Elder Abuse, Neglect and Exploitation, created in Section 2022 of the Elder Justice Act. She has earned a master of arts in Chicago Studies from Loyola University of Chicago, as well as a certificate of gerontology from the University of Illinois, Champaign.

Andrew Geer, Vice President and Market Leader, Chicago, Enterprise Community Partners

Andrew Geer is vice president and Chicago market leader for Enterprise Community Partners, Inc. He focuses on identifying regional product opportunities in coordination with business line colleagues. Andrew is the lead in expanding Enterprise's programmatic presence in Chicago with a priority on advancing initiatives with local partners that will improve the livability of low-income residents in Chicago, including green design, regional sustainability goals and healthy housing for vulnerable populations. Andrew has nearly 20 years of experience in community development and nonprofit leadership and most recently served as executive director of Heartland Housing, Inc., a Chicago-based affordable housing organization. Under his direction, Heartland Housing was involved in the development of more than 1,300 units of affordable, supportive and mixed-income housing with an asset base of over \$150 million. Andrew holds a bachelor's degree from the University of Michigan – Ann Arbor and a master's degree from University of Chicago's Harris School of Public Policy Studies.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Ann Marie Grimberg, Systems Integration Manager, Heartland Alliance

Ann Marie Grimberg is a systems integration manager for Heartland Alliance for Human Needs and Human Rights in Chicago. Ms. Grimberg joined Heartland in 2008 to work on Strengthening at Risk and Homeless Young Mothers and Children, a national initiative of the Conrad N. Hilton Foundation, in partnership with the National Center on Family Homelessness, ZERO TO THREE, and the National Alliance to End Homelessness. Through Chicago's implementation of the initiative, she worked with the various city and state systems affecting homeless families, such as child welfare, housing, education, childcare, mental health, substance use, and early intervention. Ms. Grimberg currently provides the organization with strategic leadership to ensure the needs of vulnerable individuals with multiple health conditions are met through the implementation of healthcare reform. She has worked in the housing and homelessness field for seven years and received her Bachelor's of Science in Special Education from Syracuse University in 2003 and her Masters Degree in Education from Loyola University Chicago in 2006.

Christine Haley, Associate Director, Corporation for Supportive Housing

Christine Haley is the Associate Director, and before joining CSH in March of 2011, Christine served as the Associate Director of Supportive Housing Programs for Heartland Human Care Services. Previously, Christine led the Massachusetts Department of Public Health's Culturally and Linguistically Appropriate Services (CLAS) Initiative. The Initiative supported direct service providers in integrating language access and cultural competency standards into service delivery systems. In Cleveland, she was the Director of the Lead Safe Living Campaign – Cleveland's 10-Year Plan to End Childhood Lead Poisoning. Christine earned a BA from the University of Notre Dame and a Master of Science in Social Administration from Case Western Reserve University.

Brenda Hampton, Deputy Director of Systems Rebalancing, Illinois Department of Human Services, Division of Mental Health

Brenda Hampton is employed with the State of Illinois Department of Human Services, Division of Mental Health. She currently serves as the Deputy Director of Systems Rebalancing, currently overseeing the implementation processes of the Williams vs. Quinn Consent Decree settlement. Ms. Hampton is the former Facility Director of Tinley Park Mental Health Center and has served as the Region 1 (Cook County) Executive Director. Ms. Hampton has more than 22 years of professional services experience with the Division of Mental Health in various administrative and policy decision-making positions. Ms. Hampton is a graduate of Atlanta University, School of Social Work. She has worked in community-based centers, both serving individuals who have serious mental illnesses and developmental disabilities. She has a wealth of experiences in both clinical and administrative positions.

Eileen Higgins, Catholic Charities, Vice President, Catholic Charities: Archdiocese of Chicago, Family and Parish Support Services

Eileen Higgins is Vice President for Catholic Charities- the Archdiocese of Chicago, Family and Parish Support Services. Her professional focus in the past decade has been in providing leadership for the development and programming of housing and homeless services. During this time Catholic Charities has increased its housing capacity, more than doubling it and developed programming to decrease homelessness for families, the chronically ill, and veterans. She has participated in two Continua of Care – Chicago and Suburban Cook County and participated in the many processes of both Continua. Currently she holds a County Wide seat on the Board of Directors of the Suburban Cook County Continuum of Care. Ms. Higgins is a member of the Chicago SPC and HMV Committee. Ms. Higgins has a Masters Degree in Counseling from the University of New Mexico – Albuquerque, NM. She has been a professional counselor since 1987.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Mary Howard, Senior Vice President, Resident Services, Chicago Housing Authority

Mary Howard joined the Chicago Housing Authority (CHA) in 2009 and serves as Senior Vice-President in the resident services division where she oversees the case management (FamilyWorks), workforce development, and victim assistance programs. Prior to joining CHA, she spent over 25 years working in non-profit management with experience in program design, evaluation, coaching, training, and staff development. Issue areas include working with vulnerable populations, addiction, domestic violence & sexual assault, workforce development, and poverty. Mary is a Licensed Clinical Professional Counselor in Illinois and holds a Ph.D. in Organizational Psychology.

Linda Kaiser, Executive Vice President of Resident Services, Chicago Housing Authority

Linda Kaiser is CHA's Executive Vice President of Resident Services. Since 2007, she has led the agency's efforts to connect residents to programs, services and housing opportunities that build self-sufficiency. These include education, job-training and social service programs and employment opportunities. Kaiser brings a wealth of experience to this role. As Executive Director of the Chicago Workforce Board, she created programs, forged partnerships and raised millions of dollars to advance sector-based employment and bridge the gaps between job opportunities and where people live. Kaiser has served in several departments within the City of Chicago, including Housing, Budget and Management and Workforce Development, where she oversaw the transition from the Job Training Partnership Act to the Workforce Investment Act. She holds an undergraduate degree from Pennsylvania State University, a Masters Degree in Industrial/Organizational Psychology from the University of Nebraska and a Law Degree from DePaul University.

Jennifer Keeling, Director of City Policy, Chicago Jobs Council

Jennifer joined CJC in January 2006, as a Policy Associate focusing on workforce development issues. As Director of Policy, Jennifer leads the development and implementation of CJC's policy priorities aimed at improving the workforce development system for disadvantaged job seekers. These priorities include advocating for additional resources, working to ensure effective alignment of systems, integrating workforce and economic development, aligning adult education and workforce development, and expanding transitional jobs programs. Jennifer sits on a number of taskforces and advisory councils, including CWIC's Human Capital Advisory Group and Literacy-to-Work Committees, the CWICstats Advisory Council, the Energy Impact Illinois implementation team, and the Steering Committee of the Chicagoland Green Collar Jobs Initiative. Prior to joining CJC, Jennifer worked as a job developer and program manager at the Coalition for the Homeless' job training program for women in New York City. Jennifer has a Bachelor's degree in sociology from Middlebury College and a Master of Arts from the University of Chicago's School of Social Service Administration.

Jeri Lynch Linas, Executive Director, Teen Living Programs (TLP)

Jeri Linas joined Teen Living Programs (TLP) in January 2010. Prior to joining TLP, Jeri worked for 10 years as the Assistant Director of the Chicago Mayor's Office on Domestic Violence (MODV) after having served as founding member, Assistant Director and then Executive Director of Rainbow House/Arco Iris, a comprehensive social service and shelter agency serving battered women and their families in Chicago since its inception in 1982. In her capacity as Assistant Director to the Mayor Daley's Office on Domestic Violence, Jeri was responsible for assisting with developing, implementing, managing and directing many of MODV projects and policies as well as coordinating MODV efforts with other city departments, community based organizations and the public. At TLP Jeri has been charged with the responsibility of driving the successful completion and further agency capacity building efforts including but not limited to: increase fundraising capacity and raising Agency profile; identifying staff and agency development opportunities; increasing Board recruitment, development and engagement; leading strategic thinking and planning process; preserving and advancing the TLP culture, focusing on the agency's core values of excellence, integrity, respect, innovation, collaboration, transparency and enthusiasm. An immigrant from Belfast, N. Ireland, and Jeri is a graduate of the University of Illinois in Chicago. She is an educator by training and has taught in England, Ireland and the USA. She lives with her family in the Beverly community in Chicago.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Heather Lyons, Senior Program Manager, Corporation for Supportive Housing

Based out of Portland, OR, Heather works with other CSH staff to promote systems and policy change to end homelessness. She has worked in communities as distinct as Wasilla, AK and Los Angeles, CA, as well as many other locations throughout the United States. Her areas of expertise include analysis of community needs across the full continuum of housing types, frequent users of public systems, re-entry related supportive housing and planning, and the intersection of public health and homelessness. She is skilled in meeting and group facilitation. Prior to this position, Heather led the City of Portland, Oregon's efforts to end homelessness, working with numerous partners under the policy framework of Home Again: A 10 Year Plan to End Homelessness. Heather was the project lead for the Baltimore County, MD and King County/Seattle Charrettes and the Statewide Oregon Charrette.

Fredrick P. Maclin, Homelessness Prevention Director, Housing Opportunities for Women (HOW)

Mr. Frederick P. Maclin, Bachelor of Science (Economics) is the Homeless Prevention Director for H.O.W. Mr. Maclin has committed over 15 years to operating supportive housing programs and serving homeless people. Mr. Maclin is a graduate of Illinois State University with a Bachelor of Science Degree in Economics. Mr. Maclin participates as a member of the S.P.C. of the Chicago Alliance to End Homelessness; the Chicago Planning Council on Homelessness and the Supportive Housing Providers Association of Illinois (SHPA).

Maura McCauley, Senior Director, Housing Division, Heartland Human Care Services, Inc.

Maura McCauley, M.S.W., is the Senior Director of the Housing Division of Heartland Human Care Services, Inc. In this role, she oversees the organization's continuum of housing and services ranging from supportive housing programs for families, seniors, and individuals with chronic health conditions to homeless prevention and rapid re-housing programs. In addition to programming, Maura also provides policy and advocacy leadership as well as program development in the areas of supportive housing and criminal justice. She has worked in the supportive housing and service field for thirteen years, providing direct service and oversight to supportive housing and prevention programs, domestic violence and sexual assault services, refugee resettlement programming and asset building programming. In 2009, Maura led the implementation of the Heartland's Homeless Prevention and Rapid Re-housing program and the Student and Family Support Services Initiative. Maura serves as an elected member of the Chicago Planning Council to End Homelessness and is a chair of the Homeless Families Constituency Group of the Service Providers Commission of the Chicago Alliance to End Homelessness.

Kathleen Molnar, Senior Director of Program Development, Chicago Alliance to End Homelessness

Kathleen Molnar joined the Emergency Fund as its first Program Director in March of 2007 after over 15 years of working with people with serious mental illness. After finishing her undergraduate degree, she worked as a Music Therapist in both private and public psychiatric hospitals. Kathleen graduated from the Jane Addams College of Social Work at The University of Illinois at Chicago in 1995 and immediately began working at Trilogy. She became a Licensed Clinical Social Worker in 1997. In her many years at Trilogy Kathleen was as an Intern, Case Manager, Program Manager, Program Director, and Director of Operations. With the recent consolidation of the Emergency Fund and the Chicago Alliance to End Homelessness Kathleen now serves as the organization's Senior Director of Program Development.

Debbie Reznick, Senior Program Officer, Polk Bros. Foundation

Debbie Reznick is a Senior Program Officer at the Polk Bros. Foundation, a private foundation making grants of about \$25 million per year in support of social service, education and cultural programs that impact children, youth and families in Chicago. Debbie has worked in the Chicago not-for-profit community for more than 20 years on issues related to social justice and civil rights. During her 11 years at the Polk Bros. Foundation, she has focused on issues related to homelessness and housing. Debbie is a board member of Funders Together to End Homelessness, a national network of foundations and corporations supporting strategic and effective grant making to end homelessness. She serves as an executive committee member of Chicago's Planning Council on Homelessness. Debbie is proud to serve as the board president of the Albany Park Theater Project, which creates original theater that shares the real-life stories of urban teens, immigrants, and working-class Americans. Debbie received a Masters in Business Administration from the University of Illinois at Chicago.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Karin Norington-Reeves, County Works

Karin Norington-Reaves was recently appointed to serve as the Executive Director of a newly created collaborative agency designed to merge reform and revitalize workforce development in the greater Chicagoland area including the City of Chicago and Cook County. Under Ms. Norington-Reaves' leadership, the new board will begin the creation of a demand-driven job training system and will focus on working directly with employers and job-seekers to ensure that the system is streamlined, focused on specific opportunities, and easy to use for businesses and job-seekers alike. Ms. Norington-Reaves served as the Director of Cook County Works, the federally-funded workforce development agency for south and west suburban Cook County from November 2010 until her recent appointment. Prior to that, she served as Deputy Director of the Office of Urban Assistance for the Illinois Department of Commerce and Economic Opportunity (DCEO), where she created and oversaw programs and implemented policies to address economic issues facing urban populations statewide. Prior to joining DCEO, Ms. Norington-Reaves served as Chief of Staff for the City of Chicago's 20th Ward, where she assisted in developing policy, creating and implementing innovative programs and facilitating the quality-of-life planning process for the Washington Park community as part of the New Communities Program of the Local Initiative Support Corporation. Ms. Norington-Reaves has significant advocacy experience in the fields of public utility consumer protection, health law and education. Ms. Norington-Reaves received her law degree from Southern Methodist University School of Law in Dallas, Texas, and her undergraduate degree in Spanish Language and Literature from Northwestern University in Evanston, Illinois. She currently resides in Chicago and is an active member of her community.

Amy Rynell, Director, Social IMPACT Research Center, Heartland Alliance

Amy has worked for Heartland Alliance since 1997 and oversees the Social IMPACT Research Center's consulting and research activities. In addition, she directs the National Transitional Jobs Network, a national coalition focused on employment solutions for people facing barriers to employment. Amy has worked on a variety of projects related to homelessness, including Working to End Homelessness, an initiative to document best practices in employing people experiencing homelessness; an evaluation of permanent supportive housing in the state of Illinois; an evaluation of DuPage County's Plan to End Homelessness; an inventory of public housing and housing choice vouchers capacity and waiting lists; leading the development of Porter County, Indiana's Plan to End Homelessness; overseeing the development of LaPorte County, Indiana's Plan to End Homelessness; overseeing the most comprehensive study of homelessness in northeastern Illinois; and studies of unemployed adults with multiple employment barriers. In addition, Amy has provided direct services within the homeless system in Portland Oregon, and has been involved with homeless system planning through leadership positions within the Chicago Continuum of Care and coordinating the Regional Roundtable on Homelessness. Amy has a MA from the University of Chicago School of Social Service Administration, a BA from the University of Notre Dame, and is adjunct faculty member at the University of Chicago.

Crystal Sahler, H.E.L.L.O

Crystal Sahler, age 22, has been involved in the H.E.L.L.O. (Homeless Experts Living Life's Obstacles) homeless youth activism group for the last three and a half years. She was one of three H.E.L.L.O. youth who caught the attention of Mayor Daley in 2009 while speaking at a City Budget Hearing. The mayor then attended the annual H.E.L.L.O. art show and speak-out and subsequently invited the H.E.L.L.O. group to meet with him at his office. This meeting led to the formation of the Chicago Task Force on Homeless Youth where Crystal and other homeless youth, service providing professionals, and city officials met regularly to find solutions to the homeless youth problem. She first became homeless at the age of 17 following the death of her mother. She has benefited from several programs serving homeless youth including: shelters, transitional living for youth, and homeless youth drop-in programs. She is now living in permanent housing.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Britt Shawver, Executive Director, Housing Opportunities for Women

Britt Shawver, J.D., has been the Chief Executive Officer of HOW for fifteen years. During her tenure with the organization, programming has expanded to include permanent supportive housing, recovery support, economic development, rapid housing assistance, harm reduction, and a Housing First Philosophy. She was a founding board member of the Partnership to End Homelessness (now the Chicago Alliance to End Homelessness) and is currently serving her third term on the Chicago Planning Council on Homelessness on the Executive Committee. She also served six years on the Board of Directors of The Chicago Coalition for the Homeless, during which time she was Vice President of the Board. In 1998, she was the recipient of the Chicago Coalition for the Homeless Leadership Award for her commitment to improving the homeless services system. She also is the recipient of the 2001 Southwest Women Working Together Unsung Hero of the Year Award, and the Chicago Coalition for the Homeless Award. A graduate of the Chicago Kent College of Law, and a member of the Illinois Bar, Britt has presented at City, State and National conferences on Housing First at both a systems and program level and, and on change management for an organization undergoing a transition to a Housing First Model.

Shannon Stewart, Executive Director & CEO, Inspiration Corporation

Shannon Stewart was named Executive Director & CEO of Inspiration Corporation in 2011, after serving as the organization's Chief Operating Officer. She joined the Inspiration Corporation in conjunction with its merger with The Employment Project in July 2005, where she was the Executive Director for 11 years. As Inspiration Corporation's Chief Operating Officer, her responsibilities included oversight of all of the organization's programs and development of partnerships with nonprofit partners. Her achievements include rapid expansion of workforce development programming, including the addition of a vocational training and education initiative, Career Connections. Shannon also led growth of the housing program, from 28 units in 2005 to more than 150 units in 2011. Shannon has been working in the employment and training field since 1992. While at The Employment Project, she was responsible for managing the organization's finances, operations, human resources, programs, as well as public and board relations. Prior to her tenure at The Employment Project, Shannon developed an employer partnership program for a women's employment and training program that provided job readiness and supportive services to economically disadvantaged women. Shannon holds a bachelor's degree from Indiana University and a master of social work degree from the University of Maryland at Baltimore, concentrating in community organizing and social administration. She also holds a certificate in nonprofit management from Roosevelt University, and serves on the Board of Directors of the Chicago Jobs Council and the President's Advisory Board of Truman College.

Norm Suchar, Director, Center for Capacity Building at the National Alliance to End Homelessness

Norm Suchar joined the staff of the National Alliance to End Homelessness in 2002. He directs the Alliance's Capacity Building Center, which helps communities implement system-wide strategies that prevent and end homelessness. He assists communities with implementation of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and the Homelessness Prevention and Rapid Re-Housing Program (HPRP). His prior experience includes work on federal policy for the Alliance related to housing and homelessness programs, three years in the Budget Office at the U.S. Department of Housing and Urban Development, where he focused on homelessness and community development programs, and two years working in child welfare for the State of Utah.

Debbie Thiele, Senior Program Manager, Corporation for Supportive Housing (previously City of Seattle)

Debbie Canavan Thiele recently joined the Corporation for Supportive Housing's national consulting group as a Senior Program Manager. In her previous role as Senior Manager for the Mayor's Office of Housing in Seattle, she oversaw \$20 million in annual lending and established nationally recognized multijurisdictional funding practices for the allocation of capital, operating, and service funds. Prior to her position with the City of Seattle, Debbie was the Director of Homeless Housing Initiatives for the King County Housing Authority in Tukwila, WA where she developed the first sponsor-based Section 8 program in the country, allowing nonprofit providers to master-lease private market apartments for highly vulnerable households who would otherwise not have access to housing. Debbie's work in systems change is rooted in the direct service experiences she gained early in her career as a VISTA volunteer in Austin, TX and as a Case Manager and Program Director for the YMCA of Metropolitan Chicago where she received the organization's Award for Excellence for her work at Lawson House, a 583-unit Single Room Occupancy building.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Pete Toepfer, 100,000 Homes Housing Manager, AIDS Foundation of Chicago

Peter Toepfer has been working with people who are homeless for the past seven years in both direct service and managerial roles, primarily in supportive housing programs. He has worked with youth, individuals exiting the corrections system and adults living with mental illness and substance use disorders. Peter has been active in the Chicago Continuum of Care for more than four years and currently is an elected representative to the Service Providers Commission Executive Committee of the Chicago Alliance to End Homelessness. He received his Bachelors degree in English from Boston College. Peter is currently employed by the AIDS Foundation of Chicago and manages their innovative housing programs, including the 100,000 Homes Campaign and Medicaid SHP, designed to help highly vulnerable people who are homeless access permanent supportive housing and build collaboration among the systems serving them.

Israel Vargas, Executive Director, San Jose Obrero Mission

Israel Vargas is the executive director of San Jose Obrero Mission (SJOM) in Chicago's Pilsen and Little Village neighborhoods. At SJOM he is responsible for the overall management and day-to-day operations of two facilities and 20 staff. Since he joined SJOM in 2008, he has nearly tripled its budget, diversified its programming to create better outcomes for participants, and increased its capacity to serve women and children. Israel began his career in social services with Parents United for Responsible Education in 2002. He soon joined the Proviso Leyden Counsel for Community Action (PLCCA) as a bilingual housing counselor, where he also facilitated the *Strengthening Families* program at night. In 2006 he was promoted to program coordinator for employment training and placement. Later he moved on to become supportive services manager at Inspiration Corporation, a social service career trainee with the Illinois Department of Human Services, and then a community organizer with The Resurrection Project, where he organized citizenship workshops and assisted with citizenship applications while also coordinating the Resurrection basketball league as a gang and violence prevention program. Israel serves on the board for the Chicago Alliance to End Homelessness, is Vice-Chair for the Council on Latino Homelessness, and is Vice-Chair for the Service Provider Executive Commission. Israel's passion for helping others has led him to speak against violence and to advocate for higher education at schools, churches, and community events throughout Chicago. He has participated in *CeaseFire* marches in Cicero and has received an Award of Excellence by the Office of the Cook County Treasure Maria Pappas and Recognition by the Chicago Commission on Human Relations Advisory Council on Immigrants and Refugees. Israel holds a Master of Arts in Training and Development (2008) and a Bachelor of Psychology (2005), both from Roosevelt University.

Richard Hooks Wayman, Executive Director, Hearth Connection (Minneapolis, MN)

Richard Hooks Wayman is the Executive Director of Hearth Connection, a Minnesota nonprofit that acts as an intermediary between government and local nonprofits to end homelessness. Rich received his Juris Doctor degree from the University of Iowa College of Law. Rich began his professional career in 1992 as staff attorney with the Legal Aid Society of Minneapolis. In 2000, Rich became the Collaborative Director of StreetWorks, a nonprofit offering street-based outreach to homeless youth and co-authored a national guide entitled *StreetWorks: Best Practices and Standards in Outreach Methodology to Homeless Youth*. In 2006, Rich authored the Minnesota Runaway and Homeless Youth Act. From 2006 to 2010, Rich served as the Senior Youth Policy Analyst with the National Alliance to End Homelessness in Washington, D.C. Rich and his partner (Aaron) have been foster/adoptive dads since 2003 and have four daughters, one son, and a grandson. In his spare time Rich pursues his life-long quest to find the perfect chocolate malt.

Chicago's Plan 2.0 – Fishbowl Panelists and Facilitators

Jennifer Welch, Deputy Commissioner, Chicago Department of Family and Support Services

Jennifer Welch is a Deputy Commissioner of the Chicago Department of Family and Support Services. In this role she coordinates policy, programming and funding to improve the city's response to domestic violence and leads the Policy, Grants and Intergovernmental Affairs Divisions. Previously, Jennifer Welch was the Policy Director for Illinois Attorney General Lisa Madigan. In this role she led a team to develop and implement policy initiatives for the Attorney General covering topics including violence against women, internet safety, campus safety and children's products safety. Preceding her role as Policy Director, Ms. Welch focused on violence against women as the Attorney General's Women's Policy Advisor. In that role she led statewide efforts to improve laws, services and systems for abused women and their children. Ms. Welch came to the Office of Attorney General Madigan after nine years as the Executive Director of the Chicago Metropolitan Battered Women's Network. As the Network's Director Ms. Welch coordinated public policy and system-wide advocacy efforts of more than 50 organizations plus individual members. She led the successful campaign for a new domestic violence court in Cook County, Illinois. Ms. Welch also developed the city of Chicago Domestic Violence Help Line. Prior to working at the Battered Women's Network she was a founding member of the Illinois Clemency Project for Battered Women. Ms. Welch holds a JD from the Chicago-Kent College of Law and received her undergraduate degree in psychology at the University of Illinois at Chicago.

Laura Zeilinger, Director of National Programs and Field Support, United States Interagency Council on Homelessness (USICH), based in Washington, DC

Laura Green Zeilinger currently serves as Director of National Programs and Field Support at the United States Interagency Council on Homelessness (USICH). In this role, she is responsible for overseeing the strategic implementation of *Opening Doors* in states and major metropolitan areas. Ms. Zeilinger directs the USICH National Programs regional field team and serves as the bridge between the work of the Council, the nation's governmental leaders and communities across the U.S. Prior to joining the USICH, Ms. Zeilinger served as the Deputy Director for Program Operations at the District of Columbia Department of Human Services (DHS) where she had oversight over the Department's Income Maintenance Administration and the Family Services Administration and advised the agency's Director on all aspects of program operations. Ms. Zeilinger led the District's efforts on ending homelessness. She developed a strategy for the implementation of the District's "Homeless No More Plan" including creating a production plan for 2,500 units of permanent supportive housing and coordinating the activities of the Interagency Council on Homelessness. Ms. Zeilinger designed and implemented the Mayor Fenty's "Housing First" initiative, which provided permanent supportive housing to 500 individuals and 80 families in its first year and currently provides housing to more than 1,000 households. Prior to joining DHS, Ms. Zeilinger worked as part of the Health and Human Services cluster in the District of Columbia's Office of the City Administrator where she served as liaison between the Mayor and City Administrator and the Department of Human Services and Office of Disability Rights. Before joining the District of Columbia government, Ms. Zeilinger spent much of her early career working on international economic development, managing a technical assistance project to reform the pension system in the Republic of Kazakhstan. She is an attorney with a long-standing commitment to underserved populations.

Sara Zuiderveen, Assistant Commissioner, Prevention Services Division, New York City Department of Homeless Services in New York, NY

Sara Zuiderveen is the Assistant Commissioner for the Prevention Services division of the New York City Department of Homeless Services (DHS), where she administers 26 million dollars in Homelessness Prevention contracts with 20 social service vendors. She joined the agency in early 2004, assisting with the planning and implementation of the HomeBase homelessness prevention program, an innovative pilot program that was expanded citywide in 2007. Previously at DHS, she was the Director of Program Analysis for Prevention, managing data collection, reporting, quality assurance, and ongoing program development for HomeBase and other prevention efforts. Prior to that, she worked in the field of child abuse prevention as a program analyst for Healthy Families America, a national home visiting program based in Chicago. Sara is a winner of the 2010 Frederick O'Reilly Hayes Prize for emerging leaders in public service.



Key Findings from the Evaluation of Chicago's Plan to End Homelessness January 2012

Chicago's 10-Year Plan to End Homelessness, *Getting Housing, Staying Housed*, was formally adopted by Mayor Daley in 2003 and implemented by a public-private partnership between the City of Chicago and the Chicago Alliance to End Homelessness. The Plan outlined a bold, ambitious strategy for ending homelessness by:

- Preventing individuals and families from becoming homeless in the first place;
- Placing individuals and families in permanent housing as quickly as possible when they do become homeless, a strategy called "Housing First;" and
- Providing wraparound services to promote housing stability and self-sufficiency.

In 2009, the Chicago Alliance to End Homelessness commissioned a formal evaluation to determine how well the Plan was working to achieve its goals. The City of Chicago and private foundations provided generous support to researchers from Loyola University Chicago and the University of Chicago to conduct an independent, two-year evaluation. The key findings of the evaluation are detailed below.

Access to the Homeless System

- Findings from the evaluation suggest that there is a wide range of ways (calling 311, DFSS Service Centers, street outreach, police and hospitals, etc.) to access Chicago's homeless service system, but none of the options are coordinated and efficient.
 - 311 operators are respectful, but not helpful. They provided no referrals to specific agencies, but rather told callers to go to the nearest police station or emergency room and call again.
 - There were routinely hours-long waits for transport to a shelter.
 - There is no ability to reserve space anywhere or to go directly to a shelter.
 - City street outreach teams are not well-informed about housing and shelter resources, and do not have good linkages to clinical or housing services.
 - City street outreach teams gave mixed messages. They tried to be helpful to people on the street, but also participated in sweeps that confiscated all belongings on the street.



The Homeless System's Existing Housing Programs

- **Emergency shelter is not successful.** Of the three types of programs researched, emergency shelter was the least successful in helping clients end their homelessness and move to permanent housing.
 - 50% of the clients surveyed who were originally in emergency shelter remained in shelter for the length of the evaluation (approximately one year).
 - Only 1/3 of clients originally interviewed in shelter had found permanent housing by the end of the evaluation.
 - The good news is that very few clients leave the shelters for the street.
 - Clients report a lack of supportive services in emergency shelter that would help end their homelessness. The lack of employment services was particularly noted.
- **Interim housing yields better outcomes than emergency shelter.** The new interim housing model works better – and yields better outcomes – than traditional emergency shelter.
 - 66% of interim housing clients found permanent housing by the final interview point, the vast majority of which resided in market-rate housing.
 - Most are maintaining market-rate housing successfully through a combination of regular employment, Social Security benefits, and TANF. However, for 20% of clients, it is unclear how they maintain market-rate housing, and so they may be precariously housed.
- **Permanent supportive housing works.** The evaluation confirmed that permanent housing meets the needs of consumers by providing stable and secure affordable housing, coupled with supportive services, to successfully end a clients' homelessness.
 - Once in permanent housing, 81% of clients stay for at least one year.
 - Almost all clients in permanent supportive housing avoided experiencing an additional episode of homelessness by the end of the evaluation.
 - Permanent supportive housing programs are serving clients with just as many challenges – mental health problems, felony convictions, alcohol problems, and other disabilities, etc. – as clients in other parts of the homeless system, and thus permanent housing programs are not “creaming.”



➤ Clients Cycling through the System

- In both emergency shelter and interim housing, there were a significant percentage of clients who cycled between programs. These clients appear to be long-term, chronically homeless clients.
- 27% of clients in interim housing programs went from one interim housing program to another, without accessing permanent housing during the one-year evaluation period.
- 48% of clients in emergency shelter either stayed in the same emergency shelter or moved between shelters during the evaluation period.
- While these clients are likely eligible for permanent housing, turnover rates are quite low, so few clients can move through the system and enter permanent supportive housing programs.
- Consumers interviewed in focus groups talked about the randomness of accessing permanent supportive housing, which they likened to “winning the lottery.”

➤ Service Provision

- In interviews, consumers praised highly-knowledgeable case managers as essential in helping them navigate the homeless system, but noted the shortage of such skilled and professional staff.
- Employment services were very successful in helping clients transition from homelessness; additional employment services were also highly desired by consumers who were interviewed.
- The evaluation showed a significant unmet need for disability benefits. 28% of individuals and 24% of families report a disability, yet only 5% of individuals and 2% of families receive a disability benefit. Even more, 41% of individuals and 40% of families report a chronic medical condition, so the number of clients eligible for disability benefits may be even higher.

The key findings of the Plan evaluation suggest a number of next steps to improve client outcomes and the operation of Chicago’s homeless system. As the many public and private stakeholders of Chicago’s homeless system gather in 2012 to redevelop our Plan to End Homelessness, the findings of the evaluation will be essential to our efforts to create a community and a Plan in which everyone has a home.

Mission Statement for the Creation of Version Two of Chicago's Plan to End Homelessness

Adopted by the Plan 2.0 Steering Committee on August 11, 2011

The Chicago Continuum of Care aims to prevent homelessness whenever possible and provide an integrated array of housing and services to help families, individuals, and youth progress from homelessness to their highest possible level of self-sufficiency. To achieve these goals in an effective and cost-efficient manner for the greatest number of Chicagoans in need, the Continuum will redevelop its Plan to End Homelessness, originally endorsed in January 2003.

Our planning process will be:

- Inclusive of as many stakeholders as possible including people who are currently or formerly homeless, service providers, policymakers, advocates, funders, and civic leaders;
- Driven by data from the 2009-2011 evaluation of Chicago's Plan conducted by Loyola University of Chicago and the University of Chicago as well as other instructive program and system-level data;
- Attentive to performance measures (including the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009) to ensure that Chicago is deploying its resources in the most efficient manner possible to achieve our goals; and
- Mindful of the current and foreseeable resources, risks, and external opportunities impacting Chicago's homeless system.

Plan 2.0 Steering Committee Members

1. Nicole Amling, Chicago Alliance to End Homelessness
2. Nicole Bahena, Chicago Alliance to End Homelessness
3. Nonie Brennan, Chicago Alliance to End Homelessness
4. Andrea Dakin, HUD McKinney-Vento Committee
5. Ceandra Daniels, Plan Advisory Committee
6. Julie Dworkin, Chicago Coalition for the Homeless
7. Matt Fischler, Mayor's Office
8. John Pfeiffer, Chicago Department of Family and Support Services
9. Nancy Radner, Chicago Alliance to End Homelessness
10. Susan Reyna, Chicago Planning Council Executive Committee
11. Debbie Reznick, Funders
12. Alisa Rodriguez, Chicago Department of Family and Support Services
13. Richard Rowe, Consumers Commission
14. Britt Shawver, Chicago Planning Council Executive Committee
15. Mike Simmons, Mayor's Office
16. Dorothy Yancy, Consumers Commission