

## NY-606 Rockland 2020 - 2021 Action Plan

*Please note: much of the below information comes from the 2018 CoC Consolidated Application and Planning Application.*

Category & Goal	Strategy	Action Items	Responsible Committee	Deadline
I. Ensure compliance with HUD guidelines.	A. Better address the unique needs of individuals and families fleeing domestic violence, including access to housing and trauma-informed, victim-centered services that prioritize safety needs, client choice and confidentiality of program participants.	1. Further develop the Emergency Transfer Plan for victims of domestic violence in the CoC Written Standards and Coordinated Entry (CE) System to prioritize safety and maximize client choice with DV-specific protocol.	Coordinated Entry	Q2 2020
		2. Continue to coordinate with the Center for Safety and Change (DV provider) to provide quarterly training to CE staff on trauma-informed and victim-centered best practices in serving survivors of domestic violence (e.g., confidentiality and safety planning protocols); and begin developing a parallel DV CE System.	Systems Collaboration Coordinated Entry	Q2 2020
		3. Continue efforts to ensure data for persons in DV homeless programs is incorporated into CoC-wide data to ensure data accuracy for Strategic Planning initiatives and the Rank and Review process.	Systems Collaboration Project Performance Evaluation	Ongoing
		4. Secure additional funding to support the unmet housing and service needs of individuals and families fleeing domestic violence.	Executive Board	Q4 2020
	B. Better address the needs of Lesbian, Gay, Bisexual, Transgender (LGBT) individuals and their families experiencing homelessness.	1. Implement a more specific and action-oriented CoC-wide anti-discrimination policy that follows HUD Fair Housing and Equal Access to Housing rulings.	Executive Board	Q1 2020
		2. Continue to conduct annual CoC-wide training for providers on how to effectively implement 1) the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity (Equal Access	Executive Board Systems Collaboration Collaborative Applicant	Q3 2020 Q3 2021

		Final Rule); and 2) the CoC's Anti-Discrimination Policy included in the Written Standards.		
		3. Continue work on the Coordinated Entry system Marketing Plan which outlines segments of the population least likely to apply for housing without special outreach (e.g., considering racial/ethnic composition; language barriers; income eligibility restrictions).	Coordinated Entry Systems Collaboration	Q1 2020
		4. Continue monitoring each CoC agency for compliance with the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity (Equal Access Final Rule) and the CoC's anti-discrimination policy outlined in the Written Standards.	Project Performance Evaluation	Q3 2020
	C. Rapidly rehouse every household of families and children within 30 days of becoming homeless.	1. Continue to connect the hardest to serve families to the Coordinated Entry (CE) system which 1) has a direct connection with PSH and RRH programs; and 2) applies a separate family-specific vulnerability scoring tool.	Coordinated Entry	Ongoing
		2. Build relationships with local landlords to increase access to affordable community housing; address potential barriers to housing; negotiate manageable and appropriate lease agreements.	Executive Board Systems Collaboration	Q4 2020
		3. Partner with affordable housing developers to create more quality affordable units without regulatory barriers; bring affordable housing developers to the table.	Executive Board Systems Collaboration	Q4 2020
		4. Increase the number of RRH beds dedicated to families by including this priority in the Rank and Review and Bonus Application tools.	Project Performance Evaluation	Q4 2020
		5. Implement the CoC Move On Strategy, which includes providing pre-transition services (e.g., life skills training, employment, community integration	Executive Board Systems Collaboration Membership	Q1 2020

		supports) and strong after-care supports to ensure successful transitioning over the long-term.		
		6. Assess CoC-funded projects serving families for Housing First policies and practices; encourage development of Housing First Policies & Practices accordingly to reduce barriers to housing.	Project Performance Evaluation	Q3 2020
	D. Decrease youth homelessness.	1. Increase collaboration with School District Homeless Liaisons and Youth Bureaus with the assistance of key youth providers (i.e., Helping Hands, Safety & Change, Rockland DSS) to analyze the scope of youth homelessness (as defined by both HUD and the Department of Education) and enhance current services to ensure a youth focus.	Executive Board Systems Collaboration	Q3 2020
		2. Develop MOU agreements with education providers regarding the access, assessment and referral process for homeless youth and youth at risk of homelessness.	Executive Board Systems Collaboration	Q1 2021
		3. Secure additional federal/state funding to support the unmet housing and support needs of homeless and unstably housed youth.	Executive Board Membership	Q1 2021
		4. Collaborate with Street Outreach Teams to focus efforts in homeless youth 'hot-spots'; and recruit youth peers to participate in the PIT Count.	Coordinated Entry Systems Collaboration	Q3 2020
		5. Continue to improve upon the Marketing Plan within the Coordinated Entry system which outlines segments of the population least likely to apply for housing without special outreach, including youth.	Coordinated Entry	Q1 2020
	E. Assess whether racial disparities exist in the provision or outcomes of homeless assistance; and implement proper policies	1. Conduct an assessment of racial disparities in the provision and outcomes of homeless assistance, analyze results and create a summary.	Executive Board Systems Collaboration	Q1 2021

	and procedures to address racial disparities.	2. Research best practices on policies and protocols to address racial disparities in the provision and outcomes of homeless assistance.	Executive Board Systems Collaboration	Q1 2021
		3. Implement policies and procedures to address racial disparities in the provision and outcomes of homeless assistance.	Executive Board Membership	Q2 2021
		4. Continue to improve upon the Marketing Plan within the Coordinated Entry system which outlines segments of the population least likely to apply for housing without special outreach, including racial and ethnic populations.	Coordinated Entry	Q1 2020
F. Develop methods to better count specific populations during the 2020 PIT Count.		1. Continue to provide HMIS data quality training opportunities and technical assistance (as needed) to HMIS-participating agencies.	HMIS Lead Collaborative Applicant	
		2. Create a procedure guide and timeline for the PIT count, describing major milestones and best practices.	Systems Collaboration	Q1 2020
		3. Include a strategy to increase inclusion of homeless youth in the PIT count.	Systems Collaboration Coordinated Entry	Q1 2020
		4. Coordinate a Veteran by-name waitlist registry week during the PIT Count in coordination with the VA, VA-funded providers, Soldier On and Health Care for Homeless Veterans staff.	Systems Collaboration	Q1 2020
		5. Coordinate and submit the annual PIT and HIC reports.	Systems Collaboration Collaborative Applicant	Q1 2020 Q1 2021
G. Ensure CoC policies & procedures are up-to-date and align with HUD guidelines and best practices.		1. Review/realign CoC program performance targets, system performance measures, and Written Standards to ensure a systemic approach to homelessness.	Executive Board	Q2 2021
		2. Conduct an annual review of the Bylaws.	Executive Board	Q2 2020, Q2 2021
H. Continue to develop, operate and improve the Coordinated Entry (CE)		1. Ensure the Coordinated Entry (CE) Policies & Procedures Manual aligns with HUD guidelines and best practices.	Executive Board Coordinated Entry	Q1 2020 Q1 2021

	System by utilizing best practices.	2. Conduct an annual Evaluation of the CE Process using participant and provider data to measure the functioning of the CE process.	Coordinated Entry	Q1 2020 Q1 2021
		3. Complete a Quarterly Report to track the CoC's CE System. This Report will be presented to the Board to inform the CoC on where and how improvements to the CE System can be made; and serves to support the CoC in identifying gaps in services and housing.	Coordinated Entry	Q1 2020 Q1 2021
		4. Continue to improve the parallel DV CE process so that it is both effective and responsive to the individual needs and safety issues, while ensuring survivors have access to mainstream housing opportunities.	Executive Board Coordinated Entry	Q2 2020
		5. Continue to improve the Marketing Plan within the Coordinated Entry system which outlines segments of the population least likely to apply for housing without special outreach.	Coordinated Entry Systems Collaboration	Q1 2020
II. Community Outreach and Engagement	A. Ensure representation on the Executive Board, Membership and Committees by providers who serve various stakeholders (i.e., DV, youth, Veterans) to ensure a complete analysis of homelessness needs is conducted.	1. Assess current representation on the Board, Membership and Committees, and seek further participants as necessary.	Executive Board Systems Collaboration	Q1 2021
		2. Create a cheat sheet of CoC acronyms, committee descriptions, etc. for new members.	Executive Board	Q2 2020
	B. Ensure participation of persons with lived experience in Membership, Executive Board and Committees.	1. Identify current participation of persons with lived experience in Membership, Board and Committees.	Executive Board Systems Collaboration	Q2 2020, Q2 2021
		2. Discuss mechanisms for including persons with lived experience (e.g., focus groups).	Executive Board Systems Collaboration	Q2 2020, Q2 2021
		3. Conduct outreach to persons with lived experience to participate in Membership, Board and Committees.	Executive Board Systems Collaboration	Q3 2020 Q3 2021

	C. Work with Public Housing Authorities (PHA) to increase the capacity to serve those who are homeless.	1. Work with PHA's to incorporate homeless admission preferences in their written policies. Contact and/or meet with PHA's at least quarterly.	Executive Board Systems Collaboration	Q2 2021
		2. Work with PHA's to provide trainings on qualifying/disqualifying factors for entering PHA programs.	Systems Collaboration	Q2 2021
	D. Increase homeless housing provider participation within HMIS.	1. Continue working with Departments of Social Services to identify a mutually beneficial way to meet CoC and DSS needs in terms of data collection and reporting.	Executive Board Systems Collaboration	Q2 2021
	E. Create MOUs with discharge planners in the foster care, health care, mental health care, and correctional systems to ensure those who are discharged are not released directly to the streets, emergency shelter, or other homeless assistance programs.	1. Convene stakeholders from the foster care, health care, mental health care, and correctional systems to discuss current discharge practices.	Systems Collaboration	Q2 2021
		2. Work collaboratively with other systems to improve protocols to avoid discharging to homelessness and increase chances of client success.	Systems Collaboration	Q2 2021
III. System Performance: Improve HUD System Performance Measures.	A. Educate the community on Systems Performance Measures.	1. Provide a webinar describing the community's current System Performance Measures to the Board and Membership.	Collaborative Applicant	Q2 2021
	B. Monitor systems level performance for CoC and state-funded ESG programs.	1. Monitor, evaluate and report out on the performance of CoC and state-funded ESG programs, and provide technical assistance as necessary, including continuing to carry out the Data Quality Plan (monthly review of APR's, HMIS Data Memos, and analysis of program impact on Systems Performance).	Project Performance Evaluation Collaborative Applicant	Q3 2020
	C. Reduce the Number of First-Time Homeless from	1. Identify common risk factors contributing to first time homelessness through coordinated discussion and data analysis with key stakeholders (e.g., prevention	Project Performance Evaluation	Q1 2021

	217 in 2018 to 150 by 2022.	providers, emergency shelters, DSS, and the faith-based community).		
		2. Confirm and/or supplement identified common factors leading to first time homelessness by analyzing HMIS data (e.g., demographic information, documented cause of homelessness, disabling condition).	Executive Board	
		3. Implement strategies to reduce the number of first time homeless, including 1) providing education and training on risk factors and referral protocols to community providers who serve vulnerable populations (i.e., food pantries, community health clinics); 2) more effectively utilizing prevention dollars to prevent homelessness (e.g., provide prevention funding and services earlier within a household's housing crisis); and 3) increasing the amount of prevention funding available in the community through state, local, and private funding sources.	Executive Board Systems Collaboration	Q1 2021
D. Reduce the average length-of-time Homeless (LOTH) from 59 days in 2018 to 50 days in 2022.		1. Maintain a strong Coordinated Entry system to systematically house the most vulnerable first; continue to identify, prioritize and appropriately house individuals and families with the longest LOT homeless. Ensure the CE Marketing Plan includes information about evening / weekend hours and resources (i.e., 211, Crisis Lines).	Coordinated Entry	Q2 2021
		2. Identify those with the longest LOTH through analysis of HMIS data and coordination with emergency service providers in order to target resources to populations at greatest risk of longest LOTH.	Executive Board Project Performance Evaluation	Q4 2020
		3. Increase the amount of RRH by 10%.	Executive Board Project Performance Evaluation	Q4 2021
		4. Encourage Housing First policies among all CoC agencies.	Project Performance Evaluation	Ongoing

	E. Increase the percentage of successful permanent housing (PH) placements and retentions from 93% to 100%.	1. Continue to connect the most vulnerable households to RRH and PSH through an efficient and effective Coordinated Entry System.	Coordinated Entry	Q1 2021
		2. Build relationships with local landlords to increase access to affordable community housing. Implement the CoC's Move On Strategy.	Executive Board Systems Collaboration	Q2 2021
	F. Decrease the percentage of clients who return to homelessness within two years from 13% in 2018 to 2% in 2022.	1. Establish a baseline by first identifying common factors of households who return to homelessness through 1) analyzing quantitative/HMIS data (i.e., income sources, disability status, disabling condition.); 2) considering narrative qualitative data collected from outreach workers and emergency shelter staff during CE Committee meetings; and gathering general information regarding current trends.	Project Performance Evaluation	Q1 2021
		2. Implement strategies to decrease percentage of clients who return to homelessness through education on risk factors and collaboration among community service providers (i.e., prevention, employment/education, benefits, health/behavioral health care, DV providers, other support services).	Systems Collaboration Coordinated Entry	Q2 2021
	G. Increase access to employment and mainstream benefits.	1. Strengthen systems level engagement with the Department of Social Services (DSS) and County One Stop Employment Centers to help households increase their cash income.	Executive Board Systems Collaboration	Q1 2021
		2. Continue to create MOU's with employment organizations and Workforce Development Boards.	Executive Board	Q1 2021
		3. Coordinate community use of best practices (e.g., SOAR), and promote and employment/education trainings offered by community partners (e.g., regional SOAR TA provider).	Systems Collaboration	Q1 2020