

# MCoC Action Plan

Each Continuum of Care (CoC) should develop an action plan as a result of the CoC Check-up that includes strategies to improve system capacity and performance. Since the CoC Check-up is meant to be a self-improvement process, it is up to CoC stakeholders to decide on the most critical issues to address as a result of the Check-up, how to create an action plan, whether and how the plan aligns with existing plans, and the format of the action plan itself. CoC's are encouraged to complete the CoC Check-up Review Tool prior to starting the CoC Action Plan. The Review Tool is designed to help CoC's begin to translate the assessment data into action steps and will ease completion of a CoC Action Plan.

This template is intended to serve as an example of the type of community action plan each CoC should work to develop as a result of the CoC Check-up. Local stakeholders are strongly encouraged to develop an action plan that includes goals and strategies related to **capacity** (framed around the CoC check-up self-assessment domains, elements and indicators) and improving **performance**. It is recommended that the CoC Action Plan, at a minimum, identify the goals, related strategies and action steps for each goal, responsible party, timeframe, whether technical assistance is needed, and relevance to CoC capacity areas (per Check-up domains/elements/indicators), Federal Strategic Plan goals and HEARTH Act performance measures. The following lists the Federal Strategic Plan goals, as well as CoC performance measures (i.e., "selection criteria") listed in the HEARTH Act. Also, the next page includes a short list of all CoC Check-up domains and elements.

## USICH Federal Strategic Plan Goals (FSP Goals)

- A. Finish the job of ending chronic homelessness in 5 years
- B. Prevent and end homelessness among Veterans in 5 years
- C. Prevent and end homelessness for families, youth, and children in 10 years
- D. Set a path to ending all types of homelessness

## HEARTH Act CoC Performance Measures (HEARTH PMs)

- A. Reduce average length of time persons are homeless
- B. Reduce returns to homelessness
- C. Improve program coverage
- D. Reduce number of families and individuals who are homeless
- E. Improve employment rate and income amount of families and individuals who are homeless
- F. Reduce number of families and individuals who become homeless (first time homeless)
- G. Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other Federal statutes

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CoC Check-up Domain/Element	TA Action Plan Item
<b>Domain I: CoC Governance and Structure</b>	
1.1 Element: The CoC has a clear direction and purpose.	<i>Mission/Purpose</i>
1.2 Element: The CoC has a governing structure to oversee the CoC, including CoC planning, infrastructure, and CoC projects.	<i>Governing Structure</i>
1.3 Element: The CoC primary decision-making group and related committees/subcommittees/working groups have active and diverse membership	<i>Membership</i>
1.4 Element: The CoC primary decision-making group has a formal, fair, and transparent process for governing the CoC and making decisions.	<i>Governing &amp; Decision Making Process</i>
1.5 Element: The CoC primary decision-making group uses data (PIT, HMIS, other) in a systematic manner to make informed decisions	<i>Data-Informed Decision Making</i>
<b>Domain II: CoC Plan and Planning Process</b>	
2.1 Element: The CoC has a strategic plan to prevent and end homelessness in the CoC and the plan provides direction for the CoC.	<i>Strategic Plan</i>
2.2 Element: The CoC has an inclusive and transparent process for development of and/or periodic updating of the CoC strategic plan	<i>Plan Development/Update Process</i>
2.3 Element: The CoC has a formal process in place to support implementation of the strategic plan.	<i>Plan Implementation Process</i>
<b>Domain III: CoC Infrastructure and Administrative Capacity</b>	
3.1 Element: Administrative Capacity: The CoC has adequate capacity to manage the administrative responsibilities of the CoC.	<i>Administrative Capacity</i>
3.2 Element: Fiscal Capacity: The CoC has adequate capacity to manage the fiscal responsibilities of the CoC.	<i>Fiscal Capacity</i>
3.3 Element: Information Management Capacity: The CoC has adequate capacity to manage the HMIS responsibilities of the CoC.	<i>Information Management Capacity</i>
<b>Domain IV: CoC Housing and Services</b>	
4.1 Element: The housing and services available in the community(ies) served	<i>Housing/Services</i>

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	by the CoC are accessible by persons who are homeless or at-risk of homelessness and are sufficient and effective at preventing and ending homelessness.	<b><i>Accessibility, Sufficiency &amp; Effectiveness</i></b>
4.2	Element: The CoC functions as an integrated system of housing and services.	<b><i>Housing/Services Integration</i></b>
4.3	Element: People who are homeless or at risk of homelessness in the community have access to relevant community-based services and mainstream resources in the community.	<b><i>Community-Based Services &amp; Mainstream Resources</i></b>
4.4	Element: The CoC as a whole has sufficient knowledge and capacity to provide housing and services.	<b><i>Housing/Services Capacity</i></b>

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Goal 1: Reduce Average Length of Time People are Homeless						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve immediate and seamless access to a range of homeless services.	Work with agencies to develop and implement a universal intake form for homeless individuals and families.	Data Collection Committee	July 2012	4.2, 4.4	C	A
	Convene a meeting to discuss the feasibility of a centralized homeless intake location for people experiencing a housing crisis.	CoC Leadership	September 2012	4.2, 4.4	C	A
	Investigate the feasibility of an open HMIS system and its potential for improving collaboration among homeless service agencies.	HMIS Lead	September 2012	4.2, 4.4	C	A
Increase availability of funding for rapid rehousing programs.	Identify successful rapid rehousing strategies implemented in HPRP.	Housing and Services Committee, Data Collection Committee	July 2012	4.2, 4.4	C	A
	Apply new funding available through ESG to rapid rehousing efforts.	CoC Leadership, City of Manchester	July 2012	4.4	C	A
	Continue to research and identify best practices in rapid rehousing programs.	Data Collection Committee	July 2012, ongoing	4.2, 4.4	C	A
Increase resources available to help persons with housing search and placement, landlord/mediation, etc.	Convene meeting with State Housing Agency to determine feasibility of developing an affordable housing database that can be accessed by CoC agencies to help person locate permanent housing.	NHHFA, CoC Leadership	September 2012	4.2, 4.4	C	A
	Set up process for housing search staff to share information and better collaborate in their efforts to place persons in permanent housing.	CoC Leadership	September 2012	4.1, 4.2	A	A
Increase capacity of CoC to set and monitor annual performance goals/targets for overall CoC performance.	Develop annual performance goals that reflect reductions in length of time people are homeless	CoC Leadership	July 2012	2.1	D	D
	Develop process for systematically monitoring agency success in meeting annual performance goals	CoC Leadership	July 2012	2.2, 2.3	A	A
Utilize Homeless Services Center to quickly connect clients to services and expand possibilities for other similar services and participants.	Track services currently provided at the HSC and identify gaps in services provided	CoC Leadership, HSC Management Team, Housing and Services Committee	September 2012, ongoing	3.1, 4.3	D	A
	Begin discussions on feasibility of family services center for homeless families	CoC Leadership, Housing and Services Committee	July 2012, ongoing	3.1, 4.3	D	A

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Goal 2: Reduce number of families and individuals who become homeless (first time homeless)						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Increase availability of resources for Homeless Prevention.	Identify successful prevention strategies implemented through HPRP initiatives.	Housing and Services Committee	July 2012	2.1, 4.1	B, C	D, F
	Apply new funding available through ESG to prevention efforts.	CoC Leadership, City of Manchester	July 2012	4.1	B, C	D, F
	Monitor trends on at risk populations	Data Collection Committee	July 2012, ongoing	1.5	B,C	D
	Continue to research and identify best practices in homeless prevention programs.	CoC Leadership, City of Manchester	July 2012, ongoing	4.1	B, C	D, F
Identify Gaps in Services for Homeless youth and families	Convene regular meetings with local schools to increase collaboration and better identify at-risk youth.	CoC Homeless Liaison Committee	Quarterly	1.3, 2.1	C, D	C, D, F, G
	Examine trends in HUD's goal to reduce number of homeless households with children in order to assess performance	CoC Data Collection Committee	Monthly	1.5	C, D	C, D, F
	Further investigate trends in unmet need formula to ensure that results best reflect actual needs in the community	CoC Data Collection Committee	April 2013	1.5	C, D	C, D, F
Reduce the extent to which people become discharged into homelessness.	Invite members of the local healthcare, mental health and corrections system to participate in the leadership of the CoC and representation on the Social Policy Committee.	Social Policy Committee	May 2012	1.3, 4.1, 4.3	B, C	D
	Convene meeting with affected systems of care to discuss how coordination can be improved to prevent discharge into homelessness.	Social Policy Committee	June 2012	1.3, 4.1	B, C	D
	Track incidences of institutional discharge and attempts to discharge into homelessness.	Social Policy Committee, Emergency Shelter Providers	July 2012, ongoing	1.5, 4.4	B, C	D
Increase capacity of CoC to set and monitor annual performance goals/targets for overall CoC performance.	Develop annual performance goals that reflect reductions in homelessness.	CoC Leadership	July 2012	1.5, 2.1	D	A
	Develop process for systematically monitoring agency success in meeting annual performance goals.	CoC Leadership	July 2012	2.1	D	A
	Develop reporting tool to identify origins of first time homeless populations.	CoC Leadership, Data Collection Committee	September 2012	1.5	D	A, F
Reduce homeless among youth.	Further collaborate with schools to identify unaccompanied youth.	CoC Leadership, Homeless Liaison	July 2012, ongoing	1.3, 1.5, 4.4	D	A, F
	Increase awareness of resources for homeless youth among youth, parents and school staff/administrators.	CoC Leadership, NHCEH, Homeless Liaison	July 2012, ongoing	4.1, 4.3	D	A, F
	Build awareness around generational homelessness to homeless services agencies.	CoC Leadership, NHCEH, Homeless Liaison	July 2012	4.2, 4.4	D	A, F
Ensure availability of adequate affordable housing.	Increase public awareness about lack of affordable housing.	CoC Leadership, NHCEH, HANH	July 2012, ongoing	1.5, 4.1, 4.2	D	A, F
	Encourage MCoC members to provide ongoing input into the consolidated plan regarding affordable housing	CoC Leadership, NHHFA, City	July 2012, ongoing	1.3, 4.2, 4.4	D	A, F

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Goal 3: Prevent and End Veteran Homelessness						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Increase the stock of supportive housing for veterans.	Determine possibility of receiving more VASH and per diem units for veterans.	CoC Leadership, MHRA, NHHFA, VA	July 2012, ongoing	4.1, 4.4	B	A, B
	Determine need for additional HUD-funded permanent supportive housing units with preference for veterans.	CoC Leadership, Data Collection Committee, VA Outreach	July 2012, ongoing	4.1, 4.4	B	A, B
	Work with Housing Authority to determine possibility of establishing priority/waitlist for veterans.	CoC Leadership, MHRA, NHHFA	July 2012	4.1	B	A, B
Ensure seamless integration of VA services into homeless services.	Educate outreach workers on VA eligibility.	Homeless Outreach, VA	July 2012	4.2, 4.3, 4.4	B	A, B, C
	Coordinate referrals between VA and service providers.	CoC Homeless Providers, VA	July 2012, ongoing	4.2	B	A, B
	Provide VA outreach materials at homeless services agencies.	VA Outreach Worker	July 2012, ongoing	4.3, 4.4	B	A, B
Improve transportation resources for veterans.	Work with VA to assess need for additional transportation resources.	CoC Leadership, VA	June 2012, ongoing	4.1, 4.2	B	A, B
	Increase awareness of existing transportation options for veterans.	VA, Homeless Outreach	July 2012	4.1, 4.4	B	A, B
	Determine feasibility of additional transportation service for veterans if needed.	VA, CoC Leadership	July 2012	4.1, 4.4	B	A, B
Increase veteran employment.	Increase discussion and collaboration between employment agencies to identify and find solutions for veteran employment issues.	VA, CoC Leadership, Employment agencies	July 2012, ongoing	1.3, 4.1	B	A, B, E
	Convene a focus group with businesses who hire formerly homeless about how to encourage others to the idea of hiring homeless veterans.	CoC Leadership, Business Community	September 2012	2.1	D	E
	Invite local businesses & employment training programs (MCRC, TANF) to participate in CoC meetings.	CoC Leadership, Business Community	September 2012	2.1	D	E

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Goal 4: Improve employment rate and income amount of families and individuals who are homeless						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve utilization of HMIS to ensure accurate CoC accounting and unified performance measurement	Assure all current programs and any new programs have HMIS partnership agreements and are entering data in HMIS	Data Collection committee, HMIS Lead	September 2012	3.3	C	E
	Ensure that HUD funded agencies are utilizing HMIS intake form and completing all required data elements related to employment and income in HMIS	Data Collection Committee, HMIS Lead	September 2012	3.3	C	E
	Increase capacity and training opportunities for HMIS users	HMIS lead, City of Manchester	July 2012, ongoing	3.3	C	E
Improve collaboration with local businesses and employment training programs.	Invite local businesses & employment training programs (MCRRC, TANF) to participate in CoC meetings	CoC Leadership, Business Community	September 2012	2.1	D	E
	Convene a focus group with businesses who hire formerly homeless about how to encourage others to the idea of hiring homeless people.	CoC Leadership, Business Community	September 2012	2.1	D	E
	Determine feasibility of a Project Employment Connect. Event to connect homeless with potential employment opportunities	Community Relations Committee	September 2012	2.1	D	E
Ensure that homeless constituents are connected to mainstream resources	Educate membership on available mainstream resource information	Resource Development Committee	October 2012	1.2	D	A,B,C
	Monitor CoC ability to connect with mainstream resources for those not able to work	Data Collection Committee, HMIS Lead	October 2012	1.2	D	A,B,C
	Utilize website to share information among membership about mainstream resources and employment opportunities.	CoC Leadership and General Assembly	October 2012	1.4	D	A,B,C

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Goal 5: Increase Effectiveness of CoC Governance Structure and Capacity						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Broaden Stakeholder Participation in CoC	Establish membership/recruitment subcommittee to assess membership representation	CoC Leadership with General Assembly	June 2012	1.3	A...D	A...G
	Update active membership list; identify gaps, and recruit stakeholders	Membership and Recruitment Committee	July 2012 - September 2012	1.3	A...D	A...G
	Review and revise process for selection of committee chairs or committee representation	Membership and Recruitment Committee	July 2012 - September 2012	1.3	A...D	A...G
Clarify Roles and Responsibilities for CoC Decision-Making	Engage consultation services through the NH Center for Nonprofits to further solidify CoC structure and capacity	Leadership Task Force. NH Center for Nonprofits	March 2012 - May 2012	1.3	A...D	A...G
	Review committee structure and prepare written description for review/revision by members	Leadership Task Force	June 2012 - August 2012	1.3	A...D	A...G
	Prepare and present written description of decision-making structure to General Membership for approval and implementation	Leadership Task Force	September 2012	1.3	A...D	A...G
	Determine process for increased oversight and ongoing monitoring of NOFA funded projects	Leadership Task Force	September 2012	1.3	A...D	A...G
	Collaborate with Interagency Council to End Homelessness to help guide CoC functionality	CoC Leadership, ICH	September 2012, ongoing	1.3	A...D	A...G
Increase Capacity of Peer Review Committee to Adequately Review and Critique NOFA funded projects	Review, update and publicize scoring guidelines	CoC Leadership, Resource Development Committee	July 2012	2.1,2.3	D	C
	Establish formal process for reallocation of funds if deemed necessary	CoC Leadership, Resource Development Committee	July 2012	2.1,2.3	D	C
Improve and enhance CoC planning and assessment capacity	Research and analyze existing and emerging Federal programming initiatives	CoC Leadership, Resource Development Committee	September 2012, ongoing	1.5, 3.1, 3.2	D	C
	Monitor progress of Action Plan goals and strategies	CoC Leadership	Monthly	1.1, 1.5	D	C
	Assess how the Action Plan aligns with local and federal strategic plans	CoC Leadership	Quarterly	1.1, 2.2, 2.3	D	C



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Goal 6: Reduce homeless recidivism within the continuum						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Create system to effectively track recidivism in the CoC	Determine feasibility of incorporating a statewide open HMIS system, allowing organizations to better identify if a homeless individual has been served at another NH service provider	HMIS lead, all NH CoCs' Leadership	July 2014	1.1, 1.5	D	B, F
	Generate reports to more adequately measure recidivism rates across the CoC	NH BHHS, HMIS Lead	Quarterly	1.5	D	B,F
Ensure that homeless persons are successfully obtaining and maintaining Permanent Housing	Continue to monitor CoC programs' ability to meet HUD's goal to either move homeless persons to PH or maintain them in PSH for at least 6 months.	Data Collection Committee	Annually	1.5, 4.1, 4.2	D	C, D
	Educate homeless service providers on evidence based practices for homeless services.	NHCEH, CoC Leadership, Homeless Service Providers	July 2012	1.5, 4.1, 4.2	D	C, D
Ensure that homeless persons have necessary resources to maintain housing	Further collaborate with job training programs to ensure access for homeless constituents.	Resource Development Committee	July 2014	4.2, 4.3	D	D, E
	Continue to monitor CoC's ability to connect homeless individuals to community and mainstream resources	Data Collection Committee, HMIS Lead	Annually	1.5, 4.3	D	D, E
	Invite landlords and local property owners to CoC meetings to discuss challenges in renting to formerly homeless individuals and families.	Resource Development Committee	July 2014	1.3, 4.1	D	D
Research and implement effective tools to prevent recidivism	Research evidence based and other successful methods of reducing recidivism utilized in other CoCs across the country	CoC Leadership	July 2012, ongoing	1.3, 4.1	D	D
	Discuss feasibility of implementation of a formerly homeless peer support group	Homeless Liaison Committee	July 2012	1.3, 4.1	D	D
	Improve agency capacity to determine readiness for discharge from homeless programs.	NHCEH, CoC Leadership	July 2012, ongoing	1.3, 4.1	D	D