

Phoenix/Maricopa County CoC Action Plan

Each Priority City should develop an action plan as a result of the 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 Priority City 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.

This template is intended to serve as an example of the type of community action plan each Priority City should work to develop as a result of the CoC Check-up. Local stakeholders are encouraged to develop an action plan that includes goals and strategies related to **capacity**, framed around CoC check-up self-assessment domains/elements/indicators, and improving **performance**. The Action Plan, at a minimum, should identify the goals, related strategies and action steps for each goal, responsible party/organization, timeframe, whether HUD technical assistance and/or USICH connecting/convening assistance is needed, and the CoC capacity area (per Check-up domains/elements/indicators) and/or performance indicator that will be improved as a result of achieving the goal.

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, as well as the corresponding element short-hand descriptor. These lists may be used as a key for referencing CoC Check-up domains/elements (e.g., CoC Check-up Element: 1.4), Federal goals (e.g., ICH Goal: 2), and HEARTH performance measures (e.g., HEARTH PM: 3) in the community’s action plan.

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 experiencing homelessness
- 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 homelessness)
- 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
Domain I: CoC Governance and Structure	
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 & 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>
Domain II: CoC Plan and Planning Process	
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>
Domain III: CoC Infrastructure and Administrative Capacity	
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>
Domain IV: CoC Housing and Services	
4.1 Element: The housing and services available in the community(ies) served 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.	<i>Housing/Services Accessibility, Sufficiency & Effectiveness</i>
4.2 Element: The CoC functions as an integrated system of housing and services.	<i>Housing/Services Integration</i>
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.	<i>Community-Based Services & Mainstream Resources</i>
4.4 Element: The CoC as a whole has sufficient knowledge and capacity to provide housing and services.	<i>Housing/Services Capacity</i>

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Goal: Improve access to all programs in the CoC and ensure appropriate interventions are used for individuals and families experiencing homelessness							
Strategy	Action Steps	Person/ Organization Responsible	Completion by	Relevance			HUD TA or USICH Assistance (if any)
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)	
Develop a centralized intake/assessment/referral/ resource targeting system to ensure the most effective outcomes for the most appropriate populations. Build upon preliminary efforts in the CoC to develop a common assessment.	Research successful centralized intake /assessment/resource targeting systems from other CoCs	CoC Coordinator or TA Provider if TA is approved	Month 2	4.1, 4.2	D	A, C, D	Request HUD TA in researching successful systems
	Research successful HMIS data sharing for better triage and referrals informed by awareness of clients' prior experience in CoC programs	CoC Coordinator or TA Provider if TA is approved	Month 2	4.1, 4.2	D	A, C, D	Request HUD TA in researching successful systems
	All agencies meet to review best practices found; decide upon an approach and plan implementation	CoC Coordinator convene meeting; All agencies meet	Month 4	4.1, 4.2	D	A, C, D	Request HUD TA in facilitating community process
	Implement new system.	All agencies	Month 10	4.1, 4.2	D	A, C, D	
Clarify the process of navigating the CoC network of housing and services and strengthen the ability of outreach and shelter providers to link clients to mainstream resources and housing.	Identify bottlenecks and "broken links" in the process of helping clients find out about and connect to mainstream resources and housing	CoC Coordinator or TA Provider if TA is approved; CoC Coordinator to send survey to all agencies and convenes one or more consumer focus groups	Month 2	4.2, 4.3	D	A, C, D	Request HUD TA in designing survey to capture bottlenecks and in conducting consumer focus group
	Review findings and design solutions to bottlenecks and "broken links" that were identified.	CoC Coordinator or TA Provider if TA is approved; CoC Coordinator convene meeting; All agencies/	Month 4	4.2, 4.3	D	A, C, D	Request HUD TA in designing solutions

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		consumer reps meet					
	Implement solutions identified	All agencies	Month 12	4.2, 4.3	D	A, C, D	

Goal: Improve effectiveness of CoC housing and services							
Strategy	Action Steps	Person/ Organization Responsible	Completion by	Relevance			HUD TA or USICH Assistance (if any)
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)	
Clarify the role of transitional housing in the CoC, and develop a plan for strengthening the performance, and perceived performance, of transitional housing programs. Address the reality or perception that as a result of restrictive enrollment criteria, individuals and family households that could benefit from TH are being excluded.	Research best practices in terms of the place of TH in a CoC, triaging for TH, and strategies for increasing the effectiveness of TH in transitioning clients into permanent housing and preparing them to retain that housing and maximize their self-sufficiency	CoC Coordinator or TA Provider if TA is approved	Month 2	4.1	D	A,B,E	Request HUD TA in researching best practices
	Convene TH providers and other CoC stakeholders to discuss current challenges, share research about the role of TH in other CoCs, and think about the appropriate role of TH in this CoC in light of current needs and available resources	CoC Coordinator convenes the following meetings; (a) all TH providers; (b) all interested stakeholders, including TH providers	Month 3	4.1	D	A, B, E	Request HUD TA in facilitating community process
	If there are poorly performing TH programs, and if it is determined that the best outcome for	CoC Coordinator, All TH agencies, and TA provider if TA is approved	Month 5	4.1	D	A, B, E	Request HUD TA in providing support to improve TH programs

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	the CoC would be to improve their performance as TH programs, identify options for improving program performance and provide support for that improvement						
	Convene CoC to develop consistent approaches to assessing need/ vulnerability of TH clients and to track program performance in addressing client barriers to maintaining housing (in addition to standard HUD performance metrics)	CoC Coordinator or TA Provider if TA is approved ; CoC Coordinator convene meeting; All CoC agencies meet	Month 6	4.1	D	A, B, E	Request HUD TA in facilitating community process
	Implement strategies for improving performance of programs that will continue to provide TH, and plan/implement strategies for converting other TH programs (to PSH or to programs that provide transitional services in the context of permanent housing).	All TH agencies and relevant CoC partners	Month 12	4.1	D	A, B, E	
Increase provider knowledge about fair housing issues	Coordinate Fair Housing training	CoC Coordinator or TA Provider if TA is approved; CoC Coordinator convene training; All agencies meet	Month 5	4.4	D	A, B, E	

Goal: Enhance functioning of CoC governing body

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Strategy	Action Steps	Person/ Organization Responsible	Completion by	Relevance			HUD TA or USICH Assistance (if any)
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)	
Consider incremental enhancements to the structure of the planning and decision-making arms of the CoC to increase inclusiveness and responsiveness to the needs and concerns of the full range of stakeholders.	Review MAG guidelines to determine changes that could be made	CoC Coordinator	Month 2	1.4	D	C	
	Research other CoC structures to see if there's an alternative that would be more inclusive and still within MAG guidelines	CoC Coordinator	Month 2	1.4	D	C	Request HUD TA in creating alternative solutions
	Discuss at CoC; Implement changes if desired	All agencies	Month 6	1.4	D	C	Request HUD TA in facilitating community process
Increase CoC participation by: consumers, landlords including public housing authorities, mental health service providers, legal services providers, and representatives from justice /corrections, the academic/research community, and the philanthropic community	Conduct outreach to representatives of these organizations	CoC Membership Committee	Month 3	1.3	D	C	Request USICH assistance in outreaching to desired organizations, especially public housing authorities

Goal: Prevent and end homelessness for all homeless sub-populations							
Strategy	Action Steps	Person/ Organization Responsible	Completion by	Relevance			HUD TA or USICH Assistance (if any)
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)	
Ensure that there are adequate housing and services for youth and young adults	Research best practices in youth/young adult homeless services and housing	CoC Coordinator or TA Provider if TA is approved	Month 2	4.1, 4.2	D	A, D	Request HUD TA in researching best practices

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experiencing homelessness	All agencies meet to review best practices found; determine how to implement new ideas	CoC Coordinator convene meeting; All agencies meet	Month 3	4.1, 4.2	D	A, D	Request HUD TA in facilitating community process
	Plan, and as resources allow, Implement new programs	All agencies	Month 8	4.1, 4.2	D	A, D	
Increase coordination between non-DV homeless service providers and domestic violence providers with the dual goals of (a) more fully utilizing emergency housing resources managed by DV providers, and (b) building the capacity of non-DV CoC providers in delivering trauma-informed services, especially to families and individuals who have experienced domestic violence.	Convene meeting to bring together DV and homeless service provider to identify challenges and brainstorm solutions	CoC Coordinator to convene meeting; all agencies and DV providers meet	Month 2	4.2, 4.3	D	A, D	Request HUD TA in facilitating community process
	Design solutions to challenges that were identified.	CoC Coordinator	Month 4	4.2, 4.3	D	A, D	Request HUD TA in designing solutions
	Implement solutions identified	All agencies	Month 8				
	Work with DV provider community to develop and implement Trauma-Informed Care training for non-DV homeless service providers	CoC Coordinator	Month 6	4.2, 4.3	D	A, D	