



CoC NY-511: Binghamton/Uniontown, Broome, Chenango, Cortland, Delaware, Otsego, & Tioga Counties

Strategic Plan: 2018-2020

CoC NY-511 Mission

The Coalition is dedicated to improving the lives of individuals and families at-risk of or experiencing homelessness by advocating for and providing permanent solutions for the problems of homelessness in the Southern Tier of New York State.

STRATEGIC GOAL 1: USE HOUSING AS A PLATFORM TO IMPROVE QUALITY OF LIFE

Through collaborative partnerships and information sharing, NY-511 will use stable housing as a platform for ending homelessness as well as coordinating access to a wide variety of services to support community living and lower local healthcare costs. In addition to the moral imperative to end human suffering caused by homelessness, there are compelling economic reasons for investing in efforts to eradicate this complex social problem. To achieve this goal, NY-511 will continue to partner with local and state level organizations to deploy evidence-based interventions, such as supportive housing, housing first, and rapid rehousing, to more effectively and efficiently maximize limited resources to bring an end to homelessness.

1. **Strategic Objective 1A:** End homelessness for veterans, persons experiencing chronic homelessness, families, youth, and children by 2020.
2. **Strategic Objective 1B:** Promote the health and housing stability of vulnerable populations.
3. **Strategic Objective 1C:** Promote advancements in economic prosperity for residents of HUD-assisted housing.
4. **Strategic Objective 1D:** Support community resilience by promoting the inclusion of housing stabilization activities in local disaster planning efforts.

STRATEGIC OBJECTIVE 1A: END HOMELESSNESS

End homelessness for veterans, persons experiencing chronic homelessness, families, and youth by 2020.



OVERVIEW

NY-511's annual "Point-in-Time" (PIT) Count estimates measure the scope of homelessness on a single night in January of each year. 2017 PIT data identified 277 households comprised of 308 persons experiencing homelessness throughout participating counties. 5 persons experiencing chronic homelessness were identified. 10 families comprised of 37 persons, including 26 children, were also reported as well as 8 unaccompanied children. NY-511's Annual Homeless Assessment Report (AHAR) estimates measure the scope of homelessness during a one-year period. 2016 AHAR data identified 1,726 total persons experiencing homelessness across Emergency Shelter and Transitional Housing reporting categories. 141 families comprised of 451 persons, including 266 children, were reported. Deputy Commissioners from Broome, Chenango, and Cortland County Departments of Social Services reported utilizing local hotels to secure emergency shelter for an additional 876 persons [Broome-153 families, 353 individuals; Chenango – 15 families, 130 individuals; Cortland – 225 total].

STRATEGIES

Implement the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act with a focus on the promotion of NY-511's Coordinated Entry System and demonstration of adherence to NY-511's Written Standards regarding service prioritization. Community data will be used to identify regional housing needs and manage performance at both project and system levels. This includes project reallocation when appropriate, prioritizing persons experiencing chronic homelessness for permanent supportive housing units made vacant through turnover, and increasing the number of rapid rehousing opportunities for families.

Fully engage and leverage mainstream housing assistance, including housing choice vouchers, public housing, HOME Investment Partnerships and Community Development Block Grants (CDBG), and multifamily housing. We will build capacity among PHAs and multifamily owners to admit homeless households into their units while also expanding tenant choice opportunities via landlord engagement efforts for families receiving rapid rehousing assistance.

Improve data coverage and quality by encouraging organizations that provide homeless services but are not yet participating in NY-511's Homeless Management Information System (HMIS) or Coordinated Entry System to do so. This will ensure a more accurate and consistent data management over the entire Continuum of Care.



Continue to strengthen collaborations at all levels including: local and state level government and organizations, faith-based organizations, educational institutions, social services, community members, formerly homeless individuals, and business owners.

Implement USICH Framework to End Homelessness for Families, Youth, and Children by 2020, including increasing access to quality affordable housing for homeless and extremely low-income families, developing stronger partnerships with youth-serving organizations, leveraging local Point-in-Time counts to improve strategies for counting youth, and collaborating with regional Child Welfare Agencies and school districts to target supportive housing to high-need families.

MEASURING OUR PROGRESS

To track our progress toward this objective, NY-511 will monitor completion of the following performance goals/indicators:

During the 2018-2020 fiscal years, NY-511 will work to maintain Functional Zero by ensuring the CoC has sufficient resources to provide housing to Veterans experiencing homelessness. This will be accomplished by monthly By-Name review meetings with VA outreach personnel and other key partners to identify Veterans in need of assistance and their eligibility for available services. Functional Zero will be demonstrated by 0 Unsheltered (or unengaged) Veterans in annual Point in Time Counts as well as the confirmation of a Permanent Housing Plan for any identified Sheltered Veteran in annual Point in Time Counts.

During the 2018-2020 fiscal years, NY-511 will work to reduce the number of individuals experiencing chronic homelessness. This will be accomplished by identifying chronically homeless persons via Coordinated Entry and prioritizing eligible individuals for Permanent Supportive Housing projects. Monthly By-Name review meetings with CoC street outreach personnel and other key partners will ensure collaboration among points of contact and allow for discussions regarding sufficient resources or additional needs. Reductions in this population will be measured by annual Point in Time Count comparisons.

During the 2018-2020 fiscal years, NY-511 will work to effectively end homelessness among families, youth, and children. This will be accomplished by promoting regional participation in Coordinated Entry to increase the CoC's capacity to identify families who are at-risk of or experiencing homelessness and subsequently prioritize eligible families for Homelessness Prevention or Rapid Re-Housing assistance according to the severity of their needs. CoC personnel will engage with Child Welfare Agencies and school districts across

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the Continuum to identify families who are at-risk of or experiencing homelessness in order to increase collaborative efforts to include housing stability in service goals for families demonstrating high needs. CoC personnel will also participate in advocacy efforts at municipal, county, and state levels to both improve the quality of current rental housing stock available for extremely low-income families and increase local rental stock available for extremely low-income and homeless families. Ending homelessness among families will be demonstrated by 0 Unsheltered (or unengaged) families in the 2021 Point in Time Count as well as the confirmation of a Permanent Housing Plan for any identified Sheltered families in the 2021 Point in Time Count. Metrics regarding new rental housing development projects targeting extremely low-income and homeless families as well as local commitments targeting substandard rental housing will also be measured.

In ending homelessness among youth and unaccompanied children, NY-511 will seek first to improve its capacity to reliably identify youth and unaccompanied children experiencing homelessness. This may likely result in an initial increase in this population in the 2019 Point in Time Count. Data collected, however, will then be used to inform grant applications and advocacy efforts to target housing resources to this subgroup as needed. CoC personnel will also pursue collaborative arrangements with member agencies and other key partners to identify and/or designate permanent housing options for youth and unaccompanied children experiencing homelessness. Ending homelessness among youth and unaccompanied children will be demonstrated by 0 Unsheltered (or unengaged) youth/unaccompanied children in the 2021 Point in Time Count as well as the confirmation of a Permanent Housing Plan for any identified Sheltered youth/unaccompanied child in the 2021 Point in Time Count.

STRATEGIC OBJECTIVE 1B: HEALTH AND HOUSING STABILITY

Promote the health and housing stability of vulnerable populations.

OVERVIEW

Individuals experiencing homelessness often find themselves challenged to maintain housing stability due to the nature of persistent disabilities, particularly substance use disorders and mental health disorders. Maintaining overall health for those experiencing homelessness in our region and those being served by our member agencies is a priority for NY-511 and we understand the unique barriers posed. NY-511 believes that stable housing leads to improved healthy behaviors and access to healthcare resources and promotes housing programs that do not penalize individuals for struggles related to their disabilities as well as healthcare approaches that include stable housing in treatment goals.



STRATEGIES

Promote health and financial stability of vulnerable populations by identifying opportunities to determine eligibility for Medicaid automatically or routinely.

NY-511 will use income information collected in HUD-funded programs and partner with state Medicaid programs and health insurance navigators.

Utilize established evidence-based practices on effective models for coupling services with housing and modify existing and future programs to reflect best practices.

NY-511 will utilize Housing First and other evidence-based models to ensure stable housing for individuals with disabilities and links to resources and services as appropriate.

Improve performance management by enhancing NY-511's collection and analysis of HMIS data pertaining to health-related outcomes across HUD-assisted housing programs.

MEASURING OUR PROGRESS

To track our progress toward this objective, NY-511 will monitor completion of the following performance goals/indicators:

During the 2018-2020 fiscal years, NY-511 will work to promote the health and financial stability of vulnerable populations. This measure will be tracked through HMIS to determine participating agency's performance related to the enrollment of residents in Medicaid or other health insurance programs, enrollment in entitlement programs, and total income measures.

During the 2018-2020 fiscal years, NY-511 will work to utilize evidence-based and best practices. Programs will report on their use of evidence-based and best practices during the NOFA process. CoC personnel will also engage in regional clinical integration discussions to promote evidence-based models that include stable housing in behavioral health and primary care treatment goals.

During the 2018-2020 fiscal years, NY-511 will enhance its capacity to collect and analyze health-related outcome data. ER visits/inpatient stays among residents within member agencies will be tracked and reduced through connecting individuals with Health Homes programs/medical insurance and supportive services/treatment providers as needed. Other avenues of accessing health-related data (state/regional health exchanges, patient portals, etc.) for vulnerable populations will be explored.



STRATEGIC OBJECTIVE 1C: ECONOMIC PROSPERITY

Promote advancements in economic prosperity for our communities

OVERVIEW

Residents of HUD-assisted housing often face challenges such as lack of employable skills and low educational attainment levels that limit their ability to become economically self-sufficient. The CoC recognizes that while some families and individuals will need support for longer periods, others are capable, with assistance, of rising out of poverty. A majority of adults receiving rental assistance who are able to work have some income from wages; however, they are most often in the lowest paying jobs. Further, increasing workplace demands for technical expertise require attention to education and training for both adults and youth, including digital literacy. NY-511 will utilize its collaborative efforts to expand access to employment and educational services.

STRATEGIES

Implement evidence-based housing programs that link individuals with disabilities to safe housing and supportive services. NY-511 will assess models that deliver permanent supportive housing linked with employment, behavioral health services, and family unification.

Utilize the evidence-based model of Housing First

NY-511 will promote Housing First as the best model to ensure safe and stable housing that supports individuals with disabilities

Access to Vocational/Educational Programs

NY-511 member agencies will provide Vocational and Educational training for program residents either in-house or at local sites within our communities to develop the necessary skills to obtain employment.

Networking and Outreach

NY-511 will participate in networking and outreach activities to connect residents to the vocational/educational programs available within our communities (ACCESS VR, Workforce, CareerWorks, etc.). An annual Job Fair will also be hosted by CoC members to support residents' efforts in obtaining gainful employment.

MEASURING OUR PROGRESS

To track our progress toward this objective, NY-511 will monitor completion of the following performance goals/indicators:

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During the 2018-2020 fiscal years, the CoC will collaborate with area resources to sustain current supportive housing programs and explore new options as funding becomes available.

During the 2018-2020 fiscal years, NY-511 will promote the implementation of the Housing First evidence-based model. Programs will report on their use of the Housing First model during the annual NOFA process.

During the 2018-2020 fiscal years, NY-511 will work to increase internal access to Vocational/Educational opportunities for program residents. Programs will report on the provision of Vocational/Educational opportunities during the NOFA process and during monthly CoC meetings. Total income measures as demonstrated on Annual Performance Reports will also be reviewed during the NOFA review process.

During the 2018-2020 fiscal years, NY-511 will increase networking and outreach activities to connect program residents to Vocational/Educational opportunities.

Networking and Outreach will be conducted at both project and system levels. Connection activities will be announced by member agencies during monthly CoC meetings and will be reflected in the minutes. Job Fair activities will be reported by the Job Fair Committee chairperson during monthly CoC meetings as well.

STRATEGIC OBJECTIVE 1D: DISASTER RESILIENCE

Support community resilience by promoting the inclusion of housing stabilization activities in local disaster planning efforts.

STRATEGIES

Implement disaster plans

NY-511 will work with county agencies and officials to develop and implement disaster plans that include housing stabilization activities.

Use HMIS Emergency Database

In the event of a disaster, NY-511's HMIS Administrator will activate the HMIS Emergency Database and coordinate with emergency shelters, first responders, and other key partners to identify and track displaced individuals.



Collaborate with Emergency Services and Disaster Relief organizations

NY-511 member agencies will cooperate fully with local Emergency Service personnel and follow any directives communicated by County Emergency Management representatives. Disaster relief organizations like the American Red Cross will be contacted and utilized to provide assistance as needed.

MEASURING OUR PROGRESS

To track our progress toward this objective, NY-511 will monitor completion of the following performance indicators:

During the 2018-2020 fiscal years, NY-511 will monitor the development of agency-specific disaster plans.

All CoC programs will report on the status of their disaster plans at least once a year. In the case of an actual disaster, the CoC will evaluate the implementation of any plans and make adjustments as necessary.

During the 2018-2020 fiscal years, NY-511 will monitor the readiness of the E-Finds program at both project and system levels. All CoC programs, including HMIS, will report on the status of their E-Finds program at least once a year. In the case of an actual disaster, the CoC will evaluate the implementation of E-Finds and make adjustments as necessary.

During the 2018-2020 fiscal years, NY-511 will build relationships with local Emergency and Disaster Relief coalitions/organizations to support collaboration in the event of an emergency or disaster. In the case of an actual emergency or disaster, the CoC will evaluate the implementation of all planning and usage of local relief organizations.