

Southern Maryland Continuum of Care Goals and Objectives 2019-2023

HUD Priority - Ensure homelessness is a rare experience - System Performance Measure #3 – Number of Homeless Persons; System Performance Measure #5 – First Time Homeless

CoC Goal 1: Decrease in the number of people experiencing sheltered homelessness within annual Point-in-Time counts by at least 2% each year.

- **Objective 1.1:** Increase number of households able to maintain housing with support from diversion and prevention programs.
- 1. **Action:** Conduct semi-annual Point in Time Count (PIT) for all three jurisdictions (discussed previously in CoC meetings)
Benchmark: PIT data will show decrease overall and for veterans, people experiencing chronic homelessness, families with children and unaccompanied youth.
Lead: PIT Committee
Date: 2020, 2021, 2022
- 2. **Action:** Allocate CoC-designated prevention funding to programs that keep individuals and families stably housed.
Benchmark: HSP data on prevention; documentation of case management services received; reduced first time homeless numbers; minimum of 95% of families remain housed within one year of assistance
Lead: CoC Quality Assurance Committee; CoC Admin
Date: Annually
- 3. **Action:** Ensure prevention dollars are targeting those most in need.
Benchmark: HSP data on prevention; documentation of case management services received; reduced first time homeless numbers; minimum of 95% of families remain housed within one year of assistance.
Lead: QA Committee
Date: January 2020
- 4. **Action:** Increase ability to track those who are diverted away from homelessness.
Benchmark: Begin documentation of HMIS data on households that were diverted; identify successful strategies for replication (i.e. mentoring, education to at risk families).
Lead: Coordinated Entry Committee and HMIS Coordinator
Date: July 1, 2020

- **Objective 1.2:** Improve the emergency services network serving hospitals, jails and behavior health programs to reduce number of individuals exiting to homelessness.
 1. **Action:** Expand Medical Respite program in all three jurisdictions.
Benchmark: Data assessment of need in each county, and gain additional funding resources to support sustainability of programs.
Lead: Resource Committee
Date: December 2020
 2. **Action:** Expand relationships with jails, DV, Public Schools, Employment & Youth
Benchmark: Increase participation at local and/or regional meetings; participation in IDT meetings. Specific outreach to Walden and the Southern Maryland Community Network, and Pathways.
Lead: Executive Committee
Date: January 2020
 3. **Action:** Expand relationships with behavior health providers.
Benchmark: Increase participation at both local and regional meetings; participation in IDT meetings.
Lead: Behavioral Health
Date: July 2020
- **Objective 1.3:** Work with Public Housing Authorities (PHA) and other partners to increase supply of housing vouchers and other housing programs targeting priority populations (veterans, chronically homeless, families with children, unaccompanied youth) and those on very limited incomes.
 1. **Action:** Increase available vouchers in the region.
Benchmark: Create plan and written strategy for all three jurisdictions to apply for applicable funding via local, state and other federal (HUD & non-HUD) programs.
Lead: Resource Committee
Date: January 2020
 2. **Action:** Evaluate public housing policies in each county to ensure policies are aligned with CoC strategic plan priorities
Benchmark: Public housing policies are aligned with the CoC strategic plan priorities and the CoC is included in any policy revisions; Ensure chronic homeless are seen as priority in each county; fully implement “move on” strategy in each jurisdiction.
Lead: Resource Committee
Date: January 2021

3. **Action:** Create ad-hoc advocacy effort to raise awareness around homelessness and affordable housing with each set of County Commissioners.
Benchmark: Annual CoC presentations at each Commissioner’s Meeting.
Lead: CoC Executive Committee and Public Relations
Date: On going

 4. **Action:** Build ongoing relationships with housing developers.
Benchmark: At least one CoC meeting a year has guest speaker to address housing development in Southern Maryland.
Lead: Resource Committee
Date: Ongoing

 5. **Action:** Identify one project to work collaboratively with housing developer.
Benchmark: Plan for joint project is developed; funding requested.
Lead: Resource Committee
Date: December 2020
- **Objective 1.4:** Develop an encampment housing outreach plan.
1. **Action:** Increase consistency in Street Outreach for each jurisdiction.
Benchmark: Annual calendar of street outreach in each county; HMIS data on Street Outreach to input consistently and regularly.
Lead: PATH partners; Agencies, HMIS Coordinator
Date: June 2020

 2. **Action:** Support Community Resource Day
Benchmark: Continue holding successful events.
Lead: CoC and Local Homeless Prevention Boards
Date: Yearly

 3. **Action:** Host Annual Veteran Stand Down
Benchmark: Successful events held; data demonstrates engagement of those in encampments.
Lead: CoC Veterans Committee & Tri – County Council
Date: Annually

HUD Priority - Ensure homelessness is a brief experience – System Performance Measure #1 - Length of Time (LOT) Persons Remain Homeless; System Performance Measure #7 - Successful Placement from Street Outreach

Goal 2: Decrease the number of nights individuals and families stay in emergency shelter or transitional housing by 2% each year.

➤ **Objective 2.1:** At least 60% of residents in shelter/Transitional Housing move to permanent housing within 60 days of entry.

1. **Action:** Monthly review of data on LOT by program.

Benchmark: CES and HMIS Data

Lead: Coordinated Entry Committee, CoC Administrative Coordinator & Executive Committee

Date: January 2020

2. **Action:** Identification of strategies to support programs in reaching goal.

Benchmark: CES and HMIS Data

Lead: Coordinated Entry Committee, CoC Administrative Coordinator & Executive Committee

Date: January 2020

➤ **Objective 2.2:** Ensure homeless youth 16-24 years of age have access to quality housing, education and employment opportunities.

1. **Action:** Collaborate with Ready by 21 initiative.

Benchmark: Develop a flowchart of resources for homeless youth and access to services. Report outcomes annually to CoC.

Lead: CoC Youth Committee

Date: June 2020

2. **Action:** Establish Youth Homelessness Committee

Benchmark: Committee provides CoC annual update on status of youth homelessness, develops annual workplan to address needs of homeless youth, including those who meet state Youth Reach definition.

Lead: Executive Committee and Youth Service Providers

Date: December 2019

➤ **Objective 2.3:** Improve access to and quality of emergency shelter options available to those experiencing homelessness.

1. **Action:** Increase access to Hypothermia Shelters with consistency across three jurisdictions.

Benchmark: Document the number of persons served and the number of persons that are turned away due to lack of beds.

Lead: Coordinated Entry Committee, Emergency Shelter Providers, WARM/Safe Nights, and DSS

Date: Ongoing

2. **Action:** Strengthen relationships between DV providers and CoC Shelters.

Benchmark: More DV providers are attending CoC regional and local meetings; DV Committee provides CoC annual update on status of housing needs of DV survivors; develops annual workplan to address needs across all three jurisdictions.

Lead: DV Committee

Date: Ongoing

3. **Action:** Establish detailed standardized procedures for family shelter operations.

Benchmark: Committee will use guidance from HSP written standards to establish detailed standardized procedures for the Southern Maryland CoC.

Lead: Services Committee and Executive Committee

Date: January 2020

4. **Action:** Establish a Shelter Providers Collaborative

Benchmark: Devolve a regional policy for shelter guidelines.

Lead: Services Committee and CoC Administrator

Date: June 2020

HUD Priority - Ensure homelessness is a one-time experience – System Performance Measure #2 – Returns to Homelessness; System Performance Measure #4, Employment and Income Growth

Goal 3: Increase the number of permanent housing options for those experiencing homelessness.

➤ Objective 3.1: Improve management of Permanent Supportive Housing units.

1. **Action:** Review additional funding opportunities that will expand PSH operations.

Benchmark: Successful funding for all PSH requests.

Lead: Resource Committee & CoC

Date: Ongoing

2. **Action:** Increase the number of PSH residents who opt to “Move ON”.

Benchmark: More PSH residents understand “move on”, annual client reviews document that the “move on” option was discussed.

Lead: PSH Providers

Date: Ongoing

➤ Objective 3.2: Improve management of Rapid Rehousing placements.

1. **Action:** Streamline referrals to and acceptance of RRH units consistent across all RRH program providers.

Benchmark: Continue to use Housing First Model.

Lead: Coordinated Entry/Services Committee & RRH Providers

Date: Ongoing

2. **Action:** Increase supply of RRH units and applications

Benchmark: Successful funding of RRH requests.

Lead: Agency Applicants and CoC

Date: Ongoing

3. **Action:** Increase landlords understanding of RRH program.

Benchmark: More landlords accept the RRH referrals.

Lead: CoC Executive Committee agency leads

Date: Ongoing

➤ Objective 3.3: Increase partnerships for households to increase income.

1. **Action:** Expand partnerships with SOAR providers

Benchmark: Prioritize based upon by name list score.

Lead: Services Committee

Date: January 2020

2. **Action:** Create a committee and engage Tri-County Council.

Benchmark: Increase employment income.

Lead: New Committee

Date: January 2020

HUD Priority – Sustain the End to Homelessness

Goal 4: Continue to address needs of homeless by strengthening partnerships with housing and non-housing providers (i.e. employers, educators, medical and behavioral health institutions).

➤ Objective 4.1: Increase the number of PSH residents who “move on” to other permanent housing by 5% by 2023.

1. **Action:** Conduct annual acuity scale assessment.
Benchmark: Acuity Scale will show approximately 10% of current PSH slots should be transitioned to housing voucher or independent housing.
Lead: Services Committee
Date: June 2020
- Objective 4.2: Reduce or eliminate workforce barriers, increase training opportunities, sustainable employment options and earning potential to ensure those experiencing homelessness can become self-sufficient.
1. **Action:** Increase relationships between CoC and regional economic development initiatives.
Benchmark: Economic development projects include programs aimed at supporting low income workers.
Lead: CoC Executive Committee
Date: June 2020
- Objective 4.3: Work with Public Housing Authorities and other partners to increase supply of available/affordable housing.
1. **Action:** Build relationships with landlords.
Benchmark: Make increasing relations a priority.
Lead: Agency partners, Public Housing Authority Workgroup.
Date: Ongoing
2. **Action:** Renovate existing housing in region.
Benchmark: Make increasing relations a priority.
Lead: Agency partners, Public Housing Authority Workgroup.
Date: Ongoing
3. **Action:** Explore alternative housing models.
Benchmark: Increase the number of roommate/shared housing matches.
Lead: Agency partners, Public Housing Authority Workgroup.
Date: Ongoing
- Objective 4.4: Ensure CoC programs and applications align program with Housing First Model.
1. **Action:** Review Program operations
Benchmark: All CoC programs are aligned with Housing First
Lead: Quality Assurance/Audit
Date: Ongoing

CoC Priority – Ensure a strong Continuum of Care for Southern Maryland

Goal 5: Continue to align efforts of regional CoC and each local jurisdiction’s homeless board.

- Objective 5.1: CoC Funded agencies are well trained and consistently implementing housing programs in a uniform manner.
 1. **Action:** Provide joint HMIS training to all CoC grantees.
Benchmark: Implement an HMIS manual to document proper data entry with screen shots.
Lead: HMIS Committee
Date: December 2019
 2. **Action:** Establish an annual training calendar through collaboration with agency members.
Benchmark: When trainings are offered to agency’s front-line staff, extend invitation for other providers within the CoC to attend when appropriate.
Lead: CoC Administrator & Services Committee
Date: June 2020
- Objective 5.2: CoC maintains regular communications with membership, grantees, policy makers and public.
 1. **Action:** Develop a social media presence to enhance communications with the public.
Benchmark: Update weekly
Lead: Public Relations & HMIS Coordinator
Date: Ongoing
- Objective 5.3: The CoC finalizes and implement its next five-year Strategic planning in collaboration with each jurisdiction.
 1. **Action:** Finalize CoC Strategic plan & consult with each local jurisdiction.
Benchmark: Coordinate alignment and layout of the documents.
Lead: CoC Executive Committee and Chairs of each local board
Date: January 2021
 2. **Action:** Report out on progress and meeting plan’s goals and objectives.
Benchmark: Strategic Plan updates given at each annual Board Meeting
Lead: CoC Executive Committee
Date: Annual Spring Retreat

➤ Objective 5.4: Additional Funding Sources.

1. **Action:** Form an Ad Hoc Committee.

Benchmark: Create a written plan with guidelines and targets for future fund resources.

Lead: CoC Executive Committee and Resource Committee

Date: January 2020

➤ Objective 5.5: Advocacy and legislated awareness.

1. **Action:** Stay linked to information that has an effect on our homeless resources.

Benchmark: Regular reports given to the entire CoC board on legislation directly associated with homeless services.

Lead: CoC Administrator

Date: January 2020