

**Arizona Department of Housing  
Balance of State Continuum of Care  
Strategic Action Plan  
January 2016-December 2018  
Adopted by the AZBOSCOG Governance Committee 10/20/2016**

**The following document provides an initial foundation for local COC and BOSCOG action plans to end homelessness in the BOS geographic areas. The following information is provided as an overview of the HUD goals that this process is aligned with.**

**BOSCOG/OPENING DOORS GOALS**

- Prevent and end homelessness among Veterans in 2015.
- Finish the job of ending chronic homelessness in 2017.
- Prevent and end homelessness for families with children and youth in 2020.
- Set a path to ending all types of homelessness.

**BOSCOG/OPENING DOORS OBJECTIVES**

- Objective 1: Provide and promote collaborative leadership at all levels of government and across all sectors to inspire and energize Americans to commit to preventing and ending homelessness.
- Objective 2: Strengthen the capacity of public and private organizations by increasing knowledge about collaboration, homelessness, and successful interventions to prevent and end homelessness. Increase access to stable and affordable housing.
- Objective 3: Provide affordable housing to people experiencing or most at risk of homelessness.
- Objective 4: Provide permanent supportive housing to prevent and end chronic homelessness. Increase economic security.
- Objective 5: Improve access to education and increase meaningful and sustainable employment for people experiencing or most at risk of homelessness.

- Objective 6: Improve access to mainstream programs and services to reduce people’s financial vulnerability to homelessness. Improve health and stability.
- Objective 7: Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people’s vulnerability to and the impacts of homelessness.
- Objective 8: Advance health and housing stability for unaccompanied youth experiencing homelessness and youth aging out of systems such as foster care and juvenile justice.
- Objective 9: Advance health and housing stability for people experiencing homelessness who have frequent contact with hospitals and criminal justice. Retool the Homeless Crisis Response System
- Objective 10: Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.

[https://www.usich.gov/resources/uploads/asset\\_library/USICH\\_OpeningDoors\\_Amendment2015\\_FINAL.pdf](https://www.usich.gov/resources/uploads/asset_library/USICH_OpeningDoors_Amendment2015_FINAL.pdf)

## **PERFORMANCE MEASURES**

BOSCO activities and services are in alignment with HUD Performance measures including:

*Persons who leave homelessness experience additional spells of homelessness*

Measure 1 - Length of time persons remain homeless.

- Reduced average and median length of time persons remain homeless.

Measure 2a - Persons who exit homelessness to PH return to homelessness within six (6) to twelve (12) months.

- Reduction of persons who return to homelessness.

Measure 2b - Persons who exit homelessness to PH return to homelessness within two (2) years.

- Reduction of persons who return to homelessness.
- Overall reduction in the number of individuals and families who are homeless.

Measure 3 - Number of homeless persons.

- Reduction in the number of persons who are homeless.

*Employment and related income growth among individuals and families served.*

*Income growth among individuals and families served.*

Measure 4 - Employment and income growth for homeless persons in COC program funded project.

- Increase in the percent of adults who gain or increase employment or non-employment case income over time.

*Success at reducing the number of individuals and families who become homeless.*

Measure 5 - Number of persons who become homeless for the first time.

- Reduction in the number of persons who become homeless.

*Thoroughness of grantees in reaching homeless individuals and families.*

Measure 6 - Homeless prevention and housing placement of persons defined by Category 3.

Measure 6a - Preventing returns to homelessness within six (6) to twelve (12) months among subset of families and youth.

Measure 6b - Preventing returns to homelessness within twenty-four (24) months among subset of families and youth.

Measure 6c - Successful housing placement among subset of families and youth.

Measure 7a - Successful placement from street outreach.

- Increase in percent or persons who exit to an ES.SH, TH or PH destination.

Measure 7b - Successful placement in or retention of PH.

- Increase in the percent of persons who exit or retain PH.

**BOSCO Purpose:** Homelessness is unacceptable in Arizona. All individuals and families have the right to safe, affordable housing in healthy communities with access to a network of supportive services.

**BOSCO Mission:** End homelessness within the communities of the BOSCO.

**Focus Areas FY 16/17**

1. Assess current gaps in services and assets within the COC. (Assessment)
2. Increase membership within the COC (Capacity)
3. Increase services and assets within the COC (Impact)
4. Data Availability
5. COC Operations

Focus Area	Item	Local COC Actions	BOSCO Actions
1	Assets and Gaps Analysis	<ol style="list-style-type: none"> <li>1. Each local COC will document community assets and gaps that impact persons who are homeless in the community. This process may include: data review (i.e. HMIS, ADHS health care data, local consolidated plans, if available), surveys, focus groups, community town halls.</li> <li>2. The data from this analysis will help the local COC develop and implement action items that result in improved opportunities and housing for households who are homeless.</li> </ol>	<ol style="list-style-type: none"> <li>1. ADOH will support this effort through collaboration with CIR, assistance with surveys, if requested, and facilitating access to state level resources</li> </ol>
2	Increase Collaboration	<ol style="list-style-type: none"> <li>1. Convene local meetings at a minimal quarterly.</li> <li>2. Strive for representation from the following sectors: youth, veterans, persons who have experienced homelessness, community members, health care, other housing providers, behavioral health, support/basic need services, education, local government including elected officials.</li> </ol>	<ol style="list-style-type: none"> <li>1. Convene local leads colloquy quarterly.</li> <li>2. Set joint expectations for the meeting structure and expectations.</li> </ol>

Focus Area	Item	Local COC Actions	BOSCOG Actions
2	Expand Relationships in Key Areas	<ol style="list-style-type: none"> <li>1. Develop/enhance collaborations with emergency shelter, domestic violence, youth, family and veteran service providers.</li> <li>2. Engage CDBG representatives in applicable communities (Yuma, NACOG, Prescott, Flagstaff, Sierra Vista, Douglas, Casa Grande).</li> <li>3. Enter into formal MOUs as appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Invite state level coalition/agency representatives to quarterly meetings (i.e. domestic violence, youth, DES, behavioral health, veterans).</li> </ol>
3	Formal Action Plans at Local COC and BOSCOG Level	<ol style="list-style-type: none"> <li>1. Based on information collected from assets and gaps analysis, local COC will develop brief strategic plans with action items that contribute to reducing the number of persons and households who are homeless.</li> </ol>	<ol style="list-style-type: none"> <li>1. The local lead colloquy will build a statewide action plan that complements the local COC plans with BOS strategies that will support ending homelessness.</li> </ol>
3	Enhance Service Coordination Through Local COC	<ol style="list-style-type: none"> <li>1. Establish formal protocols locally related to: <ol style="list-style-type: none"> <li>a. Outreach, engagement and assessment including VI-SPDAT;</li> <li>b. Coordinated Entry including case conferencing;</li> <li>c. Housing mix;</li> <li>d. Available supportive services;</li> <li>e. Prevention strategies.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. The local lead colloquy will provide a forum for local leads to share successful strategies with peers from throughout the BOSCOG.</li> </ol>
3	Formal Service/Referral Processes Exist for Priority Populations.	<ol style="list-style-type: none"> <li>1. Establish formal protocols locally to serve priority populations including: youth, families, veterans, survivors of domestic violence and chronically homeless.</li> </ol>	<ol style="list-style-type: none"> <li>1. BOSCOG project priorities reflect priority populations including: youth, families, veterans, survivors of domestic violence, and chronically homeless as documented in BOSCOG protocols and procedures</li> </ol>
3	Increased RRH Units Through ADOH Funding	<ol style="list-style-type: none"> <li>1. Ensure providers that were selected are involved in local efforts.</li> </ol>	<ol style="list-style-type: none"> <li>1. ADOH will monitor contracts and develop methods to collect data related to projects from HMIS to assess outcome.</li> </ol>

Focus Area	Item	Local COC Actions	BOSCOG Actions
4	Standard Data Reports	1. Identify local COC data that is required to plan and implement service strategies at the local level.	1. Work with CIR to establish standard data reports for each local COC area that are run periodically. Data will include: HUD performance measures, VI-SPDAT data and information to support case conferencing.
4	Complete the 2017 PIT Count	<ol style="list-style-type: none"> <li>1. Establish local PIT coordinator.</li> <li>2. Recruit volunteers.</li> <li>3. Train volunteers.</li> <li>4. Establish local protocols for distribution and collection of surveys.</li> <li>5. Implement deployment plan to conduct surveys with persons who are homeless during the days of the count.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish PIT committee.</li> <li>2. Revise survey and finalize.</li> <li>3. Offer incentives.</li> <li>4. Revise PIT protocols, procedures and training.</li> <li>5. Offer statewide training to complement local training activities.</li> <li>6. Manage survey data.</li> <li>7. Develop BOSCOG and local reports for review.</li> </ol>
5.	Establish Resources for the BOSCOG		1. Complement current resources including the ADOH Desk Manual, BOSCOG Governance Charter, HMIS Policies and Procedures with overall BOSCOG Protocol and Procedures.