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| **Goal 1: Finish the job of ending chronic homelessness for individuals in 5 years** |
| **Strategy** | **Action Steps** | **Person/** **Organization Responsible** | **Timeframe** | ***Relevance*** |
| **CoC Check-up** | **FSP Goal(s)** | **HEARTH**  |
| Create 50 permanent supportive housing opportunities for chronically homeless individuals | Use new MHA S+C 8 with SAMHSA services for 8 PSH units | MHA | March 2012 | 4.1, 4.2 | A | B, D |
| Outreach to private landlords to use remaining 12 SHA PBVs | Gerry McCafferty | December 2012 | 4.1, 4.2 | A | B,D |
| Use McKinney funds to create at least 10 new PSH units for chronic individuals  | CoC | 2012-2015 | 4.1, 4.2 | A | B, D |
| Use 20 VASH for chronically homeless individual veterans | VA Medical Center | 2012-2015 | 4.1, 4.2 | A | B, D |
| Create protocols and consider incentives to help people who have achieved stability in PSH to move into other affordable housing | Invite Hartford’s Journey Home to talk about its Moving On Initiative, and explore other ‘moving on’ models | Network-Individual Service Committee | June 2012 | 4.1, 4.4 | A | D |
| Host strategy session focused on creating ‘moving on’ strategies, and identifying implementation resources | Network-Individual Service Committee | September 2012 | 4.1, 4.4 | A | D |
| Identify one pilot ‘moving on’ program, and seek resources to implement the program | MHA | December 2012 | 4.1 | A | D |
| Target new PSH opportunities to individuals who are the highest priority to house in supportive housing | Convene monthly meetings of shelter providers, housing placement workers, and PSH providers to link chronically homeless individuals with housing and service opportunities  | Network Individual Services Committee—Springfield Workgroup | Ongoing | 1.3, 2.3, 4.1, 4.2 | A | A, B, D |
| Target new PSH opportunities to chronically homeless people living on the street, long-term stayers in shelter, and high-end users identified by the hospital ER workgroup | CoC | 2012-2015 | 1.5, 4.1 | A | A, B, D |
| Connect persons living on the street to PSH opportunities. | Establish a regularly quarterly meeting between service providers, the police department, and the Business Improvement District, to identify people living on the street and develop coordinated strategies to move those people toward housing. | CoC Lead | March 2012 and ongoing | 1.3, 4.1 | A | A, D |
| Improve local discharge planning | Convene emergency room staff from 5 hospitals rooms to track the highest users of services, and identify chronically homeless individuals in this population for priority for PSH opportunities  | Health Care for the Homeless | Ongoing | 1.5, 4.1, 4.2 | A | B, D |
| Continue and expand the existing collaboration which calls for health facilities (including psychiatric facilities) to contact Health Care for the Homeless to create discharge plans for persons without housing prior to release | Health Care for the Homeless | Ongoing | 4.1, 4.3 | A,D |  B, D, F |
| Provide education for health care providers about the importance of asking about homelessness and steps to take when a patient identifies as homeless. | Health Care for the Homeless | December 2012 | 4.1 | A, D |  B, D |
| Continue to seek resources to establish a respite care facility as an in-between home for people who have a continuing need for care and a need to identify permanent housing | Health Care for the Homeless | Ongoing | 4.1, 4.2 | A, D | B, F |
| Create pilot program somewhere in the region for safe housing model for homeless sex offenders | Network | December 2012 | 4.1 | A | A, B |
| **Goal 2: Ensure that Springfield has an effective Housing Crisis Response System** |
| **Strategy** | **Action Steps** | **Person/** **Organization Responsible** | **Timeframe** | ***Relevance*** |
| **CoC Check-up** | **FSP Goal(s)** | **HEARTH**  |
| Improve our systems’ capacity to stabilize people experiencing a housing crisis to stabilize in permanent housing. | Use new ESG funds for diversion and rapid rehousing | City | April 2012 , ongoing | 4.1 | D | A, D, F |
| Use ESG funds to provide one or more dedicated housing search workers for homeless individuals, and provide this staff with ready access to diversion and rapid rehousing funds | City | July 2012 | 4.1 | D | A, D, F |
| Convene staff from FOH, Catholic Charities and Open Door Social Services to strategize about redeployment of existing staff for a housing triage function for individuals that provides diversion, centralized access to shelter, and creation of housing strategy plans for individuals in shelter | Gerry McCafferty | April 2012 | 4.1 | D | A, D, F |
| Seek additional funds to be used for diversion and rapid rehousing | FOH, Catholic Charities, Open Door, HAP | Ongoing | 4.1 | D | A, D, F |
| Convene diversion/rapid rehousing providers with providers who serve victims of domestic violence to ensure that there is seamless referral for this population to obtain diversion/rapid rehousing assistance | Gerry McCafferty | June 2012 | 4.1 | C, D | A, F |
| Provide training for diversion/rapid rehousing staff regarding available services and options when a housing crisis is related to behavioral health issue(s) | MHA, BHN | December 2012 | 4.3 | D | B, F |
| Provide continued support for coordinated Housing Court intervention programs, including TPP and prevention/diversion for households at imminent risk of homelessness | City | Ongoing | 4.1 | D | B, F |
| Convene a planning committee of housing search providers to review models and seek funding for creation of an affordable housing database | HAP | December 2012 | 4.1, 4.4 | C, D | A, D, F |
| Initiate landlord recruitment/appreciation for landlords collaborating to stabilize people experiencing homelessness | HAP | September 2012 | 4.1 | D | A, F |
| Encourage and support service providers in working toward a collaborative and coordinated response to homelessness. | Convene interested providers to create a single response seeking funds for prevention/diversion/rapid rehousing to the state RFP for ESG services, which will seek rapid rehousing assistance for individuals | CoC Lead | March-April 2012 | 4.1 | D | A, D, F |
| Provide training to agencies using HMIS on how to use the system to make and track referrals to other agencies, and how to use the system to track/improve their own programs | CoC HMIS Administrator | December 2013 | 4.1 | D | A, D |
| **Goal 3: Prevent and end homelessness for families, youth, and children in 10 years** |
| **Strategy** | **Action Steps** | **Person/** **Organization Responsible** | **Timeframe** | ***Relevance*** |
| **CoC Check-up**  | **FSP Goal(s)** | **HEARTH**  |
| Support the state in shifting its family shelter program to a diversion/ rapid rehousing program | Support legislative proposals that increase resources available for prevention, rapid rehousing, diversion and targeting affordable housing towards those who are homeless or most at risk | CoC, Network | Ongoing | 4.1 | C, D | A, D, F, G |
| Improve local efforts to quickly connect homeless families with housing | Undertake a focused effort to bring housing and other services to homeless families living in motels | HAP | May 2012 | 4.1, 4.3 | C | A, D |
| Use HMIS to identify families that would meet eligibility criteria for chronic homelessness, and use this information to make quick and appropriate referrals | CoC HMIS Administrator | December 2012 | 1.5, , 4.1 | C | A, B |
| Increase providers’ ability to use HMIS to categorize households and be able to more quickly identify the kinds of supports a particular family may need to exit homelessness | CoC HMIS Administrator | December 2013 | 1.5, 4.1, 4.4 | C | A, D |
| Engage DHCD and SHA around additional set-aside or targeted units for some families experiencing homelessness | Network | May 2012 | 4.1 | C | A, D |
| Increase incomes for homeless families | Create an Action Plan for Education and Workforce Development for Homeless and At-Risk Families | Network | April 2012 | 4.2 | C | B, D, E |
| Implement Action Plan | Network | May 2014 | 4.2 | C | B, E |
| Explore opportunities to collaborate with Springfield Public Schools to create solutions for homeless families not in shelter | Meet with the McKinney Vento liaison and other appropriate Springfield Public Schools staff to identify opportunities to assist doubled up families | CoC Lead | October 2013 | 1.3, 2.2, 4.1 | C, D | D, F, G |
| Request SPS data about homeless children and frequently moving families with school-age children and analyze to determine strategies to stabilize these families | City | October 2013 | 1.5, 4.1 | C, D | B, D, F, G |
| Engage stakeholders to obtain a better understanding of youth homelessness in Springfield and the region | Convene a meeting of SPS, Gandara, CHD Safety Zone, Lion’s Den, ROCA, and other agencies that work with or encounter homeless youth in Springfield to learn more about the population, existing programs, and gaps in services | CoC Lead | October 2013 | 1.5, 2.2, 4.1 | C | G |
| Request SPS data about homeless youth (living independently of their parents) in the school system  | CoC Lead | July 2013 | 1.5, 4.1 | C | D, G |
| Convene regional stakeholders, including state agencies, to create regional action plan to respond to unaccompanied homeless youth | Network | Ongoing | 1.3, 2.2, 4.1 | C | D, G |
| Provide safe interventions for households experiencing domestic violence | Provide transitional housing opportunities for victims of domestic violence | YWCA, HAP | Ongoing | 4.1, 4.2 | C | B, D |

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| **Goal 4: Prevent and end homelessness among Veterans in 5 years** |
| **Strategy** | **Action Steps** | **Person/** **Organization Responsible** | **Timeframe** | ***Relevance*** |
| **CoC Check-up**  | **FSP Goal(s)** | **HEARTH** |
| 4.1Identify currently homeless veterans in Springfield and connect them quickly with VASH resources | Review records to determine how many of the 52 veterans who used Springfield emergency shelter for individuals last year are still homeless and target these individuals for VASH | CoC HMIS Administrator, VASH staff | April 2012 | 1.5, 4.1, 4.2 | B | A, B, D |
| Review family HMIS data to identify homeless veteran families and target those families for VASH. | CoC HMIS Administrator, VASH staff | June 2012 | 1.5, 4.1, 4.2 | B | A, B, D |
| Explore the possibility of exporting Springfield VASH data into our HMIS | CoC HMIS Administrator, VASH staff | September 2012 | 1.5 | B | C |
| Ensure that veterans with a housing crisis are able to quickly access the resources they need to stabilize their housing | Provide clear information about available diversion and rapid rehousing programs to all agencies that work with local veterans | CoC  | July 2012 | 4.1 | B | A, D, F |
| Survey local veteran service organizations about programs and services and how to access them, and compile these resources in one resource to make available to homeless service providers. | CoC | July 2013 | 4.3 | B | A, D |

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| **Goal 5: Set a path to ending all types of homelessness**  |
| **Strategy** | **Action Steps** | **Person/** **Organization Responsible** | **Timeframe** | ***Relevance*** |
| **CoC Check-up**  | **FSP Goal(s)** | **HEARTH** |
| Continue to expand use of data to understand local conditions and create effective solutions. | Expand HMIS coverage by setting up data-sharing with DHCD regarding family emergency shelter, and incorporating all HAP and SHA programs into HMIS. | CoC HMIS Administrator | June 2012 | 1.5, 3.3 | D | C |
| Advocate with other programs to participate in HMIS, particularly Open Pantry Health Services for the Homeless. | CoC Lead | July 2013 | 1.5, 3.3 | D | C |
| Provide additional Excel and database training to HMIS Administrator in order to support increased data analysis. | City | December 2012 | 3.3 | D | D |
| Strengthen CoC’s ability to plan for and monitor progress toward goals | Clarify CoC decision-making process regarding decisions other than funding decisions  | CoC | June 2012 | 1.4 | D | D |
| Improve CoC process of setting and monitoring progress toward performance targets. | CoC | June 2012 | 1.4, 1.5 | D | D |
| Demonstrate accountability in community’s response to homelessness | Report progress toward goals | City | Annually | 2.2, 2.3 | D | D |