



**City of Syracuse
Department of Neighborhood and Business
Development**

**Emergency Solutions Grant
Proposed Substantial Amendment
(2011-2012)**

Stephanie A. Miner, Mayor

Paul S. Driscoll, Commissioner

SF-424: See Attached

Summary of Consultation Process:

The City of Syracuse has consulted extensively with the NY 505 Syracuse/Onondaga County Continuum of Care (CoC) in regards to the second ESG allocation. These extensive discussions with the entire CoC were held monthly and were the basis of the recent Action Plan submitted to HUD and will serve as the work plan for the upcoming year. This action plan identifies the most pressing needs in our community and the specific tasks for addressing them, along with performance standards to monitor the process.

The CoC recently changed its structure from an informal Task Force into a coalition. The coalition is called the Housing and Homeless Coalition (HHC) and now governs the CoC. This change is in direct response to increasing its capacity to meet the needs of the homeless and housing vulnerable in the community and to address changes in the Hearth Act, ESG and the end of HPRP funding. The City of Syracuse serves as the CoC lead agency and is a member of the HHC's Executive Committee.

The CoC is currently developing monitoring standards that will oversee the progress of ESG programming. These standards will be based on HUD's monitoring guidelines. A monitoring committee was recently formed and has begun site visits to CoC programs. In the next year, it is proposed this committee monitor ESG programs as well.

Currently, Homeless Management Information Systems (HMIS) has policies and procedures that were developed by the HMIS Data Administrator and the Data Administrators' committee when HMIS was implemented. These policies and procedures are updated as needed (i.e. system upgrades, new regulations from HUD, etc.). The City and the HHC also continue to search for additional funding for HMIS.

Summary of Citizen Participation Process

The City of Syracuse will provide reasonable notice of the proposed Substantial Amendment. The newly amended Citizen Participation Plan (May 2011) will implement the following process:

- *A detailed written description of the proposed Substantial Amendment will be made available to the public at no cost within five working days of a request. Also, copies will be available at the locations indicated earlier in this Citizen Participation Plan under "Public Access to Information".*

- *There will be a public hearing regarding the proposed Substantial Amendment conducted by the City of Syracuse Department of Neighborhood and Business Development. This public hearing will not take place until the public has had 30 days to review and/or comment on the proposed Substantial Amendment.*
- *In preparing a Final Substantial Amendment, careful consideration will be given to all comments and views expressed by the public, whether given as verbal testimony at the public hearing or submitted in writing during the review and comment period. The Final Substantial Amendment will have a section that presents all comments.*

Specifically, bullet 2 above specifies:

Standard Documents

Standard documents include the draft and final Annual Action Plans, the draft and final Five Year Consolidated Plan, draft and final Substantial Amendments to an Annual Plan or Consolidated Plan, CAPER, and the Citizen Participation Plan.

Availability of Standard Documents

In the spirit of encouraging public participation, copies of standard documents will be provided to the public at no cost and within five working days of a request.

These materials will be available in a form accessible to persons with disabilities, when requested.

Places Where Standard Documents are Available

Standard documents will also be available at the City of Syracuse Department of Neighborhood and Business Development, other City government offices, City of Syracuse official website, Onondaga County Executive Office, and the Onondaga County Central library

In addition, a copy of the document will be distributed to the Continuum of Care for comment. All comments regarding the ESG Substantial Amendment will be included in the final document to be submitted to HUD.

See Appendix A for Comments (To be inserted after public comment period)

ESG Match Requirements

Agencies that respond to the RFP for services will be required to submit proof of match resources. The value of the match may be a 1:1 cash match or in-kind. Federal, state and/or private funds can be used for the match. Verification of match funds will follow ESG regulations and be a requirement of the RFP application.

Proposed Activities and Overall Budget

The City of Syracuse is proposing the following activities for its second ESG allocation:

- 1) **Develop an online affordable housing database- \$30,000**: Funds will develop and maintain a database to provide for up-to-date information on affordable, safe and decent housing (verified by the city's Division of Code Enforcement) that allows for the rapid re-housing of individuals and families;
- 2) **Expand the capacity of the Coordinated Assessment System-\$40,750**: Funds will expand the capacity into a 24-hour system that will provide a single point of intake that allows for the better matching of services and reducing barriers for individuals and families;
- 3) **Expand educational opportunities for financial and credit management services-\$25,000**: Funds will increase access to supports and materials that create pathways to financial independence and reduce participants' vulnerability to homelessness;
- 4) **Expand the capacity of HMIS-\$25,000**: Funds will allow for the purchase of additional licenses, training and upgrades;
- 5) **Administrative Costs-\$31,779**

See Appendix B for Proposed Activity Table

Discussion of Funding Priorities

All proposed activities to be funded under the ESG substantial amendment amount were identified as priorities by the CoC, HMIS data and data from a November 2011 Community Needs Assessment-see Appendix C or the online CoC Checkup. These needs also correspond to the CoC Action Plan-see Appendix D that was recently submitted to HUD and some of the needs addressed in the City's Consolidated Plan.

Detailed Budget

The City of Syracuse proposes to allocate the second ESG funds for FY 2011-12 as follows:

- *\$30,000 for online housing database*
- *\$40,750 to expand the Coordinated Assessment System*
- *\$25,000 for financial and credit management services*
- *\$25,000 for HMIS services*
- *\$31,779 for Administration*

There will be no re-programming of the first ESG allocation and the City of Syracuse is under the 60% cap for Shelter and Street Outreach services.

See Appendix E for the proposed budget

Written Standards for Provision of ESG Assistance

The City of Syracuse is working closely with the CoC/ HHC's Executive Committee, the Monitoring Committee and the County of Onondaga, Department of Community Development to improve the written standards for the development and delivery of ESG program services. The City of Syracuse will adhere to ESG's Interim rules and HPRP guidelines in terms of:

- ❖ *evaluating individuals' and families' eligibility for assistance*
- ❖ *coordination among emergency shelter providers, essential service providers, homelessness prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers.*
- ❖ *determining and prioritizing eligible an individual or families for either homelessness prevention or rapid re-housing assistance.*
- ❖ *determining the share of rent and utilities costs that participants must pay (if any)*
- ❖ *determining the length of time an individual or family will receive assistance*
- ❖ *determining the type, amount, and duration of housing stabilization and/or relocation services an individual or family may receive*

Describe Process for Making Sub-awards

The City of Syracuse will develop a Request for Proposals (RFP) specifically for the activities identified in the proposed activity table. These RFPs will be reviewed by the committee that evaluated the first ESG proposals. Due to time constraints, the RFP process will run concurrent with the Substantial Amendment process. It is hoped to have contracts signed with sub-recipients by July 2012.

Homeless Participation Requirement

The CoC/HHC currently has a process for including homeless participation in the decision making process. One of the HHC Executive Committee members is a former homeless person and it is a priority to increase the participation of the local homeless population in this process.

Performance Standards

The City of Syracuse, in collaboration with the CoC, has determined the following as performance standards for evaluating ESG activities:

- * Increase the coordination among agencies and mainstream resources and other support services in assessing the needs of homeless or housing vulnerable individuals and families
- * Increase access to stable and affordable housing by creating a centralized housing database that identifies affordable, safe and decent housing to rapid re-house individuals and families
- * Increase access to services (credit repair/financial literacy) to reduce an individual's or families' vulnerability to homelessness

Certifications

No funds from the second allocation will be used for emergency shelter or street outreach services.

Requirements for Optional Changes to the FY 2011 Annual Action Plan

Centralized or Coordinated Assessment System

The CoC currently has an after-hours intake process that currently serve as the foundation for a centralized coordinated assessment system. The County of Onondaga operates a phone service that utilizes HMIS to complete a partial intake and direct an individual or family to a shelter. This process ensures there is some centralized emergency shelter process from 5 pm to 8:30 am the following morning.

Monitoring

The City of Syracuse has monitoring procedures and has begun to monitor ESG and HPRP programming regularly. The regional HUD office completed an ESG and HPRP monitoring visit in the summer of 2011 and found no deficiencies with monitoring compliance. The City of Syracuse is working in conjunction with the CoC to update all procedures to ensure a high quality of program design and delivery.

PUBLIC COMMENTS

APPENDIX A

TO BE INSERTED AFTER PUBLIC COMMENT PERIOD

APPENDIX B

Substantial Amendment Proposed Activities

Appendix B

ESG Substantial Amendment Proposed Activities

ACTIVITY	DESCRIPTION	STANDARD OUTCOME & CATEGORY	START-END DATE	ESG REQUEST AMOUNT	PERFORMANCE MEASURE	PROJECTED ACCOMPLISHMENTS within 1 year	PROJECT ACCOMPLISHMENTS OVER THE GRANT PERIOD
Develop an online database of available housing	Develop and maintain an online database of affordable and safe housing options to rapid re-house participants. Funds would cover personnel cost to maintain database and act as a liaison between landlords, agencies, Department of Social Services and the Codes Department and cover publication costs	Decent Housing Availability & Accessibility Retool the Housing Crisis Response System	July 2012 (tentative due to release of funds) and ongoing	\$30,000	Data base will be used by all of CoC and ESG agencies Codes Department will submit monthly landlord reports of viable units	50% of CoC and ESG agencies will utilize database by December 2012 100% of CoC and ESG agencies will be using the database by the June 2013 40% of clients who access database will secure permanent housing	75% of all clients who access data base will secure permanent housing CoC and ESG agencies will share housing lists for inclusion into database Database will be maintained with 96% accuracy Reduce the recidivism rate of participants returning to shelter due to housing conditions by 25%
Expand the capacity of the Coordinated Assessment System	Increase the capacity of the Coordinated Assessment System to be 24 hours (current 5pm-8 am) and allow for the ability to triage an individual or family and identify the correct service and service provider Funds would cover cost of personnel and materials and equipment	Sustainable Living Environment Availability & Accessibility Retool the Homeless Crisis Response System	July 2012 (tentative due to release of funds) and ongoing	\$40,750	Increase system capacity and efficiency Increase collaboration among agencies Decrease barriers to accessing services	30% of CoC and ESG agencies will utilize the Coordinated assessment process within 6 months	70% of CoC and ESG agencies will utilize the Coordinated assessment process within 1 year of full system implementation Reduce recidivism by 20%

Appendix B

ESG Substantial Amendment Proposed Activities

Expand opportunities for Financial Management and credit repair services	Provide financial and credit management services to participants to increase their financial vulnerability to homelessness – especially Foster Children, and those upon re-entry from justice systems	Sustainable Living Environment Availability & Accessibility Increase Economic Security	July 2012 (tentative due to release of funds) and ongoing	\$25,000	Reduce first time homelessness for foster children and offenders (upon release) Reduce recidivism of return to homelessness due to financial mis-management	15% of participants accessing services through the Coordinated Assessment receive services	40% of all participants accessing services through the Coordinated Assessment System will receive financial management services Recidivism (return to homelessness)due to mis-management of resources will decrease by 15%
Expand HMIS	Provide for the purchase of additional licenses, training and system upgrades	Retool the Homeless Crisis Response System	July 2012 (tentative due to release of funds) and ongoing	\$25,000	Increase system capacity and efficiency	Increase the usage of HMIS by ESG recipients by 50% within 6 months	100% of ESG recipients will be fully trained and utilizing HMIS

APPENDIX C

City of Syracuse/Onondaga County

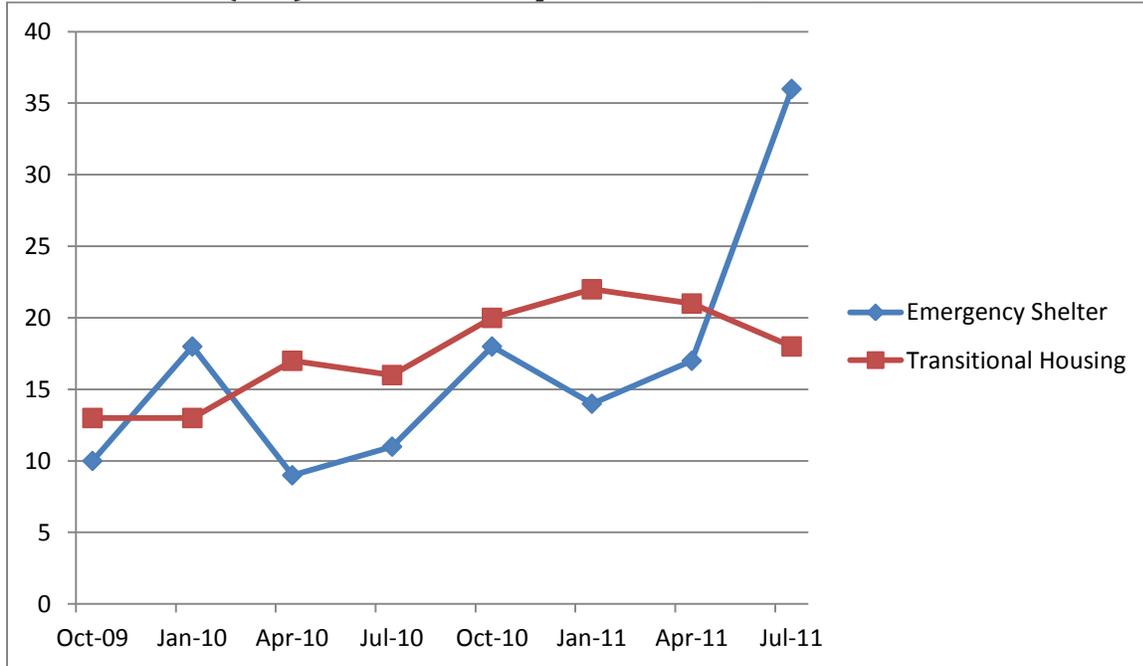
Gaps and Needs Assessment

Appendix C

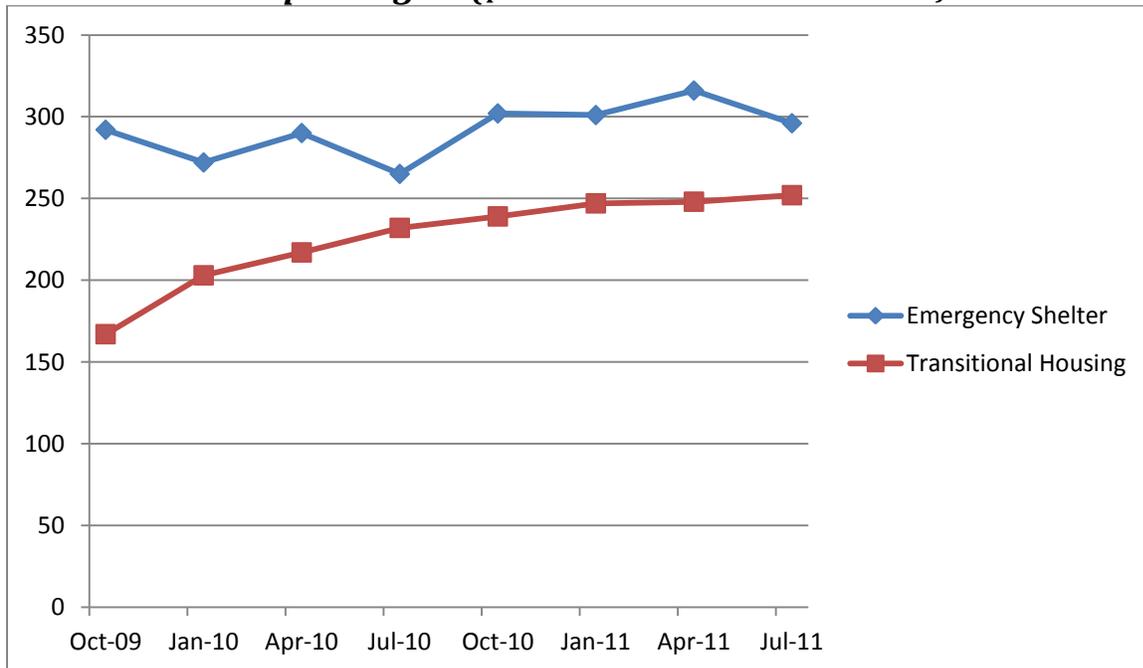
Onondaga County Gaps and Needs Assessment

September 21, 2011

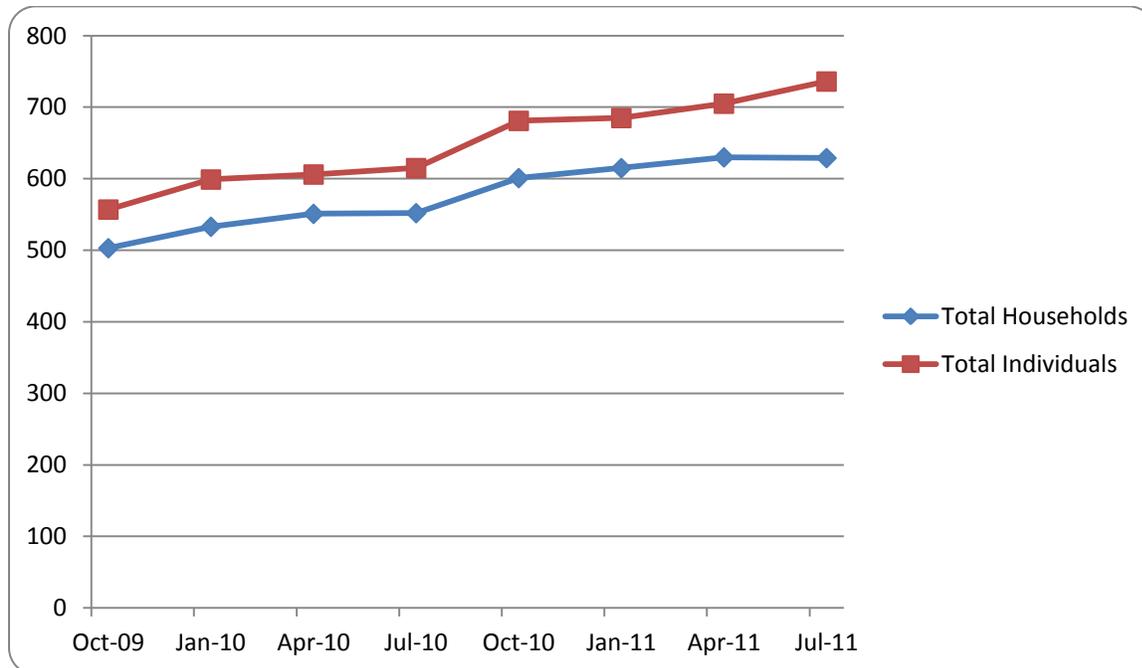
Point in Time(PIT) Counts – Unique Families (per 0630 Sheltered PIT Count – HMIS)



PIT Counts – Unique Singles (per 0630 Sheltered PIT Count – HMIS)



PIT Counts – All Sheltered Homeless Individuals
(per 0630 Sheltered PIT Count – HMIS)



Summary of Point in Time Data

- Homeless Families in Transitional Housing increased by 38% from October 2009 to July 2011.
- Homeless Families in Emergency Shelters increased by 260% from October 2009 to July 2011.
- Homeless Families in Emergency Shelters increased by 111% from April 2011 to July 2011.
- Homeless Single Adults in Transitional Housing increased by 57% from October 2009 to July 2011, while the number of individuals in shelters remained constant from October 2009 (292 individuals) to July 2011 (296).
- Both the total number of homeless individuals and total households increased between each PIT count from October 2009 to July 2011.
- Total Homeless Households increased by 25% from October 2009 to July 2011.
- Total Homeless Individuals increased by 32% from October 2009 to July 2011.

Participant Survey Comparison – 2009 and 2011

Syracuse Housing Authority Survey:

(Previous 12 months) Resident Participation in:	2009	2011	+/-
GED	9%	2.6%	-6.4%
Counseling	46%	48%	+2%
Skills Training	6%	8%	+2%
Schooling	23%	7%	-16%
Rehab	8%	8%	-0-
Employment	13%	8%	-5%

(Next 12 months) Residents want to participate in:	2009	2011	+/-
GED	5%	7%	+2%
Counseling	53%	43%	-10%
Skills Training	6%	17%	+11%
Schooling	7%	13%	+6%
Rehab	10%	6%	-4%
Employment	14%	9%	-5%

What residents feel would improve quality of life:	2009	2011	+/-
Better job	23%	18%	-5%
Better place to live	41%	42%	+1%
More counseling	41%	40%	-1%
More training	24%	30%	+6%
Schooling	33%	25%	-8%
Rehab	7.7%	8%	+.3%

Data Comparison – 2009 and 2011

Gaps and Needs Exercise:

Recurring Needs (Permanent Housing):	Common themes from 2009 and 2011
Increase Housing	<ul style="list-style-type: none"> • Need for more safe, healthy, and accessible housing • Need for available Section 8 housing • Need for additional childcare options for low income working parents.
Behavioral Health	<ul style="list-style-type: none"> • Need for intensive case management support for consumers with mental health/chemical dependency needs.
Vocation	<ul style="list-style-type: none"> • Increase in job readiness trainings • Assistance needed in direct job placement • Increase in direct contact with employers for both pre and

	post hire support/assistance <ul style="list-style-type: none"> • Need for an increase in overall employment preparation and services assistance for homeless
Education	<ul style="list-style-type: none"> • Lack of access to education for homeless individuals on all levels
Supportive Services	<ul style="list-style-type: none"> • Need for an increase in the following supportive services: <ul style="list-style-type: none"> ○ Financial ○ Vocational ○ Mental Health ○ Chemical Dependency ○ Life Skills

Conclusion

Comparing the data taken from the Syracuse Housing Authority Survey and the Gaps and Needs common themes, there are three common areas of interest – increase in affordable housing, the need for education/training/vocational services, and the need for counseling/behavioral health treatment.

First is the need for more safe, healthy, and accessible housing. According to the survey, the need for better housing rose slightly from 2009 to 2011 and remained the greatest way residents felt could improve their quality of life. In the gaps and needs exercise, the need for affordable housing for low-income residents remains a recurring high priority.

In addition, there is an overwhelming need for educational and vocational services. According to the surveys, while skills training increased by 2%, other educational participation decreased dramatically by more than 22% (GED – 6.4%, Schooling – 16%). While this decreased, resident desire to obtain these services increased by 8% (GED – 2%, Schooling – 6%). In the gaps and needs exercise, the need for vocational and educational services is an ongoing need. This includes direct employer communication and a need for increased accessibility for educational services.

Finally, there is a common trend in the need for counseling. In the Gaps and Needs exercises, there was an ongoing need for intensive case management support for consumers with mental health/chemical dependency needs. This is also apparent through participant surveys. While residents interest in counseling decreased by 10%, the need counseling remained the second greatest way residents felt they could improve their quality of life.

Gaps and Needs Committee:

1. We need much more affordable but especially more accessible housing for less than 30 percent of AMI.
2. The unemployment rate for people with disabilities nationwide is at least 16 percent according to the US Department of Labor and 70 percent for people with significant disabilities.

3. One of the greatest needs that has become a major problem with Rapid Rehousing funds depleted is lack of security deposits and moving assistance for people who are housing vulnerable.
4. The need for safe, healthy, accessible housing. Housing that is free from health hazards, such as lead.

Vision 1: There is adequate, safe, and affordable permanent housing

Where are we now?

New development housing: too expensive
Abuse and mental illness prevalent
Seeking coalition partnerships with a solution focused approach
Community care grants

What is missing?

Partnership with city / local agencies to sustain housing, participation of elected officials
HOUSING: high needs clients (TBI, MH, DD, ETOH, etc), Single parent family
Safe & Affordable neighborhoods
Life skills development
Vocational education
Financial management
Accountability of tenants / entitlement
Incentives to rent to section 8
Renovations - Empty buildings
Landlords ignore necessary repairs
Housing with Support Services
Sex offender housing
Awareness of health considerations
Education about adequate referrals
Case management and support for addicts/mentally ill

Vision 2: There are meaningful and sustainable economic opportunities such as employment, access to benefits, etc.

Where are we now?

Stratification of society; concentrated areas of poverty and crime
Limited assistance for benefit application / access to PA
Partnership across city to better serve community
Support systems not specific to population
Good job supporting folks in need of employment skills/work readiness
Centro ride to work program / Call a bus
10% unemployment

SHA, no incentive to work
Some programs offer tax credit
Service-based economy
Economic instability
Employment resource center
Hard and soft skills training

What is missing?

Jobs & Employment shelter outreach
Job training
Partnerships with employers
Childcare
Cultural sensitivity
Transportation
SEO-lack of education
Access to supports
Interagency communication
Employment for individuals with disabilities
Bridge between benefits and employment
Opportunities: i.e. AmeriCorps & mentoring
General awareness of what services are available

Vision 3: There is adequate access to primary and behavioral health care and seamless integration of services such as access/discharge from institutions-hospitals, justice, foster care, etc.

Where are we now?

Jails, prisons, hospitals discharging to shelters when housing doesn't become immediately available
Takes a long time to get mental health services
Partnerships exist but excludes highest risk group; sex offenders
Long wait list for psychiatry
Substance abuse services more accessible
Discharge planners coordinating efforts; shelters pick up rest of work
VA working well with inmates prior to release

What is missing?

Providers building relationships with the men and women in shelters at night or in the evenings
Access to case workers
Community integration and Staff training around community resources
Cooperation from adult protective services
Customer service
Comprehensive discharge planning

Primary care follow up
Crisis services other than the ED
Transitional housing for just released inmates
Medical model
Understanding of the role of the Center for Community Alternatives
Access to services if benefits are not in place
Advocates for participants to access services
Homeless assessment - Integrate into voucher program
Foster family shortage
Half-way housing and other post parole care

Summary of “most important thing learned.”

Communication

Communication was the largest topic mentioned during the exercise portion of the meeting. There is a great need for open communication with decision makers within the city, state, and local government as well as their support educating the public about available services, public buy-in. A large portion of the agencies represented at the meeting also voiced a desire for increased agency interaction, communication, and collaboration on homeless issues through meetings like this one, for example. Another communication piece noted as needing improvement is the effective dialogue between the provider and the client.

Community

This was the second largest area of concern. The most significant issue noted in the discussion is the multitude of barriers faced in affordable housing. Every support service has barriers to being able to address needs. In response to that issue, the participants expressed the importance of working together as a community to assess the needs and gaps of the community. Almost half of the responses indicated a strong desire to collaborate with other community agencies to draw off each other's strengths. Continuing to meet at events such as this one will allow that to take shape and increase service providers knowledge of other services offered within the community. Agencies that are willing to work together can be much more effective in advocating for affordable housing for all disabilities. The community has a wealth of knowledgeable and caring individuals who are as diverse as the population served. These characteristics serve to strength efforts of reaching community goals.

Development

Based on needs identified at the meeting, a system revision could unify existing resources and expand supportive housing services for specialty populations. Clients transitioning from public institutions to housing would benefit from receiving assistance with clothing and household set up while those waiting supportive services need some type of respite care or safe haven. Supportive housing for families is also in need of further development. Finally, more transitional work opportunities are needed to help develop soft skills, with individualized training in basic computer skills.

Participants:

Agency	First Name	Last Name	Title
AIDS Community Resources	Demetrie	Gammage	Housing Coordinator
ARISE	Beatta	Karpinska	Manager of Advocacy
Catholic Charities	Melissa Brian Sonja Carol James	Carbanaro Darby Gottbrecht Schaffer Taylor	Program Manager Case Worker Program Manager Program Director Program Director
Chadwick Residence	MaryAnne	Barrington	Executive Director
City of Syracuse	Babette Anthony Mariah Nader Sharon	Baker Brigandi Clapp Maroun Owens	Coordinator TNT/ESG/HPRP Analyst Compliance Coordinator Common Council Department of Communication
CNY Services	Donna Joe	Cruz Simko	Director of Supported Housing Director of Resource Programming
Covenant House	Marilyn	Woyciesjes	Operating Officer
Dept of Ped, SUNY Upstate	Maureen	Butler	Program Coordinator
Fair Housing	Terry	Eckert	Program Coordinator
Housing Visions	Ben	Lockwood	Director of Development
HPC	Lynn	Chapman	Director of Rehab
IBM	Sheila D	Appel Botti	Prg Director, Corporate Affairs Industry Solution Architect
Liberty Resources	Marta Becky Jim Sue	Durkin Fenner Kipping McMahon	VP of Behavioral Health Care Program Supervisor Director HIV Services Manager
Onondaga County Department of Aging & Youth	Marnie	Annese	RHY Service Coordinator
Onondaga County Health Department	Debra	Lewis	Program Coordinator

Onondaga Case Management	Carolyn Andy	Dodge Steele	Homeless Case Manager Homeless Case Manager
Onondaga County Community Development	Anthony	Discenza	Housing Program Coordinator
Onondaga County Dpt of Mental Health	Jan	Moag-Killam	Coordinator
Phoenix Philosophies	Eileen G.S.	Carr Stowell	President Vice President
Rescue Mission	Matt Dan	Crawford Sieburg	Outreach Service Coordinator Housing Director
Spanish Action League	Lucy Elisa	Lopez Morales	Housing Specialist Supervisor
Samaritan Center	Julie	Gilbert	Resource & Referral
Syracuse Behavioral Health	Kathleen Lisa Nathan Lisa Raymond Ron	Gaffney- Babb Heitman Rauscher Walsh Wright Zychal	Vice President Team Leader Team Leader n/a Service Director n/a
Syracuse Housing Authority	Michelle Patricia Tom	Haab McBride Posecznick	Resource Services Director Supervisor Program Coordinator
Syracuse Police	Richard	Shoff	Lieutenant
The Salvation Army	Devon Michelle Liddy Christine Nicole	Cain Dobenski Hintz Mott Ninelt	Program Director Resident Department Head Director Intern
Transitional Living Services	Cameron	Allen- Hudsen	Program Coordinator
Veterans Affairs	Tamara Adam Bill	Goodacre Ormsby Woods	Program Coordinator Team Leader Voc Rehab Team Leader
Vera House	Colleen	Obrien	Program Services Coordinator
Welch Terrace	Peter	Sarver	Executive

APPENDIX D

City of Syracuse/Onondaga County

CoC Action Plan 2012

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

Goal: Increase Leadership, Governance, Collaboration and Civic Engagement						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Provide and promote collaborative leadership at all levels of government and across all sectors to inspire and energize community members to commit to preventing and ending homelessness.	Invite local government officials to an informational session on the local 10 Yr. Plan to End Homelessness Develop an 1 page summary on How Governments and agencies working with those at-risk of homelessness and homeless can work collaboratively to address homelessness	Public Relations Committee	2012	1.3	D	C
	Develop a workshop for Educational professionals on local resources for homeless children	Public Relations Committee, Runaway & Homeless Youth Committee (RHYC)	2012	1.3	C	D
Strengthen the capacity of public and private organizations by increasing knowledge about collaboration, homelessness, and successful interventions to prevent and end homelessness.	Develop a website and utilize other social media venues to “get the word out”	Public Relations Committee, HHC Executive Committee	2012 and ongoing	2.1.1.17	D	C
	Develop a 1 page outline about the impact of HPRP funding, the SPOE and other initiatives in our community to media outlets		April 2012- Sept 2012			
	Hold an annual Gaps and Needs Workshop to gather data from CoC providers, community based organizations and other stakeholders	Public Relations Committee, 10 Yr. Plan Committee, HHC Executive Committee	2012	2.1.1.17	D	C
	Develop an annual report to the community and incorporate a “Homeless Awareness Day”	Public Relations Committee, RHYC, HHC Executive Committee	2012	2.1.1.17	D	C
The CoC has a strategic plan to prevent and end homelessness in the CoC and the plan provides direction for the CoC.	Designate a liaison from the 10 Yr. Plan committee to work with each subcommittee to ensure plan components are being implemented, milestones are met and make any necessary plan adjustments.	10 YR plan committee, HHC Executive committee	2012-ongoing	2.1 2.3.1	D	C
Increase the CoC’s capacity to manage the administrative responsibilities of the CoC.	Develop formal policies and procedures for the operation of the CoC, including a Conflict of Interest statement	HHC Executive Committee	By October 2012	3.1.2	D	C
	Develop criteria for selecting an administrative/fiscal entity and develop staff job descriptions	HHC Executive Committee	2012	3.1.2	D	C

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

<i>Develop a process for evaluating and selecting CoC projects</i>	Develop written procedures for conducting site visits, completing the monitoring tool and producing reports to the HHC Executive Committee	Monitoring Committee	2012	1.4.8	D	C
	Set criteria for selecting new projects/existing projects	HHC Executive Committee	2012	1.4.6 1.4.6.1	D	C
	Select new projects/renewal projects based on recommendations of the Monitoring Committee	HHC Executive Committee	2012 and ongoing	1.4.6.3 1.4.6.5	D	C
<i>The CoC uses data to inform programming design, decision making and the allocation of resources</i>	Produce annual performance report cards based on monitoring visits, HMIS data, etc. to be reviewed by the HHC Executive Committee	Data Administrators/Monitoring Committee	2012 and ongoing	1.4.7 1.5	D	C
	Provide technical assistance/follow-up to programs/agencies that do not meet HMIS data quality standards and/or CoC programming objectives and goals	HHC Executive Committee	2012 and ongoing	3.1.3	D	C
<i>The CoC has adequate capacity to manage the fiscal responsibilities of the CoC</i>	identify an entity that can become the fiscal agent for the CoC and develop a tentative MOA	HHC Executive Committee	Late 2012	3.2.5.2	D	C
	Continue ongoing monitoring processes to review and verify cash/in-kind match for HUD-funded projects.		Initiated 2011 and ongoing	3.2.3	D	C
	Refine/Improve (if necessary) the evaluation/monitoring tool to ensure HUD-funded project sponsors have developed, implemented, and are adhering to appropriate internal fiscal control and fund accounting procedures (e.g., requests audit reports with project applications, self-certification)	Monitoring Committee, HHC Executive Committee	Initiated 2011 and ongoing	3.2.1	D	C

<i>Goal: Increase access to stable and affordable housing</i>						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
<i>Create new permanent housing beds for chronically homeless persons.</i>	Catholic Charities was awarded bonus funding project that will house 30-40 chronically homeless individuals and families.	Catholic Charities, HHC Executive Committee	October 2011	4.1.8	C	C,G
	Continue working with NBD and Onondaga County-CD to encourage private development of affordable housing, especially units for large families, using HOME funds, Tax Credits and other strategies	Affordable Housing Committee, NBD, Onondaga Co.-CD, private and public developers	2012 and ongoing	1.3.1 4.3.2 4.3.2.10 4.4.1	A,B,C, D	C,F,G
	Obtain additional HUD/VASH vouchers for chronically	VA, Affordable Housing	Initiated 2011	4.3.2.7	B	C,G

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

	homeless Veterans in FY12 and encourage qualified agencies to apply for SHP Care vouchers based on HMIS data, the PIT and HUD recommendations.	Committee	and ongoing	4.3.2.8 4.4.2		
<i>Increase the percentage of participants remaining in CoC-funded permanent housing projects for at least six months to 77 percent or higher.</i>	PH providers will continue to demonstrate significant success in assisting disabled participants to retain CoC funded permanent housing.	Affordable Housing Committee	Ongoing	4.1.8.1	C	B
	VASH program will continue to provide customized supports to newly housed formerly homeless disabled veterans to help these individuals and families retain their permanent housing.	VA, CoC providers	Ongoing	4.3.2.7	B	B
	CoC/ESG providers will continue to provide financial and other supports for those recently housed who may be in imminent danger of becoming (or returning to) homeless.	CoC/ESG providers, DSS, VA	Ongoing	4.3	D	B,D
<i>Increase the percentage of participants in CoC-funded transitional housing that move into permanent housing to 65 percent or more.</i>	Create Transitional Housing Workgroup to maximize the use of this unique housing option.	HHC Executive Committee	By April 2012	4.1	A,D	B,C,D,G
	Educate HMIS users on the HUD definition of permanent housing, how to collect and input accurate data	HHC Executive Committee, HMIS Administrators	February 2012 and ongoing	3.3.3	D	C
<i>Decrease the number of homeless households with children.</i>	Develop Fact sheets and other materials to increase awareness about homeless children in our community	RHYC, PR	2012	4.3	C,D	C,D,F
	CoC providers will receive ongoing training and resources from New York State Technical and Educational Assistance Center for Homeless Children and other similar agencies	RHYC, HHC Executive Committee	2012 and ongoing	2.1.1.7	C	D,G
	Create an education and advocacy resource to educate the public officials about this growing problem, especially local school boards, to redirect resources to this issue.	RHYC, PR Committee	2012	1.2.7	D	C
	Monitor program to ensure all McKinney-Vento funded programs (serving children) adhere to regulations	Monitoring Committee, RHYC	2012 and ongoing	3.1.7	C,D	C
<i>Coordinate with other HUD funded programs (HOME, NSP, etc.)</i>	Continue coordinating with HUD funded projects to develop LMI housing options, include data in the Consolidate Plan and report outcomes in the CAPERs report	NBD, Onondaga Co. Community Development (OCCD)	Ongoing	2.1.1.8	D	C
<i>Coordinate with public and private agencies and organizations to develop an centralized database of affordable housing options</i>	Develop an online and easy accessible tool to identify available and affordable housing in the community including landlords that have complied with the city's new rental registry law	HMIS Administrators, NBD, Service Providers, Codes Dept.	Initiated February 2012 and ongoing	4.2.4	D	C

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

Goal: Increase economic security						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
<i>Increase meaningful and sustainable employment for people experiencing or most at risk of homelessness.</i>	Develop an Economic Security Workgroup	HHC Executive Committee	April 2012	1.2.7 1.3.1.8	D	C, E
	Work with the Department of Social Services' Jobs Plus Program, CNY Works, Parent Success Initiative and Green Jobs NY to provide supports for homeless/housing vulnerable clients to meet 20% threshold for employment	Economic Security Workgroup	2012 and ongoing	4.3	D	C
	Partner with agencies that provide wrap-around support services such as transportation, child care, and other supportive services to address formerly incarcerated persons to increase the success rate for job seekers.	Discharge Planning Committee, Re-entry Task Force	May 2012 and ongoing	4.2.3.1 4.3	D	B,C, E
	Research existing groups/activities and invite key stakeholders to participate in Economic Security Workgroup	HHC Executive Committee/10 Yr. Planning Committee	2012	1.3.1.8 1.3.1.13	D	C
	Participate in the regional economic council established by Governor Cuomo to identify ways to increase employment to find ways to increase employment of homeless people in the area.	Economic Security Workgroup	2012	1.3.1.8 4.2.3.1	D	C
	Research best practices and promising strategies and incorporate into the 10 year plan.	HHC Executive Committee, Monitoring committee	Ongoing	1.4.7	D	C
<i>Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness.</i>	Use monitoring visits and HMIS data to identify agencies that need to increase access and use of mainstream resources.	Economic Security Workgroup	Ongoing	1.4.7 4.3.1 3.3.18	D	C
	Continuing improving technical support to agencies to improve program services/deliverables).	Monitoring Committee, HHC Executive Committee	Ongoing	4.2.2	D	C
<i>Connect offenders, foster children, etc. with mainstream resources/services prior to discharge</i>	Provide informational, training and other resources for case managers, probation officers and other agency personnel on available resources	Discharge Planning Committee RHYC, Re-entry Task Force	May 2012 and ongoing	2.1.1.11	D	B

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

Goal: Improve health and stability						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
<i>Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people's vulnerability to and the impacts of homelessness.</i>	Provide consultation from DMH SPOA Coordinators to discharge planners for any homeless disabled person with housing challenges.	Discharge Planning Committee (DPC);SPOA Coordinator	2012	2.1.1.11	D	B
	Increase coordination of individuals with identified health and behavioral issues to supportive and permanent housing and stabilizing those already in PSH units by referring to the appropriate supports and services	DPC	2012	2.1.1.12	D	B
<i>Advance health and housing stability for youth aging out of systems such as foster and juvenile justice.</i>	Educate the community about youth issues, program information, program performance and challenges.	DPC; OnCare, RHYC		2.1.1.10	C	F,G
	Coordinate planning sessions and focus groups aimed at improving a system-wide solution to emergency housing and transitional living for homeless youth. (Catholic Charities opened 8 new supervised independent living beds for youth out of foster care in Jan 2012)	DPC; OnCare/ACCESS, RHYC, DSS	2012	2.1.1.10	C	G
	Utilize the ACCESS team, a multi-system team involving the mental health, juvenile justice systems and child welfare to collaborate to find safe and permanent housing for Transition-aged Youth.	DPC, OnCare/ACCESS, RHYC	2012	2.1.1.10	C	G
	Identify housing vulnerable Transition-aged Youth for case management through The Office of Mental Health and NYS Office of Temporary and Disability Assistance (OTDA).	DPC; OnCare/ACCESS, Adult SPOA	2012	2.1.1.10	C	F,G
	Collaborate with the Syracuse Housing Authority to use four housing vouchers per month for Transition-aged Youth.	Dept. Social Services(DSS) Children's Division, DPC, Syracuse Housing Authority	2012 and ongoing	2.1.1.10	C	C,G
<i>Create adequate community supports to enable individuals and families to stay permanently housed.</i>	Expand the Rep Payee program in order to assist individuals with money management and guarantee that rent will be paid.	DSS, Central New York Services	Spring 2012	4.1	D	B,D
<i>Advance health and housing stability for people experiencing homelessness that have frequent contact with hospitals and criminal justice.</i>	Identify parolees with SPMI and assist with application for Medicaid prior to release.	DPC, NYS Parole, DSS, FCM	Initiated in 2011 & ongoing	2.1.1.13	D	C,B,F
	Identify parolees with health/mental health conditions and link to forensic case management.	DPC, NYS Parole, Office of Mental Health (OMH), Forensic Case	OMH Initiative ongoing 2012	2.1.1.13	D	B,C,F

NY 505 Syracuse/Onondaga County CoC Action Plan 2012 Appendix D

		Management (FCM)				
	Identify Veteran parolees with SPMI and assist with application for VA health care and benefits.	DPC, VA Forensic Coordinator, NYS Parole	2012	2.1.1.13	B	B,C,D
	Create transition plans to ensure parolees have an approved residence prior to release.	NYS Parole, Supporting Offenders After Release (RE-ENTRY TASK FORCE), DPC	Process reviewed 1/2012 and ongoing	2.1.1.13 4.1.5	A,D	B,C,E,

Goal: Retool the homeless crisis response system						
Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
<i>Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.</i>	Coordinate and Centralize the assessment process for those at risk of homelessness and those that are homeless. Explore the use of HELPLINE as the vehicle for single point of entry.	Contact (Helpline), DSS, agencies providing emergency shelter and serves to at risk of homeless clients, HHC Executive committee	2012 and ongoing	4.1.1.3 4.2 4.2.3.3	A,D	B,C,D,F
	Create a community-wide process to maximize diverting clients from having to use emergency shelters	Contact (Helpline), DSS, agencies providing emergency shelter and serves to at risk of homeless clients, Legal Services agencies, City Codes, HHC Executive committee	2012 and ongoing	4.2.3.2	C,D	B,C,D
	Identify new and optimize current opportunities to utilize mainstream resources to provide housing stabilization assistance to clients who are homeless or at high risk of homelessness and those who do not meet DSS guidelines	DPC, DSS, DA's Re-entry Task Force, RE-ENTRY TASK FORCE	April 2012	4.3.2.1	A,B,C, D	A,B,C,G
	Coordinate homelessness prevention and rapid re-housing strategies with Education for Homeless Children and Youth, and incorporated within federal place-based strategies to improve neighborhoods and schools, including Promise Neighborhoods and Choice Neighborhoods.	Runaway Homeless Youth Committee, City of Syracuse-Dept. of Neighborhood & Business Development (NBD)	2012 and ongoing	2.1.1.8	D	C
	Develop implementation strategies for the HEARTH Act—especially the new Emergency Solutions Grant—that sustain best practices learned from the Homelessness Prevention and HPRP Demonstration.	Monitoring Committee, HHC Executive committee	Initiated 2011 and ongoing	1.4.7	D	C

APPENDIX E

ESG Substantial Amendment Budget

FY 2011 Detailed Budget Table-Appendix E

First Allocation		FY 2011			
Second Allocation		Emergency Shelter Grants/Emergency Solutions Grants			
Grant Amount		Program Allocations			
Total Administration					
	\$271,181.00				
	\$152,539.00				
	\$423,720.00				
	\$31,779.00				
		First Allocation		Second Allocation	Total Fiscal Year 2011
	Eligible Activities	Activity Amount	Reprogrammed Amount	Activity Amount	Activity Amount
Emergency Shelter Grants Program	Homeless Assistance	\$217,702.00	\$0.00		\$217,702.00
	<i>Rehab/Conversion</i>				\$0.00
	<i>Operations</i>	\$176,111.00			\$176,111.00
	<i>Essential Services</i>	\$41,591.00			\$41,591.00
	Homelessness Prevention	\$53,479.00			\$53,479.00
	Administration	\$0.00			\$0.00
Emergency Shelter Grants Subtotal		\$271,181.00	\$0.00		\$271,181.00
Emergency Solutions Grants Program	Emergency Shelter**			\$0.00	\$0.00
	<i>Renovation**</i>			\$0.00	\$0.00
	<i>Operation**</i>			\$0.00	\$0.00
	<i>Essential Service**</i>			\$0.00	\$0.00
	<i>URA Assistance**</i>			\$0.00	\$0.00
	Street Outreach - Essential Services**			\$22,000.00	\$22,000.00
	HMIS			\$25,000.00	\$25,000.00
	Rapid Re-housing		\$0.00	\$70,750.00	\$70,750.00
	<i>Housing Relocation and Stabilization Services</i>			\$70,750.00	\$70,750.00
	<i>Tenant-Based Rental Assistance</i>				\$0.00
	<i>Project-Based Rental Assistance</i>				\$0.00
	Homelessness Prevention		\$0.00	\$25,000.00	\$25,000.00
	<i>Housing Relocation and Stabilization Services</i>				\$0
	<i>Tenant-Based Rental Assistance</i>				\$0
	<i>Project-Based Rental Assistance</i>				\$0.00
	Administration			\$31,779.00	\$31,779.00
Emergency Solutions Grants Subtotal			\$0.00	\$174,529.00	\$152,529.00
			Total Grant Amount:		\$423,710.00

**Allowable only if the amount obligated for homeless assistance activities using funds from the first allocation is less than the expenditure limit for emergency shelter and street outreach activities (see Section III.B. of this Notice).