

Strategy 1: Revise current Communications Workplan for 2019-2020

Strategy A: Regularly provide Action Agenda materials and updates with branding					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Regularly update website	Regularly post meeting details to All Chicago calendar	Adina Young	Ongoing	Meetings posted weekly	Continuing
	Develop process for Project Managers to complete and send Action Plans for posting	Adina Young	Ongoing	Using email	Completed
	Update "Get Help" webpage on All Chicago website with up-to-date info on resources for people experiencing homelessness	Adina Young	31-Dec	Adina is working with website designer	Continuing
	Review the CoC webpages to ensure they are updated as regularly as needed.	Adina Young/Committee	Ongoing; Dec. 31		Continuing
	Update workgroup and committee page on website with descriptions and meeting details	Adina Young	Ongoing; Dec 31	Workgroup info posted	Continuing
	Refresh meeting attendance tracker on website to reflect community involvement in Action Agenda	Adina Young	Ongoing; Dec 31	Google Doc posted to website - PMs must keep updated. First one was posted July 31	Continuing
	Update website with workplans	Adina Young	Ongoing; Dec 31	Consistently posted before AA alerts are emailed	Continuing
Regular prepare and share Action Agenda Alerts	Cull information for alerts and send, as needed	Adina Young	Ongoing	Alerts are sent every month and archived on the website	Continuing
	Cultivate Action Agenda Alert email list serv	Adina Young	Ongoing	Auto set up via our online email signup form	Continuing
Creation of Action Agenda marketing materials	Review PPT presentation overview on Action Agenda for workgroup and committee meetings	Adina Young	Ongoing	Useful for people explaining the Action Agenda work	Not Started
	Decide how to share new consensus building guidelines	Adina Young/ Committee	By Oct. 31		In process
Strategy B: Serve as system communications strategist					
Create communications committee consisting of communications staff from partners (public/private/NPO)	Update list of communications leads from partner organizations	Adina Young	TBD	List of leads created, need to update	Not Started
	Craft communications workshop for first meeting	Adina Young	TBD	To encourage plain language, messaging, etc., ensuring group is on the same page with our own communications	Not Started
	Develop communications dashboard with key system numbers to share with workgroup members	Adina Young	TBD		Not Started

	Reach out to potential participants and schedule first meeting	Adina Young	Nov. 6		Not Started
Prepare and introduce communications protocols to project management team	Re-introduce protocols for system communications and mass emails; presented public-facing communications protocol	Adina Young/Committee	TBD		Not Started
	Ask Lines of Work what their needs may be for the next few months	Adina Young/Committee	TBD		Not Started

Strategy C: Interface with and Build the CoC's Media Presence

Prepare press kit with media contacts, press releases, key bios, etc. for CoC	Update media talking points for Action Agenda and a press kit with bios of spokespeople, media contacts, etc.	Adina Young	TBD		Not Started
Develop system talking points to ensure consistent messaging	Introduce updated talking points to project managers	Adina Young/ Comms WG	TBD		Not Started

Strategy 2: Provide regularly updated and evolving communications

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Maintain master work group calendar on website	Regularly post meeting details to All Chicago calendar	Adina Young	Ongoing	As of June, all public active workgroup meetings are and will continue to be posted on the website calendar at least one month out, including workgroup name, time, location and Project Manager contacts.	Continuing
	Update workgroup and committee page on website with descriptions and meeting details	Adina Young	Ongoing	We have a master list of all meetings and update those during each PM meeting.	Continuing
Action Alert Emails	Feedback through the refinement plan asked that it be concise and condensed to make it easier for readers	Adina Young	Ongoing	The newsletter is shorter and links to an external PDF with further details.	Completed
	Feedback through the refinement plan asked that we include a user-friendly electronic mechanism for receiving immediate feedback	Adina Young	Ongoing	Link to a form asking for immediate feedback added	Completed
CoC Webpages	Provide initial thoughts and input on CoC webpages	Adina Young/WG	By November 30		In process
	Rollout of updated CoC Webpages	Adina Young	By Dec. 31		Not Started

Channels of Communication	Explore new channels for communication (i.e. video conferencing)	Adina Young	By Oct. 31		In process
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Strategy 3: Tracking of workgroup participation, workgroup progress

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Standardize workgroup communications	Create a structure for archiving meetings	Adina Young/WG	By Oct. 31		In process
	Set rules and standards for how meetings operate	Adina Young/WG	By Oct. 31		In process
Track committee/workgroup activities	All Chicago will seek input from the Communications Workgroup on how to disseminate the summaries/new workplan format	Adina Young/ WG	By September 30		In process

Strategy 4: Addressing LEC Communications Needs

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Providing a mechanism for LEC to receive updates	Ensure the new report out on action items structure is used in every workgroup/committee	Adina Young/WG	Ongoing	A document has been created for sharing out based on the workgroups/committees each of the LEC members attend	In process
	Ensure the LEC are receiving emails from All Chicago and that the format works for them	Adina Young	Ongoing		In process
Check in with LEC regularly to ensure communications is working	The identified means for communications with LEC will be fully implemented	Adina Young/ Comms WG	By Oct 31		Not Started
	Attend LEC meetings 1x a quarter	Adina Young/ Comms WG	Ongoing		In process
	The summaries will be presented by All Chicago staff. This will be an on-going process with the LEC at their monthly meetings.	Adina Young/ Comms WG	By Oct 31	Adina attended the LEC meeting on 8/12 and have identified and will test the solution and will attend the next one on 9/9 to see how it's going and check in on other comms needs	In process

Focus of workgroup

S1: Improve Access to Coordinated Entry					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Launch <i>Connect</i> (a texting app and website) developed to connect non-sheltered people experiencing homelessness to CE	Complete <i>Connect</i> app and website design and development	Stephanie, CSH with Data Made	2/1/2019	Phase 1 completed, tested, refined, and in the final stage of development	Completed
	Create and send flyers to top 100 locations	Stephanie, CSH with Data Made	3/1/2019	Flyers created and printed	Completed
	Reconvene initial <i>Connect</i> group to plan the launch	Stephanie, CSH	5/1/2019	Launch & rollout plan developed	Completed
	Market to CoC, Alderman, and broader community including posting flyers	Team	Summer	Launched and marketing will continue	In Progress
Refine Access Points to all be open Monday-Friday from 9am - 5pm	Consolidate Access Points to only include those open 4-5 days a week	Svetlana, Center for Housing and Health, Renee, All Chicago & Stephanie, CSH	1/1/2019		Completed and listed at www.csh.org/chicagoces
	Onboard full time Skilled Assessors at Access Points	Liza, Center for Housing and Health, Renee, All Chicago & Stephanie, CSH	Summer, 2019	Catholic Charities onboarded two dedicated assessors and the anticipated start date for the remaining seven assessors will be September 2019	In Progress
Support Participants in Staying Connected/Active	Create and distribute CE brochures to assessed participants with concrete steps for who to be in touch with and how to stay active when not enrolled in a program	Svetlana, Center for Housing and Health	2/15/2019	Brochure completed and distributed to Access Points and assessment locations; posted on CE website	Completed
	Convene critical voices to review data on inactive policy to ensure unsheltered participants stay active	CE Implementation Team & Guests	4/15/19	Met with critical voices and reviewed data, plan to continue to review and connect with partners to ensure unsheltered participants are assessed and matched per the prioritization plan	In Progress
	Once the call center is launched, market to participants who require a way to call in an update to their assessment	Liza, Center for Housing and Health	Fall 2019	To begin in September	In Progress
Increase access for survivors of DV and human trafficking	Reconvene DV/HT workgroup and establish who will support access, assessment, assignment and accountability and then meet as sub-groups to later report back to the larger workgroup	Stephanie, CSH and Renee, All Chicago	Summer, 2019	Access, Assessment and Accountability sub-groups have met and finalized plans; DV providers already have an accountability body in place;	Completed
	Create a prioritization plan for phase one of DV/HT resources	Stephanie, CSH and Renee, All Chicago	Summer, 2019	DV/HT sub-group created a draft plan that was approved by DV/HT workgroup and then the CE Leadership Team	Completed
	Create an access strategy including communication plan	Stephanie, CSH and Renee, All Chicago	Summer, 2019	Access team created a plan, and initial phase will focus on DV shelters	Completed
	Create an assessment strategy	Stephanie, CSH and Renee, All Chicago	Summer, 2019	Assessment finalized	Completed
S2: Refine Assessment Tool and Process					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
	Review data of families in Interim Housing programs to learn more about when families should be assessed	CE Implementation Team	1/15/2019	Recommendation drafted	Completed

Refine Assessment Process	Bring a recommendation to the Family Workgroup for critical voices to give input/edits	Stephanie, CSH	3/1/2019	Recommendation reviewed and further revised	Completed
	Family Workgroup will bring a recommendation to the CE Leadership Team regarding when families should be assessed	Laura Bass, Facing Forward, Family Representative on the CE Leadership Team	3/26/2019	Recommendation drafted, reviewed & approved	Completed
	Implement final recommendation in coordination with family shelters	CE Implementation Team & CE Family Workgroup	April, 2019	Implementing new plan of assessing families after two weeks in family shelter or family interim housing.	Completed
	Review data of individuals in shelter to explore assessment timeline	Svetlana, The Center and Anna, All Chicago	Summer, 2019	ITeam and others representing single shelters will review data and make recommendations regarding when to assess singles in shelter in partnership with DFSS	In Progress
	Explore assessment & diversion strategy for Individuals in shelter	CE Implementation Team & Guests		No funding available. This will not be plausible for 2019.	To be Removed from 2019 CE Action Plan. Crisis Response line of work to take over.
Implement Diversion Screener Prior to Assessment	Create diversion screener and add into HMIS	Tracey, Catholic Charities and Sal, All Chicago	Summer, 2019	Reviewed by multiple groups, added to HMIS, will be tested by dedicated assessors (people hired to be full time Skilled Assessors)	Completed
	Train Skilled Assesors at Access Points	Tracey, Catholic Charities and Sal, All Chicago	Summer, 2019	Catholic Charities Skilled Assesors have been trained.	In Progress
Improve Homeless History Section	Collobarte with HMIS on new unsheltered questions	CE Implementation Team and Kim Schmitt, All Chicago	4/1/2019	Questions added to HMIS, offered trainings	Completed
	Refine homeless history section of assessment	Anna, All Chicago and Svetlana, The Center	3/1/2019	Questions added to HMIS, offered recorded webinar training	Completed
	Train Skilled Assessors on altered homeless	Anna, All Chicago and Svetlana, The Center	3/18/2019	Recorded webinar training required	Completed
	Follow up with assessors and projects about participants who require an update	Liza, Center for Housing and Health	Summer, 2019	Follow up in progress	In Progress
Explore Progressive Assessment	Collaborate with the Income and Employment line of work on questions and a strategy for linking people (1) who want to work and (2) will not be prioritized for a housing intervention to employment opportunities.	CE Implementation Team, Carrie Thomas & Jennifer Rehfeldt	Ongoing	Regular meetings established between lines of work; CE will begin testing offering referrals to programs that support job seekers as part of the assessment process with dedicated assessors	In Progress
Improve Assessment Data Quality	Reduce Skilled Assessor cohort by adding full time assessors to be responsible for a high volume of assessments	Liza, Center for Housing and Health, Renee, All Chicago & Stephanie, CSH	Summer, 2019	Funding announced by HUD that will account for 9 dedicated Skilled Assessors to be added. This addition will allow for retiring part-time Skilled Assessors. Actively retiring assessors without a minimum of two assessments per month.	In Progress
	Provide ongoing training and TA for Skilled Assessors	Svetlana, The Center and Anna, All Chicago	Ongoing	Training provided on observing MH & SU. Training provided on housing history tool. Training available for Trauma Informed Care.	In Progress
	Improve directions on assessment and job aids for housing providers to share notes so that Catholic Charities can appropriately update assessments	Anna, All Chicago & Sal, Catholic Charities	1/30/2019	Completed and added to HMIS Helpdesk under "adding referral notes"	Completed
Explore Assessment Tools/Questions	Convene a workgroup to explore assessment options	Liza, Center for Housing and Health	Fall, 2019	Review of current questions, drafting progressive assessment	In Progress

S3: Assignment/Improve and Expand Matching

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Decrease Length of PSH Vacancies	Test matching two households for each PSH re-match request	Sal, Catholic Charities and PSH Workgroup	November, 2018 to March, 2019	Test was successful and this is now a CE policy.	Completed
	Review data from test and bring a policy recommendation to the CE Leadership Team	Margarita, A Safe Haven - PSH Workgroup Rep on CE Leadership Team	3/26/2019	Recommendation Drafted & Approved	Completed
	Match a Housing System Navigator to everyone matched to PSH without an outreach or drop-in center enrollment	Sal, Catholic Charities and Sal, All Chicago	4/1/2019	Workflow crafted and will be implemented with prioritization shift in April, 2019.	Completed
	When the vacancies are related to housing first challenges, explore monitoring and TA opportunities	Renee, All Chicago	As needed		In Progress
Implement 2019 Prioritization Plan	Craft plan with Prioritization Think Tank	Karen, All Chicago and Stephanie, CSH	Winter, 2018	The team met on four occasions and reviewed data and a national scan of prioritization plans and crafted a draft	Completed
	Collect feedback from six stakeholder groups; CE Family Workgroup, CE PSH Workgroup, CE RRH Workgroup, Crisis Response Outreach Workgroup, Youth Leadership Team, Youth Transitional Housing System Integration Team and guests	Karen, All Chicago and Stephanie, CSH	January, 2019	PPT presentation located under Documents and Materials at www.csh.org/chicagoces	Completed
	CE Leadership Team approves the Prioritization Plan	CE Leadership Team	February, 2019		Completed
	Implement new plan with a focus on length of homelessness	CE Implementation Team	4/1/2019	webinar recorded & available on All Chicago & www.csh.org/chicagoces	Completed
Streamline Matching Ratio for RRH	Work with CE RRH Workgroup to craft a plan for the number of matches per opening	Karen and Renee, All Chicago	March, 2019	Recommendation drafted	Completed
	Test new matching plan for RRH	Implementation Team and RRH Workgroup	June 2018 - March 2019		Completed
	Revisit new matching plan for RRH and finalize a policy for CE Leadership Team	Implementation Team and RRH Workgroup	3/26/2019		Completed
	Test & Finalize RRH Script	RRH Workgroup	3/22/2019	Drafted, tested & finalized	Completed
Increase Number of Units to Match Into through CES	Work with the Pipeline line of work to bring housing partners together to strategize as to how we can test matching into new housing options	Stephanie and Betsy, CSH, Renee and Steve, All Chicago	4th quarter	Due to key staffing changes with partners, this goal will be modified to a smaller-scale test	In Progress
	Working with four PSH providers to craft new PSH test matching to housing beyond the CE work resources	Stephanie, CSH and Karen, All Chicago, Kim Schmitt, All Chicago, Stephanie Sideman, CSH	Spring, 2019 4/1/2019	workgroup met, one agency mutually match matching to TSD homeless preference in process	In Progress In Progress
Revise Transfer Policy	Collaborate with SPEC on drafting an update to the transfer policy	Workgroup	Spring, 2019	Draft language has been developed, CE IT provided feedback	Completed
	Implementation Team operationalize new policy	Implementation Team	Spring, 2019	CE IT met and began process,	In Progress
	Bring critical voices together for a time-limited workgroup to further obtain feedback on transfer	Workgroup	June - July 2019	additional meeting, plan to meet 1-2	In Progress
	Leadership Team review recommendation	Leadership Team	Summer 2019	New transfer policies approved by the CE Leadership team in August	Completed
S4: Accountability/Design and Implement CE Monitoring Strategy					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Design Monitoring Strategy	Craft a design strategy and share with the CE Leadership Team	Renee, All Chicago	3/22/2019	Shared with the CE Leadership Team	Completed
	Recommend CE participation monitoring questions on local evaluation	Renee, All Chicago	2/1/2019	Questions added	Completed

	Develop CE accountability process policy and obtain feedback	Renee, All Chicago	June & July 2019	Draft reviewed with LT, plan to take updated draft to RRH and PSH workgroups and invite SPC	In Progress
Implement Monitoring Strategy	Meet with prioritized agencies per design protocols for the purpose of improving CE efforts	Renee, All Chicago	Fall 2019		In Progress
	Review monitoring efforts with CE Leadership Team	Renee, All Chicago	3/26/2019	Presented design and requested feedback.	Completed

Strategy 1: Build a team of SOAR-dedicated Staff					
Action	Steps	Person/ Organization Responsible	Timeframe	Status	Result/Notes
1A. Define staffing need over phases	Define estimated volume of people matching to SOAR and the rate	Collaborations & Sustainability Workgroup	5/1/2019 - 6/1/2019	Complete	
	Define staffing needs considering a phased implementation	Collaborations & Sustainability Workgroup	6/1/2019 - 7/1/2019	Complete	
	Develop system design, workflow, and staffing plan for role of SOAR specialist	Collaborations & Sustainability Workgroup	12/1/2019	Pending	
1B. Identify a pre-phase 1 phase	Develop pre-phase 1 design, workflow, and staffing	Collaborations & Sustainability Workgroup	7/1/2019 - 11/1/2019	In progress	
	Determine cost associated with pre-phase	Collaborations & Sustainability Workgroup	7/1/2019 - 11/1/2019	In progress	
1C. Identify the resources needed and viable options over phases	Determine cost associated with phased scaling, by year	Collaborations & Sustainability Workgroup	6/1/2019 - 7/1/2019	Complete	
	Identify resources and gaps, including possible collaborations with medical sector	Collaborations & Sustainability Workgroup	7/1/2019 - 11/1/2019	In progress	
	Develop a funding strategy to support phased implementation	Collaborations & Sustainability Workgroup	8/1/2019 - 10/1/2019	pending	
	Develop a funding strategy to support annual operating	Collaborations & Sustainability Workgroup	8/1/2019 - 10/1/2019	pending	
1D. Develop the phased implementation strategy to build the team of dedicated SOAR staff	Determine additional needs for workgroup membership	Collaborations & Sustainability Workgroup	10/1/2019-12/31/2019	pending	
	Develop phased plan	Collaborations & Sustainability Workgroup	10/1/2019-12/31/2019	pending	
1E. Implement the phased strategy	Determine additional needs for workgroup membership	Collaborations & Sustainability Workgroup	TBD	pending	
	Implement strategy	Collaborations & Sustainability Workgroup	TBD	pending	
Strategy 2: Scale & Streamline SOAR Services					
Action	Steps	Person/ Organization Responsible	Timeframe	Status	Results/Notes
2A. Collect data on what is needed to refine trainings and provider support to greatest effect	Plan and Host provider focus group for data collection	Julece & Rhonda	4/15/2019	Complete	
	Develop takeaways document from focus group	Julece & Rhonda	4/25/2019	Complete	
	Draft Trainings & Support Refinement Workplan	Julece & Margaret	4/25/2019	Complete	
	Provide feedback on Trainings & Support Refinement Workplan	Applications & Trainings Workgroup	4/25/2019	Complete	
2B. Refine Trainings & Provider Support	Update SOAR SSA Contact List	SSA	9/15/2019	In progress	
	Develop and communicate process for entering clients into OAT at PFD	Applications & Trainings Workgroup	9/15/2019	In progress	
	Develop peer-to-peer forum platform	Applications & Trainings Workgroup	12/1/2019	pending	
	Place all SOAR documents in centralized location on All Chicago website	Margaret/Adina Young	8/20/2019	In progress	

2C. Increase SOAR application number and effectiveness by facilitating system-wide SOAR Challenge	Plan SOAR Challenge including all steps, dates, and public-facing description document	Margaret	3/31/2019	Complete	
	Provide feedback on SOAR Challenge plan	Applications & Trainings Workgroup	April mtg	Complete	
	SOAR Challenge Outreach: Program Newsletter, Email blasts, Targeted Emails	Julece & Margaret	6/10/2019	Complete	
	Oversee Agency sign-up	Margaret	6/25/2019	Complete	
	Kick-off Webinar	Margaret	6/25/2019	Complete	
	Host Webinar: Applicant Intake & setting Protective Filing Date	Margaret	7/2/2019	Complete	
	Host Webinar: Compiling the Application	Margaret	8/6/2019	Complete	
	Host Peer-to-Peer Workshop	Margaret	9/12/2019	In progress	
	Host Webinar: Application Submission & Adjudication	Margaret	8/13/2019	pending	
	Debrief & Evaluate SOAR Challenge	Applications & Trainings Workgroup	10/15/2019	pending	
2D. Establish time-limited Provider workgroup to determine recommended reaction to SOAR report in ART	Identify providers for participation in workgroup	Margaret & Applications & Trainings Workgroup	4/1/2019	Complete	
	Develop preliminary goals for workgroup	Applications & Trainings Workgroup	April mtg	Complete	
	Convene workgroup	Margaret	9/15/2019	In progress	
	Create and document recommendations to SPEC and service providers for steps to take in using and reacting to SOAR report	Provider Workgroup	8/15/2019-11/15/2019	Pending	
	Provide recommendations to SPEC/System Performance line of work	Provider Workgroup	12/1/2019	pending	

Strategy 0: Finalize work of Program Model Chart Work Group					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Review & finalize work of PMC Work Group	Review PMC Work Group recommendations	Karen & Adriana / SPEC	4/6/4018	Reviewed work	Completed
	Make recommendations for next version of PMC	Karen & Adriana / SPEC	4/6/2018	Approved work thus far and determined next steps	Completed
Strategy 1: System-wide analysis of program models					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Review current housing program models	Place current models into system vision	Karen	6/8/2018	Completed draft placement	Completed
	Review purpose of PMC in relation to system	Karen & Liz	6/8/2018	Discussed and determined it is foundational/baseline document	Completed
	Review and update PMs on the following factors: - Population - Service Package - Outcome(s) - Indicators (of outcome)	Karen & Liz	11/30/2018		
	Review PSH based on factors	Karen & Liz	6/8/2018	Completed PSH	Completed
	Review YIPSH, SH, RRH based on factors	Karen & Liz	6/15/2018	Completed YIPSH, SH, RRH	Completed
	Review PHwSS, Interim Housing (all types) based on factors	Karen & Liz	6/22/2018	Completed PHwSS, Interim Pending	
	Review Youth TH (all types based on factors)	Karen	7/9/2018	Waiting Youth line review	Pending
	Update work group on progress of Youth and Right Sizing Work Groups	Karen	10/12/2018	Gave update at meeting	Completed
	Gather funding information on current projects funded under CoC Program	Karen	11/2/2018	Information received and updated to send to DFSS	Completed
	Send list to Maura to verify DFSS funding & update as needed	Karen	11/15/2018	DFSS to review	Completed
	Karen, Dave, and Maura to discuss list and possible paths forward.	Karen	12/31/2018	Meeting to be scheduled	
	Create possible TH Program Model to discuss with current IH providers as needed	Karen	12/31/2018		
	Review HUD Guidance, draft program models and current operations with IH providers as needed	Karen & Dave & Maura??	2/28/2019		
	Finalize possible TH Program Model	Karen	3/31/2019		
Determine and add new housing program models	Brainstorming additional models with SPEC	Karen	5/4/2018	Started. Could use additional session	Pending
	Add youth models through Youth Strategic Plan	Karen / Elizabeth Perez	9/30/2018	Waiting on youth line	Pending
	Determine other potential new or existing models	Karen			
Determine threshold & aspirational indicators for project models	Request data from HMIS for PSH, SH & RRH	Karen	3/1/2019		
	Review and prepare HMIS data for PSH, SH & RRH for meeting	Karen	3/31/2019		
	Determine threshold & aspirational indicators for PSH & SH	Karen	3/31/2019		
	Determine threshold & aspirational indicators for RRH	Karen	3/31/2019		
	Request data from HMIS for Shelter & Street Outreach Models	Karen	3/31/2019		
	Review and prepare HMIS data for Shelter & Street Outreach Models	Karen & Christine	3/31/2019		
	Determine threshold & aspirational indicators for Shelter & Street Outreach Models	Karen & Christine	3/31/2019		
Review data for all models and finalize recommendation to the BoD	Karen	3/31/2019			
Present updates to BoD for approval	Present updates to PSH, SH, RRH, PHwSS, SH,SO	Karen	4/30/2019		
Develop Core Values for Homeless System	Draft and review with PM Team and then SPEC	Karen	4/30/2019		



Strategy 2: Update and Revise Written Standards for CoC					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Discuss need & goals of written standards	Review need for written standards	Karen	9/7/2018	SPEC agreed to move forward	Completed
	Discuss goal(s) for written standards	Karen	9/7/2018	SPEC agreed to goals	Completed
	Develop list of policies, best practices to include	Karen	9/7/2018	SPEC agreed to list	Completed
	Review timeline and frequency of meetings	Karen	9/7/2018	SPEC agreed to keep monthly meetings.	Completed
Develop standards for all project types	Housing First (review & revise language in PMC)	Karen / SPEC	11/2/2018	Final draft, pending final review and approval	Pending
	Equal Access & Non-Discrimination Policy	Karen / SPEC	11/2/2018	Final draft, pending final review and approval	Pending
	VAWA (Guidance)	Karen / SPEC	11/2/2018	Final draft, pending final review and approval	Pending
	Coordinated Entry Participation (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	HMIS Participation (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	Access to Mainstream Resources (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	Education Liaison (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	Termination & Grievance Procedures (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	Recordkeeping Requirements (review & revise from PMC)	Karen / SPEC	3/31/2019	Final draft, pending final review and approval	Pending
	Emergency Transfer Policy / Transfer Policy	Karen / SPEC	4/30/2019		
	Ensure standards align with ESG (DFSS) policies				
Develop written standards by project type	Develop written standards for RRH	Karen / RRH Work Group	3/31/2019	Final draft, pending final review and approval	Pending
	Review written standards developed by RRH workgroup	SPEC	4/30/2019		
	Develop written standards for PSH				
	Develop written standards for SH				
	Develop written standards for TH				
	Develop written standards for ES & Interim Housing				
	Develop written standards for Street Outreach				
Distribute Community Standards for input	Ensure alignment with DFSS policies				
		Karen / SPEC			
		Karen / SPEC			
		Karen / SPEC			
		Karen / SPEC			
		Karen / SPEC			
		Karen / SPEC			

JENNA - Do NOT Distribute Below This LINE!



System Performance, Data, and Research Action Plan
Dashboards
September 2018

Karen Kowal (kkowal@allchicago.org)

Strategy 2 :Determine if program performance can be made public (If not, publish deidentified data, share program data with each agency, allow time for data clean up, and then publish identified data)					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Get feedback from providers on making data public	Get input from SPEC on publishing dashboards	Karen / SPEC	6/7/2018	Developed draft time table	Completed
	Present dashboards to SPC for input and discuss identification	Karen	7/15/2018	Completed 8/7/2018	Completed
	Determine participants in focus group(s)	Karen / SPEC	7/1/2018	Completed 7/12/2018	Completed
	Hold focus group(s) of providers for input	Karen /	7/31/2018	3 focus groups completed 8/7/2018	Completed
	Determine timeline for making performance public	Karen / SPEC	7/15/2018	Draft complete, Revise for September meeting	
	Post de-identified dashboards on All Chicago website	Karen	6/30/2019		
Develop plan to work with individual agencies if data cannot be made public.	Develop plan to work with individual agencies if needed.				
Present dashboards to individual agencies for feedback and data clean up	Develop plan to meet with agencies				
	Meet with agencies				
	Develop data clean up plan with agencies				
	Agencies clean up data				
	Get buy in for publishing identified data.				
Publish data dashboards quarterly					



System Performance, Data, and Research Action Plan
Monitoring
September 2018

Karen Kowal (kkowal@allchicago.org)

Strategy 1: Implement year long monitoring process

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Create Monitoring Work Group	Consult SPEC on potential membership	Karen / SPEC	2/7/2018	Verified agencies and individuals interested in MWG from providers	Completed
	Set initial meeting	Renee	2/10/2018	First meeting set for 3/15/2018	Completed
	Publicize meeting for additional members	Renee / All Chicago	2/10/2018	Decided to have group be by invitation	Completed
Determine steps & timeline to shift to monitoring	Review All Chicago recommendations regarding site visit	Karen / All Chicago / SPEC	1/31/2018	Presented at January SPEC meeting	Completed
	Determine next steps regarding three components of site visit	Karen / All Chicago	2/15/2018	Completed plan for documentation review and consumer sessions	Completed
	Review program monitoring components with & receive recommendations from Monitoring work group	Renee	3/31/2018	Review completed 4/11/2018	Completed
	Review financial monitoring components with & receive recommendations from Financial Monitoring work group	Steve / All Chicago	5/15/2018	Meeting scheduled for 5/8/2018	Pending
	Revamp consumer engagement session with work group of LEC	Karen	4/30/2019		
Review monitoring process	Gather data from monitoring process	Renee	12/31/2018	Data has been collected	Completed
	Present data to WG for discussion & collect feedback		1/31/2019	Work Group has reviewed data	Completed



System Performance, Data, and Research Action Plan

Karen Kowal (kkowal@allchicago.org)

Evaluation Tool

October 2018

Strategy 1: Review other CoC's evaluation tools for NOFA performance and ranking

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Review evaluation tools from other CoCs	Research other CoC evaluation tools (local and like-sized)	Karen	4/30/2018	Research completed and applications compiled	Completed
	Create cross-walk for review	Karen	5/31/2018	Draft crosswalk complete. Received input from Evaluation Tool Subcommittee	Completed
	Review HUD Project and Ranking Tool	Karen / Evaluation Tool	6/21/2018	Incorporated into cross-walk. Deep dive should be completed but new CoC Program Coordinator	Completed
Develop recommendations for changes to the tool based on other CoC tools	Develop recommendations	Karen / Evaluation Tool	7/31/2018	Reviewed cross-walk and recommendations drafted	Completed



	Determine new process for data report	Karen	8/31/2018	Committee agreed to have report released, with time to fix data and then AC would run for all projects to be scored	Completed
	Determine if CE-SSO should be a separate tool			Committee feels CE-SSO should be evaluated differently. Work group will be formed for this.	Pending
Develop Intent to Renew	Determine primary goals of Intent to Renew	Karen	8/31/2018	Committee determined goals of changing process and intent to renew	Completed
	Incorporate goals into Intent to Renew	Karen	10/31/2018	Presented and approved by committee	Completed
	Determine Certification Checklist Items	Karen	10/31/2018	Presented and approved by committee	Completed
	Incorporate Certification Checklist Items into ITR	Karen	10/31/2018	Presented and approved by committee	Completed
	Determine programmatic and fiscal aspects of Initial Desk Audit	Karen & Renee	10/31/2018	Presented and approved by committee	Completed
	Draft guidance on Initial Desk Audit	Karen & Jennifer	11/15/2018	Presented and approved by committee	Completed
	Incorporate Initial Desk Audit items into Intent to Renew	Karen	10/31/2018	Presented and approved by committee	Completed
	Decide on ITR including all projects or separate ones	Karen	10/19/2018	Presented and approved by committee	Completed
	Determine criteria for pass/fail for ITR	Karen & Jennifer	11/30/2018	Presented and approved by committee	Completed
	Draft possible technical assistance plan	Karen & Jennifer	11/30/2018	Presented and approved by committee	Completed
	Determine process if project is not able to "pass" aspect after technical assistance	Karen & Jennifer	11/30/2018	Presented and approved by committee	Completed
	Review Initial Desk Audit and Guidance by HUD (if possible)	Karen	11/30/2018	Presented and approved by committee	Completed
	Finalize ITR and Guidance	Karen	11/30/2018	Presented and approved by committee	Completed
	Present ITR & Guidance to SPEC	Karen	12/7/2018	Presented and approved by committee	Completed
Release Initial Desk Audit Guidance to the community	Karen	12/10/2018	Presented and approved by committee	Completed	
Develop Evaluation Instrument	Determine components of Evaluation Instrument	Karen	9/30/2018	Presented and approved by committee	Completed
	Discuss pros and cons of APR data vs. custom report	Karen			
	Determine data points for project performance	Karen	3/15/2019	Presented and approved by committee	Completed
	Review data points with HMIS for feasibility	Karen / Kim (HMIS)	3/31/2019	Questions sent to HMIS team	Completed
	Develop custom data report for project performance	Kim (HMIS)	4/7/2019		Pending
	Test custom report for project performance	Kim (HMIS)	4/7/2019		
	Develop guidance & scoring of project performance	Karen	4/7/2019		
	Draft questions for Housing First Assessment	Karen	2/28/2019	Presented and approved by committee	Completed
	Finalize questions for Housing First Assessment	Karen	2/28/2019	Presented and approved by committee	Completed
	Develop scoring and guidance for Housing First Assessment	Karen	2/28/2019	Presented and approved by committee	Completed
	Draft questions for Consumer Engagement Assessment	Karen / LEC (??)	2/28/2019	Presented and approved by committee	Completed
	Finalize questions for Consumer Engagement Assessment	Karen / LEC (??)	2/28/2019	Presented and approved by committee	Completed
	Develop scoring and guidance for Consumer Engagement Assessment	Karen / LEC (??)			

Task 1: Develop System Goals					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Develop draft system goals	Develop exercise(s) to create system goals	Karen	2/2/2018	Developed exercise and quickly presented to SPEC. Need to confirm who is responsible for setting system goals	Complete.
	Set meeting(s) with SPEC members to go through exercise(s)	Karen & Adriana	3/9/2018	2 meetings set for March	Complete.
	Go through exercise(s) & make updates	Karen & Adriana / SPEC	3/16/2018	Most exercises complete.	Pending.
	Determine points for follow up and additional data	Karen & Adriana / SPEC	3/16/2018	Additional data needed to finalize metrics on goals. Follow up with Christine Riley on initial ideas for Crisis Response System.	Complete
	Request data from HMIS	Karen / HMIS (Kim)	3/19/2018	Data requested and finalized with KS	Complete
	Review requested data from HMIS	Karen & Adriana / SPEC & Kim	3/29/2018	Reviewed data.	Complete
	Review goals and make adjustments based on follow up	Karen & Adriana / SPEC	3/29/2018	Finalized all goals.	Complete
	Finalize draft goals to send to Action Agenda Team	Karen & Adriana / SPEC	3/29/2018	Created list of goals for AA Team review.	Complete
	Get feedback from other Action Agenda Project Leads and/or community groups	Karen	4/16/2018	Received and incorporated feedback	Complete
	Set meeting to incorporate Action Agenda PL feedback (if needed)	Karen	4/20/2018	Meeting not needed	Complete
	Finalize system goals	Karen & Adriana / SPEC	5/4/2018	SPEC approved system goals	Complete
Determine codification of system goals	Bring codification question back to Action Agenda Implementation Team after final goals are complete	Karen & Adriana	5/7/2018	PM Team decided this is not needed	Complete
	Determine answer and next steps for codification	KK & AC/ Action Agenda Implementation Team	5/7/2018	PM Team decided this is not needed	Complete
	Update SPEC on codification question	Karen	6/8/2018	PM Team decided this is not needed	Complete
	Board of Directors adoption of System Goals	Karen	6/30/2018	Board adopted System Goals	Complete
Implementation & Monitoring of system goals	Board of Directors requested mechanism to monitor progress	Dave/Maura/Kim	6/30/2018	Lead PMs to take on request	Complete
	Incorporate system goals into New Project Application as appropriate	Karen & Dave	5/31/2018	Goals are part of LOI	Complete
	Educate HEARTH FOTG on system goals and implications for ranking policies	Karen & Dave	7/31/2018	Webinar on NOFA & CoC basics given to PPWG	Complete
	Develop system goal dashboard for Board of Directors	Dave/Maura/Kim	8/31/2018	Dashboard completed and available for community at all times. Presented to BoD at August meeting	Complete
	Incorporate system goals into local evaluation as appropriate	Karen & Dave			



Task 2: Set 2019 System Goals and Conduct Continuous Monitoring Through Deep-Dives into 1-2 Goals at each CoC Board Meeting

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Set 2019 System Goals	Condense 2018 goals and set associated metrics	Doug			
	Review and finalize 2019 goals	Doug / Karen			
Establish Continuous Monitoring / Deep-Dives for CoC Board Process	Establish deep-dive process as best practice to monitor goal progress	Doug/Karen			
	Set a schedule for 1-2 goals to review at which Board meeting	Doug/Karen			
	Draft a data review process and gather input from SPEC and SOP	Doug/Karen			
	Set process and specific timeline for deep-dive data gathering, analysis, presentation to multiple committees, feedback gathering from those committees, refinement of data presentation based on feedback.	Doug/Karen			
Conduct Data Deep-Dives into the Identified Goal for that Board Meeting Cycle	Follow timetable of deep-dive process to present data to multiple committees, and ultimately to CoC Board	Doug/Karen			
	Identify presenters from SOP committee to give presentation to CoC Board	Doug/Karen			
	Gather feedback from CoC Board on the deep-dive and follow-up as needed	Doug/Karen			

Task 1: Onboard Project Prioritization Work Group Members to Work Group, CoC and HUD NOFA Process					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Provide on-boarding to Project Prioritization Work Group	Review feedback from 2017 HEARTH-FOTG and New Projects work groups	Dave Thomas	5/1/2018		
	Provide overview of feedback to PPWG	Dave Thomas	5/9/2018		
	Review and determine goals for 2018 PPWG	Dave, Karen Kowal	5/9/2018		
	Review FY2017 NOFA Project Ranking Policies	Dave	5/25/2018		
	Develop PPWG draft work plan	Karen	5/8/2018		
	Review PPWG draft work plan	Karen	5/9/2018		
Educate Project Prioritization Work Group on the CoC	Provide CoC 101 training	Dave, Karen	5/25/2018		
	Review 2018 system goals	Dave, Karen	5/25/2018		
	Review program models funded under HUD CoC Program	Karen, SPEC	5/25/2018		
	Review priority populations	Karen, SPEC	5/25/2018		
	Review system models (HMIS, CES)	Karen, Padma, Renee/Stephanie	5/25/2018		
Educate Project Prioritization Work Group on the NOFA Process	Provide overview of HUD CoC NOFA Process (timeline, NOFA as HUD priorities, etc.)	Dave, Karen	6/7/2018		
	Review current local evaluation tool and history	Karen, Evaluation Tool Subcommittee	6/7/2018		
	Review ranking policies from other CoCs	Karen	6/7/2018		

Task 2: Execute New Project Application Process					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Develop New Projects Application Process	Review 2017 New Project Application Materials	Karen	5/7/2018	Completed	Completed
	Provide overview and lessons learned to PPWG	Dave, Karen	5/9/2018	Completed	Completed
	Determine if separate New Project applications are needed for HMIS and CE	Dave, Karen	5/24/2018	HMIS & CE will use common LOI but have separate applications	Completed
	Develop New Projects Timeline & Process	Dave, Karen	5/24/2018	Calendar developed	Completed
	Request data (e.g. PIT), system goals, etc.	Karen			
	Review data (e.g. PIT), system goals, etc.	Dave, Karen			
	Send 2017 LOI to PPWG for review and feedback	Karen	5/24/2018	Sent for feedback and discussed at 5/24 meeting	Completed
	Develop LOI	Dave, Karen	6/6/2018	LOI developed	Completed
	Develop New Project Applications and Scoring Rubrics	Dave, Karen	6/15/2018		
	Get feedback from Evaluation Tool Subcommittee	Dave, Karen		Will not coincide with meetings	Removed
	Finalize New Project Applications and Scoring Rubrics	Dave, Karen			
Request & Review LOIs	Send request for LOIs to CoC	Karen, Jenna	6/8/2018	Send through CoC list-serve	Completed
	Collect LOIs for review	Dave, Karen	6/15/2018		
	Distribute LOIs to New Projects Review WG	Dave, Karen	6/15/2018		
	Review LOIs & Make Determinations	Dave, Karen	6/18/2018		
	Notify Agencies on New Projects moving to the application phase	Dave, Karen	6/19/2018		
Collect and Review New Project Applications	Collect New Projects Application for Review	Dave, Karen	7/2/2018		
	Review Applications and decide on which applications move forward to the panel presentation level.	Dave, Karen	7/10/2018		
	Hold panel presentations and determine final applications for funding	Dave, Karen	7/13/2018		

S1: Develop a Expanded Policies for Voluntary & Involuntary Reallocation					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Develop voluntary full reallocation policy.	Draft policy presented to SPEC	Karen	7/31/2018	Presented and feedback received	Complete
	Update draft Full Project Voluntary Reallocation Policy with SPEC feedback	Karen	11/30/2018	Drafted for work group review	Complete
	Review and revise draft Full Project Voluntary Reallocation Policy with PPWG	Dave & Karen	3/31/2019	Reviewed and updated based on feedback.	Complete
	Present final policy to SPEC	Karen	4/30/2019		
	Present final policy to CoC BoD for approval	Dave	4/30/2019		
Develop a involuntary reallocation policy.	Review current CoC policies regarding involuntary reallocation	Dave & Karen	2/28/2019	Reviewed by work group	Complete
	Determine possible categories of involuntary reallocation	Dave & Karen	3/31/2019	Discussed with work group and received input.	Complete
	Determine steps/procedure for policy	Dave & Karen	3/31/2019	Discussed with work group and received input.	Complete
	Present Draft involuntary reallocation policy	Dave & Karen	5/31/2019		
	Present final policy to SPEC	Karen	6/30/2019		
	Present final policy to CoC BoD for approval	Dave	7/31/2019		
S2: Onboard Project Prioritization Work Group Members to Work Group, CoC and HUD NOFA Process					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Provide on-boarding to Project Prioritization Work Group	Review and determine goals for 2019 PPWG	Dave, Karen Kowal	4/30/2019		
	Review FY2018 NOFA Project Ranking Policies	Dave	5/31/2019		
	Develop PPWG draft work plan	Karen	4/30/2019		
	Review PPWG draft work plan	Karen	4/30/2019		
Educate Project Prioritization Work Group on the CoC	Provide CoC 101 training	Dave, Karen	5/31/2019		
	Review 2019 system goals	Dave, Karen	4/30/2019		
	Review program models funded under HUD CoC Program	Dave, Karen	5/31/2019	Update 2018 webinar	
	Review priority populations	Dave, Karen	5/31/2019	Update 2018 webinar	



System Performance, Data, and Research Action Plan

Karen Kowal (kkowal@allchicago.org)

Project Prioritization

March 2019

	Review system models (HMIS, CES)	Dave, Karen	5/31/2019	Update 2018 webinar	
Educate Project Prioritization Work Group on the NOFA Process	Provide overview of HUD CoC NOFA Process (timeline, NOFA as HUD priorities, etc.)	Dave, Karen	6/30/2019	Update 2018 webinar	
	Review current local evaluation tool and history	Karen, Evaluation Tool Subcommittee	6/30/2019	Update 2018 webinar	
	Review ranking policies from other CoCs	Karen	6/30/2019	Update 2018 webinar	

3.5. Execute New Project Application Process					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Develop New Projects Application Process	Review 2018 New Project Application Materials	Karen	4/15/2019		
	Review Pre-Application from Pipeline Workgroup	Dave, Karen, Betsy Benito	3/31/2019		
	Determine if Pre-Application can be LOI for New Projects	Dave, Karen	3/31/2019		
	Develop New Projects Timeline & Process	Dave, Karen	4/15/2019		
	Request data (e.g. PIT), system goals, etc.	Karen			
	Review data (e.g. PIT), system goals, etc.	Dave, Karen			
	Send 2017 LOI to PPWG for review and feedback	Karen	5/24/2018		
	Develop LOI	Dave, Karen	6/6/2018		
	Develop New Project Applications and Scoring Rubrics	Dave, Karen	6/15/2018		
	Get feedback from Evaluation Tool Subcommittee	Dave, Karen			
	Finalize New Project Applications and Scoring Rubrics	Dave, Karen			
Request & Review LOIs	Send request for LOIs to CoC	Karen, Jenna	6/8/2018	Send through CoC list-serve	Completed
	Collect LOIs for review	Dave, Karen	6/15/2018		
	Distribute LOIs to New Projects Review WG	Dave, Karen	6/15/2018		
	Review LOIs & Make Determinations	Dave, Karen	6/18/2018		
	Notify Agencies on New Projects moving to the application phase	Dave, Karen	6/19/2018		
Collect and Review New Project Applications	Collect New Projects Application for Review	Dave, Karen	7/2/2018		
	Review Applications and decide on which applications move forward to the panel presentation level.	Dave, Karen	7/10/2018		
	Hold panel presentations and determine final applications for funding	Dave, Karen	7/13/2018		



System Performance, Data, and Research Action Plan

Karen Kowal (kkowal@allchicago.org)

Project Prioritization

March 2019

Task 3: Determine Ranking Policies for the FY2018 NOFA

Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
Develop Ranking Policies	Review system goals	Dave, Karen	7/16/2018		
	Review previous Chicago CoC Ranking Policies	Dave, Karen	7/16/2018		
	Determine data needed to develop ranking policies	Dave, Karen	7/16/2018		
	Request data from HMIS or CoC Team	Karen	7/16/2018		
	Review data	Dave, Karen	7/22/2018		
	Develop and finalize ranking policies	Dave, Karen	7/22/2018		
Approve & Apply Ranking Policies	Send final ranking policies to CoC BoD	Dave			
	BoD approves ranking policies	Dave			
	Approved ranking policies to AC for application	Dave			
	Ranking policies applied to CoC funded projects	Karen			
	Ranking document of policies and projects created	Karen			
	Ranking document of polices and projects posted to AC website.	Karen			
	Ranked projects submitted into CoC Application for FY 2018 NOFA	Karen			

34. Develop a Plan for (Expanded) Voluntary and Involuntary Reallocation					
Action	Steps	Person/ Organization Responsible	Timeframe	Results	Status
review data on grant spending and reallocation	Gather data from last three years	Karen			
	Publicize the amount sent back to HUD to the community				