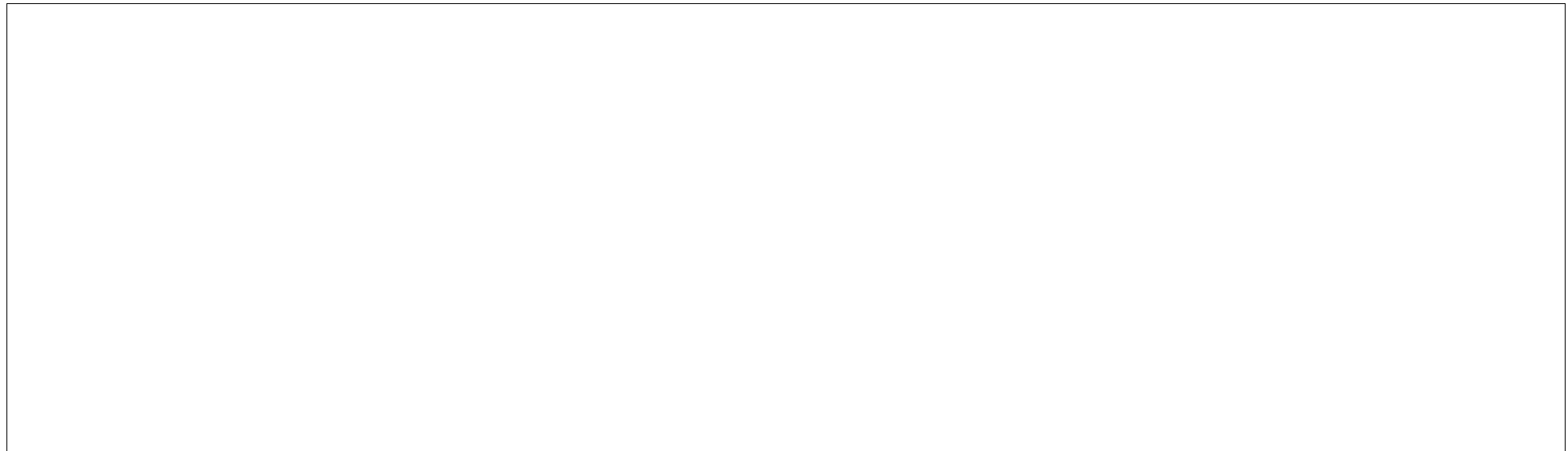


**Strategic Plan for Okaloosa Walton Homeless Continuum of Care/
Opportunity, Inc. – Amended July 6, 2009**

		Target Dates				
		6/31/09	6/2010	6/2014	6/2019	
1. Create new permanent housing beds for chronically homeless persons.	1. Identify chronically homeless living in HUD housing who are ready for mainstream housing	Bridgeway Center, Inc.				
	2. Provide transitional services for persons eligible for move, including job placement, cash assistance with first month's rent and deposits, refund of HUD housing rent up to \$2500 per household	Bridgeway Center, Inc.	39	45	75	150
	1. Provide supportive services for six months following discharge from HUD housing, including job coaching, skill building, assistance in fiscal management. 2. Move persons from HUD waiting list into housing freed up from move into mainstream living	Bridgeway Center, Inc.				
2. Increase percentage of chronically homeless persons employed	1. 32% of chronically homeless receiving case management services were employed on 2/28/07 (last report).	Bridgeway Center Inc				
	2. Continue to provide case management and supportive services enabling clients to obtain marketable skills and maintain employment. Assess skills ascertained through greater reporting, and arrange for job placement and training through Workforce Development Board. Provide referrals to assist tenants in better presentation, such as "Suit Up to Move Up" program; bicycles to allow for transportation, etc. Provide mentors to ensure homeless learn and maintain successful employment habits Tap into training programs through vocational rehab, local educational institutions, employers to develop job skills	Bridgeway Center Inc	32%	35%	37%	40%
	3. Review data every three months to ensure goals continue to be met.	Bridgeway Center Inc				

3. Ensure that the CoC has a functional HMIS system.	<p>Customize the case management system approach to better track the assistance and status of applying for various benefits, including the SOAR program for SSI and Veteran's benefits.</p> <p>Develop a robust manageable system to track available resources and contacts to link client needs to an appropriate resource</p> <p>Select and implement a custom application to track charitable services provided to clients to minimize duplication of services.</p>	HMIS Director, Bridgeway Center	65% Bed Cover- age	75% Bed Cover- age	80% Bed Cover- age	85% Bed Covera ge
	Utilize HMIS for case management throughout the two-county area in addition to data tracking, and incorporate homeless prevention/ rapid rehousing needs into the system.	HMIS Contractor, Opportunity, Inc.				
	<p>Transition HMIS system from Bridgeway Center, Inc to Opportunity, Inc.</p> <p>Interview national software companies providing HMIS software, to select the one most closely meeting the needs of the Continuum.</p> <p>Set up web-based system for HMIS interface, supplying core service providers (Challenge Grant recipients, cold night shelters in Fort Walton Beach and Crestview, etc.) with licenses for HIMS usage</p> <p>Train users in HMIS protocols</p> <p>Provide support for HMIS users to ensure maximum effectiveness.</p> <p>Provide reports to the Continuum for use in needs assessments, strategic planning, documentation for grant applications for Continuum and for individual providers.</p>	HMIS Contractor, Opportunity, Inc.				



Other CoC Objectives

		2009	2010	2014
1. Establish emergency shelter for 6 families at Opportunity Place, 305 Lovejoy Road, Fort Walton Beach, Florida, under the management of Okaloosa Walton Homeless Continuum of Care/ Opportunity, Inc.	1. Secure site control through lease agreement with Okaloosa Community Development Corporation, aka Okaloosa Housing Partners	1.Chairman, Opportunity Inc., BOD 5/2009	18 beds; supportive services for 100 families	18 beds, supportive services for 150 families
	2. Secure Okaloosa County Approval of facility usage as emergency shelter for families (couples with child(ren), single adults with child(ren), couples without children)	2. Executive Director, Opportunity, Inc. 5/2009		
	3. Secure funding to assure financial stability of shelter operation	3.ED, Opportunity, Inc. 10/2009		
	4. Initiate supportive services for families at imminent risk of homelessness, or currently homeless	4. ED, Opportunity, Inc. 6/2009		
	5. Utilize Opportunity Place as point-of-entry for families seeking funds through Homeless Prevention/ Rapid Rehousing funds	5. ED, Opportunity, Inc. 7/2009		
	6. Admit one family to shelter facility	6. Shelter Manager, Opportunity, Inc. 10/2009		
	6. Have four families in residence at shelter facility	7. Shelter Manager, Opportunity, Inc. 12/2009 – 18 beds by 12/31		
7. Establish operations at full capacity	8. Shelter Manager, Opportunity, Inc.			

<p>2. Establish emergency shelter for homeless individuals, particularly those seeking to avoid cold nights, heat advisories, strong rain and other severe weather</p>	<ol style="list-style-type: none"> 1. Initiate community awareness program to secure public and governmental support for emergency shelter 2. Locate appropriate shelter site; arrange financing 3. Apply for local government usage approval 4. Establish contractor to renovate or build, as appropriate 5. Initiate search for secure operational funding 6. Advertise for program management team, either as subcontract or by position 7. Set up rules for shelter operation, intake, services offered, general policies and procedures 8. Initiate services 	<p>ED, Opportunity, Inc.</p>	<p>1)10/2009 – initiate public awareness campaign</p>	<p>Initiate service for 50 homeless persons</p>	<p>Have two facilities – male and female</p>

<p>3. Establish transitional housing for youth aging out of foster care starting with a minimum of 8 bedrooms</p>	<p>Support efforts by project sponsor Children in Crisis to build a 8 or more bed unit for youth aging out of foster care, to be located on the campus of Children in Crisis, which is in turn located on the campus of Northwest Florida State College in Fort Walton Beach, FL</p> <ol style="list-style-type: none"> 1) Community in Crisis to assemble local and state resources for building transitional housing, starting with a base of \$200,000 from community sources plus donations of property and professional services 2) Assist grant development efforts in applying for Homeless Housing Assistance Grant set-aside for youth aging out of foster care, and other funding opportunities as they occur 3) Should Homeless Housing Assistance Grant funding be awarded, monitor progress to ensure timely project completion 4) Integrate project within referral network of Continuum of Care, providing assistance with service delivery as needed 5) Devise and execute plan for project sustainability 	<ol style="list-style-type: none"> 1) ED, Children in Crisis 2) ED, Continuum of Care 3) ED, Continuum of Care 4) ED, Continuum of Care 5) ED, Children in Crisis 	<p>Baseline: 0 transitional beds for youth aging out of foster care</p>	<p>8 transitional housing beds by 6/30/2009</p>	<p>20 in five years time</p>
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<p>4.Enhance current service delivery by faith-based and community based organizations, to ensure better service delivery for, food, clothing, dental care, transportation, personal hygiene, severe weather shelter, educational services, homeless prevention; prescription mediation through strategic use of state of Florida Challenge Grant funds</p>	<p>Continuum efforts to secure central access center to be used as access centers, showers, laundry facilities, and storage. Continue to update resource guides to enhance central access.</p>	<p>Executive Director, Continuum of Care</p>	<p>Baseline consists of emergency shelter for families, hosting supportive services, showers 3 mornings a week, and laundry twice a week, along with wrap-around services at Seventh Day Adventist one morning a week and cold night shelter when temperatures drop to 40 degrees or below</p>	<p>Resources for street homeless by 6/2010</p>	<p>Emergency shelter for street homeless</p>
	<p>Apply for, manage and monitor Challenge Grant funds in support of the following:</p> <ol style="list-style-type: none"> 1) St. Andrews by the Sea Episcopal Church – relocate and upgrade showers for use in Destin 2) St. Simon’s on the Sound Episcopal,– cold night shelter, meals 3) Community in Christ – cold weather shelter, meals for homeless persons in north Okaloosa County 4) Seventh Day Adventist – cold night shelter, meals, hair cuts, showers, laundry, linkage to mainstream benefits, job placement, 5) First Presbyterian Church of Fort Walton Beach: meals and cold night 6) S4P Synergy - provide meals, case management, rental assistance, with special focus on elderly 7) HOPE Network – maintain benevolence fund for extremely low income, homeless in north region 8) FRESH Start: services for families in transitional housing 9) Christ the King: meal program in Walton County 10) First Baptist of FWB: meals and cold night 11) Catholic Charities: general assistance 12) Mental Health Association – help with psychotropic medication needs; preparation of hygiene kits 13) Mary Esther United Methodist: cold nights 14) Shelter House – food and case management services for victims of domestic violence 15) First Christian Church: cold night, meals 16) First Presbyterian, Crestview – cold night, meals 17) Seventh Day Adventist, DeFuniak Springs: tents, sleeping bags 18) Gregg Chapel: cold night, meals 	<p>Executive Director, Continuum of Care</p>			

<p>5. Improve health care for homeless through establishment of a homeless health care clinic by 2011, and maximizing existing resources to expand penetration within homeless community</p>	<ol style="list-style-type: none"> 1) Continue partnership with Okaloosa County Health Department in support of Opportunity Health, a primary care health clinic for homeless and extremely low income residents 2) Work with Health Department to expand Opportunity Health services, to move from 3 days a week to 5, with monthly Saturday service, and to add dental services 3) Continuum of Care, Health Department to establish eligibility criteria, intake procedures, and billing procedures for clients with Medicaid, Medicare or other similar insurance plans using HRSA Section 330 guidelines and Health Department established procedures. 4) Health Department to recruit service delivery staff based on service delivery model, and assign responsibility for long-term stability, best medical care, and case management. 5) Utilize Health Department staff to train service providers in risk reduction, first aid, CPR and other protocols as needed 	<p>Executive Director, Continuum of Care; Director, Okaloosa County Health Department</p>	<p>Opportunity Health opened 1/2009, current patient load of 300 clients Application for HRSA planning grant submitted 4/2009 Three training events held in risk reduction, etc.</p>	<p>Expand coverage to provide service for 500 clients</p>	<p>Establish coverage for all eligible residents of Okaloosa County Monthly health training to ensure best practices by service agencies</p>
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<p>6. Improve linkage to mainstream benefits; increase service provision coverage area</p>	<ol style="list-style-type: none"> 1) Expand Continuum of Care presence throughout two-county region, beginning with Sept. 09 establishment of branch offices in Crestview and DeFuniak Springs 2) Continue to develop website as tool to coordinate resources, post resource directory on-line, solicit volunteers and donations, publicize services and one-time events, 3) Continue to utilize local SOAR trainer Donna Morgan to provide SOAR training to local service providers 4) Coordinate with community stakeholders receiving economic stimulus package funds to maximize client assistance (JobsPlus, Child Care Services, etc.) 5) Apply for SAMHSA grants in partnership with community behavioral health center to secure evidence-based mental health, substance abuse treatment for chronically homeless with mental health and substance abuse disorders 6) Maintain cold weather programs in throughout Okaloosa County; expand meal programs in Walton County 7) Establish systematic approach to transitioning families from homelessness to self-sufficiency 8) Expand HIV/AIDS testing at churches and agencies providing direct services to homeless 9) Develop funding base for dental services, and publicizing existing services, coordinating with Catholic Charities and Yvonne Franklin at Dr. Allen's office; Choctaw Baptist Dental Van 10) Recruit one church or agency to work with Workforce Development Board and coordinate application and distribution of hearing aids, glasses, work boots, hard hats, tools and other items essential for effective work performance – including vocational rehabilitation 	<ol style="list-style-type: none"> 1) ED, Continuum of Care 2) ED, Continuum of Care 3) Donna Morgan, SOAR trainer 4) ED, Continuum of Care to facilitate 5) CEO, Bridgeway Center 6) Branch manager, Crestview Continuum of Care 7) ED, Continuum of Care 8) ED, OASIS 9) ED, Catholic Charities 10) Resource and referral, Continuum of Care 	<p>Branches in Crestview and Fort Walton Beach; Website receives 1000 hits monthly; Two community partners in Fort Walton Beach area for linkage to state benefits; SAMHSA grant applied for in 2008; Cold night program to begin in Crestview by fall 2008</p>	<p>Add access points within north and south Walton Counties; Increase website usage to 1500 hits monthly by 6/2009; One new community partner by 9/2008</p>	<p>Four established centers within five years; community partner saturation by 2010; Cold night program in Walton County by 2011</p>
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<p>7. Improve services to homeless veterans</p>	<ol style="list-style-type: none"> 1) Host Stand Down for veterans by 2009, providing clothes, meals, medical and dental services, misdemeanor court; linkage to mainstream benefits – apply for Stand Down grant to expand potential services 2) Increase number of beds available for veterans, to include five additional beds at FRESH Start/ Okaloosa Coalition on the Homeless\ 3) Increase beds for disabled veterans at Crestview Manor from six to nine 4) Increase access points for linkage of veterans to veterans benefits (JobsPlus has recently added representative to serve veterans at Seventh Day Adventist Sunday program) 5) Coordinate with newly opened VA clinic to ensure better access for homeless veterans, including assistance with transportation, making appointments 6) Maintain two post-traumatic stress disorder groups, and investigate need, resources to establish additional group 7) Apply for store-front center for veterans 	<ol style="list-style-type: none"> 1) ED, Opportunity, Inc. 2) ED, FRESH Start 3) ED, Crestview Manor 4) Veteran’s Resource Director, Workforce Development Corp. 5) Resource and referral manager, Continuum of Care 6) Veteran’s Resource Director, WDC 7) ED, Continuum of Care with community partners 	<p>Baseline: Access limited to Sunday mornings; Thursdays; Stand Down October 16, 2009</p>	<p>Add a minimum of two access points;</p>	<p>Storefront Center within five years</p>
<p>8. Assist homeless persons appropriate for discharge from Okaloosa County Jail, either through awaiting adjudication or having completed sentences, in re-entry to community</p>	<ol style="list-style-type: none"> 1) Develop formal protocols between Okaloosa County Jail confirming current procedures for notification by the jail to Opportunity, Inc. when homeless inmates are due for discharge 2) Recruit service providers to extend prison ministries for newly released inmates 3) Track inmates referred, served, and provide outcomes whenever possible 4) Report to Continuum and County Commission on quarterly basis as to number and intensity of services rendered 	<p>ED, Opportunity, Inc. for all components</p>	<p>Formal protocols in progress; complete by 9/09; Currently serving 15 inmates per month</p>	<p>Assist 25 inmates per month</p>	<p>Provide shelter for 25 inmates</p>