

**Strategic Plan for Okaloosa Walton Homeless Continuum of Care/
Opportunity, Inc. – To Be Amended July 12, 2010**

		Target Dates				
		7/31/10	7/2011	7/2015	7/2020	
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.				
	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. Establish base-line number of chronically homeless receiving case management services who were employed	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 Coverag e
	<p>Utilize HMIS for case management throughout the two-county area in addition to data tracking, and incorporate homeless prevention/ rapid re-housing needs into the system.</p>	HMIS Contractor, Opportunity, Inc.				
	<p>Transition HMIS system from Bridgeway Center, Inc to Opportunity, Inc.</p> <p>Expand use of Client Track software to meet service provider needs within two county area</p> <p>Set up web-based system for HMIS interface, supplying core service providers (Opportunity, Inc. HPRP, Opportunity Place and HVRP; Bridgeway Center; Challenge Grant recipients, HHAG recipients; high-volume service providers, etc.) with licenses for HMIS 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
<p>1. Maintain emergency shelter for 10-12 families at Opportunity Place, 305 Lovejoy Road, Fort Walton Beach, Florida, under the management of Okaloosa Walton Homeless Continuum of Care/ Opportunity, Inc.</p>	<p>1. Maintain funding levels to assure financial stability of shelter operation 2. Maintain supportive services for families at imminent risk of homelessness, or currently homeless 3. Utilize Opportunity Place as south Okaloosa County point-of-entry for families seeking funds through Homeless Prevention/ Rapid Re-housing funds 4. Utilize Opportunity Place as south Okaloosa County point-of-entry for qualifying women and families seeking admission to Homeless Veterans Reintegration Program 5. Maintain maximum capacity use at the same time ensuring at least 75% success in moving residents to permanent housing and employment</p>	<p>1. Executive Director, Opportunity, Inc. 2. Shelter Manager, Opportunity, Inc. 3. Shelter Manager, Opportunity, Inc. 4. Shelter Manager, Opportunity, Inc. 5. Shelter Manager, Opportunity, Inc.</p>	<p>On-going</p>	<p>30 beds; supportive services for 100 families</p>	<p>30 beds, supportive services for 150 families</p>

<p>4. Improve outcomes for youth aging out of foster care</p>	<p>Children in Crisis to develop and implement life skills programs for youth aging out of foster care 1) Support the efforts of DCF workers who are working with the youth in Road to Independence program. 2) Assess needs of youth and assign appropriate mentors to teach life skills. 3) Include life skills program in Challenge Grant application</p>	<p>Executive Director, Children in Crisis Executive Director, Opportunity, Inc.</p>	<p>Initiate program 1/10/2011</p>	<p>Enroll 10 youth in 2011</p>	<p>Have 25 youth enrolled by 2015</p>
<p>5. 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>Apply for, manage and monitor Challenge Grant funds in support of the following: 1) St. Simon’s on the Sound Episcopal; First Christian Church; First Presbyterian Church, First Baptist Church; Gregg Chapel– cold night shelter, meals 2) Community in Christ – cold weather shelter, meals for homeless persons in north Okaloosa County 3) Seventh Day Adventist –meals, hair cuts, showers, laundry, linkage to mainstream benefits, job placement, 4) S4P Synergy - provide meals, case management, rental assistance, with special focus on elderly 5) Mental Health Association – help with psychotropic medication needs; preparation of hygiene kits 6) Macedonia Community Development: assistance with housing 7) Shelter House – food and case management services for victims of domestic violence 8) Sharing and Caring: community outreach</p>	<p>Executive Director, Continuum of Care Executive Director, Continuum of Care</p>	<p>Cold night shelter and supportive services offered by all named agencies; to be maintained through Challenge Grant funding</p>	<p>Increase and enhance resources for street homeless by 6/2011</p>	<p>Provide emergency shelter for street homeless in 2015</p>

<p>6. Improve health care for homeless through a variety of risk reduction activities</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) Have service providers utilize health protocols developed by faculty at Northwest Florida State College School of Nursing 3) Utilize NWSC staff to offer free first aid, CPR classes in the summer 4) Establish committees to create health and safety standards for cold night shelters and soup kitchens 5) Utilize Health Department staff to train service providers in disease prevention and accident risk reduction 	<p>Executive Director, Continuum of Care; Chairmen, Cold Night Shelter Committees Community Service Liaison, Health Department</p>	<p>Protocols developed, presented to Continuum members, posted on web site Training events scheduled for August and beyond</p>	<p>Expand use of protocols, standards to 75% of service providers in 2012</p>	<p>Regular health training to ensure best practices by service agencies</p>
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<p>7. Improve linkage to mainstream benefits; increase service provision coverage area</p>	<ol style="list-style-type: none"> 1) Maintain Continuum of Care presence throughout two-county region, beginning with Sept. 09 establishment of branch offices in Crestview and DeFuniak Springs 2) Maintain 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) Maintain implementation of 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 awarded in 2009; Cold night program initiated in Walton County in winter, 2010</p>	<p>Add access points within north and south Walton Counties; Increase website usage to 1500 hits monthly by 6/2011; One new community partner annually</p>	<p>Four established centers within five years; community partner saturation by 2015;</p>
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<p>8. Improve services to homeless veterans</p>	<ol style="list-style-type: none"> 1) Host Stand Down for veterans October 22, 2010, providing clothes, meals, medical and dental services, misdemeanor court; linkage to mainstream benefits – apply for Stand Down grant to expand potential services 2) Maintain beds available for veterans and the disabled, to include four additional beds at FRESH Start/ Okaloosa Coalition on the Homeless 3) Maintain beds for disabled veterans at Crestview Manor 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) Maintain partnership with VA clinic with the goal of ensure better access for homeless veterans, including assistance with transportation, making appointments 6) Assist veterans in linking to newly awarded VASH vouchers 7) Initiate Homeless Veterans Reintegration Program grant for homeless women veterans and veterans with families 	<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 Workforce Dev. 	<p>Stand Down and HVRP grants offering multiple services to veterans; new VASH vouchers to increase housing options</p>	<p>Add a minimum of two access points</p>	<p>Continue work with local leaders to facilitate storefront vet center</p>
<p>9. 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) Maintain 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 signed 9/09; Currently serving 15 inmates per month</p>	<p>Assist 25 inmates per month</p>	<p>Develop shelter options for 15 inmates in 2015</p>