

***Strategic Plan for Okaloosa Walton Homeless Continuum of Care/ Opportunity, Inc.
Approved by the Membership, July 11, 2011; by the Board of Directors, July 25, 2011***

			Target Dates			
			7/31/11	7/2012	7/2016	7/2021
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.				
	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.				
	1. Build on permanent housing bonus for homeless veterans awarded in 2011, and apply for additional bonus in 2011 CofC competition (12 beds awarded in 2010 competition) 2. Continue veteran housing funded through state (6 beds)	Bridgeway Center, Inc.	58	70	75	100
2. Ensure that the CoC has a functional HMIS system.	Customize software to meet needs of at least new fourteen agencies within the Continuum of Care	HMIS Contractor, Continuum of Care/ Opportunity, Inc.	65% Bed Cover-age	75% Bed Cover-age	80% Bed Cover-age	85% Bed Coverag e

	<p>Develop funding streams to support most effective system for case management, data tracking, state and federal reporting to include 1) HUD Continuum of Care and HPRP funds for software and licensing costs; 2) Challenge Grant for support of case management functions, plus training and support for Challenge Grant recipients in HMIS case management usage and reporting; 3) local government for support in using HMIS for transparency and accountability</p>	<p>HMIS Contractor, Continuum of Care/ Opportunity, Inc.</p>				
	<p>Implementing the System - Operating Procedures and Protocols Provide a training curriculum and plan.</p> <ul style="list-style-type: none"> ➤ Assemble into one document ➤ Address Security and HIPAA in the document ➤ Provide to each participating Continuum Partner <p>Using the HMIS Data Initiate oversight into data analysis opportunities of the HMIS, review coverage, cleaning, and release issues; Measure outcomes; review the HMIS data; the purpose and uses of this information; how to use it, including related policies, analysis techniques, and report types.</p> <ul style="list-style-type: none"> ➤ Generate Annual Performance Reports. ➤ Provide Monthly Data Quality Reports to each participating Continuum Partner. ➤ Provide Quarterly APR reports to each APR participating Continuum Partner. <p>Develop HMIS Snapshot Presentation</p>	<p>HMIS Contractor, Continuum of Care/ Opportunity, Inc.</p>				

<p>1. Maintain emergency shelter for women and families at Opportunity Place,</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, Continuum of Care/ Opportunity, Inc. 2 -5 Shelter Director, Continuum of Care/ Opportunity, Inc.</p>	<p>35 beds; 100 families</p>	<p>40 beds, services for 125 families</p>	<p>50 beds, 200 Families</p>	<p>75 beds, 300 families</p>
<p>2. Establish emergency shelter for homeless individuals, particularly those seeking to avoid cold nights, heat advisories, strong rain and other severe weather</p>	<p>1. Host Homeless Summit in concert with Chamber of Commerce in September, 2011 to introduce business community to need for shelter, day services to benefit homeless and businesses 2. Establish committee to ascertain community support in terms of shelter construction, location, and fund-raising. 3. Prepare reports on existing shelter models, inclusive of costs, staffing, policies and procedures, outcomes 4. Investigate outside funding sources to utilize in tandem with local support 5. Launch marketing campaign to raise community awareness of benefits to businesses, neighborhoods, public safety and health officials as well as homeless</p>	<p>ED, Continuum of Care/ Opportunity, Inc. in partnership with Chamber of Commerce</p>	<p>planning</p>	<p>Day service for 30 street homeless</p>	<p>Shelter for 50 street Homeless; Services For 75</p>	<p>Shelter for 75 street homeless; services For 125</p>

<p>3. Improve services for families with children</p>	<p>Develop professional standards for transitional housing, with potential for creating certification process, to assist providers in gaining necessary operational funds Develop economic justice program for women and youth utilizing transitional housing (To include Youth Economic Empowerment & WAM). Support efforts of agencies that are creating and implementing the curriculum. Host a training or panel discussion about additional housing and services for children and families at Continuum of Care Meeting</p>	<p>Children and Families Committee</p>	<p>Pilots in place</p>	<p>Develop pilots as programs enrolling 25 clients</p>	<p>75 clients Enrolled</p>	<p>150 clients</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 as Challenge Grant award sub-contract should funds allow</p>	<p>Executive Director, Children in Crisis Executive Director, Opportunity, Inc.</p>	<p>90 youth served</p>	<p>100 youth served</p>	<p>150 youth served</p>	<p>200 youth served</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, depending on award amount:</p> <ol style="list-style-type: none"> 1) St. Simon’s on the Sound Episcopal; Seventh Day Adventist, First Presbyterian Church, Gregg Chapel– cold night shelter, meals, supportive services as needed 2) Community in Christ and First United Methodist in Crestview – cold weather shelter, meals for homeless persons in north Okaloosa County 3) S4P Synergy - provide meals, case management, rental assistance, with special focus on elderly 4) Mental Health Association – help with psychotropic medication needs; preparation of hygiene kits, direct services as needed 5) Shelter House – provision of bus passes, gas vouchers to meet transportation needs of residents; counseling services for child witnesses/victims of domestic violence 6) Sharing and Caring: community outreach and subsistence relief 7) Fresh Start – rent and utility assistance, gas cards and bus passes for households in transitional housing 8) St. Andrews by the Sea – kitchen upgrade for better meal service to homeless 9) Christ the King Episcopal – should funds allow, provide funds for meals provided and delivered to several food sites in South Walton County 	<p>Executive Director, Continuum of Care/ Opportunity Inc.</p>	<p>7500 served in total</p>	<p>7500</p>	<p>6000</p>	<p>5000</p>
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<p>6. Improve health care for homeless through a variety of risk reduction activities</p>	<ol style="list-style-type: none"> 1. Utilize Health Department staff to train homeless service volunteers and professionals in risk management, including risk reduction for wound infection as well as communicable disease. Infection Control Basics- ie: prevention of the spread of the flu, TB, and others. 2. Continue to provide free CPR and First Aid Training for cold night shelter and other first-response homeless providers 3. Continue use of health care protocols through education and training at cold night coordination meetings, other venues as appropriate 4. Develop food safety standards for cold night and meal program providers 	<p>Organizational Development Consultant, Okaloosa Department of Health; Northwest Florida State College Faculty member, Beth Norton, DNP; Executive Director, Opportunity, Inc.</p>	<p>25 certified in CPR and First Aid</p>	<p>35</p>	<p>50</p>	<p>150</p>
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<p>7. Improve linkage to mainstream benefits; increase service provision coverage area</p>	<p>Maintain Continuum of Care presence throughout two-county region, utilizing branch offices in Crestview and DeFuniak Springs; once weekly offices in remote areas</p> <p>2) Maintain website as tool to coordinate resources, post resource directory on-line, solicit volunteers and donations, publicize services and one-time events,</p> <p>3) Continue to utilize local SOAR trainer Donna Morgan to provide SOAR training to local service providers</p> <p>4) 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</p> <p>6) Maintain cold weather programs in throughout Okaloosa County; expand meal programs in Walton County</p> <p>7) Establish systematic approach to transitioning families from homelessness to self-sufficiency</p> <p>8) Expand HIV/AIDS testing at churches and agencies providing direct services to homeless</p> <p>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</p> <p>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</p>	<p>Executive Director, Opportunity, Inc.</p>	<p>Outreach to 2500 annually</p>	<p>3,500</p>	<p>5,000</p>	<p>5,000</p>
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<p>8. Improve services to homeless veterans</p>	<p>1. Alert veterans to new services, including Homeless Veterans Reintegration Program for women veterans and veterans families through Opportunity, Inc.,; HUD VASH vouchers administered by VA case managers, new Vet Center to open in September, 2011 2. Request JobsPlus to update veterans directory and supply wider distribution 3. Support Stand-Down to be held October 21, 2011, to provide greater number of medical services (optometrist, podiatrist)</p>	<p>Executive Director, Opportunity, Inc.</p>	<p>35 served through HVRP; 50 VASH vouchers granted</p>	<p>50 HVRP 50 VASH</p>	<p>Numbers depend upon federal funding decisions</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>	<p>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>	<p>ED, Opportunity, Inc. for all components</p>	<p>15 inmates per month</p>	<p>25 inmates per month</p>	<p>25</p>	<p>25</p>