

HOMES FOR THE HOMELESS

10 Year Plan to Create Lasting Solutions

2008 Update



The City of Oklahoma City
August 2008

The City of Oklahoma City

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Introduction

The original *Homes for the Homeless – 10 Year Plan to Create Lasting Solutions* was adopted by the City Council in 2004. The plan was created by the Coalition for the Needy, comprised of shelter and service providers, government agencies and City staff, and has been used to coordinate and focus efforts to take strategic, high-impact action steps to decrease homelessness in Oklahoma City. The plan, reviewed and updated annually, included the following key goals: increase the supply of Permanent Supportive Housing; develop a centralized intake center (WestTown Resource Center); improve transportation for homeless persons; develop and enforce minimum standards for all shelter and housing programs; create a database (Homeless Management Information System), implement performance-based funding and evaluation of service providers; and expedite benefits enrollment for all eligible homeless persons. All of the action steps outlined in the plan were undertaken simultaneously and re-evaluated on an annual basis to maintain momentum and make adjustments. Progress was made in every key goal. Reducing homelessness - particularly chronic homelessness - requires serious, focused, ongoing coordination between all the service providers and funding sources.

In order to continue to improve understanding of and create solutions for homelessness in our city, Mayor Cornett assembled the Mayor's Homelessness Action Task Force (MHAT) in January 2007. The Task Force identified a set of priority issues (Housing, Service Enhancement, and Location/Mapping) and formed three subcommittees charged with making specific recommendations in each issue area. The Task Force saw the importance of combining their recommendations with the existing 10 Year Plan. This document combines the work of the Task Force and aims to achieve a more focused approach by the City to end homelessness.

This update omits items from the 2004 document that have already been achieved or are no longer considered to be relevant.

Achievements Since 2004

Plan for Outcomes/Manage for Results:

- In 2007, completed a comprehensive needs assessment for persons living with HIV/AIDS. The study indicated that about 200 persons living with HIV/AIDS in Oklahoma City were homeless.
- Developed and implemented a new homeless management information system (HMIS) with customized data software that has increased the system's ability to collect and report on data.
- Conducted annual Point-In-Time counts of the homeless that now utilize the help of 120 volunteers and donors to interview and survey more than 1,000 homeless individuals and family members each year.
- Routinely coordinate planning and resource development efforts with the Governor's Interagency Council on Homelessness that includes representatives of state and local government agencies.
- Implemented a system of regularly evaluating publicly funded homeless housing and service providers based on the outcomes they achieve and the effectiveness of their use of resources.
- Using a peer-level committee of shelter directors, the Homeless Alliance led efforts to develop a set of facility, operating and staffing standards for shelters.

Close the Front Door by Preventing Homelessness:

- Improvement in discharge planning protocols at Griffin Memorial has led to fewer persons with serious mental illness being released to the street or shelters from the hospital.
- Heartline's 2-1-1 service provides information to an average of 6,000 direct callers per month for referrals to needed services and shelter and also assists in emergency response to disasters.
- 1,000 families at risk of losing their housing have been helped with utility assistance from the Salvation Army.
- The Oklahoma Department of Mental Health and Substance Abuse Services, in conjunction with the Department of Corrections, created Mental Health Reentry Teams that have helped house and support 93 mentally ill individuals who were at great risk of homelessness after being released from prison. None of the 93 have become homeless or had to return to prison and all were pre-approved for federal benefits.

- Legal Aid Services of Oklahoma, Inc. has opened a legal clinic that helps families with Section 8 vouchers avoid eviction, when possible.
- Oklahoma City's Crisis Intervention Team (CIT) police officers have been trained and provided with a resource list.
- NAMI has provided In Our Own Voices training to support groups and staff in prisons in order to increase understanding of and reduce the stigma of mental illness.
- A new transitional housing program now serves homeless young people who are leaving foster care and other institutions.
- Funding for prevention was increased from \$36,000 per year in 2004 to \$63,000 in 2008. These funds have allowed up to 80% of the recipients to remain housed.
- Since May 2006, the Discharge Planning Bridge Subsidy Program, funded by the Oklahoma Department of Mental Health and Substance Abuse Services, has provided housing subsidies to 75 very low income individuals with mental illness or co-occurring mental illness and substance abuse disorders who are discharging from psychiatric inpatient care, Department of Corrections or aging out of the foster care system and are at high risk of homelessness.

Open the Back Door:

- Applied to HUD each year for new permanent supportive housing projects. Added new units of permanent supportive housing for homeless persons with disabilities:
 - 64 units for chronically homeless individuals
 - 40 units for homeless families with a disabled head of household
 - 35 units for veterans
- Utilized the Oklahoma City Housing Authority through their non-profit Community Enhancement Corporation to construct new units of permanent supportive housing and to coordinate with local service providers to ensure that housing is maintained.
- Provided medical care for about 2,800 homeless individuals and families every year through Healing Hands.
- Increased income by 40% for residents of transitional and permanent housing.
- Helped nearly 1,000 homeless veterans with links to services and material aid through an annual Sooner Stand Downs and monthly outreach efforts.
- Conducted SSI/SSDI Outreach Access and Recovery (SOAR) training to agencies serving homeless people, resulting in a 100% increase in allowable disability claims (from 31% to 61% in 2007).
- Department of Rehabilitation Services Disability Determination Division staff have been working at the City Rescue Mission to identify and link eligible people to disability benefits.

- Since 2007, Legal Aid Services of Oklahoma, Inc. has held twice-weekly sessions at the Jesus House to help individuals resolve civil issues that prevent them from obtaining housing and/or employment.
- The YWCA's new Economic Empowerment Program that focuses on job readiness and financial literacy activities has resulted in a 38% increase in obtaining permanent housing for homeless families fleeing domestic violence.
- The annual Point-in-time count has indicated a decrease in the number of persons living in shelters.
- In 2007, agencies began to work together in a Coordinated Case Management Pilot Project for homeless families.
- Since mid-2006, the OKC Public Schools Homeless Education Coordinator has improved our ability to identify and stabilize homeless children in the OKC public school system. Last school year, they provided services to more than 1000 children and their families and offered information assistance to 500 more.

Build the Infrastructure:

- Created a customized bus route from shelters to agencies that serve homeless people. The H.net Express has provided 43,524 bus rides since its inception in 2005.
- Expanded the bus pass and taxi voucher program so it currently provides more than 51,000 bus passes and 1,600 taxi vouchers each year.
- Purchased property for the development of the WestTown Resource Center to create a space for a day center with centralized intake and referral.
- Implemented the Real Change voucher program that reduced street panhandling downtown by 30% in its first year.

Plan for Outcomes/Manage for Results

Goal #1: Increase our knowledge about the needs and trends of homeless subpopulations, including families and chronically homeless individuals. Improve our capacity to track the extent of chronic homelessness in Oklahoma City.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1) Update housing inventory annually 2) Conduct regular Point-in-Time count of sheltered and unsheltered homeless people. 3) Issue Quarterly HMIS reports to the CoC on client and service activity 4) Hold focus groups and/or use stakeholders to get more information from currently homeless individuals	1. City Planning 2. Point-in-Time Committee 3. Homeless Alliance 4. CoC	1. Annually Feb. to April 2. Annually January 3. Quarterly 2008 4. 2009 and at least annually thereafter

Goal #2: Build networking and problem solving relationships among providers, funders, planners and advocates.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
<ol style="list-style-type: none"> 1. Continue monthly REACH case manager meetings 2. Continue monthly shelter director meetings 3. Coordinate with GICH 4. Develop and seek funding for a case manager training curriculum. Coordinate with ODMHSAS, ODHS, Center for Nonprofits, CARF, etc. 5. Develop a consumer task force or advisory council to share experiences and solutions 6. Completely map the homeless system, including the housing and services systems. 	<ol style="list-style-type: none"> 1. Travelers Aid 2. Homeless Alliance 3. City Planning 4. Coordinated CM Program; ODMHSAS 5. Coalition 6. Claims Management Resources 	<ol style="list-style-type: none"> 1. Monthly - 3rd Wednesdays 2. Monthly - 3rd Thursdays 3. Monthly 4. June 2009 5. 2011 6. 2010

Goal #3: *Establish a forum with the faith-based community.*

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	TARGET DATE
<ol style="list-style-type: none"> 1. Utilize the MOU already in place between Catholic Charities, the Council of Churches, the Catholic Diocese of OK, the Methodist Diocese of OK, and the Episcopal Diocese of OK to convene a broad cross section of the OKC faith community. Use the Chrislip Community Engagement Model to structure a facilitated process to determine the role of the faith community in the continuum of care for the homeless. 2. Host a "Prayer Breakfast" with commitment cards. 3. Convene a broad cross section of the faith-based community to go through a facilitated engagement process to determine their future role in the continuum of care for the homeless. 	<ol style="list-style-type: none"> 1. Homeless Alliance 2. Mayor 3. Butterfield Foundation 	<ol style="list-style-type: none"> 1. 2008 2. 2010 3. 2009

Goal #4: Expand HMIS.

- ◆ Objective 4.a. Participate in the federal Annual Homeless Assessment Report (AHAR).

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	TARGET DATE
1. Get and maintain participation from 75% of shelter beds; 75% of transitional housing beds; and 95% of permanent supportive housing beds	1. City Planning; CoC; Homeless Alliance	1. 2010
2. Use HMIS to complete Annual Performance Reports (APRs) and CAPER report	2. Homeless Alliance	2. 2009
3. Create incentives for housing and shelter providers to use the HMIS to ensure effective reporting of length of shelter stays and progress through the homeless cycle.	3. CoC; Shelter Directors	3. 2009

Goal #5: Initiate performance-based funding and evaluation of homeless and social service programs based on measurable outcomes related to housing, income and services.

- ◆ Objective 5.a. Develop minimum standards for all shelter, transitional housing and permanent supportive housing programs. These standards should address facility, operations, services and staffing issues.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Research and draft local standards for transitional housing and permanent supportive housing programs in OKC.	1. Homeless Alliance; CoC	1. 2010
2. Require publicly-funded homeless programs to identify measurable outcomes through annual RFP process and annual evaluations.	2. CoC	2. Annually

- ◆ Objective 5.b. Create a formal understanding of who is eligible to be served by the community's homeless service system in order to help the community better coordinate services and target prevention and intervention measures, especially for at-risk and underserved families.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	TARGET DATE
1. Adopt the two-part understanding of homelessness recommended in the MHAT Final Report in order to acknowledge the need for serving both the homeless and those at risk of homelessness.	1. City Council	1. 2008

Close the Front Door by Preventing Homelessness

According to the Mayors' Homelessness Action Task Force (MHAT), a person or family is considered at risk of homelessness and is therefore eligible to receive non-federal housing, preventative and support services through the Oklahoma City homeless system when one of the following conditions is met:

- A person or family is facing imminent eviction from a private dwelling unit, or a person is facing discharge from an institution, where no subsequent residence has been identified and the person or family lacks the resources and support networks needed to obtain housing.
- Couch homeless (sometimes referred to as doubled-up) are defined as persons who lack a fixed, regular, and adequate nighttime residence. These persons are sharing the housing of other persons due to loss of housing or an economic hardship. These persons may be living in motels, hotels, trailer parks or camping grounds due to lack of alternative adequate accommodations.

Goal #1: Improve access to mental health, substance abuse, and primary healthcare services.

- ◆ Objective 1.a. Prevent homelessness stemming from crises or deterioration in functioning due to inadequate care for serious illnesses or conditions.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Use Community Mental Health Centers, Community Health Centers, and City/County Health Department for linkage to services.	1. ODMHSAS	1. 2008
2. Support the best utilization of and coordination between the Crisis Center and the community mental health centers	2. ODMHSAS	2. 2009

3. Support access to faith-based free clinics to increase healthcare resources.	3. Coalition	3. 2008
4. Utilize Gatekeeper program to identify and link elderly people who are at risk of homelessness	4. Heartline	4. 2008

Goal #2: Reduce referrals/discharges to streets or shelters from treatment facilities, hospitals, foster care and correctional institutions.

- ♦ Objective 2.a. Improve coordination between community-based housing and service providers and the Oklahoma Department of Mental Health and Substance Abuse Services.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Evaluate discharge policies and outcomes from inpatient mental health programs, including Griffin and local Crisis Centers.	1. PIT Committee; ODMHSAS; shelters	1. 2010
2. Evaluate discharge policies and outcomes from inpatient substance abuse treatment programs.	2. Coalition; ODMHSAS	2. 2010
3. Based on the findings of the evaluation, develop an ongoing problem-solving mechanism to address problems as they arise.	3. ODMHSAS; Homeless Alliance; Shelters	3. 2010
4. Develop user-friendly list of housing and other resources for persons being released.	4. ODMHSAS	4. 2011
5. Develop short-term medical respite and recuperation program for homeless persons.	5. Coalition; Healing Hands	5. 2011

- ♦ Objective 2.b. Reduce discharge to homelessness from healthcare programs and facilities, including (but not limited to) hospitals and emergency services, skilled nursing and/or rehabilitation facilities, Intermediate Care Facilities for the Mentally Retarded (ICF-MR) and others.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Educate ER case managers about what resources are available in the community.	1. ODHS; OHCA; ODH	1. 2012
2. Foster coordination with 2-1-1 and/or Central Oklahoma Project Access to coordinate linkages	2. Heartline	2. 2011

- ♦ Objective 2.c. Reduce discharge from local and state corrections facilities to homelessness.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Recruit and maintain membership of individuals who have been incarcerated on the Coalition and Continuum of Care grant review committee (at least one such member in each organization).	1. Coalition; City Planning	1. Spring 2009
2. Create and maintain a Coalition Prisoner Reentry Committee tasked with addressing barriers to housing and needed services for releasing offenders to successfully integrate into society.	2. Coalition; Legal Aid; ODOC	2. Fall 2009
3. Provide Crisis Intervention Team officers and other criminal justice personnel who come in contact with former felons with ongoing HEARTS and other training.	3. Homeless Alliance	3. Fall 2009
4. Support West Town Coordinated Case Management services for use with individuals leaving prison or jail who are at risk for homelessness.	4. Homeless Alliance	4. Fall 2009

- ♦ Objective 2.d. Reduce discharge to homelessness from the children/youth systems.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Formalize and expand the multi-agency subcommittee of the Coalition to study homeless youth issues and formulate solutions. Include LGBT youth programs.	1. Coalition	1. 2009
2. Explore development of services for youth, homeless emancipated youth, and youth at risk of homelessness after leaving foster care.	2. Coalition; YSOC; DHS; OJA	2. 2011
3. Pursue development of units of transitional or permanent supportive housing that are attractive to homeless youth and young adults (e.g. social life).	3. CoC; YSOC; NSO	3. 2011

Goal #3: Expedite mainstream benefits enrollment.

Action steps for this goal are outlined in Chapter 4, Goal #4.

Goal #4: Increase income to a level that can sustain housing through growth in supportive employment, education and training.

Action steps for this goal are outlined in Chapter 4, Goal #5 and Chapter 5, Goal #5.

Goal #5: Develop a coordinated homeless prevention system.

- ◆ Objective 5.a. Increase and stabilize funding for prevention activities in Oklahoma City.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Utilize CoC Committee to coordinate efforts and utilize ESG prevention funds.	1. CoC	1. Annually
2. Explore new funding sources and apply for new funds as they become available.	2. CoC; Coalition	2. 2009

- ◆ Objective 5.b. Increase knowledge of prevention resources.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Support 2-1-1 Information and Referral system.	1. Heartline; CoC	1. 2009
2. Inventory existing prevention programs.	2. City Planning	2. 2008

- ◆ Objective 5.c. Decrease homelessness caused by illegal and/or improper eviction procedures.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Establish a daily housing clinic at the courthouse to provide advice and/or representation to low-income tenants facing eviction from public housing and Section 8 approved housing.	1. Legal Aid	1. Summer 2008

Goal #6: Improve housing supports and services for at-risk persons with disabilities currently living in permanent housing.

- ◆ Objective 6.a. Identify practical barriers and challenges to maintain housing for persons with disabilities who are at risk of becoming homeless.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Develop practical supports to keep people with disabilities in their housing.	1. ODMHSAS	1. 2010

Open the Back Door

Goal #1: Increase supply of permanent supportive housing for chronically homeless persons with severe disabilities and other homeless populations (including families with children).

Increase the number of scattered site, long-term affordable housing units (with appropriate services) to meet the needs of those currently on the streets or in shelter. Offer a wide variety of housing choices, including new construction, rehab, and housing vouchers in existing housing stock. Develop the units in locations across the metro area in low-density configurations.

- ◆ Objective 1.a. Develop 1000 new units in Oklahoma City, utilizing the funds identified in Chapter 5.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Apply for at least one new permanent supportive housing project in each year's Continuum of Care application.	1. City Planning; CoC	1. Annually w/HUD SuperNOFA
2. Create incentives for private developers to build housing.	2. City Planning; MHAT developers; Downtown OKC	2. 2010
3. Utilize HOPWA, HOME, Housing Trust Fund and CDBG as resources to increase permanent supportive housing options.	3. CoC	3. Annually w/HUD SuperNOFA
4. Explore joint projects with ODMHSAS and the Veterans Administration.	4. VA; ODMHSAS	4. Start fall 2008

- ♦ Objective 1.b. Implement a Housing First system in Oklahoma City.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
<ol style="list-style-type: none"> 1. Train current providers and funders in Housing First models. 2. Use CoC Committee to encourage current programs to adopt Housing First practices. 3. Work with local substance abuse treatment programs to develop and support a pilot housing program using the Harm Reduction model of decreasing substance use. 	<ol style="list-style-type: none"> 1. City Planning; HUD 2. Chair CoC 3. Referral Center 	<ol style="list-style-type: none"> 1. Summer 2008 and thereafter 2. Annually w/grant cycle 3. 2009

- ♦ Objective 1.c. Increase permanent housing opportunities for persons and families escaping domestic violence.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Develop and implement a Safe Homes model permanent housing program with 5 units initially.	1. YWCA	1. 2009

- ♦ Objective 1.d. "Right size" the number of emergency shelter beds to meet the short-term housing needs of those who become homeless once those currently on the streets or in shelter are moved to long-term housing.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Inventory current shelter capacity and conduct a two-year trend analysis to determine where the need will be in the future.	1. CoC; Homeless Alliance	1. June 2009

- ♦ Objective 1.e. Shift from an emergency shelter strategy to a rapid re-housing strategy for homeless families and chronically homeless individuals. This may include providing interim, short-term options until the person can be moved into long-term units.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
<ol style="list-style-type: none"> 1. Apply for Rapid Rehousing Demonstration funds. 2. Work with shelters and transitional housing providers to design permanent supportive housing relevant to their populations. 	<ol style="list-style-type: none"> 1. CoC 2. Homeless Alliance 	<ol style="list-style-type: none"> 1. 2008 2. 2011

- ◆ Objective 1.f. Enhance the organizational, operational and service capacities of service providers.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Explore the possibility of providing centralized “backroom” operations to nonprofits e.g. audit, bookkeeping, accounting, payroll, etc.	1. Coalition	1. 2011
2. Explore the possibility of a purchasing consortium of nonprofits for services generally required for operation, e.g. D&O insurance, liability insurance, employee health and thrift plan services, etc.	2. Coalition	2. 2011
3. Explore creating a centralized grant-writing function shared by the City, ACOG, homeless-serving agencies and others to reduce the administrative burden of writing for grants and encourage collaborative grant requests.	3. MHAT	3. 2011

Goal #2: Strengthen the transitional housing programs in Oklahoma City.

Currently several faith-based and community organizations provide a range of transitional housing programs for a variety of populations. Quality and outcomes vary and sometimes the housing is not fully utilized.

- ◆ Objective 2.a. *Determine which best practice models would be most effective in Oklahoma City.*

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Clearly define transitional housing and its role within the CoC.	1. Coalition	1. 2009
2. Build relationships with the Office of Community and Faith-Based Organizations and providers.	2. Coalition; Butterfield; Homeless Alliance	2. 2009
3. Promote and develop new and innovative outcome-based program models as needed.	3. Coalition	3. 2010

Goal #3: Continue to improve access to public housing and Section 8.

- ◆ Objective 3.a. Utilize public housing as fully and effectively as possible.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Invite OCHA and OHFA officials into homeless system planning and service coordination.	1. City Planning	1. 2009
2. Encourage OCHA to establish a higher priority for homeless families and individuals on public housing and Section 8 waiting lists.	2. City Planning	2. 2010
3. Continue efforts to streamline public housing and Section 8 application process for at-risk populations to ensure successful linkage and timely approval of public housing assistance requests.	3. Coalition	3. 2010
4. Explore ways to utilize Tribal housing and housing vouchers for eligible persons.	4. HIV Networking Group	4. 2011

Goal #4: Expedite mainstream benefits enrollment.

- ◆ Objective 4.a. Reduce the average time for eligible persons to qualify for and begin receiving SSI, SSDI, Medicaid, Veterans, Tribal and other applicable income and employment benefits.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Utilize HMIS to track providers and increase ability to enroll and track enrollment for homeless.	1. Homeless Alliance	1. 2009
2. Evaluate CoC, ESG and Social Services funded programs for their success in identifying, enrolling, and accessing benefits for their clients, and create an ongoing problem-solving mechanism.	2. CoC; ODMHSAS	2. 2009
3. Facilitate SOAR training for Community Health Centers, Indian Health Centers, community mental health agency medical providers and others to complete necessary diagnostic paperwork to determine eligibility and speed up access to benefits.	3. ODMHSAS	3. 2009
4. Identify and provide agencies with an assessment tool to determine client eligibility for benefit groups.	4. City Planning	4. 2009
5. Use attorneys to provide legal services in the shelters so people can appeal benefits ruling.	5. Legal Aid; Trinity	5. 2008

Goal #5: Increase employment and education opportunities for people who are homeless.

A large percentage of individuals and families who become homeless work at jobs with wages that are inadequate to sustain housing. The 2008 Housing Wage in Oklahoma City is \$11.69, which is a 9% increase from 2007. The average wage of people receiving emergency shelter services is \$6.50. Employment services such as job readiness and placement services are available but primarily for people with disabilities. A lack of knowledge and expertise in accessing specialized and mainstream employment services exists and is a barrier for people who are homeless and homeless service providers.

- ◆ Objective 5.a. Increase access to employment opportunities that will sustain housing for individuals and families who are homeless.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Inventory and communicate available employment programs and resources to human service providers.	1. City Planning	1. 2008
2. Investigate and apply for various sources to increase employment services such as, Workforce Investment Act, US Department of Labor, Oklahoma Department of Rehabilitative Services, Ticket to Work (SSA), Oklahoma Department of Human Services and private employer assisted programs.	2. Coalition; City Planning	2. 2009
3. Obtain and communicate information on work incentives for persons with disabilities.	3. SSA; Coalition	3. 2009
4. Collaborate with local Career Tech to provide skill training to targeted homeless populations for work in industry.	4. Coalition	4. 2012
5. Cultivate relationships and communicate an understanding of the employment barriers faced by people who are homeless with One Stop Center management.	5. Coalition; One Stop Centers	5. 2011
6. Build and encourage community partnerships between homeless service providers and employment service providers.	6. Coalition	6. 2012

Goal #6: Promote use of Good Neighbor practices for new construction Continuum of Care projects.

In order to proactively prevent potential Not-In-My-Backyard (NIMBY), zoning and neighborhood problems, agencies developing new housing programs will be encouraged to use Good Neighbor practices and protocols that include attention to architectural blending. Care will be taken to balance this proactive approach with the privacy needs of the program residents.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
<ol style="list-style-type: none"> 1. Develop template of Good Neighbor Agreement and process, distribute it to CoC applicants and put it in the Developers Package. 2. Provide Good Neighbor training to organizations planning to develop new multi-unit housing for homeless individuals and families. 3. Monitor programs annually for standing of Good Neighbor agreements. 	<ol style="list-style-type: none"> 1. CoC 2. CoC 3. CoC 	<ol style="list-style-type: none"> 1. 2012 2. 2012 3. 2013

Build the Infrastructure

Goal #1: Solicit city-wide support and interest in ending chronic homelessness in Oklahoma City by implementing an awareness campaign.

Individuals, churches (and other places of worship) and unaffiliated organizations, intending to help the homeless, often provide well meaning but ineffective assistance. Coordinated giving for identified needs is shown to solve long-term issues of homelessness.

♦ Objective 1a. Create high-level visibility of homelessness and homelessness issues.		
ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create a high-level leadership entity of high profile business leaders, including a "homeless champion."	1. MHAT Chairs	1. 2009
♦ Objective 1b. Raise awareness of homeless issues in Oklahoma City. There are an estimated 1,500 homeless persons. We need to reduce the stigma of homelessness by increasing awareness of facts, such as: families are the fastest growing group; there are a large number of children in the public school system; and 20% of homeless adults are actively employed.		
ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Wage a prominent, multimedia campaign through agencies such as ACOG, Downtown OKC, and others.	1. MHAT	1. 2010
2. Identify real needs and opportunities to donate for real change.	2. MHAT	2. 2010

♦ Objective 1.c. Promote the ongoing work of homeless shelters and service providers.		
ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Issue annual progress reports to the community	1. MHAT; CoC; Coalition; Homeless Alliance	1. Annually July
2. Develop and get widespread support for a local model of permanent supportive housing.	2. MHAT; CoC; Coalition; Homeless Alliance	2. 2009

Goal #2: Develop a coordinated homeless housing and services system.

Streamline the shelter and housing system for the homeless similar to successful strategies in other cities.
Create a no wrong door approach.

♦ Objective 2a. Establish a single point of entry for homeless services.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Continue the development of the WestTown Resource Center with appropriate partners to include a day shelter, employment training and placement services, mental health counseling, housing placement and support services, substance abuse services, legal services, payee services, healthcare, respite care, coordinated case management, single intake, and information technology infrastructure.	1. MHAT; Homeless Alliance	1. 2010

♦ Objective 2b. Develop mechanism for centralized intake of homeless people into services, benefits, shelter, housing and work opportunities.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create a task force to develop a plan and model for centralized intake and foster community support.	1. CoC	1. 2009
2. Identify resources to implement the plan.	2. MHAT; CoC	2. 2010

- ◆ Objective 2c. Develop an engagement and outreach program to engage chronically homeless persons traditionally underserved by or uninterested in current shelters, housing and services for homeless people.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create a task force to develop a culturally competent plan and model for engagement and outreach.	1. CoC; MHAT	1. 2009
2. Utilize the experience of the Referral Center's Outreach Pilot Project to determine the best approach.	2. CoC	2. 2009
3. Identify resources to implement a new program.	3. CoC; MHAT	3. 2010

- ◆ Objective 2d. Streamline the homelessness system.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create or designate an agency that will work with the leadership entity to implement the streamlining of the system. This agency will receive funds from the leadership entity, which it will then be able to distribute to shelter and housing providers on an RFP basis.	1. MHAT Chairs	1. 2009

- ◆ Objective 2e. Develop a position of "system coordinator". This person will have primary responsibility for working with shelter and housing providers to move people through the system as quickly and efficiently as possible.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create job description.	1. City Planning	1. 2009
2. Determine source of funding.	2. City Planning; Homeless Alliance	2. 2009
3. Hire the coordinator.	3. City Planning; Homeless Alliance	3. 2010

Goal #3: Increase funding and resources for housing and services.

- ◆ Objective 3.a. Seek new ways to leverage, coordinate, increase and diversify funding programs.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Look to local, state and federal government and private agencies for RFP's and funding for new initiatives.	1. CoC	1. 2009
2. Foster innovative collaborative relationships among potential applicants and funders.	2. CoC; GICH	2. 2009
3. Post a funding calendar on the Homeless Alliance website.	3. Homeless Alliance	3. 2008

- ♦ Objective 3.b. Support development and oversight of a homeless system, leverage and maximize other sources of funding, and fill in housing/services gaps to move homeless people into housing and keep them securely housed and prevent those at risk of homelessness from becoming homeless.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Create a concerted, structured advocacy plan to increase funding sources.	1. City Planning; MHAT	1. 2009
2. Identify \$125,000 in new funding to replace HUD funds currently supporting the Healing Hands healthcare for the homeless project and to strengthen the Continuum of Care overall grant application and the City's ability to get HUD funding to create and support (through leasing and operating) new and existing housing for homeless individuals and families.	2. CoC	2. 2010
3. Implement a process for an annual request for proposals targeted toward homelessness and prevention by improving access to and utilization of CDBG and HOME funds for homeless housing and prevention.	3. CoC	3. 2009 and annually thereafter

Goal #4: Increase and/or utilize the supply of affordable housing for very low income tenants.

- ♦ Objective 4.a. Create more units of affordable housing for very low income tenants.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Continue to use local, state and federal funding to increase the supply of affordable housing targeted to low and very low-income households.	1. MHAT Developers	1. 2010
2. Support the creation of a consortium of private banks to fund housing construction.	2. MHAT	2. 2009
3. Identify non profit agencies and for profit corporations interested in developing housing stock.	3. City Planning	3. 2009

- ♦ Objective 4.b. Open up access to existing rental housing stock to homeless people by reducing risk to landlords.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Develop relationships with landlords and advocate for inclusive rental practices for people with substance abuse and mental health issues, ex-offenders, and larger families.	1. Coalition	1. 2009
2. Utilize housing case managers and other service providers to apply practical solutions to potential challenges to landlords who rent to homeless people.	2. ODMHSAS	2. 2009
3. Look at options to provide housing stock to nonprofit organizations that are willing to provide services and case management for tenants and bring additional housing resources to the table. For examples, tax foreclosures and sheriff's sales are sources of housing that could be donated to nonprofit organizations that have the capacity to provide case management and services for residents.	3. MHAT	3. 2010

Goal #5: Increase the employability at a living wage for people who are homeless or at risk of homelessness.

- ♦ Objective 5.a. Create economic opportunities for job development for homeless persons.

ACTION STEPS TO ACHIEVE GOAL	INITIATOR/ FACILITATOR	DATE COMPLETED
1. Study current opportunities and employment needs.	1. City Planning; Chamber	1. 2009
2. Recruit potential employers.	2. Coalition; MHAT	1. 2010
3. Develop programs with supportive services.	3. Coalition; City Planning	3. 2010

Appendices

A – Glossary of Acronyms

B – Ten Year Plan Committee Members (2008 and original 2004)

C – Mayor’s Homelessness Action Task Force Members

D – Continuum of Care Committee Members (Past and Present)

E – Coalition for the Needy Agencies Participating

Appendix A

Glossary of Acronyms

CARF	Commission on Accreditation of Rehabilitation Facilities
CCM	Coordinated Case Management Pilot Project
CIT	Crisis Intervention Team (OKC Police Unit)
CDBG	Community Development Block Grant
CITY PLANNING	Oklahoma City Department of Planning
CM	Case Manager
CMHC	Community Mental Health Center
COALITION	Coalition for the Needy
COC	Continuum of Care Committee
DOC	Department of Corrections
DHS (ODHS)	Department of Human Services (Oklahoma)
DRS (ODRS)	Department of Rehabilitation Services (Oklahoma)
ER	Hospital Emergency Room
ESG	Emergency Shelter Grant (funded by HUD)
GICH	Governor's Interagency Council on Homelessness
HA	Homeless Alliance
HUD	U.S. Department of Housing and Urban Development
LEGAL AID	Legal Aid Services of Oklahoma, Inc. (Oklahoma City Law Office)
MHAT	Mayor's Homelessness Action Task Force
OCHA	Oklahoma City Housing Authority
ODH	Oklahoma Department of Health
ODMHSAS	Oklahoma Department of Mental Health and Substance Abuse Services
ODOC	Oklahoma Department of Corrections
OJA	Oklahoma Department of Justice
NAMI	National Alliance for the Mentally Ill (of Oklahoma)
PACT	Program of Assertive Community Treatment
PATH	Projects for Assistance in Transition from Homelessness (operated by North Care)
PSH	Permanent Supportive Housing
OHFA	Oklahoma Housing Finance Authority
SHP	Supportive Housing Program
SSA	Social Security Administration
VA	Veterans Administration
YSOC	Youth Services of Oklahoma County

Appendix B

Ten Year Plan Update Committee Members 2008

Laurie Barbour – Immediate Past Chair, Coalition for the Needy
Marcus Butler – OK Department of Mental Health and Substance Abuse Services
Jane Ferrell – City of Oklahoma City Planning Department
Jennifer Gooden – Homeless Alliance
Shelly Kuhn - City of Oklahoma City Planning Department
Greg McCauley – Guiding Right
Daniel Reich – Oklahoma City Legal Aid
Greg Rogers – Healing Hands
Jill Spangler – Spangler & Associates, Inc.
Dan Straughan – Homeless Alliance
Sunshine Schillings – AIDS Care Fund
Pam Williams-Stark – Veterans Administration; Current Chair, Coalition for the Needy

Original Ten Year Plan Committee Members 2004

Our thanks to those who contributed to the creation of the original plan:

Sunshine Schillings – President, Coalition for the Needy
Pat Gallagher – Community Volunteer, Homeless Alliance
Wayne McGuire – NAMI (National Alliance for the Mentally Ill)
Lillian Reynolds – Neighborhood Services Organization
Robin Wong – North Care Center
Harriett Fincham-Anderson – North Care Center
Suzanne Williams – Red Rock Behavioral Health Services
Demetrius Lewis – CarePoint
Pamela Reed – Oklahoma Choctaw Tribal Alliance
Dan Straughan – United Way, incoming Executive Director – Homeless Alliance
Paul McCain – HMIS Clearinghouse
Jill Spangler – Spangler & Associates, Inc.
Jane Ferrell – Oklahoma City Planning Department

Appendix C

Mayor's Homelessness Action Task Force Members

Co-Chairs

Rand Baker, Interim Commissioner of the Oklahoma Department of Mental Health and Substance Abuse Services

Brett Hamm, Downtown OKC, Inc. President

Members

Ann Simank, Ward Six City Councilwoman

Pat Ryan, Ward Eight City Councilman

Frank Merrick, President of Foundation Management, Inc.

Chip Fudge, President of Claims Management Resources

Greg Banta, CEO of the Banta Companies

Russell Claus, OKC Planning Department and Staff to I-40 Steering Committee

Bill City, OKC Chief of Police

John Dugan, OKC Planning Director

Rev. Glenn Cranfield, President of City Rescue Mission

Dan Straughan, Homeless Alliance Executive Director

Donna Nigh, Board Member of the City Rescue Mission

Richard Tanenbaum, Gardner Tanenbaum Group

Randy Tate, North Care CEO

Bob Spinks, United Way of Central Oklahoma

Jackie Millsbaugh, Oklahoma Department of Mental Health and Substance Abuse Services

Laurie Barbour, Coalition for the Needy of Oklahoma City

Shelly Kuhn, Oklahoma Department of Commerce

Todd Pauley from the Office of U.S. Congresswoman Mary Fallin

Craig Smith from the Office of U.S. Senator Tom Coburn

Rodney Bivens, Executive Director, Regional Food Bank

Mary Kay Fox, OKC Public Transportation and Parking Department

Kathy Kelly, Mental Health Association

Appendix D

Continuum of Care Committee Members Current

Laurie Barbour for the Needy	Homeless Alliance Board; Past Chair Coalition
Rodney Bivens	Food Bank; Homeless Alliance Board
Kathy Frankenfield	FANNIE MAE; Community Consultant; MHAT
Pat Gallagher	Homeless Alliance Board; Community Volunteer
Bob Mann	Oklahoma Department of Corrections
Flor Mestanza	Claims Management Resources
EmilyKaye Mitchelson	Community Volunteer; Former Municipal Court Judge
Greg Pringle	Oklahoma Department of Rehabilitation Services
Blair Schoeb	Oklahoma County
Pam Stark	Veterans Administration
Sandy Wright	Oklahoma City Community Foundation

Past Members 2002 - 2007

Shari Carter	EZ/EC Committee
Nick Noble	Homeless Alliance Board; Noble Foundation
Brenda Workman	Oklahoma City Chamber of Commerce
Sunshine Schillings	AIDS Care Fund; Past Chair Coalition for the Needy

Appendix E
Coalition for the Needy Agencies Participating 2007-2008

Birth Choice
Catholic Charities
Central Oklahoma Integrated Network System (COINS)
Central Oklahoma Project Access
City of Oklahoma City
City Rescue Mission
City Care
Community Action Agency
Crisis Center
Firststep
Grace Rescue Mission
Hand Up Ministries
Healing Hands HealthCare for the Homeless
Heartline 2-1-1
Homeless Alliance
HOPE Community Services
Jesus House
Latino Community Development Agency
Love Links
Maranatha
Mental Health Court
MetroTransit
NAMI
Neighborhood Services Organization
NorthCare
OKC Compassion
Oklahoma City Housing Authority
Oklahoma City Public Schools
Oklahoma City-County Health Department
Oklahoma Employment Security Commission
Oklahoma Health Care Authority
Oklahoma Department of Commerce
Oklahoma Department Mental Health and Substance Abuse Services
Oklahoma Department of Corrections
Oklahoma Department of Human Services
Pershing Center
Positive Tomorrows
Public Inebriate Alternative
Red Rock Behavioral Health Services
Regional AIDS
Sunbeam Family Intercommunity Network
Regional Food Bank
Salvation Army
The Referral Center
Travelers Aid
Urban League
VA Friendship House
VA Medical Center
Workforce Oklahoma
Youth Services of Oklahoma County
YWCA