



OZARKS ALLIANCE TO *End* HOMELESSNESS



SPRINGFIELD/GREENE, CHRISTIAN AND WEBSTER COUNTIES CONTINUUM OF CARE

OZARKS ALLIANCE TO *End* HOMELESSNESS STRATEGIC PLAN FOR 2026 - 2030

SPRINGFIELD/GREENE, CHRISTIAN, AND WEBSTER
COUNTIES CONTINUUM OF CARE

CPOZARKS.ORG/ENDHOMELESSNESS

CREATED DECEMBER 2025

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Ozarks Alliance to End Homelessness Overview

Understanding the Past

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), enacted into law on May 20, 2009, consolidated the homeless assistance programs administered by the United States Department of Housing and Urban Development (HUD) under the McKinney-Vento Homeless Assistance Act into a single grant program and revised the Emergency Shelter Grant program and renamed it the Emergency Solutions Grant program. The HEARTH Act also codified into law the Continuum of Care (CoC) planning process, a longstanding part of HUD's grant application process.

A Continuum of Care (CoC) is a group organized to carry out specific responsibilities for a defined geographical region. A CoC seeks to coordinate efforts that assist individuals and families experiencing homelessness by providing greater community-wide coordination, decision making, and leadership for homeless services and funding.

The Ozarks Alliance to End Homelessness (OAEH) serves as the Continuum of Care (CoC) for Springfield/Greene, Christian, and Webster counties. The City of Springfield is the designated Lead Agency for the OAEH and contracts with Community Partnership of the Ozarks (CPO) for administration of the OAEH. The OAEH coordinates homeless services and funding among providers in our designated region.

Our Continuum of Care



The federal Continuum of Care (CoC) Program was established in 2009 through an amendment to the McKinney-Vento Homeless Assistance Act. The Ozarks Alliance to End Homelessness (OAEH) is the Department of Housing and Urban Development's designated Continuum of Care for Springfield/Greene, Christian, and Webster Counties.

Community Partnership of the Ozarks (CPO) is proud to coordinate this dynamic initiative, which has grown from the first two partners (The Kitchen, Inc. and the City of Springfield) to over 30 partners representing people with lived experience, non-profits, local government, advocacy groups, and others. Collectively, the OAEH brings over \$1 million in HUD funding to our community for housing and supportive services.

A Continuum of Care is designed to:

- Promote community-wide commitment to the goal of ending homelessness
- Quickly rehouse individuals and families experiencing homelessness
- Promote access to and effective utilization of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness

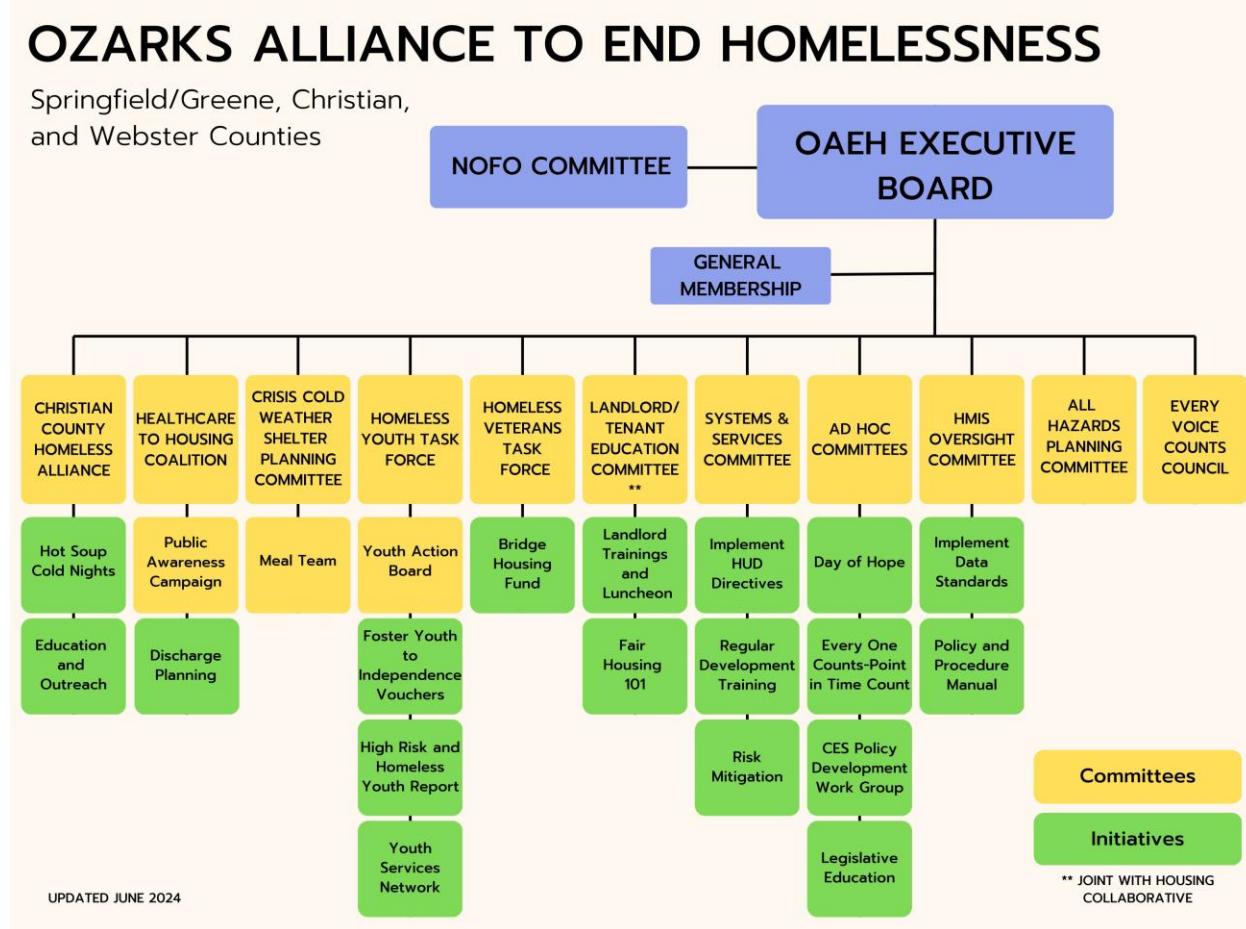
Advocates Faith Partners Housing Providers Law Enforcement Mental/Physical Health



In 2017, the OAEH received federal technical assistance to restructure its leadership. Through that process, the Ozarks Alliance to End Homelessness increased its collaboration with cross-sector partners to develop a truly system level response to homelessness. Broad system representation on the Executive Board and committees allows the Ozarks Alliance to End Homelessness to implement a community-wide approach to ensure that homelessness is rare, brief, and non-recurring.

Despite these efforts to improve our community's collective response to homelessness, on any given night more than 500 people are still experiencing homelessness in Springfield/Greene, Christian, and Webster counties. While several factors can contribute to homelessness and housing instability, the overarching cause of homelessness is a lack of safe, decent, and affordable housing.

OAEH Structure & Governance



The Ozarks Alliance to End Homelessness (OAEH) includes several committees that coordinate efforts across organizations to address certain components of the homeless service system and specific challenges that arise. The OAEH Executive Board serves as the governing body for the OAEH and is tasked with carrying out the responsibilities prescribed in the CoC Program Interim Rule.

OAEH governance responsibilities include:

- Prioritizing and allocating federal funding through the HUD Continuum of Care Grant and oversight of funding applications, as well as regular monitoring of spending and project performance of HUD Continuum of Care Grant recipients
- Engaging the community and developing a system-level response to community issues around homelessness.
- Monitoring several active community-based committees that work to achieve local, state, and federal goals towards ending homelessness, including those defined by the City of Springfield's Consolidated Plan.

Current Funding Streams and Programs

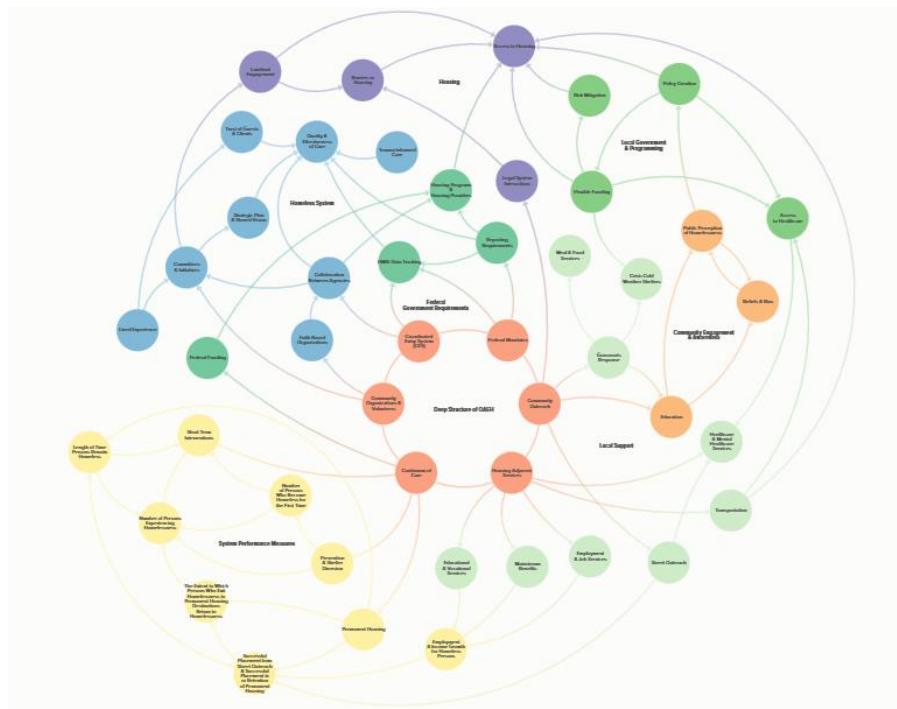
The Ozarks Alliance to End Homelessness (OAEH) Executive Board is responsible for prioritizing and allocating federal funding through the HUD Continuum of Care Grant and oversight of funding applications, as well as regular monitoring of spending and project performance of HUD Continuum of Care Grant recipients.

Our community relies on funding from several federal, state, and local grants to sustain homeless services throughout the OAEH service region. Below is a breakdown of the funding sources for homeless services in our region and what the funding is used for:

Funding	Source	Uses
Community Development Block Grant	City Springfield	Shelter diversion to help families self-resolve and remain out of the shelter system
Community Development Block Grant	City Springfield	Funding to support Coordinated Entry System
Continuum of Care Grant	HUD	Primarily Permanent Supportive Housing and Rapid Rehousing; some funds for system level planning
Emergency Solutions Grant	Missouri Housing Development Commission	Emergency Shelter, Homeless Prevention, Homeless Management Information System, and Rapid Re-Housing
Missouri Housing Innovation Project	Missouri Housing Development Commission	Coordinated Entry System
Missouri Housing Trust Fund	Missouri Housing Development Commission	Homeless Prevention, rental assistance, and home repair projects
Supportive Services for Veteran Families	Department of Veterans Affairs	Housing and supportive services for Veterans

Systems Map

A systems map is a visual representation of a network of elements that demonstrates how elements are interconnected with each other. A systems map can demonstrate how complex system relationships work and can be analyzed to show the potential strengths and weaknesses of a system. During times of uncertainty, a systems map can be used to better understand the potential ripple effects unaccounted for changes can have on a system.



This specific map is a visual representation of the various elements, themes, and relationships that constitute the Ozarks Alliance to End Homelessness (OAEH) and seeks to explain how elements of the homeless service system influence one another. Broadly, there are 8 themes that make up our homeless service system: The Deep Structure of the OAEH, Federal Government Requirements, Homeless System, Housing, Local Government and Programming, Community Engagement and Awareness, Local Support, and System Performance Measures. Each of these themes is made up of elements that depict a component of the system. The goal of organizing our systems map in this way is to create a holistic picture beyond our homeless service system.

To view, interact, and engage with the Systems Map in-depth, please visit [here](#).

Vision & Mission

Vision

As the coordinator for homeless services in Springfield/Greene, Christian, and Webster counties, the Ozarks Alliance to End Homelessness (OAEH) seeks to implement a community-wide approach to ensure that homelessness is rare, brief, and non-recurring.

Mission

To accomplish our vision of ensuring homelessness is rare, brief, and non-recurring, the OAEH works to:

- Promote a community-wide commitment to the goal of ending homelessness
- Quickly rehouse individuals and families experiencing homelessness
- Promote access to and effective utilization of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness

Philosophies and Values

As a Continuum of Care (CoC), OAEH adheres to certain philosophies and values that seek to address homelessness humanely and with dignity. The OAEH believes meeting basic needs first (such as housing) before addressing other needs (such as employment) is essential to addressing homelessness. The OAEH also emphasizes the idea that clients should have a choice when it comes to receiving housing assistance and other services.

Acknowledgments

OAEH Executive Board

The Ozarks Alliance to End Homelessness (OAEH) is governed and led by an Executive Board that is intentionally structured to include cross-sector representation from systems of care, the communities we serve, and City of Springfield Leadership. The Executive Board has designated voting seats for representation from people with lived experience, the City of Springfield, Christian County, Greene County, Webster County, and appointees from the Mayor of Springfield. Additional Executive Board members are recruited from other social service systems including Healthcare and Mental Healthcare, Legal Services, Law Enforcement, housing developers, and advocates for the homeless. Current voting membership includes:

Missey Hayward, Appointed – SGF Mayor, Guaranty Bank*

Meleah Spencer, HUD Recipient, The Kitchen Inc.**

Bandi Kolbe, Appointed – Christian County, Christian County Homeless Alliance

Alyssa Spradlin, Appointed – Webster County, Brentwood Christian Church

Wyatt Jenkins, Appointed – Greene County, FORVIS

Bob Atchley, Appointed – Lead Agency Representative, City of Springfield Planning & Development

Jody Austin, Appointed – SGF Mayor, Springfield-Greene County Health Department

Steve Sharp, At-Large, Springfield Fire Department

Bobby Mitchell, Funded Agency Chair, Victory Mission

James Webb, Lived Experience, Victory Mission

Tammy Shipp, At-Large, Burrell Behavioral Health

Katrin Herd, At-Large, Gathering Friends

Dr. Tim Knapp, At-Large, Community Representative

Brock Hughes, At-Large, Mercy

Katie Anderson, Virtue of Position, Housing Authority

**Chair*

***Vice-Chair*

OAEH Strategic Planning Committee

The OAEH would like to acknowledge and thank the Strategic Planning Committee for their dedication to the strategic planning process, passion, and vision for the future of the OAEH. Members include:

Missey Hayward, Chair of the OAEH Executive Board

Darline Mabins, Past Vice-Chair of the OAEH Executive Board

Amanda Stadler, Past Chair of the Systems & Services Committee

Bob Atchley, City of Springfield Representative on the OAEH Executive Board

Jennifer Blain, Chair of the Every Voice Counts Council

Abbie Dynes, Vice-Chair of the Homeless Youth Services Coalition & facilitator for the
OAEH Youth Action Board

Dr. Alan Tinkler, Chair of the Housing Collaborative

Key stakeholders

The OAEH is thankful to every organization and individual who took the time to participate in any of our strategic planning initiatives. Your participation will play an active role in shaping the future of homeless services in our community and will inform decisions for the next five years.

Executive Summary

The Ozarks Alliance to End Homelessness (OAEH) Strategic Plan for 2026–2030 provides a comprehensive, data-informed roadmap to strengthen the region’s response to homelessness across Springfield/Greene, Christian, and Webster counties. As the HUD-designated Continuum of Care (CoC) for the region, OAEH brings together cross-sector partners—including people with lived experience, service providers, local governments, healthcare, housing, and advocacy organizations—to ensure homelessness is **rare, brief, and non-recurring**.

Despite years of progress and increased coordination, homelessness remains a persistent challenge in the region. On any given night, more than 500 individuals experience homelessness, driven largely by a severe shortage of safe, decent, and affordable housing, compounded by workforce constraints, funding uncertainty, and growing service demands. System Performance Measure (SPM) data show mixed outcomes: gains in income growth and reductions in unsheltered homelessness alongside longer lengths of homelessness, increased returns to homelessness, and declining exits to permanent housing. These realities underscore the need for a strategic, flexible, and system-wide approach.

The 2026–2030 Strategic Plan was developed through a robust planning process that included analysis of system performance data, review of past strategic plans and annual reports, examination of Coordinated Entry and Active Prioritization List data, environmental and funding scans, and extensive community engagement. Feedback from service providers, community members, and people with lived experience highlighted urgent needs for more affordable housing, stronger supportive services, improved access to healthcare and transportation, and increased education and empathy across the community.

Guided by this analysis, OAEH established three strategic pillars that will shape action over the next five years:

- **Community Support** focuses on sustaining, expanding, and better coordinating supportive services—such as healthcare, mental healthcare, substance-use treatment, employment, and transportation—to help individuals and families stabilize and maintain housing. Emphasis is placed on tailored, person-centered approaches and multi-sector collaboration to maximize resources and outcomes.
- **Community Resilience** centers on strengthening the long-term stability of the homeless response system through diversified funding streams, workforce development and retention, and increased investment in prevention and diversion strategies. By reducing reliance on single funding sources and prioritizing early interventions, the system can better withstand policy shifts and economic uncertainty.

- **Education & Community Engagement** prioritizes improving public understanding of homelessness, centering lived experience with dignity and respect, and increasing community involvement. Through education, advocacy, and strategic communications, OAEH seeks to build trust, counter misinformation, and foster shared responsibility for addressing homelessness.

Implementation of the plan will begin in 2026 following formal approval by the OAEH Executive Board, with phased execution led by OAEH committees and partners. Progress will be measured using HUD System Performance Measures as key performance indicators, ensuring accountability, continuous evaluation, and data-driven refinement.

This Strategic Plan is a living document designed to adapt to changing conditions while maintaining a clear focus on outcomes. Through collaboration, innovation, and sustained commitment, OAEH and its partners will continue working toward a more equitable, stable, and prosperous community where everyone has a place to call home.

Strategic Process

Analysis & Assessment

Scanning the Field

Data Review Phase – Internally

In order to adequately prepare for our strategic planning, we conducted a review of existing data and documents related to the Ozarks Alliance to End Homelessness (OAEH). This involved a review of previous System Performance Measures (SPMs), past strategic plans, data from our Annual Reports, data from monthly Active Prioritization List (APL) reports, and a review of our current funding. In doing so we hope to take a more holistic approach to planning.

Review of Previous System Performance Measures

For FY 2024, only two of our System Performance Measures (SPMs) goals had been met, while four were in progress. Reviewing SPMs is important to understand what is working and what needs to be changed, and will help us determine where we need to focus our efforts as we go forward.

- The two goals that were met:
 - Our goal to decrease the number of individuals and families experiencing unsheltered homelessness
 - Our goal for the number of adults staying in housing programs to increase their total income
- The four goals in progress:
 - Our goal to decrease the average number of days people experienced homelessness
 - Our goal to decrease the number of households that returned to homelessness
 - Our goal to decrease the total number of people experiencing homelessness
 - Our goal to increase the number of successful placements in or retention of permanent housing

Review of Previous Strategic Plans

The Ozarks Alliance to End Homelessness (OAEH) Strategic Plan for 2022-2025 was based on a review of data from the Homeless Management Information System (HMIS) and public input from service providers, people experiencing homelessness, and the community. As part of the strategic planning process, goals were created to guide actions from 2022-2025. Through data analysis and public input, three main goals were determined for the OAEH:

- Make homelessness rare
- Make homelessness brief and one-time
- Increase community education and engagement around homelessness

The OAEH Strategic Action Plan for 2023-2025 served as the OAEH's comprehensive plan to alleviate and end homelessness in our community. It incorporated elements from the federal level, along with key areas of need in our local community, to develop critical goals. In the OAEH Strategic Action Plan, our system of care for homeless services focused on the following:

- Decreasing the number of individuals experiencing homelessness by 2025 by 25% in alignment with federal initiatives
- Increasing access to critical care services, such as health and mental healthcare
- Incentivizing the development of affordable housing
- Bolstering supportive services to increase stability and retention in permanent housing

The OAEH Strategic Plan 2022-2025 and Strategic Action Plan 2023-2025 outlined tangible steps to take towards improving and expanding our system of care. Goals were also created for each OAEH committee and initiative and regularly measured by our System Performance Measures.

More information is available on [OAEH's website](#).

Review of OAEH Annual Reports

Each year the OAEH releases an annual report containing data about homelessness in our region as well as how our community is addressing homelessness. The annual reports from FY 2023 and FY 2024 allowed us to examine areas that have improved and areas that still need improvement. This included data from the annual Point-in-Time Count and noted gaps within community services for youth. The annual reports also contained previous housing programs, grant funding, System Performance Measures, and past goals set by OAEH committees and initiatives.

Review of Active Prioritization List

Community Partnership of the Ozarks (CPO) serves as the Coordinated Entry System (CES) provider for the same region. Our CES, One Door, is responsible for conducting face-to-face assessments for homeless and at-risk households seeking shelter and housing services and prioritizing them for referral to federally funded programs, such as Rapid Re-housing and Permanent Supportive Housing Services available throughout the community. One Door maintains an Active Prioritization List (APL) of homeless households in our community seeking assistance through this initiative. Reviewing previous and recent APL data allowed for a more comprehensive view of homelessness and at-risk households in our region, as well as the federally funded programs serving those in need.

Review of Housing Programs:

Individuals experiencing homelessness are served by several housing services provided by OAEH member agencies. These housing programs are each designed to serve the individual needs of clients, with many designated to serve specific populations (families, survivors of Domestic Violence, Youth, Veterans). Below is a brief description of the types of housing programs available, all of which are connected with the Coordinated Entry System.

Emergency Shelters Emergency Shelters provide short-term shelter (up to 90 days) to help people stabilize and meet basic needs while they prepare to move into more stable housing. This includes year-round emergency shelter programs, shelters for survivors of Domestic Violence, and Crisis Cold Weather Shelter beds.	Transitional Housing Transitional Housing (or bridge housing) is temporary housing that includes supportive services that enable participants to live more independently. The goal of Transitional Housing is to help households transition to permanent, affordable housing.
Rapid Re-housing Rapid Re-housing rapidly connects families and individuals experiencing homelessness to permanent housing to reduce the length of time they are homeless. Programs may include the use of time-limited financial assistance, case management, and targeted supportive services.	Permanent Supportive Housing Permanent Supportive Housing combines housing assistance with voluntary support services to address the needs of those who are homeless. The services are designed to address barriers to housing, as well as connect people with community-based healthcare, treatment, and employment services.

Individuals experiencing homelessness in Springfield/Greene, Christian, and Webster counties are served by several housing programs provided by OAEH member agencies. These housing programs (emergency shelters, transitional housing, rapid re-housing, permanent supportive housing) are each designed to serve specific sub-populations of those experiencing homelessness in our region. Below is a description of the specific housing programs in our region:

<u>Agency</u>	<u>Program Type</u>	<u>Project Name (if applicable)</u>	<u>Population Served</u>
<i>Catholic Charities of Southern Missouri</i>	Transitional Housing	LifeHouse Crisis Maternity Home	Pregnant Women
	Rapid Rehousing	N/a	Families
<i>Council of Churches</i>	Emergency Shelter	Safe to Sleep	Adult Women
<i>Department of Mental Health</i>	Permanent Supportive Housing	Shelter Plus Care	Chronically Homeless
<i>KVC</i>	Emergency Shelter	Basic Center	Youth
<i>Harmony House</i>	Emergency Shelter	N/a	Survivors of Domestic Violence
<i>Housing Authority of Springfield</i>	Housing Choice Voucher	Foster Youth to Independence Voucher	Youth with History of Foster Care
	Permanent Supportive Housing	HUD-VASH	Veterans who are Chronically Homeless
<i>Isabel's House</i>	Emergency Shelter	Crisis Nursery	Children
<i>OACAC</i>	Housing Choice Voucher	Foster Youth to Independence Voucher	Youth with History of Foster Care
<i>Salvation Army</i>	Emergency Shelter	Harbor House	Adult Men
	Emergency Shelter	Family Enrichment Center	Families
<i>The Kitchen, Inc.</i>	Emergency Shelter	N/a	Primarily Families
	Rapid Rehousing	N/a	Families and Youth
	Rapid Rehousing	Home at Last - SSVF	Veterans
	Permanent Supportive Housing		Chronically Homeless
<i>Victory Mission</i>	Emergency Shelter	1st 30	Adult Men
<i>Women's Medical Respite</i>	Emergency Shelter		Adult Women
<i>FosterAdopt Connect</i>	Emergency Shelter		Youth
	Transitional Housing/Rapid Re-housing		Youth

Environmental Analysis

As part of our environmental analysis, we conducted a review of local services and resources, current local priorities, and the shifts in both federal funding and federal priorities. In doing so, we can better understand major priorities in our community as of right now and better understand what is being done in our region. This will help us plan appropriately and prepare for changes if needed as we move forward.

OAEH Committees

The OAEH includes several committees that coordinate efforts across organizations to address certain components of the homeless service system and specific challenges that arise. In FY 2024 the OAEH conducted Strategic Action Planning to identify goals for each committee through FY 2025 and started working toward those goals. As part of the strategic

planning process, we reviewed the initiatives and goals of OAEH committees to see where goals were being met and where progress was being made.

Development of New Goals

As part of the strategic planning process, the OAEH set out to develop new goals to guide our actions and the actions of our committees over the next 5 years. To do this, we looked at previous goals set by the OAEH, collected community input, and sought feedback from OAEH committees. By having clear, defined goals, while also understanding new goals may be added or existing goals may be changed, our hope is to foster a holistic approach to addressing all aspects of the homeless service system.

Community Engagement

Community Input Survey

The Community Input Survey was designed to complement the work of the committees, as the data compiled from questions pertaining to community needs and solutions would be used to ensure OAEH committees and coalitions are developing appropriate goals. Furthermore, the survey featured questions designed to gauge community perceptions and beliefs about the homeless services system and related issues such as healthcare, mental healthcare, transportation, and employment.

One of the most prominent takeaways from the survey is how respondents regularly expressed opinions that current assistance systems are insufficient and unable to meet the needs of those experiencing homelessness. Respondents also spoke regularly to the need for more empathetic and humanizing treatment of those in housing crises, more affordable housing options, and increased education on issues related to homelessness.

Regarding specific interventions, the following resources and programs were most commonly identified as priorities for our community:

- Healthcare/Mental Healthcare: affordable mental healthcare clinics, transitional housing programs with healthcare services, and affordable healthcare clinics
- Transportation: improved bus routes, free bus fare, and more affordable housing options near public transit
- Employment/Economic Opportunity: vocational training programs, transitional employment opportunities, and supported employment opportunities
- Housing: emergency shelters, more affordable housing developments, and permanent supportive housing programs
- Additionally, respondents identified individuals experiencing chronic homelessness and families with children as the two subpopulations most in need of additional funding.

Goals, Priorities & Strategies

To adequately prepare for the strategic plan, we examined previous OAEH documents to review, update, and create our goals, priorities, and strategies. Feedback from OAEH committees and initiatives were also incorporated into this process.

Through our review of previous documents and feedback, the OAEH decided on the creation of three pillars: Community Support, Community Resilience, and Education & Community Engagement. These three pillars will guide our goals, priorities, and strategies over the course of 2026-2030.

Strategy Execution

Implementation

Implementation of this strategic plan will begin following formal approval and commitment from the OAEH Executive Board, ensuring organizational alignment and accountability. Upon adoption, the plan is scheduled for phased implementation beginning in January 2026. A public notice will be issued to promote transparency and inform partners and community members of upcoming actions. In February 2026, a launch event will be held, where key partners and community members can take a more in-depth look at the plan and have worthwhile discussions about the future of homeless services in our community over the next several years. Additionally, OAEH Committees will engage in level-setting activities to clarify roles, expectations, and timelines, establishing a unified foundation for successful execution of the plan beginning in February 2026.

Evaluation & Refinement

Measuring Success

KPIs & SPMs

Key Performance Indicators (KPIs) are quantifiable measures of progress toward a desired result. They are used to determine if efforts are making an impact, allocate resources if needed, and focus on improvements where they are needed most.

For the OAEH, the System Performance Measures (SPMs) serve as our KPIs to determine what is working and what needs improvement. Developed by the U.S. Department of Housing and Urban Development (HUD), these SPMs are used not only for the OAEH to determine funding appropriations and resources, but also for HUD to review progress made by the OAEH.

The following is a list of the SPMs used by the OAEH and our goals for each:

1) Length of Time Persons Remain Homeless

Goal: If we meet our goals, we will see a reduction in the length of time families and individuals experience homelessness.

2) Returns to Homelessness within Two Years of Exiting to a Permanent Housing Destination

Goal: If we meet our goals, we will see a reduction in the number of individuals and families returning to homelessness after exiting to a permanent destination.

3) Number of Homeless Persons

Goal: If we are actively meeting our goals, we will see a reduction in the total number of individuals and families experiencing homelessness.

4) Employment and Income Growth

Goal: If we meet our goals, we will see both employment and income grow.

5) Persons who Become Homeless for the First Time

Goal: If we are meeting our goals, we will see a reduction in the number of individuals and families becoming homeless for the first time.

6) Not Used for Our Community (Homelessness Prevention & Housing Placement of Persons Defined by Category 3 of HUD's Definition)

7) Exits to or Retentions of Permanent Housing

Goal: If we are meeting our goals, we will see an increase in the number of individuals and families entering or retaining permanent housing.

Overcoming Challenges & Pitfalls

As a living document, the OAEH Strategic Plan for 2026-2030 will be continuously updated and revised to reflect specific objectives, outcomes, and progress towards our goals as planning and implementation are completed.

Over the span of our Strategic Plan, we anticipate changes and shifts in the landscape of the homeless service system. To properly prepare, we plan to shape our goals, priorities, and strategies around the idea that changes and shifts will be inevitable, so our system can remain flexible and adaptable to meet the needs of our community over the next 5 years.

Situation Analysis

System Performance Measures

HUD uses a set of defined measures to determine our community's progress in meeting the needs of people experiencing homelessness—not only in obtaining housing, but in supporting them in sustaining it. Our progress on these measures impacts federal funding allocations. The numbers below are based on our FY 2024 Annual Report, comparing data from FY 2024 with data from FY 2023.

Icon Key	
 In Progress	 Goal Met

Measure		Outcome
Length of time people remain homeless		Over the FY 2024 reporting year, the average number of days people experienced homelessness before getting housed increased from 60 days in FY 2023 to 63 days in FY 2024. (Measure 1, Metric 1.1)
Extent that people who were permanently housed return to homelessness		Over the FY 2024 reporting year, 5.97% of households that exited to permanent housing situations returned to homelessness within 6-12 months, which is an increase from FY 2023 at 3.21%. (Measure 2a)
Number of people experiencing homelessness		Our annual sheltered count shows that over the FY 2024 reporting year, the number of people experiencing sheltered homelessness over the entire year has increased from 1,070 individuals to 1,088 individuals. (Measure 3, Metric 3.2)
Employment Income and Growth		Over the FY 2024 reporting year, 46% of adults who stayed in a housing program increased their total income. This is an increase from FY 2023, when 35% of adults increased income. (Measure 4, Metric 4.3)
Number of people experiencing homelessness for the first time		Over the FY 2024 reporting year, 65% of people served across all programs* were experiencing homelessness for the first time. This is the same as FY 2023 when 65% of people were experiencing homelessness for the first time. (Measure 5, Metric 5.2)
Successful placement in or retention of Permanent Housing		Exits from shelter and rapid rehousing programs to permanent housing decreased over the FY 2024 reporting year from 36% to 32%. (Measure 7, Metric 7b.1) Successful exits/retention from permanent supportive housing programs has decreased over the FY 2024 reporting year from 93% to 89%. (Measure 7, Metric 7b.2)

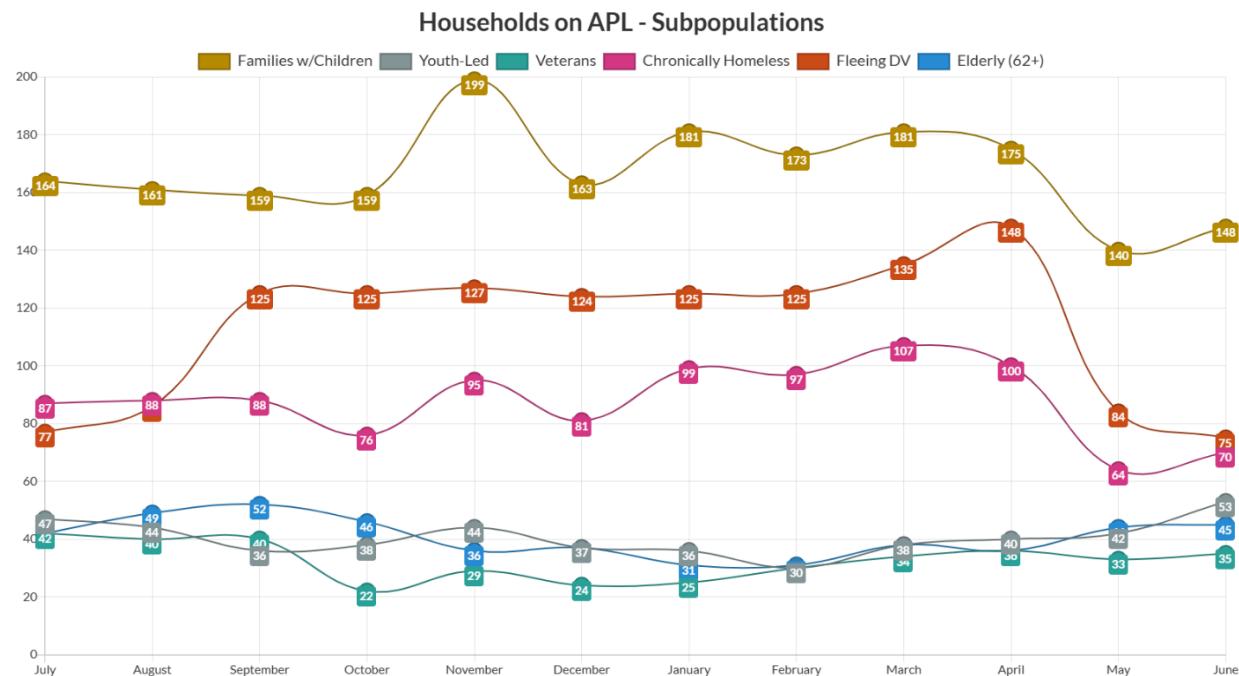
*Includes Emergency Shelter, Transitional Housing, and Permanent Supportive Housing Programs

OAEH Active Prioritization List

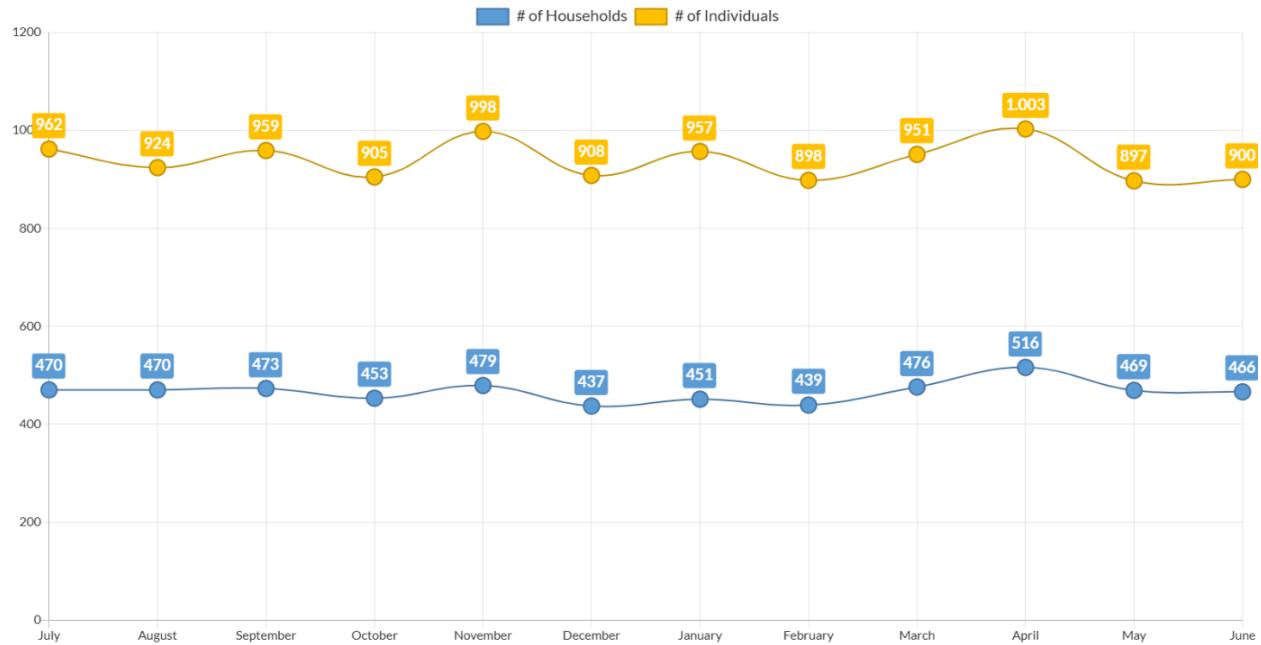
The Active Prioritization List (APL) used by the OAEH separates the definitions of homelessness into Category 1 and Category 4. Category 1 examines literal homelessness, which includes any individual or family who lacks a fixed, regular, and adequate night-time residence. Category 4 examines those fleeing or attempting to flee domestic violence, which includes any individual or family who is fleeing or attempting to flee domestic violence, has no other residence, and lacks the resources or support networks to obtain permanent housing.

On average, the Coordinated Entry System's Active Prioritization List for FY 24-25 consisted of:

- 467 Category 1 & 4 Households
- 939 Category 1 & 4 Individuals
- 167 Families w/children
- 40 Youth/Youth-led Households
- 33 Veterans/Veteran-led Households
- 88 Chronically Homeless
- 113 Category 4 Households
- 41 Elderly (62+)



Monthly Prioritization List Snapshot



Current Programs/Projects

While our community relies on annual funding from state and local grants to sustain homeless services, the primary source of funding comes from federal funding. In FY 2024, the OAEH distributed over \$1.3 million in HUD federal grant funding to local homeless service programs. The following shows how the HUD CoC grant breaks down by recipient agency, population served, and type of program based on the distributed HUD federal grant funding for FY 2024.

Chart 1

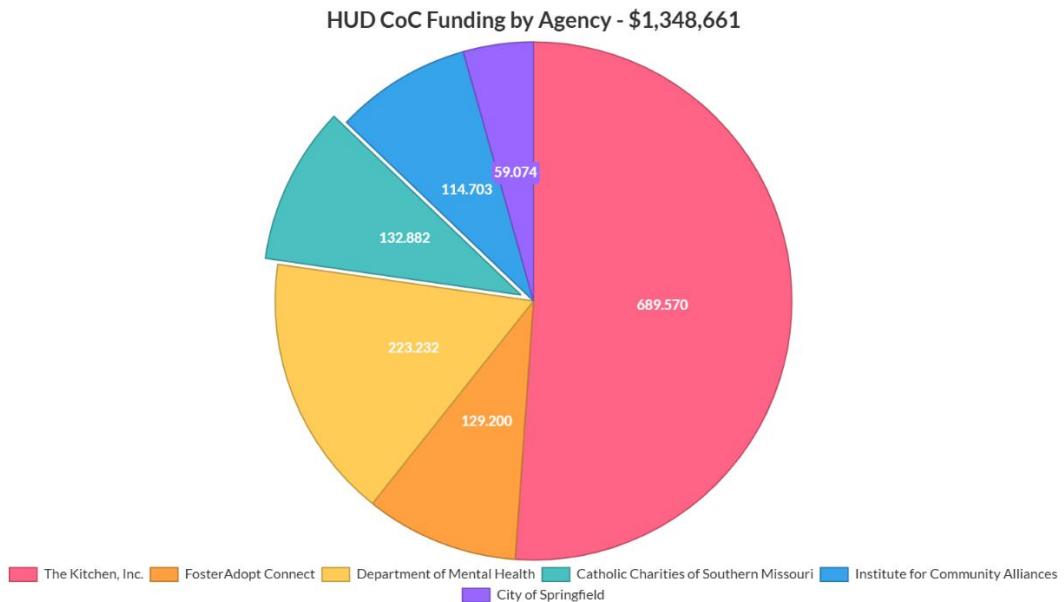


Table 1

Agency	Funding Amount
The Kitchen, Inc.	\$689,570
Department of Mental Health	\$223,232
Catholic Charities of Southern Missouri	\$132,882
FosterAdopt Connect	\$129,200
Institute for Community Alliances	\$114,703
City of Springfield	\$59,074
Total	\$1,348,661

Chart 2

HUD CoC Funding by Population Served -

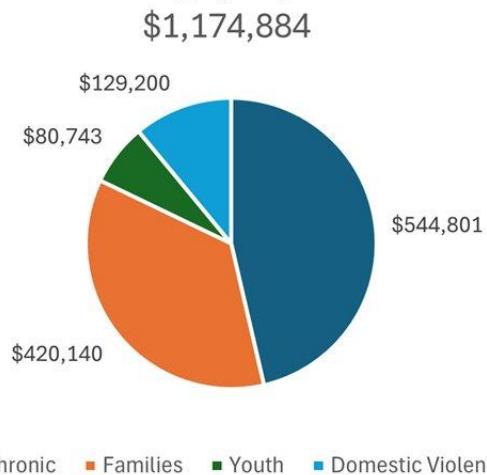


Table 2

Population	Funding Amount
Chronically Homeless	\$544,801
Families	\$420,140
Domestic Violence Victims	\$129,200
Youth	\$80,743
Total	\$1,174,884

Chart 3

HUD CoC Funding by Program Type - \$1,348,661

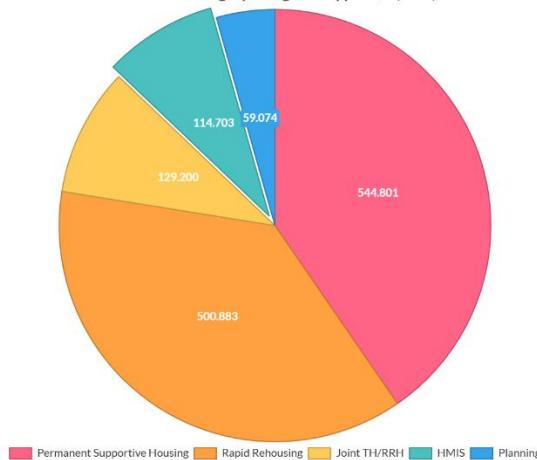


Table 3

Program Type	Funding Amount
Permanent Supportive Housing	\$544,801
Rapid Rehousing	\$500,883
Joint TH/RRH	\$129,200
HMIS	\$114,703
Planning	\$59,074
Total	\$1,348,661

Local Services & Resources



Bottleneck 1: With a greater number of individuals experiencing homelessness than there are shelter beds, individuals and families are sleeping on the street, in vehicles, in encampments, under bridges, in abandoned buildings, and more. Most local shelters are at capacity and operate waiting lists at any given point in time. However, additional shelter beds are only the start:

Bottleneck 2: There are hundreds of people in shelters, transitional housing, and housing programs. However, with a lack of safe, decent, and affordable housing, they are unable to move out of those beds and into permanent housing. The severe lack of affordable housing in our community—almost 9,000 units according to the City of Springfield's Housing Study—means that not many individuals can move out of those beds into permanent housing.

The reality is that these bottlenecks create a funnel system where the rate of people exiting the system slows and individuals spend more time in the homeless services system. The increased demand on the system leads to more expenses and trauma. To address these bottlenecks, we need to increase safe, decent, and affordable housing and shelter beds.

To learn more about the City's Housing Study, visit [here](#).

Current Local Priorities

The City of Springfield has been attentive to researching and implementing housing policies and practices to support housing-related initiatives. The recent Housing Study and Neighborhood Revitalization Strategy (2023) makes clear that “households below 30% AMI (\$26,500 in family income for a family of 4) experience the greatest shortage of affordable rental units” (p. 6). The deficit of units for those households is 8,960. The recently approved pilot plan for rental inspections is intended to understand the way a rental inspection program improves the quality of housing for renters. There is currently a proposal before the City’s Community Advisory Board (CAB) for the ¾ cent tax to launch a Housing Trust Fund, which would provide investments to support stable, affordable, and safe homes. Also, the Land Bank, which has legislative approval, will provide an efficient mechanism to develop land to meet housing affordability needs. This work aligns the City’s commitment to Forward SGF, a plan that is designed to “improve quality of place” (p. 8). One core element of the plan is “Housing & Neighborhoods” where there will be “a wide variety of housing choices. Quality, affordable housing opportunities will be available to people of all backgrounds and stages of life” (p. 11). This ongoing attention to housing options is critical given the substantial investments necessary to create and maintain affordability.

Shifts in Federal Funding

Recent shifts in federal homelessness funding within the U.S. Department of Housing and Urban Development (HUD) are reshaping how local systems plan and allocate resources. While HUD has historically emphasized permanent housing solutions such as Permanent Supportive Housing (PSH) and Rapid Re-housing (RRH), recent funding priorities reflect a drastic shift to shorter-term crisis-response interventions. This includes expanded attention to temporary housing options designed to alleviate immediate pressure on overwhelmed systems. As resources pivot toward short-term stabilization rather than long-term housing subsidies, providers face increased competition for limited dollars and must adapt service models to meet evolving expectations while still responding to rising homelessness and complex client needs.

Shifts in Federal Priorities

Changes in parallel federal programs including Supplemental Nutrition Assistance Programs (SNAP), Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) also create significant ripple effects throughout the homeless response system. Adjustments to SNAP eligibility or benefit calculations can increase food insecurity, and Medicaid policy shifts—especially those affecting behavioral health, substance-use treatment, and supportive services reimbursements—directly influence clients’ stability and the capacity of providers to sustain integrated care models. When access to income or health coverage fluctuates due to eligibility changes or funding reductions, more individuals are pushed toward homelessness or experience longer episodes of housing instability. Together, these federal policy shifts underscore the interconnectedness of housing, health, and income. For

local homeless service systems, the result is growing unpredictability in demand and funding streams

Economic Health

Effectively addressing homelessness contributes directly to the economic health of a community and the vitality of local businesses. When people have stable housing and access to supportive services, they are better able to participate in training and education and contribute to local spending. Housing stability also reduces the strain on costly crisis systems such as emergency medical care, law enforcement, and the judicial system, allowing public resources to be redirected toward economic development and community improvement efforts.

Addressing homelessness is also an economic strategy. For businesses, visible and unmanaged homelessness can create challenges related to customer perceptions, employee safety concerns, and the overall attractiveness of commercial districts. When communities invest in coordinated, humane, and effective homelessness responses, commercial corridors become more welcoming, predictable, and economically resilient. A community that supports stability, reduces unsheltered homelessness, and fosters cross-sector collaboration creates conditions where businesses can thrive, property values remain strong, and long-term economic growth becomes more sustainable.

Strategic Priorities

Community Support

Robust Supportive Services

A strong network of supportive services (e.g. healthcare, mental healthcare, substance-use treatment and recovery support, employment assistance, and reliable transportation) is essential to an effective homeless service system; housing alone is rarely sufficient for people experiencing complex barriers. Without coordinated services addressing health, behavioral health, income, and mobility challenges, individuals are more likely to cycle back into crisis or homelessness. Robust community support helps people stabilize, sustain housing, and build long-term well-being, reducing demand on emergency systems and improving overall community outcomes.

Tailored and Accessible to Meet Individual Needs

To be effective, services must be tailored, person-centered, and accessible, meeting individuals where they are and reflective of needs within the homeless population. This includes low-barrier entry points, flexible service delivery, and coordination across providers to ensure people do not fall through system gaps. When supportive services are aligned and designed to complement one another, providers can maximize resources, reduce duplication, and offer seamless pathways from crisis to stability.

Cooperation to Maximize Resources

Prioritizing a robust, integrated service infrastructure strengthens the entire homeless service system. It enhances housing retention, supports recovery and employment, and creates the conditions necessary for individuals to thrive, ultimately helping the community reduce homelessness in a sustainable and equitable way.

Community Resilience

Maintenance & Growth of Programming

Maintaining and promoting the growth of programming is essential to appropriately address homelessness in our community. Focusing on effective workplace strategies to recruit and maintain employees will strengthen the stability of our system, expand access to services, and ensure attainable pathways to stable housing. The continued maintenance and growth of programming will require collaboration between homeless service providers to meet established initiatives and implement evidence-based practices that will help those in need connect to resources. The variability of our system requires any maintained or expanded programming to account for change and ensure our system remains flexible.

Diversified Funding Streams

Continued efforts to diversify funding streams will reduce dependence on any single funding source and allow for the long-term stability of our system. Cultivating partnerships with foundations, local government, philanthropic donors, community organizations, and local businesses will allow our system to strengthen its financial stability. Obtaining alternative funding sources and increasing in-kind donations will ensure our system continues to operate as expected during periods of uncertainty.

Diversion & Prevention

The continued prioritization of diversion and prevention efforts is essential to make sure households receive needed assistance before a housing crisis escalates. For those who do lose housing, our system should emphasize rapid connections to permanent housing paired with supportive services to promote long-term housing stability. By prioritizing access to housing and working to reduce the length of homelessness, our system will be better prepared to prevent crises and ensure housing for all.

Education & Community Engagement

Education on the System of Care

Education about our system of care is key to improving public understanding around the realities of homelessness in our region. Educational efforts among both the general public and service providers can highlight the shared responsibility our community has in preventing and ending homelessness. Finding ways to effectively communicate with groups in our community will help them to better understand their role and foster trust in the effectiveness of the system.

Increasing Community Engagement & Public Relations Campaigns

Increasing community engagement among the general public will encourage community members to assist with efforts to address homelessness. This may be through increasing individual volunteerism efforts or increasing corporate and civil leader involvement in our system. Marketing and public-relations campaigns through partnerships with employers can serve to increase awareness. Media coverage can play a large role in influencing the public perception of homelessness, especially if it elevates success stories, highlights local efforts, and counters misconceptions about homelessness. Increasing the number of trainings, leadership development activities, conferences, and mentorships can help service providers better understand the lived experience of homelessness with dignity, respect, and empathy.

Increasing Community Awareness

A well-informed and engaged community will be more willing to assist in the response to address homelessness. It is important that service providers and community groups work to raise awareness around the realities of homelessness in our region so that community

can better understand the system. If a community is more knowledgeable about the realities of homelessness, they will be more likely to support evidence-based approaches to addressing homelessness. A more knowledgeable community will also create conditions where healthcare, law enforcement, and the judicial system support those in need with empathy and work to improve the sense of safety in our community. Conditions like this will ensure businesses can thrive, and economic growth becomes more sustainable. Overall, investments in education and community engagement can reduce misinformation and reinforce a shared commitment to a healthier and more prosperous community for all.

Strategies & Initiatives

Community Support

- Goal 1: Sustain, maintain, and grow supportive services
- Goal 2: Develop and create tailored and accessible support plans and pathways to meet individual needs
- Goal 3: Strengthen multi-sector collaboration to ensure housing stability and financial security

Community Resilience

- Goal 1: Identify and activate diverse, sustainable, and flexible funding streams
- Goal 2: Strengthen workplace strategies and investments to reduce high turnover rates
- Goal 3: Amplify attention and increase investment in prevention and diversion strategies

Education & Community Engagement

- Goal 1: Center lived experience feedback with dignity, respect, and empathy
- Goal 2: Advocate for informed policy decisions and increased community engagement
- Goal 3: Market and educate on existing pathways to meet major areas of need

Implementation & Performance Metrics

Community Support

Goal 1: Sustain, maintain, and grow supportive services

- Create and strengthen supportive services
- Examine the percentage change of people served, including mental health, healthcare, employment, non-cash benefits, transportation, substance use and abuse programming
- Examine the returns to homelessness within two years of exiting to a permanent housing destination

Goal 2: Develop and create tailored and accessible support plans and pathways to meet individual needs

- Examine the percentage increase in individualized service and navigation positions, both across and within subpopulations
- Understand population needs to determine needed services and pathways
- Examine the number of referrals and service connections made and the number of follow-ups made

Goal 3: Strengthen multi-sector collaboration to ensure housing stability and financial security

- Increase business, nonprofit, employment, transportation, government, LEO/OEM, landlords and property owner representation in OAEH committees and coalitions
- Examine employment rates among service partners and rates of SSI and SSDI eligibility
- Examine CPO's Housing Collaborative Housing Conference participation rates per year
- Examine the number of referrals, service connections, and follow-ups made outside of the homeless service system

Community Resilience

Goal 1: Identify and activate diverse, sustainable, and flexible funding streams

- Create an updated list of alternative funding sources (from foundations, government, philanthropies, and donors) to be used for prevention and diversion, housing programs, and supportive services
- Examine the percentage of service system funding coming from state, federal, philanthropic, private, and local governmental funding sources
- Increase and leverage in-kind donations to offset other costs

Goal 2: Strengthen workplace strategies and investments to reduce high turnover rates

- Create a list of effective workplace strategies (including incentives, benefits, and continuity of knowledge and expertise) to recruit and maintain employees
- Find ways to increase opportunities for cross training and leadership development

Goal 3: Amplify attention and increase investment in prevention and diversion strategies

- Partner with the Housing Collaborative on the Housing Trust Fund Initiative
- Increase the size and magnitude of investments in shelter diversion and prevention programming

Education & Community Engagement

Goal 1: Center lived experience feedback with dignity, respect, and empathy

- Increase the number of training & leadership development activities
- Increase the number of sponsorships for conferences, retreat attendees, and mentorships

Goal 2: Advocate for informed policy decisions and increased community engagement

- Increase the number of individual volunteers
- Increase the number of volunteer hours
- Increase the percentage of corporate and civil leaders that engage in OAEH activities
- Create a regular annual retreat with city leaders to educate about the OAEH and community housing
- Examine the number of issues conveyed during monthly mayor report

Goal 3: Market and educate on existing pathways to meet major areas of need

- Create partnerships with large scale employers
- Run an annual story campaign to elevate lived experience and educate about service pathways, successes, and how a lack of resources could impact our community