OZARKS ALLIANCE TO *End* HOMELESSNESS



SPRINGFIELD/GREENE, CHRISTIAN AND WEBSTER COUNTIES CONTINUUM OF CARE

Strategic Action Plan

2023 - 2025

cpozarks.org/endhomelessness

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Ozarks Alliance to End Homelessness Overview

The federal Continuum of Care Program was established in 2009 through an amendment to the McKinney-Vento Homeless Assistance Act. The Springfield/Greene, Christian, and Webster Counties Continuum of Care, through the Ozarks Alliance to End Homelessness (OAEH), was created soon thereafter. Community Partnership of the Ozarks (CPO) is proud to coordinate this dynamic initiative that represents people with lived experience, non-profits, local government, advocacy groups, and others. Collectively, The OAEH brings over $1 million in Department of Housing & Urban Development (HUD) funding to our community for housing and supportive services.

Homelessness is a complex issue to address. Broad system representation on the Executive Board and committees allows OAEH to implement a community-wide approach to ensure that homelessness is rare, brief, and one time.

Strategic Action Plan Executive Overview

The Strategic Action plan is the OAEH's comprehensive plan to accomplish every homeless service agency's ultimate goal: to alleviate and end homelessness in our community. It incorporates elements from our local system of care analysis and the federal level plans. Both our local System Analysis of Need and the Federal All-In Plan to End Homelessness acted as the platform to build the OAEH's Strategic Action Plan. The OAEH aligned the efforts from the federal level, along with key areas of need in our local community, to develop critical goals for the Strategic Action Plan. In the OAEH Strategic Action Plan, our system of care for homeless services focuses on the following:

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

These initiatives and focus areas are critical for our local community, as we continue to bring in federal funding, expand capacity to meet the needs of all those experiencing homelessness, and work towards a more robust and comprehensive system. To achieve the above, the OAEH Strategic Plan, in compliment with our Strategic Plan through 2025, outlines the specific goals, tasks, and partners needed to move the needle in key areas.

The OAEH Strategic Plan outlines tangible steps to take towards improving and expanding our system of care. The goals and tasks for each OAEH committee and task force will be measured by our System Performance Measures. We will know that these initiatives and programs will move the need on filling gaps when we can see changes in our performance metrics as a system of care.

Homeless System of Care Analysis of Need

In May of 2022, the OAEH partnered with Julie McFarland Consultants (JMC) to conduct a Qualitative and Quantitative review of our system. A team made up of Julie McFarland, Maseta Dorley, and Christopher Andrews completed the following:

1. Quantitative Gaps Analysis: focused on sheltered and unsheltered data, Coordinated Entry System by-name list; HIC (homeless services utilization & bed number data). JMC completed a comparison of similarly sized and positioned Continua of Care and made recommendations based on this data to meet identified needs through research, analysis of data, and a report with recommendations.
2. Qualitative Data: focus groups/discussion/data collection with people experiencing homelessness in the Springfield CoC jurisdiction. JMC conducted 16 focus groups made up of 182 individuals with lived experience. JMC also conducted a community survey to garner information regarding services needed.

The recommendations that were results of the Qualitative Data Collection can be broken down into four categories: 1. Basic Needs, 2. Increasing Housing Options, 3. Supportive Services, and 4. Landlord Engagement.

Key Concepts

The Homeless System of Care Analysis of Need will give guidance and direction for funding prioritization, program expansion, and system enhancements. To this end, the following key concepts are highlighted from recommendations included in the report:

Expanded Affordable Housing Options: Increasing units and access to affordable housing for individuals with barriers to stability is key to both moving households from shelter and housing services to permanent housing. Additionally, providing diversion services aimed at those at risk of becoming homeless. This includes greatly expanding Housing Problem Solving Services (aka Shelter Diversion,) Risk Mitigation Funding, Shared Housing, and Respite Housing.

Best Practice Community-based Supportive Services: There are critical gaps in access to support that should be prioritized for households experiencing long term homelessness to those at risk of homelessness or experiencing a housing crisis. This includes Housing Problem Solving (Shelter Diversion), which provides case management, funding to obtain permanent housing, and direct referrals to stabilizing services like Medicaid, healthcare, mental healthcare, and employment.

Purpose Driven Day Care: People experiencing unsheltered homelessness must have access to basic health, mental health, hygiene, and storage services to aid in obtaining employment, housing, and healthcare. The need is for a day center that focuses on providing showers and laundry (into early evening), locker storage, and low barrier access to health and mental health services. "Purpose Driven" ensures individuals coming to a center are making progress (however small) towards accessing health, mental health, and housing resources and increased stability.

The Federal All-In Plan

The Federal All-In Plan, formally called "All In: The Federal Strategic Plan to Prevent and End Homelessness," is a multi-year, interagency blueprint for a future where no one experiences homelessness, and everyone has a safe, stable, accessible, and affordable home. The plan sets an ambitious interim goal to reduce homelessness by 25% by January 2025. With homelessness rising in America, a comprehensive & inclusive process was used to gather input from a broad range of perspectives. Going further than any prior federal strategic plan, All In focuses on comprehensively advancing equity and addressing systemic racism. This plan also implements strategies for upstream prevention.

This plan is developed three solution pillars:

- Housing & Supports
- Homelessness Response
- Prevention

OAEH Strategic Plan 2022-2025

The OAEH Strategic Plan provides direction and focus to the Ozarks Alliance to End Homelessness, our system of care, and committees and task forces. In summary, the OAEH Strategic Plan focuses on outcomes and strategies that make homelessness rare, brief and one time, and increase community engagement and education.

Make Homelessness Rare:

Outcomes

- Reduce number of people experiencing homelessness
- Reduce number of people experiencing homelessness for the first time
- Increase employment and income

Strategies

- Increase availability of safe, decent, and affordable housing
- Increase resources and connectivity in surrounding counties
- Increase collaboration across system through service providers
- Increase timely access to mental health treatment
- Increase access to employment and benefits

Make Homelessness Brief and One Time:

Outcomes

- Reduce length of time people experience homelessness
- Increase successful placement in and retention of housing
- Reduce returns to homelessness

Strategies

- Remove barriers to services (increase access and reduce program prerequisites)
- Increase low barrier emergency shelter beds and transitional housing options
- Increase street outreach initiatives
- Develop system-wide curriculum and best practices for case management

- Leverage local, state, and federal resources (specifically ARPA funds)
- Increase landlord engagement
- Increase number of SOAR certified staff

Increase Community Education and Engagement around Homelessness:

Outcomes

- Improve system level coordination and engagement
- Increase community awareness of homelessness and community support for service providers
- Further develop the O'Reilly Center for Hope as a shared community tool for resources

Strategies

- Engage with new system level partners
- Develop annual training curriculum for direct service providers on best practices
- Develop OAEH Communications Plan to share about the work of the OAEH with general public

System Performance Measures

Developed by the U.S. Department of Housing and Urban Development (HUD), these System Performance Measures (SPM) are used not only for the Ozarks Alliance to End Homelessness (OAEH) to determine funding appropriations and resources, but also for HUD to review progress made by the OAEH. The Strategic Action Plan will be measured by these System Performance Measures:

1) Length of Time Persons Remain Homeless
2) Returns to Homelessness within Two Years of Exiting to a Permanent Housing Destination
3) Number of Homeless Persons
4) Employment and Income Growth
5) Persons who Become 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

Formation of OAEH's Strategic Action Plan

The OAEH's Strategic Action Plan was created utilizing the compilation of data and responses from the Homeless System of Care Analysis of Need, 2022-2025 Strategic Plan, and information from key community partners during the 2023 Solutions Summit. The OAEH held the Solutions Summit in May of 2023 that pulled together OAEH leadership, homeless service providers, and key community partners to discuss tangible solutions for challenges related to homelessness in five key areas: housing, health, legal, financial, and neighborhood and community.

The Strategic Action Plan ensures that all members of our community are being accounted for and served, that all subcommittees and partners can do their part in aiding with the fight against homelessness in our community, and that homelessness in Springfield/Greene, Christian, and Webster counties is rare, brief, and one time. The Ozarks Alliance to End Homelessness revises the Strategic Action Plan annually to ensure our system of care is addressing new and emerging needs of those who are homeless or at risk of becoming homeless, determining the capacity of our service providers to meet the demand, and ensuring we have a collaborative system based on Housing First Principles.

Ozarks Alliance to End Homelessness Strategic Action Plan

Executive Board Strategic Action Plan

The Executive Board oversees the Ozarks Alliance to End Homelessness. They set policy and priority for the OAEH and ensure that the OAEH is in compliance with HUD. They ensure that all federal mandates are met and work to address community issues through a collaborative approach.

Action Project	Focus Area	SPM	Federal All-In Correlation
Innovative Housing Practices	1.Increased access to affordable housing options	SPM 1, 3, & 7	Solutions Pillar #1: Scale housing and supports that meet demands.
Establish a Healthcare to Housing Coalition	1. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundation Pillar #3: Collaborate at all levels. & Solutions Pillar #2: Improve effectiveness of homelessness response systems.
Establish a Legal Committee	2. Best Practice Community Supportive and Wrap-Around Services	SPM 1-5	Foundation Pillar #3: Collaborate at all levels. & Solutions Pillar #2: Improve effectiveness of homelessness response systems.
Pay Today Employment Program	2. Best Practice Community Supportive and Wrap-Around Services	SPM 2 & 5	Foundation Pillar #3: Collaborate at all levels. & Solutions Pillar #2: Improve effectiveness of homelessness response systems. & Solutions Pillar #3: Prevent homelessness.
Expanding Access to System of Care through Assistive Technology	2. Best Practice Community Supportive and Wrap-Around Services	SPM 1-4	Foundations Pillar #2: Use data and evidence to make decisions. & Solutions Pillar #2: Improve effectiveness of homelessness response systems.
Revisit How We Engage & Support Surrounding Counties	2. Best Practice Community Supportive and Wrap-Around Services	SPM 1-5	Foundation Pillar #3: Collaborate at all levels. & Solutions Pillar #1: Scale housing and support that meets demands.

Goal #1: Innovative Housing Practices

- Task: Engage with Coalitions on Housing Conversations
    - *Partners:* Housing Collaborative, City of Springfield's Housing Study, Forward SGF's Place Teams, Empower Missouri's Affordable Housing Coalition
    - *Status Update:* 1-2 people from the OAEH participating in every affordable housing coalition, work group, and committee
- Task: Research Innovating Housing
    - *Partners:* Eden Village, Springfield Police Department, Burrell Behavioral Health, MSU Care Clinic, Jordan Valley, Downtown Association, City of Springfield
    - *Status Update:* Developed 1-3 feasible transitional housing project ideas
- Task: Health 2 Housing Model
    - *Partners:* Springfield Police Department, Burrell Behavioral Health, MSU Care Clinic, Mercy, Jordan Valley, Downtown Association
    - *Status Update:* Establish intensive outreach team with sustainable funding

Goal #2: Establish a Healthcare to Housing Coalition

- Task: Vote to establish
    - *Status Update:* Approved coalition by the Executive Board
- Task: Identify Interested Parties (state & local)
    - *Partners:* Brock Hughes; CoxHealth; Mercy; Jordan Valley; MSU Care Clinic; Health Departments; Burrell Behavioral Health; Women's Medical Respite; Catholic Charities of Southern Missouri; Elisa Coonrod; Nate Schlueter; Salvation Army
    - *Status Update:* List of identified interested parties due November 1, 2023
- Task: Initial Meeting to Determine Structure
    - *Partners:* Brock Hughes; CoxHealth; Mercy; Jordan Valley; MSU Care Clinic; Health Departments; Burrell Behavioral Health; Women's Medical Respite; Catholic Charities of Southern Missouri; Elisa Coonrod; Nate Schlueter; Salvation Army
    - *Status Update:* Establish leadership and regular meeting times by December 1, 2023

Goal #3: Establish a Legal Committee

- Task: Vote to Establish

- *Status Update:* Vote to take place November 2023 to formally establish the committee of OAEH

- Task: Identify Interested Parties
  - *Partners:* Jody Austin; Lt. Price; Annie Busch; Judge Garrison; Judge Mercer; Jenny Deppe; Proscuters Office; Public Administration Office; Legal Services of Southwest Missouri; Ben Greene
  - *Status Update:* List of identified interested parties by December 31, 2023
- Task: Initial meeting to determine structure
  - *Partners:* Jody Austin; Lt. Price; Annie Busch; Judge Garrison; Judge Mercer; Jenny Deppe; Proscuters Office; Public Administration Office; Legal Services of Southwest Missouri; Ben Greene
  - *Status Update:* Establish leadership and regular meeting times by February 1, 2024

<u>Goal #4: Innovative Employment</u>

- Task: Establish a Pay Today Program
  - *Partners:* Kelly Paparella; Missey Hayward; Missouri Jobs Center; 1-2 Employers
  - *Status Update:* Built in budgeting class through the program; Established Pay Today Program by December 31, 2024
- Task: Strengthen Missouri Job Center Partnership
  - *Partners:* Jessica Hunt; Jessica Tate; Ozarks Technical Community College
  - *Status Update:* Increased awareness and support for programs (including more homeless service agencies implementing programs); Multiple trainings per year for service providers on programming and benefits; Quarterly job trainings and/or hiring events

<u>Goal #5: Revisit How We Engage and Support Surrounding Counties</u>

- Task: Determine Relationship Between the Christian County Homelessness Alliance and the OAEH
  - *Partners:* Bandi Kolbe; leadership from Executive Board and Christian County Homeless Alliance

- *Status Update:* Conversation occurred

- Task: Identify Interested Parties (Christian/Webster/Greene)
  - *Partners:* Executive Board; Schools; Healthcare; ZuZu's House
  - *Status Update:* List of individuals and agencies with contact information
- Task: Establish Rural Committee
  - *Status Update:* To be determined
- Task: Determine Scope of Work
  - *Status Update:* To be determined

Goal #6: Expanding access to System of Care through assistive technology

This action project is a priority for the OAEH Executive Board and has been tabled until other action projects are completed.

Goal #7: Adopt HUD's Interim Rule: Affirmatively Furthering Fair Housing

- Task: Complete the HUD Fair Housing Planning Toolkit
  - *Partners:* Springfield Mayor's Commission on Human Rights and Community Relations (MCHRCR); Housing Agencies; Housing Collaborative; Legal Services; Missouri Interagency Council on Homelessness (MICH); Brandon Jenson; Department of Housing & Urban Development (HUD)
  - *Status Update:* Completed Eight Modules
- Task: Implement Initiatives as Outlined in the Toolkit
  - *Partners:* Springfield Mayor's Commission on Human Rights and Community Relations (MCHRCR); Housing Agencies; Housing Collaborative; Legal Services; Missouri Interagency Council on Homelessness (MICH); Brandon Jenson; Department of Housing & Urban Development (HUD)
  - *Status Update:* Depending on Toolkit Outcomes

Systems and Services Committee Strategic Action Plan

The Systems & Services Committee offers support and networking opportunities for federally funded agencies in our community. This group often discusses successes and challenges, emerging issues facing those who are homeless, collective training needs for staff, and gaps in services, as well as topics related to Housing and Urban Development (HUD) funding implementation and requirements.

Action Project	Focus Area	SPM	Federal All-In Correlation
Bolster SOAR	2. Best Practice Community Supportive and Wrap-Around Services	SPM 5	Foundations Solution #2: Use data and evidence to make decisions. & Solutions Pillar #2: Improve effectiveness of homelessness response systems.
Engaged in Current Community Coalitions w/ a goal of Establishing a Risk Mitigation Initiative & Application Fee Regulation	1. Increased Access to Affordable Housing Options & 3. Landlord Engagement & Recruitment on the Macro-Level	SPM 1	Foundations Pillar #3: Collaborate at all levels.
Education & Engagement of Communities Facing Barriers	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundations Pillar #3: Collaborate at all levels.
Create a Transport Program	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-5	Foundations Solution #2: Use data and evidence to make decisions. & Solutions Pillar #2: Improve effectiveness of homelessness response systems.

Goal #1: Bolster SOAR (Substance use Outreach Assistance Resource)

- Task: Send someone to SOAR Leadership Academy
    - *Partners:* Department of Mental Health
    - *Status Update:* Completed Leadership Academy
- Task: Conduct SOAR Technical Assistance Sessions
    - *Partners:* Social Security Office; Department of Mental Health; SOAR Certified Case Managers; Service Providers; empower:abilities
    - *Status Update:* Four Completed Technical Assistance Sessions (one per quarter)
- Task: Increasing SOAR- Certified Case Managers at Agencies
    - *Partners:* Department of Mental Health; SOARing over Lunch; Catholic Charities of Southern Missouri
    - *Status Update:* At least one SOAR certified person at each HUD Funded Agency

(excluding Institute for Community Alliances)

- Task: Improve Social Security Office Relationship
    - *Partners:* Social Security Office; Department of Mental Health; US Senator and Representative Staff; Healthcare Leadership; Local SOAR Lead
    - *Status Update:* Responsive contact with Social Security Office
- Task: Secure Funding for a Community-Based SOAR Certified Individual
    - *Partners:* Department of Mental Health
    - *Status Update:* Secured funding
- Task: Establish SOAR Dedicated Individual that is Community-Based
    - *Partners:* Department of Mental Health
    - *Status Update:* Employee hired

<u>Goal #2: Engaged in Current Community Coalitions with a Goal of Establishing a Risk Mitigation Initiative & Application Fee Regulation</u>

- Task: Meet to Establish Roles & Responsibilities of Groups
    - *Partners:* Risk Mitigation Subcommittee; Landlord Tenant Education Subcommittee; Springfield Tenants Unite
    - *Status Update:* Meeting completed with goals for Landlord Tenant Education Subcommittee and Risk Mitigation Subcommittee
- Task: Establish a Joint Risk Mitigation Task Force
    - *Partners:* Housing Collaborative; Public Housing Authorities (Housing Authority of Springfield; Ozarks Area Community Action Corporation); Legal Services of Southern Missouri Attorneys
    - *Status Update:* Formally established group & first meeting completed
- Task: Creating a Universal Application & Fee through Social Serve
    - *Partners:* Wayne Crawford; Social Serve; Realtor & Apartment Associations; Springfield City Council
    - *Status Update:* Developed Universal Application
- Task: Creating a Risk Mitigation for Landlord Participants of Social Serve
    - *Partners:* Legal Services of Southern Missouri Attorneys; Housing Advocacy Subcommittee; City of Springfield; Property Managers and Landlords; Housing

and Homeless Service Agencies; Housing Authority of Springfield; Ozarks Area Community Action Corporation (OACAC); Springfield Tenants Unite (STUN)

- *Status Update:* Developed Risk Mitigation program

Goal #3: Education & Engagement of Communities Facing Barriers

This action project is a priority for the OAEH Systems and Services Committee and has been tabled until other action projects are completed.

Goal #4: Create a Transport Program

This action project is a priority for the OAEH Systems and Services Committee and has been tabled until other action projects get completed.

Christian County Homeless Alliance Strategic Action Plan

The Christian County Homeless Alliance is dedicated to improving the system of care for the homeless in Christian County through collaboration with government, faith-based and nonprofit service providers, city government, and local businesses.

Action Project	Focus Area	SPM	Federal All-In Correlation
Sustainable Funding to Support Shelter Diversion Programming	1. Increased Access to Affordable Housing & 3. Landlord Engagement & Recruitment on the Macro-Level	SPM 1 & 5	Solutions Pillar #2: Improve effectiveness of homelessness response systems. Solutions Pillar #3: Prevent homelessness.
Engage w/ Healthcare to Housing Coalition & Form Subcommittee on CIT/Co-Responder	2. Best Practice Community Supportive and Wrap-Around Services	SPM 4	Solutions Pillar #2: Improve effectiveness of homelessness response systems. Foundation Pillar #3: Collaborate at all levels.
Rural Homelessness Study	2. Best Practice Community Supportive and Wrap-Around Services	SPM 1 & 5	Foundation Pillar #3: Collaborate at all levels. & Solutions Pillar #1: Scale housing and support that meets demands.

Goal #1: Sustainable Funding to Support Shelter Diversion Programming

- Task: Awareness of Needs
    - *Partners:* Rotary Club, Lions Club, School Social Workers and Homeless Liaisons
    - *Status Update:* Presented at least three organizations
- Task: Shelter Diversion Research
- Task: Determine Financial Goal Needed
    - *Partners:* Least of These Food Pantry; Catholic Charities of Southern Missouri; Ozarks Area Community Action Corporation
- Task: Create Diversion Fund Pool
    - *Partners:* Catholic Charities of Southern Missouri; Ozarks Area Community Action

Corporation

- Task: Managing Diversion Fund Pool
    - *Partners:* Ozarks Area Community Action Corporation; One Door; Faith-Based Organizations

Goal #2: Engage with Healthcare to Housing Coalition & Form subcommittee on Crisis Intervention Team (CIT)/Co-Responders

- Task: Participation in Healthcare to Housing Coalition
    - *Partners:* Volunteers in Medicine; Brooke (Nutrition Student with Least of These Food Pantry); University of Missouri Extension Office; Sequential Intercept Model (SIM) Trainings
    - *Status Update:* Attends 75% of meetings
- Task: Identify Partners & Partner for Crisis Intervention Team (CIT)/Co-Responders
    - *Partners:* Ozarks Area Crisis Intervention Team Council; Sequential Intercept Model Training Work Group; Juvenile Office; Eustasis; O'Reilly Center for Hope
    - *Status Update:* List of potential partners
- Task: Establish Subcommittee on Crisis Intervention Team/Co-Responders

Goal #3: Rural Homelessness Study

- Task: Locate funding opportunities
    - *Partners:* Center for Ozarks Poverty Research (COPR), Community Foundation of the Ozarks (CFO), HUD
    - *Status Update:* Have identified two viable grant opportunities
- Task: Secure Funding
    - *Partners:* COPR, CFO, HUD
    - *Status Update:* Awarded funding
- Task: Develop Study Logistics (Including Timeline, Questions, and Methodology)
    - *Partners:* Webster County CommUNITY Partners; School Systems; Jordan Valley; CoxHealth
    - *Status Update:* Finalized timeline; Identified key partners; List of questions that fit scope
- Task: Complete Research

    - *Partners:* Webster County CommUNITY Partners; School Systems; Jordan Valley; CoxHealth
- Task: Share Results of Study
    - *Partners:* Community organizations and agencies
    - *Status Update:* Shared report internally at a Christian County Homeless Alliance Meeting; Shared report with CCHA partners (pushed out through at least five channels)

Homeless Youth Task Force Strategic Action Plan

The Homeless Youth Task Force was formed to ensure that the needs of unstably housed youth in the Springfield, Christian, and Webster counties are being taken into account. HUD defines youth as anyone from ages 13-24, and while unstable housing is a difficult situation to deal with at any age, the Homeless Youth Task Force aims to aid those who are vulnerable to homelessness during their most formative years. The Homeless Youth Task Force is composed of representatives from homeless services agencies throughout the Springfield community who primarily work with youth and know their needs first-hand.

Action Project	Focus Area	SPM	Federal All-In Correlation
Establish and Maintain a Strong & Active Youth Action Board	2. Best Practice Community Supportive & Wrap-Around Services	SPM 4 & 7	Foundations Pillar #3: Collaborate at all levels.
Improve Youth Financial Stability	2. Best Practice Community Supportive & Wrap-Around Services	SPM 2	Solutions Pillar #3: Prevent homelessness.
Engage Rural Youth Service Providers	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundations Pillar #3: Collaborate at all levels.

Goal #1: Maintain a Strong & Active Youth Action Board (YAB)

- Task: Establish Governance Structure
    - *Partners:* YouthConnect Center; Rare Breed; KVC; Glo Center
    - *Status Update:* Completed operations manual
- Task: Establish Meeting Dates & Times
    - *Partners:* YouthConnect Center; Rare Breed; KVC; Glo Center
    - *Status Update:* Established re-occurring meeting date & time with location
- Task: Identify Sustainable Funding for the Youth Action Board
    - *Partners:* Homeless Youth Task Force (HYTF)
    - *Status Update:* Identified 1-2 sustainable funding sources for the Youth Action Board
- Task: Youth Action Board Member Participating at Homeless Youth Task Force Meetings (HYTF)

    - *Partners:* Youth Action Board Subcommittee
    - *Status Update:* Youth Action Board Member(s) participate in 60% of Homeless Youth Task Force Meetings
- Task: Continued Recruitment
    - *Partners:* Homeless Youth Task Force
    - *Status Update:* Maintained seven consistent delegates

<u>Goal #2: Implement Youth Financial Stability Program</u>

- Task: Research Financial Stability Activities that are Youth-Centered
    - *Partners:* Rural Youth Providers; Drew Lewis Foundation; Dr. Kelley Nichols and Rhonda Chapman with Great Game of Business
    - *Status Update:* Outline of what to present to the Homeless Youth Task Force and Youth Action Board
- Task: Present to Homeless Youth Task Force & Get Feedback
    - *Status Update:* Meeting minutes reflecting strong discussion of viable options
- Task: Present to Youth Action Board & Get Feedback
    - *Partners:* Youth Action Board Subcommittee; Youth Action Board
    - *Status Update:* Presentation to Youth Action Board; Feedback provided by Youth Action Board; Set a date for strategic action planning
- Task: Do Strategic Action Planning with Youth Action Board
    - *Partners:* Youth Action Board Subcommittee
    - *Status Update:* Completed strategic action plan
- Task: Locate Sustainable Funding for Youth Financial Stability Program
    - *Partners:* Banking Coalition
    - *Status Update:* Identified Sustainable Funding
- Task: Determine How to Measure Youth Financial Stability
    - *Partners:* Dr. Tim Knapp; Missey Hayward
    - *Status Update:* Survey developed for youth financial stability
- Task: Develop Financial Stability Program for Youth
    - *Partners:* Banking Coalition
    - *Status Update:* Established program curriculum with calendar of program dates
- Task: Implement Financial Stability Program for Youth
    - *Partners:* Youth service providers

- *Status Update:* At least two completed program cohorts by end of the 2024 year

Goal #3: Engage Rural Youth Service Providers

- Task: Identify the Youth Providers who Serve Rural Areas
  - *Partners:* FosterAdopt Connect; ZuZu's House; Freedom's Rest; Women's Crisis Center; Homeless Liaisons/Social Workers; Childrens Division; Health Departments; Contracted Home Visiting Services
  - *Status Update:* List of Agencies with contact information that are interested in participating
- Task: Determine How We Want to Engage
  - *Partners:* FosterAdopt Connect; ZuZu's House; Freedom's Rest; Women's Crisis Center; Homeless Liaisons/Social Workers; Childrens Division; Health Departments; Contracted Home Visiting Services; OACAC
  - *Status Update:* Identified method of how to engage
- Task: Invite to Participate
  - *Partners:* FosterAdopt Connect; ZuZu's House; Freedom's Rest; Women's Crisis Center; Homeless Liaisons/Social Workers; Childrens Division; Health Departments; Contracted Home Visiting Services; OACAC
  - *Status Update:* Depends on the identified strategy from the above step

Goal #4: Homeless Youth Task Force participation on newly established coalitions

- Task: Participation on Healthcare to Housing Coalition
  - *Partners:* Aids Project of the Ozarks; Show Me Healthy Kids; Elisa Coonrod; Jordan Valley Care Coordinators
  - *Status Update:* Homeless Youth Task Force agenda item on updates
- Task: Participation on Legal Committee
  - *Partners:* Melissa Keys; Mikayla Brown; Childrens Division; Heather Kennedy; Damon Young; Vocational Rehabilitation
  - *Status Update:* Homeless Youth Task Force agenda item on updates

Homeless Veterans Task Force Strategic Action Plan

The Homeless Veterans Task Force (HVTF) was formed to ensure that homeless and unstably housed individuals who have served in the military receive aid. The Homeless Veterans Task Force is composed of representatives from homeless service agencies throughout the Springfield community, including those who work in veteran-specific agencies, and individuals who identify as veterans themselves.

Action Project	Focus Area	SPM	Federal All-In Correlation
Bridge Housing	1. Increased Access to Affordable Housing Options	SPM 1 & 3	Solutions Pillar #2: Improve effectiveness of homelessness response systems. & Solutions Pillar #3: Prevent homelessness.
SOAR certified Vet teams	2. Best Practice Community Supportive & Wrap-Around Service	SPM 4	Foundations Solution #2: Use data and evidence to make decisions. & Solutions Pillar #2: Improve effectiveness of homelessness response systems
HVTF Participation in Newly Established Coalitions	2. Best Practice Community Supportive & Wrap-Around Service	SPM 1-5	Foundations Pillar #3: Collaborate at all levels.

Goal #1: Bridge Housing

- Task: Research Funding Opportunities
    - *Partners:* Community Foundation of the Ozarks; Win Publishing Incorporated
    - *Status Update:* Identified five viable funding source*s*
- Task: Submission of a Grant
    - *Partners:* Home at Last; Missouri State University
    - *Status Update:* Grant submission
- Task: Make Fundraising Infographic with Fundraising Goal
    - *Partners:* Community Partnership of the Ozarks
    - *Status Update:* Completed Infographic
- Task: Identifying & Make Ask for Locations for Boxes
    - *Partners:* Pizza House; Bike Stores; Gun Stores; Coffee Shop
    - *Status Update:* Secured three new locations for boxes
- Task: Increase Private Donations

- *Partners:* Disabled American Veterans (DAV); Veterans of Foreign Wars (VFW); Combat Motorcycle Club
- *Status Update:* Met with partners

Goal #2: SOAR (SSI/SSDI Outreach, Access, and Recovery) Certified Veteran Teams

- Task: Identify the Need
  - *Partners:* Veteran Affairs; Home at Last; Catholic Charities of Southern Missouri; American Indian Center; Southwest Indian Center
  - *Status Update:* Have rough number of Veterans that need access to SOAR
- Task: Identify Individuals Who Could be SOAR Certified
  - *Partners*: Give Vets Hope; Springfield Recovery Center; VFW Posts
  - *Status Update:* List of people who are willing to get SOAR Certified
- Task: Get Individuals SOAR certified
  - *Partners:* Home at Last; VASH; Amanda Stadler
  - *Status Update:* Established policies around volunteer SOAR certification; Individuals have completed SOAR training
- Task: Connections & Partnerships
  - *Partners:* One Door; Veteran Affairs; Home at Last; VFW Posts
  - *Status Update:* Formalized partnerships and policies on how to connect to agencies

Goal #3: Homeless Veterans Task Force Participation in Newly Established Coalitions

- Task: Participation in the Healthcare to Housing Coalition
  - *Partners:* Joining Community Forces; Kerry Miller; Home at Last Healthcare Navigator; empower:abilities
  - *Status Update:* Attends 75% of the meetings
- Task: Participation in the Legal Committee
  - *Partners:* Veteran Law Clinic; Municipal Court Judges; Sequential Intercept Model (SIM) Training
  - *Status Update:* Attends 75% of the meetings

Healthcare to Housing Coalition Strategic Action Plan

The Healthcare to Housing Coalition, once established be the Executive Board, will work on more formalized partnerships with the OAEH, issues related to access to healthcare, and discharge planning. Please see the OAEH Executive Board Strategic Action Plan for more information.

Action Project	Focus Area	SPM	Federal All-In Correlation
Establishment & Recruitment	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundations Pillar #3: Collaborate at all levels.
Establish a Discharge Planning Subcommittee	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundations Pillar #3: Collaborate at all levels.
Formal Partnerships (MOU's)	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-4	Foundations Pillar #3: Collaborate at all levels.

Legal Committee Strategic Action Plan

The goal of the Legal Committee is to re-establish Homeless Court, while providing pathways for evictions and expungements. Please see the OAEH Executive Board Strategic Action Plan for more information.

Action Project	Other OAEH Partners	Focus Area	SPM	Federal All-In Correlation
Re-establish Homeless Court (w/ pathways for Evictions & Expungements)	Executive Board	2. Best Practice Community Supportive & Wrap-Around Services	SPM 1-5	Foundations Pillar #3: Collaborate at all levels. Solutions Pillar #3: Prevent homelessness.

Assess and Improve

In combination with the many great programs and initiatives in our community, it is the hope of the Ozarks Alliance to End Homelessness (OAEH) that the Strategic Action Plan will pave the way to bring new, innovative, and much needed programming and capacity to the homeless services system. The purpose of the Ozarks Alliance to End Homelessness Strategic Plan for 2022-2025 is to serve as a guiding light, which the OAEH Strategic Plan will bring to life. The Strategic Action Plan will continue to be reviewed by each of the OAEH committees, task forces, and ultimately the Executive Board to ensure that initiatives and programs are within the scope of the OAEH's Strategic Plan, policies, and priorities.