

**Goal A: To develop or expand housing options for homeless individuals.**

To the extent possible, every effort will be made to use existing housing, abandoned or vacant units, in a way that reduces slum or blight and improves the appearance of the community. The total number of new units combines with the use of existing units is expected to approximately equal the total number of chronically homeless persons (n=648), without concentrating on homeless individuals in any one particular community.

**Strategy A1:** Establish agreements to assure maximum use of available public and private housing units for chronically homeless individuals, including dialogue and negotiation with local housing authorities, developers, owners, and property managers in light of nationally established best practices

<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Develop a plan to engage and encourage the private sector to salvage and use vacant housing units.	One Roof , City, County	June 2010	<ul style="list-style-type: none"> <li>▪ YWCA permanent housing development in Woodlawn. Acquired units had a high vacancy rate and have now been re-developed into 54 permanent housing units for families.</li> </ul>
ii. Work with the local Public Housing Authorities to develop a plan to identify housing options and to establish policies/procedures to make housing units available and more accessible to homeless individuals.	One Roof , City, County	June 2010	<ul style="list-style-type: none"> <li>▪ Church of the Reconciler has developed 32 Shelter Plus beds.</li> <li>▪ Both Bham and Jeff Co Housing Authorities now prioritize homeless families and individuals. Bham currently has a high occupancy rate and generally only units in need of, or currently being repaired are vacant.</li> <li>▪ One Roof has been given notice of several smaller housing authorities' openings over the past few years and makes these upcoming availabilities known to agencies and clients through our newsletter and our website.</li> </ul>

There are new opportunities for permanent housing available for Veterans. Birmingham Housing Authority was awarded 255 vouchers (VASH or VA Supportive Housing); Jefferson County Housing Authority was awarded 50 vouchers and Bessemer Housing Authority was awarded 70 vouchers. This means that in the past 3 years, a total of 375 permanent housing units have been created for Veterans, both those who live alone and those who reside with family. Chronically homeless Veterans have received priority placement.

There are 3 new SSVF (Supportive Services for Veterans and their Families) grants working in our continuum. These are funded by the VA and are available through United Way/ Priority Soldiers, Aletheia House and Family Endeavors. This funding is designed to both prevent homelessness and get homeless veterans off the streets. These grants total almost \$3 million annually. One Roof is ascertaining that coordination is good between agencies and is responsible for reporting numbers to the VA.

The Community Foundation of Greater Birmingham recently awarded Aletheia House a small grant for a part-time coordinator to establish a Veteran’s Network and to fund items and services that will help Vets get off the streets.

All of this attention and funding on housing our Veterans has resulted in the One Roof Continuum being one of the few in the country on target to end Veteran’s homelessness by 2015.

**Strategy A2:** Develop or redevelop additional housing units that are appropriate for supportive housing

Action Steps	Lead Partners	Time	Progress
i. Acquire, renovate, or construct residential facilities that will be used to implement at least one pilot project that uses the “Housing First” approach.	Firehouse, UAB, ONB, City Community Development Department	Dec. 2009	<ul style="list-style-type: none"> <li>▪ One Roof partnered with a national faith based foundation, Aletheia House and City of Birmingham to develop The Cottages, a 20 unit affordable housing development that has 4 set aside units for Housing First. UAB REACT has 50 beds of Housing First for SMI, JBS has 20 units of permanent housing that would be Housing First except that medication compliance is required (exceedingly high rates of housing stability), and the CoC has a goal of moving more CoC-funded units towards Housing First each year.</li> </ul>

ii. Support a program to establish a facility that will provide a variety of supportive services and create 128 emergency beds, 8 “third shift” beds, 36 substance abuse recovery beds, 24 safe haven beds, such as that for which the Firehouse Shelter is zoned.	City, Operation New Birmingham (ONB)	Dec. 2009	<ul style="list-style-type: none"> <li>▪ Changed Lives Christian Center; a 75 bed facility providing transitional housing for homeless (not chronically homeless). This facility opens space for traditional shelters to serve chronically homeless.</li> <li>▪ Work to create a new Firehouse Shelter continues</li> </ul>
--	--------------------------------------	-----------	---

<b>Strategy A3: Create programs that implement alternative approaches to housing entry based on best practices (e.g. Housing First, Abstinence Contingent Housing with Treatment, etc.)</b>			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Establish “Abstinent Contingent Housing with Treatment”	Aletheia House, Cornerstone Housing, UAB	Dec. 2009	<ul style="list-style-type: none"> <li>▪ Aletheia House, an Abstinent Contingent program, provided a 100-woman outpatient program from 2009 – 2013 but that program has closed because the grant has ended.</li> </ul>
ii. Create additional Safe Haven for 24 women	Pathways	Dec. 2012	<ul style="list-style-type: none"> <li>▪ Safe Haven housing will take time plus agencies lack capacity and physical space to expand this program. Additionally, HUD has ceased funding additional SafeHaven beds and there is no other known source of funding for this housing type.</li> </ul>
iii. Create additional Safe Haven for 48 men (24 of these beds are referred to in A2-ii)	Firehouse	Dec. 2015	

**Goal B: To strengthen and provide better access to supportive services for persons to obtain and remain in permanent housing.**

**Strategy B1: Enhance supportive services for persons residing in supportive housing.**

Options offered to homeless individuals should include services models (such as the “Housing First” option) that immediately move individuals (including those with an ongoing addiction and mental illness) into permanent housing units that are equipped with supportive services. The type of supportive services offered could be as intensive as daily or weekly visits by a caseworker or from a Assertive Community Treatment Team. (The Assertive Community Treatment approach implemented by a team of professionals is designed to provide

comprehensive, community-based psychiatric treatment, rehabilitation, and support to persons with serious and persistent mental illnesses.)			
Action Steps	Lead Partners	Time	Progress
i. Implement an intensive case management approach for those with substance abuse with or without an accompanying mental illness (excluding the severely mentally ill).	Aletheia House	Dec. 2009	<ul style="list-style-type: none"> <li>▪ Recent opening of Psychiatric Urgent Care Center.</li> <li>▪ Dept. of Housing and Urban Development will not provide sufficient funding. Therefore, the community must develop private funding to provide support services.</li> </ul>
ii. Establish three additional Assertive Community Treatment teams that will serve 120 chronically homeless (severely mentally ill) individuals. Ensure that geographic areas are expanded.	UAB	Dec. 2013	<ul style="list-style-type: none"> <li>▪ There is currently no funding to create new Assertive Community Treatment Teams.</li> </ul>
iii. Phase in up to 100 treatment bed and 60 outpatient treatment slots to assist homeless substance abusers.	Firehouse, Aletheia House, UAB	June 2017	<ul style="list-style-type: none"> <li>▪ Aletheia House, an Abstinence Contingent program, provided a 100-woman outpatient program from 2009 – 2013 but that program has closed because the grant has ended.</li> </ul>

<b>Strategy B2:</b> Enhance supportive services to improve health and care of persons experiencing homelessness.			
Action Steps	Lead Partners	Time	Progress
i. Establish a continuing education training program for case managers who provide frontline services to homeless persons.	One Roof , Aletheia House	June 2008	<ul style="list-style-type: none"> <li>▪ SOAR Program training has been provided statewide by One Roof and partners. The training is now available online and One Roof will begin hosting “viewing parties” in the fall of 2014.</li> <li>▪ In 2010 One Roof implemented quarterly Homelessness 101 training for all front line case managers. Said training has also</li> </ul>

			<p>been given for Municipal employees.</p> <ul style="list-style-type: none"> <li>▪ An outgrowth of Homelessness 101 was a day-long workshop, Transgender 101, offered to One Roof members. Strong participation of frontline workers</li> <li>▪ One Roof provides continuing HMIS training for all agency users on a monthly, quarterly and annual basis.</li> <li>▪ One Roof brings in education experts, benefits experts, and subject-specific experts to present at membership meetings. Most recent offering was from DHR officials.</li> </ul>
ii. Provide additional outreach services to assist persons living on the street.	Pathways	Dec. 2012	<ul style="list-style-type: none"> <li>▪ Providers lack sufficient funds to create an additional outreach team at this time.</li> <li>▪ Day services for women living on the streets have been expanded by Pathways and that agency is currently in a strategic planning process to evaluate potential additional services, if funds are made available.</li> </ul>
iii. Provide dedicated personnel to assist with applying for appropriate federal resources (e.g. Supplemental Security Income, Disability assistance).	One Roof /One-stop Center	Dec. 2008	<ul style="list-style-type: none"> <li>▪ Since 2007, One Roof has provided a staff person to assist chronically homeless clients with benefit assistance.</li> <li>▪ One Roof is expanding the SOAR program to target returning felons with disabilities. 2014 is the first year of that targeted funding.</li> <li>▪ Alabama Dept. of Mental Health conducted a SOAR training program that has trained more than 100 case managers statewide.</li> <li>▪ One Roof regularly hosts benefits agencies like DHR and SSI to lead how-to sessions at Membership meetings.</li> </ul>
iv. Improve access to healthcare and medical	Regional Oversight	June 2009	<ul style="list-style-type: none"> <li>▪ Cooper Greene and the Jefferson County Department of Health</li> </ul>

<p>care services. Facilitate an open dialogue to support the following:</p> <ul style="list-style-type: none"> <li>(a) Re-appropriation of revenue sharing</li> <li>(b) Expedited access to the VA, Cooper Green Hospital, M-Power, and Birmingham Health Care</li> </ul>	<p>Committee</p>		<p>used the HMIS Identification Card to facilitate access prior to the Cooper Green fiasco.</p> <ul style="list-style-type: none"> <li>▪ One Roof has increased partnerships with The Nest, M-Power, Equal Access and other grass roots providers to assist clients in accessing services.</li> <li>▪ The Veterans Association provides healthcare and medical services through the VASH program.</li> <li>▪ A new primary care outpatient clinic for Veterans, Phoenix Clinic, opened in 2013 to serve homeless Veterans.</li> </ul>
<p>v. Develop a comprehensive center for homeless men, women, and children seeking supportive services and benefits.</p>	<p>Firehouse, First Light</p>	<p>Dec. 2011</p>	<ul style="list-style-type: none"> <li>▪ Project Homeless Connect, VA Stand Down, and the Community Opportunities Exchange are currently providing these services periodically.</li> <li>▪ The VA convenes a group called Challenge, comprised of agencies participating in the Homeless Continuum of Care, to increase access to services.</li> <li>▪ One Roof has received new federal planning dollars to evaluate an appropriate structure for a Coordinated Assessment/ Collaborative Intake. Said structure may be a virtual Intake through any existing member agency rather than a free-standing facility.</li> </ul>

**Strategy B3:** Improve care provided to homeless individuals diagnosed with a mental illness

Publicly-supported treatment for mental illness among homeless individuals is required and obtaining such care would be best promoted by a one-stop integrated psychiatric crisis program and by support of an Assertive Community Treatment Team. For overtly psychotic homeless

persons encountered by police, emergency room procedures involving long waits discourage police officers from attempting to help. Therefore the following two interventions are recommended:

Action Steps	Lead Partners	Time	Progress
i. Develop a one-stop mental health crisis and brief intervention center, modeled after Houston’s publicly funded <i>Neuropsychiatric Center</i> . Rapid access and short wait times, coupled with a “least restrictive” approach to offering treatment will provide police and others with an appropriate and efficient way to assure crisis evaluation takes place.	JBS Mental Health Authority	Dec. 2009	<ul style="list-style-type: none"> <li>▪ Recent opening of Psychiatric Urgent Care Center.</li> <li>▪ Community experts are evaluating the best way to expand this brand-new program and tailor it to suit needs in Birmingham.</li> <li>▪ As Brice Hospital decreases the number of consumers served, more individuals with mental health needs will be in the Jefferson County/Central Alabama system. Jefferson County is the #1 contributor to the patient population at Brice.</li> </ul>
ii. Target funding to hire additional psychiatrists time for homeless diagnosis and treatment, as well as funding support medications at currently operating health organizations.	State, JBS, UAB	Dec. 2009	<ul style="list-style-type: none"> <li>▪ JBS has recently opened a Psychiatric Urgent Care Center. This will establish shorter waiting times in emergency rooms and give the police mental health service options.</li> </ul>

**Strategy B4:** Improve transportation options that allow homeless persons to access supportive services and employment opportunities

Action Steps	Lead Partners	Time	Progress
i. Develop a homeless transportation network (e.g. vans) that supplements and fills in the gaps for existing transportation options.	One Roof	June 2010	<ul style="list-style-type: none"> <li>▪ The Church of the Reconciler developed a transportation network stopping in 12 locations. Transportation was free to the homeless and privately funded. However, this program ceased because of lack of continued funding.</li> </ul>
ii. Improve access to transportation.	Regional Planning	Dec. 2012	<ul style="list-style-type: none"> <li>▪ Regional transportation is a politically complex issue.</li> </ul>

Authors strongly endorse plans to improve regional transportation system through comprehensive planning and caution that accessibility to homeless persons should remain a high priority.	Commission, United Way, Chamber of Commerce		Therefore, little progress has been made on this issue since the development of the plan.
---	---	--	---

<b>Strategy B5:</b> Create a homeless medical respite center			
<p>Medical respite units are designed for individuals who are not sick enough to remain in the hospital, but who do not have a home or place to recover. Many individuals facing this situation are unfortunately discharged into the streets. Such units have been shown to prevent hospital readmission, and they currently operate in more than 30 communities across the United States. By definition, a respite unit must include daily nursing attention, either on-site or through direct in-person visits and it must have on-site supervision to address discipline and safety issues associated with medically vulnerable patients. Additionally, there must be a clear financing mechanism for continuing medications and provision of medical supplies (e.g. bandages).</p>			
Action Steps	Lead Partners	Time	Progress
i. Collect and disseminate information on the homeless medical respite model.	UAB	June 2008	<ul style="list-style-type: none"> <li>▪ UAB published papers on the medical respite model.</li> <li>▪ The medical respite model has been shared with local municipal and private funders.</li> </ul>
ii. Determine the number of homeless medical respite beds needed in the Birmingham area.	UAB, Cooper Green	Dec. 2008	It is estimated that 25 units would be needed to serve the community, but the number is not supported by data since there is no data sharing between local hospitals and the homeless continuum of care.
iii. Establish an appropriate number of beds.	Firehouse, First Light	Dec. 2012	<ul style="list-style-type: none"> <li>▪ Agencies do not currently have the capacity in space or funding to create this vital program.</li> </ul>

**Goal C: To reform current policies that contribute to homelessness and institute policies that assist persons in leaving homelessness.**

<b>Strategy C1:</b> Strengthen discharge policies and practices affecting the foster care system, prisons/jails, and hospitals.
---



*Note: The capacity of hospitals and other institutions to comply with this recommendation is based on the expansion of housing options and post-hospital medical respite services.*

<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Develop procedures for providing individuals with identification documents upon release.	One Roof , Church of the Reconciler, Alabama Dept. of Corrections	June 2008	<ul style="list-style-type: none"> <li>▪ AL Dept. of Corrections worked with the Dept. of Public Safety for the 1<sup>st</sup> time to allow individuals discharged from prison with a felon ID card to use them to acquire a state ID card. This unprecedented collaboration is a monumental step forward on this action step.</li> </ul>
ii. Establish Memorandums of Understanding with discharging entities which will focus on provisions that prevent the practice of discharging individuals into homelessness.	AL Interagency Council on Homelessness , One Roof	Dec. 2013	<ul style="list-style-type: none"> <li>▪ By policy, the State Dept. of Mental Health will not discharge consumers into homelessness.</li> <li>▪ By policy, the State DHR will not discharge foster care children into homelessness.</li> <li>▪ One Roof is expanding the SOAR program to target returning felons with disabilities. 2014 is the first year of that targeted funding. If we can implement this best practices program, we could work with disabled felons 30 days prior to release to get their disability benefits. They would then have at least a small income.</li> <li>▪ Community Opportunities Exchange, lead by The Literacy Council, hosts an event to provide ex-offenders with access to community services and employment opportunities. This event will help prevent homelessness among individuals discharged from the justice system.</li> <li>▪ Joyce Vance and others in her</li> </ul>

			DOJ office are working collaboratively with prisons, service providers and the CoC to address reentry policies and procedures that contribute to homelessness.
iii. Develop appropriate programs to assist person aging out of foster care, either in collaboration with other agencies or independently, to promote continued and gradual support with movement toward independence.	One Roof , AL Dept. of Human Resources, AL Interagency Council on Homelessness	Dec. 2016	<ul style="list-style-type: none"> <li>▪ This issue must be addressed at the state level since there is no local funding and state funding is exceedingly limited.</li> </ul>

**Strategy C2:** Address key, unwarranted barriers that currently prevent homeless persons from obtaining state identification cards, which are often required in order to participate in most programs and access available resources.

*Note: This strategy will involved the Alabama Interagency Council on Homelessness, Alabama Department of Public Safety, and the office of the Governor.*

Action Steps	Lead Partners	Time	Progress
i. Eliminate rules that currently prohibit service agencies, such as faith-based organizations, from paying fees to assist homeless persons seeking identification cards.	One Roof	Dec. 2008	<ul style="list-style-type: none"> <li>▪ Completed - the barriers have been addressed and this is no longer an issue.</li> </ul>
ii. Work to expand acceptable forms of identification required to receive the Alabama ID to include legitimately issued IDs from other states, HMIS-issued identifications cards,	One Roof , Alabama Dept. of Public Safety, Church of the Reconciler	Dec. 2013	<ul style="list-style-type: none"> <li>▪ Acceptable forms of identification required to receive Alabama IDs is expanding, such as the acceptance of Prison ID cards, but there is still work to be done.</li> <li>▪ The “Free ID” for voter ID may help a very, very small number of people.</li> </ul>

and/or other options.			<ul style="list-style-type: none"> <li>▪ Much work still to be done on this issue.</li> </ul>
iii. Eliminate current <i>de facto</i> practices that require additional documents from homeless persons that are not required from members of the general public.	One Roof Alabama Dept. of Public Safety, Church of the Reconciler	Dec. 2013	<ul style="list-style-type: none"> <li>▪ New relationships developed during Project Homeless Connect led to increasing cooperation between homeless providers and the Department of Public Safety. Employees at the Dept. of Public Safety are aware of the issue and work with providers to overcome barriers.</li> </ul>

**Strategy C3:** Enforce housing code and develop resources in City of Birmingham in a manner that minimizes the incidences of homelessness.

Action Steps	Lead Partners	Time	Progress
i. Employ referral process that assists individuals and families at-risk of homelessness due to imminent demolition.	One Roof , Birmingham Health Care, City	June 2009	<ul style="list-style-type: none"> <li>▪ No known progress has been made on this issue.</li> </ul>
ii. Develop funding to facilitate the transition of individuals and families at-risk of homelessness due to imminent demolition.	One Roof , Birmingham Health Care, City	Dec. 2015	<ul style="list-style-type: none"> <li>▪ No known progress has been made on this issue.</li> </ul>

**Strategy C4:** Mandate participation and continued funding for the Homeless Management Information System (HMIS), which plays an essential role for characterizing the baseline status and tracking outcomes.

Action Steps	Lead Partners	Time	Progress
ii. Educate foundations and potential funders on the HMIS program.	One Roof	June 2009	<ul style="list-style-type: none"> <li>▪ One Roof continues to educate funding organizations about the HMIS system throughout Alabama.</li> </ul>
iii. Encourage foundations and potential funders to link funding of homeless programs and services to the	One Roof	June 2009	<ul style="list-style-type: none"> <li>▪ Several foundations have agreed to fund best practices supporting HMIS program.</li> <li>▪ City has recently implemented</li> </ul>

level of HMIS participation.			HMIS participation requirement for certain pass-thru monies
------------------------------	--	--	---

**Strategy C5:** Revisit and tailor practices of the criminal justice system to avoid contributing to and perpetuating homelessness, especially in relation to common quality of life violations and misdemeanors.

Action Steps	Lead Partners	Time	Progress
i. Follow the county model for “Drug Court,” “Mental Health Court,” and other successful programs across the country to establish a similar option for homeless persons.	UAB, Church of the Reconciler	Dec. 2009	<ul style="list-style-type: none"> <li>▪ Completed. See below.</li> <li>▪ Community court established at Project Homeless Connect for offenders in the City and County justice system.</li> <li>▪ Project HELP, a pro bono legal offering was instituted in 2009 in Firehouse and First Light. This program is free to homeless clients and assists with any issue that is proving to be a barrier to housing. Many, many success stories.</li> <li>▪ Turning Point, a homeless court, began accepting applicants in January 2014. Many success stories already.</li> </ul>
ii. Establish a program that offers community service alternatives to payment of fees.	UAB, Church of the Reconciler	June 2010	<ul style="list-style-type: none"> <li>▪ Completed; see below.</li> <li>▪ Community courts at Project Homeless Connect offer community service alternatives to payment of fees.</li> <li>▪ Turning Point accepts applicable agency program participation in lieu of some fees and assigns community service in lieu of others.</li> </ul>
iii. Specialize court hours or settings in a manner that will allow homeless individuals to meet their obligations under the law.	UAB, Church of the Reconciler	Dec. 2010	<ul style="list-style-type: none"> <li>▪ Completed; see below.</li> <li>▪ Community courts in Project Homeless Connect provide temporary court systems on one weekend annually.</li> <li>▪ Turning Point, a homeless court,</li> </ul>

			began accepting applicants in January 2014. Many success stories already.
--	--	--	---

**Goal D: To proactively prevent homelessness**

According to the National Alliance to End Homelessness, the vast majority of people who become chronically homeless interact with multiple service systems; each of these interactions provides an opportunity for communities to prevent their homelessness. Birmingham statistics indicate that most area chronically homeless persons come from poor families that are local and, for many, the opportunities to escape homelessness are governed by whether their similarly-poor family members are able to assist or accommodate them. Additionally, the cost of emergency shelter, re-housing, and long-term consequences of being homeless are far greater than the cost of preventing homelessness in the first place. Therefore, it is important that homeless prevention activities are a part of community planning.

<b>Strategy D1:</b> Implement programs and policies that increase knowledge of a consumer access to available community resources.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Promote the United Way’s 2-1-1 information and referral system.	United Way, AL Interagency Council on Homelessness	June 2008	<ul style="list-style-type: none"> <li>Community coalitions are in the process of promoting the 2-1-1 Information and Referral resource, including the Access to Care Goal Group of the Jefferson County Health Action Plan.</li> </ul>
ii. Implement the community resources aspect of HMIS.	One Roof	June 2008	<ul style="list-style-type: none"> <li>Complete – information and community resources aspect of HMIS is available.</li> </ul>
iii. Advocate for a statewide 2-1-1 system.	United Way, AL Interagency Council on Homelessness	Dec. 2012	<ul style="list-style-type: none"> <li>United Ways of Alabama and local United Ways have developed a statewide 2-1-1 system.</li> </ul>
<ul style="list-style-type: none"> <li>One Roof has received new federal planning dollars to evaluate an appropriate structure for a Coordinated Assessment/ Collaborative Intake. Said structure may be a virtual Intake through any existing member agency rather than a free-standing facility. Said Coordinated Assessment would utilize a set intake questionnaire to be used with anyone calling participating agencies for assistance, whether those services would be considered “homeless” or “prevention.” That assessment would clearly identify what services exist, which agency could provide necessary services, and if current funding was available.</li> </ul>			

**Strategy D2:** Develop methods of identifying families and individuals at-risk for becoming

homeless.			
Action Steps	Lead Partners	Time	Progress
i. Use systems currently available to identify groups of families and individuals who are at-risk of becoming homeless.	United Way, One Roof	June 2009	<ul style="list-style-type: none"> <li>United Way Needs Assessments, HMIS, 2-1-1 Information and Referral, Alabama Policy Project <i>2007 Report on the State of the Working Poor</i>, UAB School of Public Health Indicator Mapping, Community Counts 2.</li> </ul>
ii. Encourage all mainstream benefit agencies to employ a concise, online, single application form to access resources.	AL Interagency Council on Homelessness , One Roof	Dec. 2011	<ul style="list-style-type: none"> <li>Progress on this issue must take place at the state level, and it is currently before the Governor for his consideration now.</li> </ul>
iii. Use systems currently available to track access to mainstream and other resources, including United Way.	United Way, One Roof , AL Interagency Council on Homelessness	Dec. 2012	<ul style="list-style-type: none"> <li>Tracking capabilities and mechanisms are available. Beginning work to aggregate data from these systems into accessible reports and outcomes.</li> </ul>

<b>Strategy D3:</b> Access all available resources, including the faith-based community, to strengthen and expand resources for emergency homelessness prevention and facilitate movement out of homelessness.			
Action Steps	Lead Partners	Time	Progress
i. Create a medication assistance fund.	Cooper Green, Greater Birmingham Ministries, One Roof	Dec. 2009	<ul style="list-style-type: none"> <li>Local faith-based organization and the Office of Senior Services provide a medication assistance fund.</li> <li>A privately funded assistance fund existed in partnership with a Downtown pharmacy. Unfortunately, the pharmacy closed and the assistance fund ceased.</li> <li>In addition, United Way provides FamilyWise discount medication cards as well as hosted a training for local providers to assist clients in accessing Pfizer</li> </ul>

			discount medication programs.
ii. Promote the coordination of emergency assistance networks.	Greater Birmingham Ministries, One Roof, JCCEO	June 2010	<ul style="list-style-type: none"> <li>Local faith-based organization and agencies, led by Canterbury United Methodist Church, are working to improve local emergency assistance networks and provide more accountability and documentation.</li> </ul>
iii. Expand programs that provide emergency assistance (e.g. rental assistance, food, clothing, etc.)	One Roof	Dec. 2011	<ul style="list-style-type: none"> <li>Due to the economic downturn, agencies have experienced an increase in demand for emergency assistance, including school uniforms, socks, new shoes, over-the-counter medications, hygiene products, etc.</li> </ul>

<b>Strategy D4:</b> Strengthen and expand financial policies and programs that promote self-sufficiency among the working poor, homeless, and formerly homeless persons in managing and improving their assts and earnings.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Offer budgeting education, education in financial priorities, paths to homeownership	Family Guidance Center, City, Greater Birmingham Ministries	June 2010	<ul style="list-style-type: none"> <li>Financial literacy programs are in place, but there is opportunity to increase impact through coordination and cooperation.</li> </ul>
ii. Support regional and statewide educational programs related to the Landlord Tenant Law	Alabama Arise, GBM, AL Interagency Council	June 2008	<ul style="list-style-type: none"> <li>Complete – Alabama Arise and homeless providers support educational efforts to promote the Landlord Tenant Law.</li> </ul>
iii. Strengthen job training opportunities and encourage the development of polices to better evaluate and manage day labor practices.	One Roof, Workforce Investment, County	June 2009	<ul style="list-style-type: none"> <li>The Literacy Council provides a literacy program for ex-offenders to improve employment skills.</li> <li>Members of the Homelessness Continuum provide job training as a component of their overall treatment programs.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ More progress on this issue is needed.</li> </ul>
iv. Develop a plan to recruit employers who are willing to hire formerly homeless persons.	One Roof , Workforce Investment, County	June 2009	<ul style="list-style-type: none"> <li>▪ The Community Opportunity Exchange and Project Homeless Connect have on-going efforts to recruit employers willing to hire formerly homeless persons or ex-offenders.</li> <li>▪ The DOJ and Joyce Vance’s office is currently working distribute information on any employer known to hire people who are homeless and/ or have felony histories.</li> <li>▪ More progress on this issue is needed.</li> </ul>
v. Improve access to transportation; authors strongly endorse plans to improve regional transportation through comprehensive planning and caution that accessibility to homeless persons should remain a priority.	Regional Planning Commission, United Way, Chamber of Commerce	Dec. 2012	<ul style="list-style-type: none"> <li>▪ Regional transportation is a politically complex issue. Therefore, little progress has been made on this issue since the development of the plan.</li> </ul>

<b>Strategy D6:</b> Encourage state, federal, and local cooperation to examine policies that relate to alleviating nationwide levels of abject poverty.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Develop policies that improve educational systems.	Alabama Industrial Assessment Center (IAC), Dept. of Education, Alabama Education Association	Dec. 2014	<ul style="list-style-type: none"> <li>▪ No known progress has been made on this issue</li> </ul>



ii.	Develop policies that improve job opportunities.	ADECA-Workforce Dev. Office, IAC	Dec. 2014	<ul style="list-style-type: none"> <li>No known progress has been made on this issue</li> </ul>
-----	--	----------------------------------	-----------	---

**Goal E: To build awareness and mobilize the community for the objective of ending chronic homelessness in the Birmingham area.**

<p><b>Strategy E1:</b> Convene a “regional Oversight Committee” to monitor progress, encourage action, and actively advocate implementation and evaluation of this plan including these entities:</p> <p>(a) The business community in central Alabama  (b) Municipal government  (c) Representatives of county government  (d) Major funders such as the United Way and the Community Foundation of Greater Birmingham</p>			
Action Steps	Lead Partners	Time	Progress
i. Create the “Regional Oversight Committee” and enable it to propose further actions deemed necessary in accomplishing the steps outlined in <i>Birmingham’s Plan to End Chronic Homelessness</i> .	United Way, Chamber of Commerce, Community Foundation, with Mayor’s Office.	Aug. 2007	<ul style="list-style-type: none"> <li>Multiple efforts have been made with varying degrees of success. There is no currently-working group, but One Roof continues conversations when opportunities present.</li> <li>Significant progress in decreasing homeless and chronically homeless numbers have been made even though there is still much work to be done.</li> </ul>
ii. Create a technical advisory committee and a committee of presently and formerly homeless individuals to advise the “Oversight Committee.”	One Roof , Church of Reconciler, COB	Aug. 2007	<ul style="list-style-type: none"> <li>Because there is no currently-working Regional Oversight Committee, there is no currently-working technical advisory committee.</li> </ul>
iii. Monitor progress and encourage action.	Regional Oversight Committee, One Roof	Every Year	<ul style="list-style-type: none"> <li>This report is one such progress monitoring!</li> <li>One Roof uses social media to publicize decreases in homelessness and increases in available housing. We will continue to do so, but we need collaboration with others to be successful in making</li> </ul>

			homelessness an issue that is relevant to the general public.
--	--	--	---

<b>Strategy E2:</b> Develop and implement a resource development plan that includes a combination of public and private funds.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Advocate for the realignment of existing funding to support the plan.	Regional Oversight Committee	Dec. 2009	<ul style="list-style-type: none"> <li>No known progress has been made on this issue.</li> </ul>
ii. With general fund appropriations, develop alternative funding and mechanisms to increase available state and local funding for the maintenance and development of affordable housing units.	Alabama Affordable Housing Coalition	Dec. 2010	<ul style="list-style-type: none"> <li>No known progress has been made on this issue.</li> </ul>
iii. Study, advocate, and develop a revenue sharing model among stakeholders.	AL Interagency Council on Homelessness	Dec. 2012	<ul style="list-style-type: none"> <li>No known progress has been made on this issue.</li> </ul>
iv. Develop an affordable housing trust fund for the State of Alabama.	AL Affordable Housing Coalition	June 2017	<ul style="list-style-type: none"> <li>Representative Todd worked with Alabama Low Income Housing Coalition and others to create an Affordable Housing Trust Fund in 2011. This Trust does not yet have a dedicated funding stream, but work continues.</li> </ul>

<b>Strategy E3:</b> Develop and implement an education/public awareness campaign.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Link <i>Birmingham's Plan to End Chronic Homelessness</i> with strategic master plans and planning processes	Regional Oversight Committee	June 2008	<ul style="list-style-type: none"> <li>The plan has been linked to several community plans, including the Jefferson County Health Action Plan and the city and county's Consolidated Planning process.</li> </ul>

	established by the Chamber of Commerce, United Way, Community Foundation of Greater Birmingham, Region 2020, and other entities.			
ii.	Form partnerships with advertising and PR agencies and the media to develop, fund, and implement a marketing plan.	Regional Oversight Committee, Chamber of Commerce	June 2008	<ul style="list-style-type: none"> <li>▪ No known progress has been made on this issue.</li> </ul>
iii.	Develop and adopt good neighbor policies among social service agencies.	One Roof	June 2008	<ul style="list-style-type: none"> <li>▪ One Roof is currently writing new Continuum Policies and Procedures which will include a Good Neighbor Policy. Expected completion December 2014.</li> <li>▪ Firehouse, YW and other member agencies have “neighborhood days” to give service back to the areas where housing is located.</li> </ul>
iv.	Reach out to engage neighborhoods, and faith-based organizations in the effort to end homelessness.	City, American Institute of Architects, Firehouse, Greater Birmingham Ministries	June 2008	<ul style="list-style-type: none"> <li>▪ This has begun through the Project Homeless Connect planning and engagement process. In the most recent PHC, 67 organizations were involved.</li> </ul>
v.	Develop and launch a media campaign on the topic of homelessness that educates, creates awareness, and markets the <i>Plan to End Chronic Homelessness</i> .	One Roof , Consultant	June 2009	<ul style="list-style-type: none"> <li>▪ No known progress has been made on this issue.</li> </ul>

<b>Strategy E4:</b> Establish current baseline data and utilize current data management systems to measure performance in relation to measurable goals of reducing chronic homelessness.			
<b>Action Steps</b>	<b>Lead Partners</b>	<b>Time</b>	<b>Progress</b>
i. Evaluate the overall performance of programs targeting the chronically homeless.	Regional Oversight Committee	Every Year	<ul style="list-style-type: none"> <li>▪ One Roof aggregates current data in HMIS and Continuum of Care reports to assess the performance of programs.</li> <li>▪ Point in Time numbers are clear that chronic homelessness has decreased.</li> </ul>
ii. Determine whether the established plan reduces chronic homelessness.	Regional Oversight Committee	Every Year	<ul style="list-style-type: none"> <li>▪ Need regional cooperation and data sharing to develop an accurate picture of program impacts on chronic homelessness.</li> <li>▪ Point in Time numbers are clear that chronic homelessness has decreased.</li> </ul>
iii. Share conclusions with the Mayor, City Council Members, agencies, and the public.	Regional Oversight Committee	Every Year	<ul style="list-style-type: none"> <li>▪ One Roof has published Point in Time data on its website, has spoken with the Mayor, has provided this information to surrounding municipalities and will continue to do so.</li> </ul>