

STATE OF ARKANSAS ACTION PLAN
Six Point Strategic Plan for Improving Access to Mainstream Resources for “Chronically” Homeless Persons

PRIORITY ONE: Develop statewide policy/protocol on chronic homelessness						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Establish through Executive Order, a Blue Ribbon Commission on Chronic Homelessness	Action 1.1.1- Set up meeting with liaison to Governor to explain need for Commission	Thomas Green	Bob Trevino	Governor supports establishment of Blue Ribbon Commission	Meeting date set. Governor delegates lead agency for Commission	August 2003
	Action 1.1.2 --Identify persons/Organizations to serve on Commission	Thomas Green	Arkansas Team	Blue Ribbon Commission established and meeting	All pertinent members identified, contacted and agreed to serve. Meetings begin	September 2003
Strategy 1.2 Commission establishes State of Arkansas definition of chronic homelessness	Action 1.2.1- Supply Commission with current program definitions of homelessness	Thomas Green	Arkansas Team	Members of Commission gain knowledge of all program definitions	Program definitions collected. Members receive in-service training on definition of chronic homelessness.	October 2003
	Action 1.2.2 - Disseminate final definition to all affected parties	Governor	Bob Trevino	Homeless network will have agreement on definition of chronic homelessness	Commission will write definition. Definition will be distributed to appropriate members of homeless network.	November 2003
Strategy 1.3 Develop statewide protocols to increase access by homeless persons to mainstream resources, including Medicaid, Food Stamps, SSI, Workforce Investment Act	Action 1.3.1 – Develop single intake form for mainstream programs	Blue Ribbon Commission	Linda Greer	Chronically homeless persons will be able to complete applications	Form developed	Sept 2004
	Action 1.3.2 – Develop formal agreements between service providers and mainstream programs offices for purpose of establishing presumptive eligibility procedures	Blue Ribbon Commission	Linda Greer Joie Wallis DDS designee	Application process expedited and greater numbers of chronically homeless approved	80% approvals of applications	Sept 2004
	Action 1.3.3 – Develop and implement protocols for assisting homeless persons obtain employment through Workforce Investment Act programs	Blue Ribbon Commission	Workforce Investment Act Board	Increase employment for homeless persons	Identified homeless persons given preference in WIA programs	Feb 2005
Strategy 1.4 Develop effective collaborative protocols to be used by service providers working with homeless persons with substance abuse/mental illness	Action 1.4.1 - Identify stakeholders (service providers)	Blue Ribbon Commission	Blue Ribbon Commission designee	List of appropriate providers compiled	Collect services data from all providers. Define appropriate providers.	November 03 - February 04

	Action 1.4.2 - Research applicable service protocols	Blue Ribbon Commission	Blue Ribbon Commission designee	Effective current protocols are identified	All applicable service protocols have been collected. Most effective protocols have been identified	August 04
	Action 1.4.3 - Recommend most effective protocols to service providers	Blue Ribbon Commission	Blue Ribbon Commission designee	Most effective protocols will be in use by service providers	Most effective protocols have been shared with service providers	August 04- November 04
Strategy 1.5 Establish necessary resources to implement protocols	Action 1.5.1 - Review existing funding streams	Blue Ribbon Commission	Blue Ribbon Commission designee	Lists of appropriate funding streams are compiled	Funding streams and allowable usage of funds have been collected	November 04- June 05
	Action 1.5.2 - Make recommendations for policy changes to blend/braid funding streams	Blue Ribbon Commission	Blue Ribbon Commission designee	Policy changes will enable protocols to be implemented	Policies and resources have been changed to expand services to meet needs of chronically homeless population	June 05-June 06
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

PRIORITY TWO: Increase housing subsidies for homeless persons						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Engage Housing Authorities to participate in efforts at all levels	Action 2.1.1 – Pursue Arkansas Chapter of National Association of Housing Authorities to become active member of Policy Academy	Lia Lent	Lia Lent	AR Chapter, NAHRO will be member of Policy Academy	AR Chapter, NAHRO will be member of Policy Academy	May 2003
	Action 2.1.2 - Identify local Housing Authorities that will participate in local Continuums of Care	President of AR Chapter of NAHRO	Continuum of Care Chairs	Housing Authority representatives will be active in C of C	At least one Housing Authority rep will be active in each C of C	July 2003
Strategy 2.2 Build capacity of Continuums to fully access HUD programs	Action 2.2.1 - Implement a TA plan for assisting local C of Cs to become viable and write grants	Mary Beth Bowman	Continuums of Care	Funded HUD Programs	Training Sessions	
	Action 2.2.2 - Secure annual training and project consultation to insure that grants are implemented correctly	AR Homeless Coalition of Continuums, Jason Miller, Chair	Continuums of Care	Funded HUD Programs	Training Sessions Grant Applications	Jul 2003-Jan 2004 Spring 2004
Strategy 2.3 Insure Arkansas gets full share of housing subsidies, specifically resources for the homeless	Action 2.3.1 – TA from Corporation for Supportive Housing	Thomas Green Clorinda Arace	Thomas Green Clorinda Arace	Training and increased knowledge of funding opportunities for housing programs	TA training at Arkansas Homeless Conference	Sept 2004
	Action 2.3.2 - Assist Continuums of Care or other service providers in developing competitive applications	Veronica Goodloe	Coalition of Continuums (HUD) Jason Miller Charles Blevins	Successful applications	Meetings with Continuums about how to produce a funded application	December 2005
Strategy 2.4 All Housing Authority have provisions for homeless and are full partners in solving chronic homelessness	Action 2.4.1 - Research models from other states	Lia Lent	Ann Patterson	Identify replicable models from other states	Information gathering, phone calls to other states	September 2004
	Action 2.4.2 - Memorandums Of Agreements regarding housing and service provision for homeless	Ann Patterson	Local Housing Authorities and Continuums	More access to public housing for the homeless	Memorandums of Agreements/Contracts	December 2005

Progress to Date	Barriers and/or Situational Changes	Immediate Next Steps (including potential technical assistance needs)

PRIORITY THREE: Commit State Dollars in Arkansas to Homelessness						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 3.1 Recruit legislators, key agencies, providers and clients, etc., to join Interagency Agency Council for Homeless	Action 3.1.1 – Recruit legislators, other statewide key agencies, stakeholders, providers, clients to join Interagency Council for Homeless	Thomas Green	Arkansas Team	To increase awareness and collaboration on homeless issues and needs	Statewide coverage via the Continuum of Care Coalition	December 2003
	Action 3.1.2-Give overview to newly recruited legislators to provide information on homeless programs, services and issues	Interagency Council	Arkansas Team	Active advocacy for homeless population Get buy-in from State government	Propose legislation that will promote state involvement in homeless issues	Fall 2003 Jan 2005
	Action 3.1.3 - Identify additional stakeholders who can develop strategies to get legislative participation	Interagency Council	Arkansas Team	Promote advocacy and support for upcoming legislative session	Legislation passed	Jan 2005
Strategy 3.2 Be proactive via policy development and advocacy	Action 3.2.1 – Develop Stand Down (respite for homeless) or “Operation Care” type activity to create more visibility	Estella Morris	VA	More visibility of the homeless	Media coverage	Spring 2004
	Action 3.2.2 – Provide a platform for members to develop policy and be proactive	Bob Trevino	Arkansas Team	Legislative policy that advocates for homeless	Legislation	Fall 2003
Strategy 3.3 Seek executive mandate with legislative support to insure linkages among all providers of services to homeless	Action 3.3.1 – Work with Governor’s Liaison to establish Executive Order for Cabinet action	Bob Trevino	Bob Trevino	Decrease duplication of services	Examine cost effectiveness	July 2004
Strategy 3.4 Legislation to obtain state funding to assist homeless programs is introduced and passed	Action 3.4.1– Draft legislation and identify sponsors	AR Policy Academy Team Interagency Council	AR Policy Academy Team	Bill introduced	Research funding mechanisms in other states	Feb 2005
	Action 3.4.2– Educate other legislators and advocates about bill for homeless funds	AR Policy Academy Team	AR Policy Academy Team	Increase services to homeless	Bill passed and funds allocated	Mar 2005
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

PRIORITY FOUR: Increase affordable housing stock in Arkansas, thus increasing housing options for homeless providers

Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.1 Coordinate with Governor’s Task Force on Supported Housing	Action 4.1.1 –Establish liaison relationship with Task Force on Supported Housing (TFSH)	Policy Academy	Jeanette Davies	-Utilize plan developed by Task Force on Supported Housing	-Review Supported Housing Plan -Coordinate activities with Task Force	May 2004 May 2004
	Action 4.1.2 – Representatives of Policy Academy will attend Task Force on Supported Housing	Thomas Green and Marilyn Hampton	Jeanette Davies	Coordination of initiatives between the Policy Academy and Task Force on Supported Housing	Increased utilization of existing resources	Quarterly meetings
Strategy 4.2 Utilize state Consolidated Plan to identify geographic areas with gaps in affordable housing stock	Action 4.2.1 – Consolidated Planning Group reviews consolidated plan and identifies gaps	Pam Christie (State) Entitlement Cities	Claudine Forte (State) Entitlement Cities	Identify geographic areas with gaps in affordable housing stock	-Participate in 5-year consolidated Plan -Review, provide information for Annual Action Plan -Disseminate information regarding public hearings	2005 2004 2005
Strategy 4.3 Create Housing Trust Fund that will provide funds for new construction, modification and rehabilitation	Action 4.3.1– Review best practices for Housing Trust Fund	Policy Academy	ADFA-Sara Moore	-To determine model programs which increase housing stock, thereby increasing housing options for the homeless	Reviewed “Best Practices” and selected models to replicate in Arkansas	July 2004
	Action 4.3.2– Advocate for state Housing Trust Fund with Governor and state legislators	Policy Academy	Bob Trevino	-Develop affordable housing -Loans to develop affordable housing more available to non-profits -Statewide coverage	Introduce next legislative session	January 2005
Strategy 4.4 Build and strengthen capacity of local Continuums of Care through statewide collaboration to maximize available resources and funding available to Arkansas	Action 4.4.1 – Contact all existing state Continuums to assess interest in forming statewide collaboration	Governor’s Task Force on Supported Housing Partnership’s Committee and HUD	Deborah Reed, Jeanette Davies and Charles Blevins	Determining interest/need of statewide Continuum of Care	Organizational meeting of Continuums of Care throughout the state	March 2004

	Action 4.4.2 – Develop statewide Continuum Association	Governor’s Task Force on Supported Housing Partnership’s Committee and HUD	Deborah Reed, Jeanette Davis and Charles Blevins	-Improved communication -Maximizing resources -Improving networking throughout the state	-Identification of representatives from Continuums for membership to statewide Continuum-- Formation of statewide Continuum	March 2004
	Action 4.4.3 – Provide financial assistance to maintain statewide Association	HUD	Charles Blevins	-Determine need for technical assistance to strengthen Continuum -Researching funding sources	Stronger statewide Continuum resulting in better coordination of mainstream resources across geographic continuums	June 2005
Strategy 4.5 Create additional transitional housing for homeless	Action 4.5.1 - Promote and develop inventory of state owned unused vacant buildings. Make available to lease for one dollar per year to non–profits and faith-based organizations for use as transitional housing for homeless	AR Policy Academy Team	AR Policy Academy Team	Increase housing stock	Increase number of homeless persons housed.	On-going
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

PRIORITY FIVE: Increase the availability of Substance Abuse/Mental Health treatment for Chronically Homeless						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 5.1 Identify Faith-based and other grass roots providers	Action 5.1.1 – Develop list of organizations/agencies who work with treatment Providers	Sonny Ferguson Veronica Goodloe	ADAP/DMHS			August 2003
	Action 5.1.2- Appropriate staff will survey organizations/agencies identified in 5.1.1 regarding the treatment providers known to them	Sonny Ferguson Veronica Goodloe	ADAP/DMHS			Oct 2003
	Action 5.1.3- Compile list of treatment providers from information collected in 5.1.2	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	A comprehensive statewide list of treatment providers (government or privately funded). Increased collaboration of organizations/agencies	The list of existing treatment providers will be used as a benchmark against which we will measure an increase in the number of treatment providers	Nov 2003
Strategy 5.2 Identify funding resources	Action 5.2.1 – Develop survey for provider information; e.g. who, where, population served, number of slots, funding source(s), etc. and develop an automated database	Sonny Ferguson Veronica Goodloe	ADAP/DMHS			Jan 2004
	Action 5.2.2 – Research/survey team members, Internet, Federal Register, etc. to identify potential funding sources; enter research into database	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	A comprehensive statewide resource tool that identifies funding sources (public and private) for treatment providers and potential providers.	Treatment funding sources identified through research is included in the database.	March 2004
	Action 5.2.3 - Send survey to organizations in 5.1.1; compile results	Sonny Ferguson	ADAP/DMHS	Increased collaboration of individual treatment providers. Increased treatment slots available through capacity expansion of current providers and addition of new providers.		April 2004

	Action 5.2.4 – Compile funding data from 5.2.1 and 5.2.2	Sonny Ferguson Veronica Goodloe	ADAP/DMHS			April 2004
Strategy 5.3 Develop means to provide TA to providers to access available funding	Action 5.3.1– Identify appropriate staff and assign TA function	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	Increased and better utilization of treatment funding		July 2004
	Action 5.3.2– Appropriate TA staff will develop outreach activities and materials for identified substance abuse providers	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	Increased capacity from existing providers	Number of treatment slots available as of July 1, 2004	Jan 2005-materials developed and outreach begins. On-going TA and outreach.
	Action 5.3.3– Appropriate TA staff will develop outreach activities and materials to develop/engage new providers	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	Increased capacity from new providers	Number of providers and treatment slots as of July 1, 2004.	Jan 2005-materials developed and outreach begins. On-going TA and outreach
Strategy 5.4 Increase the number of providers or programs designed specifically for women and women with children	Action 5.4.1-Appropriate TA staff will develop outreach activities and materials targeting providers that serve women and women with children	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	Increasing capacity from existing providers specifically for women and women with children	Number of treatment slots available to women and women with children as of July 1, 2005	Jan 2006-Materials developed and outreach begins. On-going TA and outreach
	Action 5.4.2-Appropriate TA staff will develop outreach activities and materials to develop/engage new providers serving women and women with children	Sonny Ferguson Veronica Goodloe	ADAP/DMHS	Increased capacity due to new providers serving women and women with children.	Number of women and women with children providers and treatment slots available to same as of 7/1/05.	Jan 2005-Materials developed and outreach begins. On-going TA and outreach
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

PRIORITY SIX: Provide comprehensive integrated services to the homeless

Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 6.1 Broaden the accessibility of Arkansas Management Information System (ARMIS)	Action 6.1.1-Establish an ARMIS implementation committee	Policy Academy	Clorinda Arace	Membership will include reps from each congressional district	Implementation Committee established	July 2003
	Action 6.1.2 – Develop Plan to target each county in Arkansas to include an incentive plan to ensure utilization of ARMIS system	Implementation Committee and C of C	Clorinda Arace and ARMIS Administration	-Identify and market all potential users of ARMIS -Increase in data collection within ARMIS	Utilize existing networks of IACH, Statewide C of C, Statewide Mental Health Network, Statewide Rehab Network, etc.	March 2004
	Action 6.1.3 – Identify barriers to participation and implementation to ARMIS	Clorinda Arace Implementation Committee	Clorinda Arace	-Determine resources needed to implement ARMIS within agencies	Identifying availability of computers, internet access, etc.	December 2003 and on-going
	Action 6.1.4 – Train and implement plan	ARMIS Administrator	ARMIS Administrator	Increased utilization of ARMIS	-Increase partner agencies by a maximum of 20 per month -Increase data collection	March 2004
	Action 6.1.5 – Research capability of ServicePoint through existing modules in relation to accessing and linking homeless to mainstream resources	Implementation Committee	ARMIS Administrator	Proficient utilization	Increased access of mainstream resources	On-going
	Action 6.1.6 – Monitor partner utilization of the ARMIS system	Implementation Committee and ARMIS	ARMIS Administrator	-Increased data collection -ARMIS tracking software will identify number of homeless clients needing mainstream resources and number of homeless clients who have actually obtained benefits	-Improved communication, data collection and tracking -Identification of ways to coordinate information	Quarterly review of ARMIS utilization. On-going data analysis

	Action 6.1.7 – Analyze data and identify service gaps	Policy Academy	Implementation Committee and ARMIS	-Mainstream resource providers will be able to count the number of homeless persons served in their programs -Homeless persons who are eligible to receive mainstream benefits will be identified and referred to appropriate public agencies for application purpose	-Improved communication, data collection and tracking -Identification of ways to coordinate information	March 2006
Strategy 6.2 Integrate non-ARMIS information with ARMIS	Action 6.2.1 - Identify all providers of services to the homeless not participating in ARMIS	Policy Academy	ARMIS Administrator	Non-ARMIS Homeless information is broadened	All non-ARMIS homeless providers are identified	March 04-May 04
	Action 6.2.2 – Identify ARMIS compatible service data needed from these providers	Policy Academy	ARMIS administrator	All non-ARMIS homeless data is collected	All non-ARMIS homeless data is collected	May 04-September 04
	Action 6.2.3 – Evaluate data and propose solutions to better integrate and/or develop comprehensive services	Policy Academy	Policy Academy	All appropriate homeless data is integrated	-Non-ARMIS data is evaluated for appropriateness of use -Process is in place to incorporate non-ARMIS data into ARMIS system -Data has been reviewed and recommendations made for development or integration of services	On-going
Strategy 6.3 Increase use of Web page	Action 6.3.1 – Develop a committee of service providers to oversee and assist in the expansion of the Web Guide	Sandra Wilson	AR Supportive Housing Network	Users can readily access relevant information	All mainstream resources and 80% of homeless providers will be on Web Guide	July 2004
	Action 6.3.2 – Add information to DHS Web page	Thomas Green	DHS	Direct links between Web Guide and DHS Web Page	DHS Web Guide available	July 2003
Strategy 6.4- Evaluate and implement “best practices” for integrating services and housing for the homeless	Action 6.4.1-Identify resources and Providers to implement best practices	Policy Academy	Policy Academy	Ability to pilot a “best practices” model	Resources and Providers identified	Jan 2006

Action 6.4.2 Evaluate models for delivering integrated services	Policy Academy	Policy Academy	Model that meets AR needs is identified	Resources and Providers identified	July 2006
Action 6.4.3 Select the best model(s) that meets AR needs and implement	Policy Academy	Policy Academy	Comprehensive integrated services are provided to homeless persons	“Best practice” model is operating	October 2006

Progress to Date	Barriers and/or Situational Changes	Immediate Next Steps (including potential technical assistance needs)