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PRIORITY ONE: INTEGRATED INFRASTRUCTURE							
Strategy(-ies)	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Completion Date (Estimated)	
Strategy 1.1 Create a Guam Council on Homelessness (Government & Community Based Nonprofit, etc.)	Action 1.1.1 Governor appoints agency heads and co-leaders to Council	Terry Mortera, Governor's Office / Ronald De Guzman, GHURA	Rebecca Borja, GHURA	Constitution of Council	Letter / Agenda 1 st Meeting	April 28, 2004 April 30, 2004 (10:00a.m., GHURA GCIC building)	
	Action 1.1.1a Meet with Governor and Agency Heads; present draft action plan	Ronald De Guzman, GHURA	Rebecca Borja, GHURA	Executive branch support of the action plan	Schedule Meeting and Send letters Conduct Meeting	October 2004 November 2004	
	Action 1.1.2 Create a framework & infrastructure for council	Guam Council on Homelessness Guam Homeless Coalition			Establish a two-way relationship were the Council and Coalition can work together to recommend policy and accomplish goals Ensure that Guam Council on Homelessness and Guam Homeless Coalition's strategic plans are compatible Examine the Guam Homeless Coalition's Goals Mirror the policies and procedures adopted by the Guam Homeless Coalition	Define relationship with Guam Homeless Coalition Develop strategy Hold Joint Meeting	May 7, 2004 June 11, 2004
	Action 1.1.3 Identify appropriate representation or organization	Ronald De Guzman, GHURA	Guam Council on Homelessness		Invite organizations to participate in the Council who are essential to addressing priorities.	Invite organizations into the Council	May 2004

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	Action 1.1.4 Execute Executive Order on Council	Terry Mortera and Fred Gofigan (Office of the Governor)		Executive branch support of the action plan	Draft Executive Order Schedule Signing Execute Order	December 2004
	Action 1.1.5 Review legislation and determine impact on homelessness and advocate for change in legislation where appropriate Fair Housing, etc.	Senator Carmen Fernandez and Senator Lou Leon Guerrero	Senator Carmen Fernandez's Office and Senator Lou Leon Guerrero's Office	To Be Determined	To Be Determined	To Be Determined
Strategy 1.2 Put into practice "No Wrong Door" process	Action 1.2.1 Explore and gather info on existing data methods	Ronald De Guzman, GHURA Major Dave Harmon, The Salvation Army Fred Gofigan, Office of the Governor Chuck Ada, Office of Civil Defense	Robert Camacho, Director of DOC will help with data Rebecca Borja, GHURA Barbara Lucero, The Salvation Army Guam Homeless Coalition Ike Santos, DOE Terry Mortera, Office of the Governor	Provide a true picture of homeless people and people at-risk for homelessness who are living in inadequate housing	Distribute October 2003 Homeless Count to Council Members Conduct the next homeless street and shelter count Provide data on homeless in temporary school shelters after typhoon (FEMA data indicates "where they were living") Review Census for data on homeless Review survey instrument used by FEMA for data elements and provide recommendations for improvement to survey	May 28, 2004 January 2005 November 2004

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	<p>Action 1.2.2 Look at other models</p>	<p>Roxanne Garrido, AHRD Ronald De Guzman, GHURA</p>	<p>Rebecca Borja, GHURA</p>	<p>Identify innovative ways of implementing a "No Wrong Door" process</p>	<p>Request TA from U.S. DOL Request TA from Interagency Council on Homelessness and National Homeless Policy Academy</p>	<p>To Be Determined</p>
	<p>Action 1.2.3 Implement policy that permits homeless to go to any agency and initiate the process that will link them to social services</p>	<p>Peter John Camacho, DPHSS Major Dave Harmon, The Salvation Army</p>	<p>Diana Calvo, DPHSS Guam Homeless Coalition, Barbara Lucero, The Salvation Army HMIS Committee</p>	<p>Make it easier for homeless to apply for services</p>	<p>Develop policies and procedures Execute partnership agreements (MOU's) Execute confidentiality agreements-protect privacy rights</p>	<p>To Be Determined</p>
	<p>Action 1.2.4 Provide an option to allow homeless to apply for services on-line</p>	<p>Major Dave Harmon, The Salvation Army</p>	<p>Barbara Lucero, The Salvation Army Benigno Camacho, Governor's Office Jamie Rodriguez, DOL</p>	<p>Make it easier for homeless to apply for services</p>	<p>Bring Management Information Systems Office from Governor's Office into the process. Expand HMIS program/software. Integrate the universal/standardized intake form and supportive services database into network/internet Create a hub or portal to link and access subsystem of management information systems Set-up firewalls to protect confidentiality</p>	<p>To Be Determined</p>

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	<p>Action 1.2.5 Look at standardizing intake information</p>	<p>Peter John Camacho, DPHSS Roxanne Garrido, AHRD Maria Connelley, DOL Major Dave Harmon, The Salvation Army</p>	<p>Diane Calvo, DPHSS Ruth Leon Guerrero, DOL Barbara Lucero, The Salvation Army HMIS Committee</p>	<p>Implement universal intake and referral form Simplify the process of apply for assistance. Address problems experienced by homeless gathering documents to apply for services and assistance</p>	<p>Develop universal/standardized intake and referral form</p>	<p>To Be Determined</p>
	<p>Action 1.2.6 Cross training direct service staff (intake staff, social workers and case managers)</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>Direct service staff will be educated about other programs and be in a better position to assist homeless registered and receive other services</p>	<p>To Be Determined</p>	<p>To Be Determined</p>
	<p>Action 1.2.7 Inventory of shelter and support services</p>	<p>Major Dave Harmon, The Salvation Army</p>	<p>Barbara Lucero, The Salvation Army</p>	<p>Identify organization not participating in homeless database and provide them with an opportunity to submit their information for inclusion Ensure that service database is readily accessible to all.</p>	<p>Distribute questionnaire to agencies Distribute chart of shelter and supportive services included in database Purchase software and put inventory on the web</p>	<p>May 21, 2004</p>
	<p>Action 1.2.8 Provide shelter capacity and funding sources report</p>	<p>Ronald De Guzman, GHURA</p>	<p>Rebecca Borja, GHURA</p>	<p>Identify gaps in emergency shelter and transitional and permanent housing for homeless</p>	<p>Review reports submitted in the 2000-2004 Continuum of Care Plans</p>	<p>May 21, 2004</p>

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Strategy 1.3 Enhance Homeless Involvement (Cooperative) by Advocating a System that is Client Centered	Action 1.3.1 Gather information from homeless on their needs	Annamarie Kenny (Homeless Advocate)		To Be Determined	To Be Determined	To Be Determined	
	Action 1.3.2 Host homeless forums and focus groups and survey homeless	To Be Determined	To Be Determined	To Be Determined	To Be Determined	To Be Determined	
	Action 1.3.3 Offer incentives and support for homeless participation	To Be Determined	To Be Determined	To Be Determined	To Be Determined	To Be Determined	
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)		

¹ The Manager is the individual responsible for coordinating each action.

² The Implementer is the individual (or entity) responsible for carrying-out each action.

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PRIORITY TWO: CREATE PUBLIC AND POLITICAL AWARENESS						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Advocate	Action 2.1.1 Engage homeless in speaking to leadership	Major Dave Harmon, The Salvation Army	Renata Bordallo, The Salvation Army Annamarie Kenny (Homeless Advocate)	Homeless feel empowered. Understand the homeless perspective, how they feel, and their experiences accessing services.	Identify homeless willing to come forward.	To Be Determined
	Action 2.1.2 Assemble focus group of homeless	Major Dave Harmon, The Salvation Army	Barbara Lucero, The Salvation Army	Homeless feel empowered. Understand the homeless perspective, how they feel, and their experiences accessing services.	To Be Determined	To Be Determined
	Action 2.1.3. Educate GovGuam department heads, Governor's Cabinet, Legislators, Mayors and Vice Mayors and push for implementation of "No Wrong Door"	Terry Mortera (Governor's Office) J. Peter Roberto (DMHSA) Rosanne Ada (DISID) Senator Carmen Fernandez (27 th Guam Legislature) Vice Speaker Frank Aguon (27 th Guam Legislature)	DMHSA, DISID Senator Carmen Fernandez Office Vice Speaker Frank Aguon's Office	Encourage support for homeless programs Achieve buy-in at the top level Get village Mayors involved as point of contacts to help the homeless access services they need.	Present Action Plan at the Governor's Cabinet meeting. Present Action Plan during a legislative forum. Present Action Plan at the Mayors' Council meeting	To Be Determined
	Action 2.1.4 Educate the FSM Consulate, Faith Based Groups and Business Community.	Senator Carmen Fernandez (27 th Guam Legislature) Vice Speaker Frank Aguon (27 th Guam Legislature)	Senator Carmen Fernandez Office Vice Speaker Frank Aguon's Office	Make community leaders aware of how homelessness impacts all. Get business community to sponsor campaign	To Be Determined	To Be Determined

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Strategy 2.2 Educate	Action 2.2.1 Choose a message and adopt a theme for the awareness campaign	To Be Determined	To Be Determined	Educate about homeless population and factors contributing to homelessness (causes)	Analyze data from homeless count and identify causes of homelessness	To Be Determined
	Action 2.2.2 Use media to run a documentary mini series, human interest stories on homelessness (KGTF, KUAM)	Terry Mortera, Office of the Governor		Educate public at large on homeless problems and solutions Community has a greater awareness	To Be Determined	To Be Determined
	Action 2.2.3 Work with homeless willing to speak out and participate in a series and newscast	Captain Dave Harmon, The Salvation Army	Renata Bordallo, The Salvation Army Annamarie Kenny (Homeless Advocate)	Put a face on homelessness and hidden (at-risk) homeless subpopulations – Veterans, Families with Children, etc.,	To Be Determined	To Be Determined
	Action 2.2.4 Gather information from shelter providers about the cost to run shelters	Ronald De Guzman, GHURA	Rebecca Borja, GHURA Shelter providers	Educate about cost of homelessness. Illustrate that although the cost of operating shelters and providing supports to the homeless may be costly, but the costs to the community will be greater if we don't address the problem.	Identify the true cost of operating homeless shelters. Identify effective strategies to end homelessness. Identify direct costs to operate shelters and provide supports. Identify indirect costs if we don't address the problem – hospitals, clinics, emergency services, police, jail.	June 2004

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	<p>Action 2.2.6. Include a lesson on homelessness in the DOE school curriculum</p>	<p>Juan Flores, DOE</p>	<p>Ike Santos, DOE</p>	<p>Sensitize children to the plight of the homeless. Help children who have families and housing to understand what it is like to be homeless. Remove ignorance, hatred and hostility toward homeless children attending school</p>	<p>Look for models in State education programs. Request for TA.</p>	<p>To Be Determined</p>
<p>Progress to Date</p>		<p>Barriers and/or Situational Changes</p>			<p>Immediate Next Steps (including potential technical assistance needs)</p>	

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PRIORITY THREE: EXPAND THE AVAILABILITY OF AFFORDABLE HOUSING						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 3.1 Expand Permanent Housing Options	Action 3.1.1 Work with HUD to identify options to increase number of Section 8 Housing Choice Vouchers	Ronald De Guzman, GHURA	Joanne Balajadia, GHURA	Increase the number of individuals and families assisted under Section 8	To Be Determined	To Be Determined
	Action 3.1.2 Apply for Shelter Plus Care and mobilize partners to cover in-kind service match.	Ronald De Guzman, GHURA J. Peter Roberto, DMHSA Rosanna Ada, DISID Major Dave Harmon, The Salvation Army Cerila Rapadas, CSS Peter Blas, Guma Mami, Inc.	Rebecca Borja, GHURA Reina Sanchez, DMHSA Julie Laurente, DISID Renata Bordallo, The Salvation Army Jesse Catahay, CSS Bernie Grajek, Guma Mami, Inc.	Increase the supply of affordable housing for homeless adults with disabilities and their families	Submit Continuum of Care Application	May 2004 May 2005 May 2006
	Action 3.1.3 Apply for Section 8 Mainstream Program	Ronald De Guzman, GHURA J. Peter Roberto, DMHSA Rosanna Ada, DISID Cerila Rapadas, CSS Peter Blas, Guma Mami, Inc.	Amor Say, GHURA Reina Sanchez, DMHSA Julie Laurente, DISID Jesse Catahay, CSS Bernie Grajek, Guma Mami, Inc.	Increase the supply for affordable housing for adults with disabilities and their families.	Submit Mainstream Program Application	April 2005 April 2006
	Action 3.1.4 Re-establish homelessness as a preference for the Section 8 and Public Housing Program	Ronald De Guzman, GHURA	Joanne Balajadia, GHURA Philly San Nicolas, GHURA	Reduce the wait time for a homeless applicant to move into permanent housing	Revise Section 8 and Public Housing admissions policies	To Be Determined
	Action 3.1.5 Implement Section 8 Homeownership Program	Ronald De Guzman, GHURA	Ron Lujan, GHURA	Provide new opportunities for low income individuals and families to own a home of their own	Develop administrative plan Provide life long housing and debt counseling	August 2004

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	Action 3.1.6 Implement a Youth Build Program	Ronald De Guzman, GHURA Roxanne Garrido, AHRD Guam Community College		Increase supply of affordable housing	Enlist the help of partner organizations. Apply for HUD Youth build Grant. Implement Program	To Be Determined
Strategy 3.2 Open Safe Haven Program	Action 3.2.1 Apply for funding and mobilize partners to cover funds for matching	J. Peter Roberto, DMHSA	Reina Sanchez, DMHSA Jesse Catahay, CSS Captain Dave Harmon, Renata Bordallo, TSA	Open Safe Haven as an alternative to the streets for homeless individuals with mental illness and co-occurring disorders.	Enlist the help of partner organizations to operate Safe Haven Look for possible sites Submit Continuum of Care Application Receive funding Secure site control	May 2005
Strategy 3.3 Expand Transitional Housing	Action 3.3.1 Offer new transitional housing options to homeless leaving emergency shelter with little to no income unable to pay rent under existing transitional housing program Studios/SRO, etc.	Cerila Rapadas, CSS	Jesse Catahay, CSS	Transitional housing programs will be able to charge lower rent rates. Increase the supply of transitional housing	Subsidize transitional housing units and operating budgets. Increase shelter funding and public assistance grants for housing. Implement pilot project/mixed rentals. Acquire an apartment complex, rent some at market and some below market.	To Be Determined
	Action 3.3.2 Look into transferring southern (Umatac / Merizo / Inarajan) Public Housing units to nonprofit for homeless housing such as women and children recovery program	Ronald De Guzman, GHURA	Ronald Lujan, GHURA Captain Dave Harmon, The Salvation Army Cerila Rapadas, CSS J. Peter Roberto, DMHSA	To Be Determined	To Be Determined	To Be Determined

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Strategy 3.4 Expand Emergency Shelter	Action 3.4.1 Look into buildings repossessed by Dept. of Revenue and Taxation for nonpayment of taxes	To Be Determined	To Be Determined	To Be Determined	Obtain site control/ownership of building. Convert to housing	To Be Determined
	Action 3.4.2 Expand emergency shelter room	Peter John Camacho, DPHSS Cerila Rapadas, CSS	Diana Calvo, DPHSS Jesse Catahay, CSS	Expand the Guma San Jose program to provide emergency shelter to more homeless	Lobby for increased local funding for Guma San Jose Apply for Federal Funding	To Be Determined
	Action 3.4.3 Look into using DOA Staff Housing for homeless housing	Fred Gofigan / Terry Mortera, Governor's Office Robert Camacho, DOC Juan Camacho, DOE	Special Education Program, DOE	Refurbish DOA Staff Housing for use as emergency shelter and housing for those made homeless by natural disasters Homeless with disabilities aging out of the school system are prepare them for independent	Secure funding from Legislature to refurbish units. Seek help from volunteers and corporate sponsorship to maintain units, provide cleaning supplies and volunteer help. Provide training and supports for independent living	To Be Determined
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

PRIORITY FOUR: ENHANCE SUPPORTIVE SERVICES

Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
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<p>Strategy 4.1 Improve Case Management</p>	<p>Action 4.1.1. Formalize partnerships</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>Request information from Mass Sheltering Committee on how they addressed confidentiality. Send letters to partners regarding services they will commit. Partners send letters of commitment. Execute cross agency agreements (MOU's.) Execute confidentiality agreements and waivers that safeguard confidentiality</p>	<p>To Be Determined</p>
	<p>Action 4.1.2 Develop universal application format that can be used by the various programs</p>	<p>Peter John Camacho, DPHSS Roxanne Garrido, AHRD Maria Connelley, DOL Major Dave Harmon, The Salvation Army</p>	<p>Diane Calvo, DPHSS Ruth Leon Guerrero, DOL Barbara Lucero, The Salvation Army HMIS Committee</p>	<p>Implement universal application form Simplify the process of apply for assistance. Address problems experienced by homeless gathering documents to apply for services and assistance</p>	<p>Request for information from HMIS Committee on universal data. Collect application forms and identify common elements for primary application. Create sub forms to collect information unique to specific programs</p>	<p>To Be Determined</p>

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	<p>Action 4.1.3. Implement a Homeless Management Information System</p>	<p>Major Dave Harmon, The Salvation Army J. Peter Roberto, DMHSA Sarah Thomas-Nededog, Sanctuary Cerila Rapadas, CSS</p>	<p>Barbara Lucero, The Salvation Army Reina Sanchez, DMHSA Amy Baletto, Sanctuary William Blas, CSS Frank Camacho, CSS</p>	<p>More accurate count of homeless, Implementation a system that utilizes software and computers to make it easier for case managers to stay on top of client services</p>	<p>Purchase Software Provide Training Begin using software Create a hub or portal to link and access management information system</p>	<p>To Be Determined</p>
	<p>Action 4.1.4 Create a system of referral and establish protocols for referrals / transitioning homeless into services, support cross referrals, wrap around, integration and networking</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>Improved case management and referral Establish or assign primary case manager</p>	<p>Organize a meeting of case managers and homeless shelters to discuss the current referral process and identify ways it can be improved. Report results to Guam Homeless Coalition. Coalition submits to Council</p>	<p>To Be Determined</p>

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	<p>Action 4.1.1.a. Expand existing resource directory to include an inventory of all services provided by government and community based and faith based nonprofits (database)</p>	<p>Major Dave Harmon, The Salvation Army</p>	<p>Barbara Lucero, The Salvation Army</p>	<p>Identify organization not participating in homeless database and provide them with an opportunity to submit their information for inclusion Ensure that service database is readily accessible to all.</p>	<p>Update the Salvation Army's service provider database. Distribute questionnaire to agencies Distribute chart of shelter and supportive services included in database Purchase software and put inventory on the web Link to other databases (US DOL, SAMHSA) Place service database in areas where homeless can access information (kiosk)</p>	<p>To Be Determined</p>
	<p>Action 4.1.3 Offer case management training</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>To Be Determined</p>	<p>Use HUD SHP case management training format to train social workers. Partner with National Association of Social Workers Guam Chapter (NASW) and University of Guam's School of Social Work. Identify a trainer. Request for TA from National Homeless Policy Academy.</p>	<p>To Be Determined</p>

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	Action 4.1.4 Highlight the work of case managers to recognize the exemplary work of case managers in the community in a format like the "Touch of Class" carried out by KUAM,	To Be Determined	To Be Determined	Acknowledge the work of case managers	To Be Determined	To Be Determined
Strategy 4.2 Improve Access to Health Care and Medication	Action 4.2.1 Offer primary health care services to all homeless	Peter John Camacho, DPHSS	Linda Unpingco-DeNorcy, DPHSS	Reduce the cost low income individuals pay out of pocket for prescription medication.	Work with Congresswoman Bordallo on funding for territories for Medicaid prescriptions.	To Be Determined
	Action 4.2.1.a. Expand the Northern Regional Health Care Facility	Peter John Camacho, DPHSS Ronald S. De Guzman, GHURA	Linda Unpingco-DeNorcy, DPHSS Michael Duenas, GHURA Albert Santos, GHURA	Increase the number of examination rooms. Accommodate more individuals and families without private health insurance.	Apply for Community Development Block Grant funds. Start Construction Complete expansion Complete renovation of existing space	October 2003 February 2005 January 2006 November 2006
	Action 4.2.2 Work with case managers to help homeless access primary health care services through Community Health Centers.	Peter John Camacho, DPHSS	Linda Unpingco-DeNorcy, DPHSS	Make health care more accessible	Provide transportation services for homeless in shelter Coordinate with DPHSS to arrange visits to shelters for basic health screenings Provide bus tokens to transport homeless	To Be Determined
Strategy 4.3 Improve Transportation	Action 4.3.1 Identify programs/ services/ funding opportunities	To Be Determined	To Be Determined	Improve public and private transportation	To Be Determined	To Be Determined

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	Action 4.3.2. Assist homeless enroll in ARHD programs that provide assistance for private vehicle repairs	Roxanne Garrido, AHRD		Low-income individuals are able to repair their cars so that they can have stable transportation to obtain and remain employed.	To Be Determined	To Be Determined
	Action 4.3.3 Conduct analysis of transportation needs	Guam Homeless Coalition		Describe the needs	To Be Determined	To Be Determined
	Action 4.3.4 Partner with Transportation Services.	Maria Connelley, DOL Terry Mortera, Governor's Office	Ruth Leon Guerrero, DOL Guam Council on Homelessness Transportation Subcommittee	Improved public transportation system and expanded routes to ensure public transportation can be accessed by the homeless during the times of day and at the destinations where services are needed	Meeting with Department of Administration Guam Mass Transit Authority Include policy changes in annual transportation contract	January 2005
	Action 4.3.5 Partner with the Legislature	Senator Carmen Fernandez (27 th Guam Legislature) Vice Speaker Frank Aguon (27 th Guam Legislature) Senator Lou Leon Guerrero (27 th Guam Legislature)		Routes may be more easily adjusted and more flexible to meet the public needs Increase funding and expanded services	Revise legislation to allow administration and not the legislature to revise bus routes Lobby the Guam Legislature to provide a larger appropriation for transportation	To Be Determined

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	Action 4.3.6 Explore non-traditional solutions to transportation problem	To Be Determined	To Be Determined	Implement innovative alternatives to public transportation	Consider ride sharing and providing gas coupons for car pools Work with private sector employers to develop alternatives. Consider contracting with taxi cab drivers/companies	To Be Determined
Strategy 4.4 Increase Job Opportunities	Action 4.4.1 Improve outreach strategies that enhance recruitment services for entry level jobs	Maria Connelley, DOL Roxanne Garrido, AHRD	Ruth Leon Guerrero, DOL	Develop and enhance partnerships with private industry to link eager unemployed individuals to these job opportunities	Partner with employers to effect job placement Look into models used in shelters for job training and employment	To Be Determined
	Action 4.4.2 Develop and implement supportive employment for homeless with psychiatric disabilities and substance abuse dependency problems	Rosanna Ada, DISID	Arthur San Augustin, DISID DVR	Increase skills and income and provide greater self-sufficiency for homeless with disabilities	Revisit transitional supportive employment programs (i.e. Goodwill) Look at ways in which we can adapt existing employment programs to include opportunities for homeless with mental illness and recovering from substance abuse	To Be Determined
	Action 4.4.3 Enforce labor laws	Maria Connelley, DOL	Alien Labor Processing and Certification Division, DOL	Provide a leveled field of competition for residents applying for jobs in the construction industry that have gone to off-island hires.	To Be Determined	To Be Determined

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<p>Strategy 4.5 Increase Child Care Assistance</p>	<p>Action 4.5.1 Increase funding available for child care services for working, in training, and in education homeless families with children through DPHSS and WIA (for U.S. citizens and permanent resident aliens)</p>	<p>Peter John Camacho, DPHSS Roxanne Garrido, AHRD</p>	<p>Diana Calvo, DPHSS</p>	<p>Homeless families with children under the age of five (5) will have access to affordable childcare and will be able to work or obtain the skills necessary to complete for employment.</p>	<p>Enroll homeless families in AHRD training programs to access childcare assistance Explore the option of opening a publicly funded 24-hour childcare center</p>	<p>To Be Determined</p>
	<p>Action 4.5.2 Expand child care services to ineligible families (FAS citizens)</p>	<p>Roxanne Garrido, AHRD Richard Duke, Congresswoman Bordallo's Office</p>		<p>Children from FAS families will eligible to receive childcare services.</p>	<p>Execute agreements with FAS islands receiving WIA that will permit FAS citizens resident on Guam to participate and oblige the FAS islands to reimburse Guam for the cost of WIA services. Work with Congresswoman Bordallo</p>	<p>To Be Determined</p>
<p>Strategy 4.6 Improve Access to Mental Health Services</p>	<p>Action 4.6.1. Develop comprehensive mental health plan</p>	<p>J. Peter Roberto, DMHSA Major Dave Harmon, The Salvation Army Robert Zimmerman, Elim Pacific Ministries Sarah Thomas- Nededog, Sanctuary Robert Camacho, DOC Senator Lou Leon Guerrero</p>	<p>Reina Sanchez, DMHSA Renata Bordallo, The Salvation Army</p>	<p>Offer residential facilities that provide appropriate care.</p>	<p>Seek input from the community Apply for TA and funding from SMHSA Assess needs and service gaps Address the service gap for people with mental retardation. Consider expansion and new construction Train Para professionals</p>	<p>October 2004</p>

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	<p>Action 4.6.2 Identify grants available and target grants that meet community needs</p>	<p>J. Peter Roberto, DMHSA Major Dave Harmon, The Salvation Army Robert Zimmerman, Elim Pacific Ministries</p>	<p>Simeon Palomo, DMHSA Renata Bordallo, The Salvation Army Stacy Cruz, The Salvation Army</p>	<p>Establish public-private partnerships to address gaps in services especially residential care</p>	<p>Apply for SAMHA Access to Recovery Grant for expand wrap around services for homeless recovering from substance abuse and mental illness Apply for HHS research grants to fund research on health disparities for minorities Apply for Drug Free Communities Support Program Grant</p>	<p>To Be Determined</p>
	<p>Action 4.6.3 Develop a contingency plan for children with serious emotional problems and developmental disabilities. As they and their families age, they may become homeless</p>	<p>J. Peter Roberto, DMHSA Rosanne Ada, DISID</p>		<p>Prevent homelessness</p>	<p>To Be Determined</p>	<p>To Be Determined</p>
<p>Strategy 4.7 Improve Standards of Care</p>	<p>Action 4.7.1 Establish standards to meet the needs of the homeless and secondarily to meet accreditation standards</p>	<p>Guam Homeless Coalition</p>		<p>Ensure that shelters comply with standards, are safe and adequately staffed</p>	<p>To Be Determined</p>	<p>To Be Determined</p>

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<p>Strategy 4.8 Improve Linkages to Veterans Services</p>	<p>Action 4.8.1 Apply for grants for homeless veterans from the U.S. Department of Veteran's Affairs</p>	<p>Ben Guerrero, Veterans Affairs Office Major Dave Harmon, The Salvation Army Cerila Rapadas, CSS VFW Post 2917</p>	<p>Renata Bordallo, The Salvation Army Jesse Catahay, CSS</p>	<p>Increase funding for shelter operations. Reduce the percentage of homeless veterans living on the streets.</p>	<p>Conduct outreach to homeless veterans not in shelter. Increase the population of homeless veterans in shelter Apply for homeless veterans per diem grant.</p>	<p>To Be Determined</p>
<p>Strategy 4.9 Increase Job Training Opportunities</p>	<p>Action 4.9.1 Provide job training for skilled labor positions</p>	<p>Roxanne Garrido, AHRD</p>		<p>Homeless will have the training to enter the skilled labor force</p>	<p>Provide for fast track job training and employment placement for homeless in shelters. Prioritize skills and training through WIA.</p>	<p>To Be Determined</p>
<p>Strategy 4.10 Promote the Removal of Exclusions Federal Programs</p>	<p>Action 4.10.1 Assess what Federal programs Guam is currently excluded from.</p>	<p>Richard Duke, Congresswoman Bordallo's Office</p>		<p>Identify Federal Program</p>	<p>To Be Determined</p>	<p>To Be Determined</p>
	<p>Action 4.10.2 Lobby for change.</p>	<p>Governor Felix Camacho Congresswoman Madeleine Bordallo</p>	<p>Governor's Office Congresswoman's Office</p>	<p>Participate in SSI. Medicaid Cap lifted. People under public assistance will receive assistance at the amount for which they qualify rather than the 40% they are currently receiving.</p>	<p>To Be Determined</p>	<p>To Be Determined</p>
<p>Progress to Date</p>		<p>Barriers and/or Situational Changes</p>			<p>Immediate Next Steps (including potential technical assistance needs)</p>	

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PRIORITY FIVE: BUILD CAPACITY AND SUSTAINABILITY						
Strategy(-ies)	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 5.1 Identify / assign lead agency	Action 5.1.1 Identify and assign agency responsible for identifying funding opportunities and informing the community	Richard Duke, Congresswoman Bordallo's Office Ronald De Guzman, GHURA	Congresswoman Bordallo's Office Rebecca Borja, GHURA	Identify those programs in which homeless populations are eligible beneficiaries and assess the extent to which these funds are used to assist homeless families and individuals. Properly plan for grant application opportunities	Ask for Guam State Clearing House to assume the role. Identify grant writer contacts in partner agencies Review database from National Homeless Policy Academy of grants available. Apply for federal funds available to help the homeless (Health Care for the Homeless, Offenders Re-entry Program)	November 2004 To Be Determined
Strategy 5.2 Consolidate list of services and conduct a gaps analysis	Action 5.2.1 Update existing databases of service providers and services available	Major Dave Harmon, The Salvation Army	Barbara Lucero, The Salvation Army	Direct service providers will have a comprehensive list of agencies and services available to help the homeless	Review list of services and gaps in the 2000 to 2004 Continuum of Care Plans	To Be Determined

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<p>Strategy 5.3 Build capacity in governmental and community/faith based nonprofits</p>	<p>Action 5.3.1 Assist organizations develop program and financial capacity</p>	To Be Determined	To Be Determined	<p>Organizations will be able to operate programs that will address the service gaps Sustainable planning Provide an opportunity for social workers to build individual capacity Develop the skills of people to provide direct services to the homeless</p>	<p>Work with University of Guam to establish a master degree program in social work and other degree and certificate programs Open training opportunities out to other agencies</p>	To Be Determined
	<p>Action 5.3.2 Develop grant writing capacity</p>	Richard Duke, Congresswoman Bordallo's Office		<p>Organizations will be able to successfully compete for funding.</p>	<p>Training grant writers Partner with University of Guam to write grants Establish a grant writers society</p>	To Be Determined
<p>Strategy 5.4 Identify long and short term funding sources</p>	<p>Action 5.4.1 Check for and maximize federal funding opportunities</p>	Richard Duke, Congresswoman Bordallo's Office Ronald De Guzman, GHURA	Congresswoman Bordallo's Office Rebecca Borja, GHURA	<p>Organizations will be able to identify and successfully compete for start-up funding and secure long-term operation funds that maintain operations Organizations learn what funding can provide.</p>	<p>Hold orientation meeting with organizations about funding available Hold community meetings to see what type of projects are really needed</p>	To Be Determined

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	Action 5.4.2 Promote the removal of caps and exclusions from Federal programs	Richard Duke, Congresswoman Bordallo's Office		Increase the threshold for cash match to permit Guam to compete for larger amounts of Federal funds without the cash match restriction. Secure Congressional authorization to fund programs. Increase the number of grants Guam is eligible to compete for.	Identify funding for which Guam is not eligible to apply. Lobby Congress include Guam in the process Review the Catalog of Federal Domestic Assistance	To Be Determined
	Action 5.4.3. Look into accessing Compact Impact funds	To Be Determined	To Be Determined	To Be Determined	To Be Determined	To Be Determined
	Action 5.4.4 Look into accessing funds through foundations and private sector	To Be Determined	To Be Determined	Developers adopt or build a shelter	Check if Knights of Columbus building is available for use as a homeless shelter. Partner with developers	To Be Determined
	Action Work with legislature	Senator Carmen Fernandez (27 th Guam Legislature) Vice Speaker Frank Aguon (27 th Guam Legislature) Senator Lou Leon Guerrero (27 th Guam Legislature)	To Be Determined	Get local / legislative funding appropriated toward housing homeless, shift funds / appropriations to housing related activities, use development fees set aside for housing, and establish Land Bank	To Be Determined	To Be Determined
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

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PRIORITY SIX: STRENGTHEN PREVENTION						
Strategy(-ies)	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 6.1 Improve Discharge Planning for Department of Corrections, Guam Memorial Hospital, Foster Care Program, Department of Mental Health and Substance Abuse, Department of Youth Affairs	Action 6.1.1 Identify grants and assist with grant writing	To Be Determined	To Be Determined	Address the housing needs of prisoners released from DOC Provide transitional and follow up services and partner with nonprofits and GovGuam agencies to prepare people while they are still in institutions for their discharge	Apply for Prisoner Re-entry Program funds for Ex-offenders Look into funding for discharge programs Revise discharge policies of publicly funded institutions to require government agencies to consider housing before discharge.	To Be Determined
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	

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PRIORITY FIVE:						
Strategy(-ies)	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Progress to Date		Barriers and/or Situational Changes			Immediate Next Steps (including potential technical assistance needs)	