Norman/Cleveland County Continuum of Care (OK-504)

Bridging the Gap: Action Steps to End Homelessness

Implementation Plan

Originally Prepared for the Norman/Cleveland County Continuum of Care and
by Homebase, and presented to the Norman City Council, February 2022

Updated to version 2.0 – October 2025
Prepared by Heidi Smith, Thunderbird Clubhouse
Collaborative Applicant, OK504 CoC

Progress Update Introduction

In September of 2024 the Homeless Coalition was formed with the purpose of reviewing, updating and annotating *Bridging the Gap: Action Steps to End Homelessness* (Homebase Action and Implementation Plan). This document was prepared for the City of Norman and the Norma/Cleveland County Continuum of Care(OK-504) by the consulting group, Homebase: Advancing Solutions to Homelessness. The Homeless Coalition consisted of 14 members representing the diverse interests in our community to address homelessness. In addition to reviewing and updating each action step, the members also identified the Highest Priorities of the Homeless Coalition. Those 6 Action Steps are highlighted in the Action Steps. Establishing at least one permanent year-round shelter, low-barrier housing focused shelter with day and night services was unanimously identified by members of the Homeless Coalition as the Highest Priority.

This progress update is intended to provide an updated progress report on some of the actions that have been taken by various community stakeholders since the Homebase *Homelessness Gaps Analysis* was presented to the Norman City Council in Sep 2021, followed by the *Homebase Bridging the Gap: Action Steps to End Homelessness,* presented to the Norman City Council in Feb 2022. Although the goals, strategies, and action steps contained in the study created a specific roadmap for the community to utilize, it should be considered complimentary to other goals, strategies, and action steps that may have also been adopted by community stakeholders.

The needs of our community are not static and will necessarily change over time. Some of the items that were identified in the 2022 study may not be as relevant in 2025. Similarly, the needs of the community may have evolved in such a way that would call for additional action not contemplated in the original study. Most of the goals, strategies, and action steps identified remain the same.

The original text of Bridging the Gap: Action Steps to End Homeless has been maintained in its entirety below in black or green font. No changes to the original text have been made. All updates and annotations are in blue font.

Although the Norman/Cleveland County Continuum of Care (OK-504) includes the City of Moore and Cleveland County, the City of Norman has taken the lead in addressing homelessness since 1998 when CoC OK-504 was formed. Following funding and contract approval by the Norman City Council, Homebase carried out a detailed Gaps Analysis for the City of Norman and the Norman/Cleveland County Continuum of Care from January – June 2021. This analysis was presented to the City Council in September 2021 followed by Action Steps to end homelessness in February 2022. Since that time the City of Norman and the CoC OK-504 has continued to make progress towards addressing homelessness in Norman. Yet, further action will always be needed. Since most social service agencies, non-profits and faith-based initiatives are based in Norman, this community continues to maintain an active interest in finding solutions. There has been increased communication between the City of Norman and the City of Moore over the last few years. Collaborating with Cleveland County remains a high priority for the City of Norman in addressing homelessness county wide. More participation from Cleveland County officials is always welcome and the hope is to see more of that in the future.

To facilitate the strategic planning processes and achieve the goals of the action plan, the Homeless Coalition has prioritized the strategies originally presented in 2022, to reflect the current needs of our community.

Homeless Coalition Working Group Members

Lee Hall & Heidi Smith – Co-Chairs

Rachel Freeman – President & CEO, City Care

Kara Fritts – Outreach for Central Oklahoma Community Mental Health Center & Lived Experience of Homelessness

Shawn Loyd – Senior Director of Homeless Services, City Care & Lived Experience of Homelessness

Scott Martin – President & CEO, Norman Chamber of Commerce

Richard McKown – Chair, AIM Norman Housing Strategy Plan

Lt. Lee McWhorter – Norman Police Department Pro Active Community Engagement (PACE)

Scott Meier – Dir of Missions & Community Outreach, McFarlin United Methodist Church

Derrell Sanders – Veteran & Community Resources Coordinator at Oklahoma Complete Health

Stephen Tyler Holman – Mayor, City of Norman

Shannon Stevenson – Assistant City Manager, City of Norman

Anthony Purinton – Assistant City Attorney, City of Norman

Lisa Krieg – Grants Manger, City of Norman

GOALS, STRATEGIES, AND ACTION STEPS

The community-wide process identified three overarching goals for the CoC:

Goal 1: Secure a Housing Future for All Residents of Cleveland County

Goal 2: Increase Access to Homeless Emergency Response Services

Goal 3: Mobilize a Countywide Response to Prevent and End Homelessness

Together the three Goals address the key challenges and needs identified in the CoC's Homelessness Gaps Analysis. Each goal includes a set of Strategies that enable the community to achieve the goal and Action Steps that are recommended to move the strategy forward.

In addition, the Action Plan identifies a series of short-term (6 months to 1 year), medium-term (2 to 3 years), and long-term (3 to 5 years) metrics associated with each goal. The metrics, while not exhaustive or prioritized, identify specific and quantifiable ways the community can measure whether and when the goals have been met.

Implementation Plan, detailed outline for implementing the strategies, including prioritization of the action steps.

Goal 1: Secure a Housing Future for All Norman Residents

Strategy 1.1: Assess and use available public and private land for housing

Action Step	Champion / Stakeholders
1.1.a Conduct a Housing Market Analysis and Affordability Strategy for the County and the Cities of Moore and Noble. – Short Term Norman – Completed - The AIM Norman Housing Subcommittee Housing Strategy Plan was completed on Nov 13, 2024. Three members of CoC were members of the Subcommittee and contributed recommendations. The Norman City Council approved the Housing Strategy Plan on Jun 24, 2025. Norman – Further action needed – The AIM Norman Comprehensive Land Use Plan. The Norman City Council approved the Land Use Plan on Jun 24, 2025. Norman - Ongoing - PROS grant – An Affordable Housing Implementation Plan funded by a federal grant through the City of Norman. Work should be underway by the 4th quarter 2025. Moore – No progress currently known. Noble – No progress currently known. Cleveland County – No progress currently known	City of Norman

Action Step	Champion / Stakeholders
1.1.b: Evaluate the feasibility and next steps for immediate development of rent-controlled apartment buildings, multi-family housing units, and in-law units, as well as non-traditional options such as repurposed motels/hotels and/or Accessory Dwelling Units (ADUs) – Short Term Norman - Completed - ADU Ordinance approved by the Norman City Council Spring 2024 Norman - Under construction – City of Norman was approved for a low-income affordable housing project in the competitive Low Income Housing Tax Credits (LIHTC) federal and state housing program., The 75-unit project, Crimson Flats, will be located at the corner of Imhoff and Oakhurst. Cleveland County – No progress currently known.	City of Norman

Action Step - Highest Priority	Champion / Stakeholders
1.1.d: Prioritize the development of single-room occupancy (SROs) buildings, which provide non-congregate, small furnished single rooms within multi-tenant buildings for residents with low- or minimal income who may be transitioning out of long-term homelessness. – Medium Term Norman - Further action needed - HOME ARPA plan approved by the Norman City Council and HUD. Single Room Occupancy (SRO) or 1 Bedroom Permanent Supportive Housing (PSH) Project was approved in the plan. Site identified on Triad Village Drive. By definition SRO and PSH projects include case management components. Cleveland County – No progress currently known.	City of Norman

Strategy 1.2: Protect and expand affordable housing through local policy

Action Step	Champion / Stakeholders
1.2.a: Adopt policies at the municipal and county levels that require set asides for all new development, dedicating a certain portion or number of units within each new development for very low-income (VLI) and extremely low-income (ELI) households. – Medium Term Norman – Further action needed – No policy, ordinance or regulation has been implemented at this time. However, efforts to create similar policies are in progress. As part of the AIM Norman Comprehensive Land Use Plan, policy recommendations were made through the AIM Norman Housing Subcommittee Housing Strategy Plan, including the adoption of a policy similar to the one recommended in 1.2a. This Housing Subcommittee was composed of stakeholders and community members, including members of CoC and the Executive Director of the Norman Housing Authority. The subcommittee made recommendations for policy and statute changes to increase the development of affordable housing and specifically low-income affordable housing including the adoption of a policy similar to this recommendation. The creation of an Affordable Housing Trust to provide funding and oversight was also included. AIM Housing Strategy Cleveland County – No progress is currently known	City of Norman

.

Action Step	Champion / Stakeholders
1.2.b: Create or revise City and/ or County policies that incentivize absent landlords to sell or develop properties (e.g., residential vacancy tax or other similar efforts, including county-level approaches). Medium Term Norman – Further action needed - The City of Norman should continue to pursue municipal level policies. Cleveland County – No county-level approaches are currently known.	City of Norman

Action Step	Champion / Stakeholders
1.2.c: Develop "Moving On" policies within the Norman Housing Authority (NHA) that prioritize Housing Choice Vouchers for people in permanent supportive housing (PSH) to provide an affordable option and short-term services and resources that support program participants during and shortly after their move to a greater level of independence. Short Term Norman -Completed – NHA and CoC funded partners have instituted Move On policies. Specifically, CoC funded partners now receive bonus points in the CoC NOFO competition process when they integrate Move On conversations in the case management process.	Norman Housing Authority

Strategy 1.3: Develop Greater Access to Affordable Housing Through a Coordinated Landlord Engagement Campaign

Action Step	Champion / Stakeholders
1.3.a: Establish a county-wide landlord engagement strategy that includes year-round staffing support to educate the general public, recruit landlords, engage in outreach to property managers, and develop materials to explain the advantages for landlords to work with the CoC and local housing programs. Develop specific strategies to connect with landlords who may not live in the city or county. Short term Norman - Continuing action needed – Since 2022 the NHA (Norman Housing Authority), utilizing CDBG CARES funding, has employed a Housing Navigator / Liaison. This position works specifically with landlords to expand the inventory of units that can be used with housing and voucher programs. As of April 2025, the Navigator has been able to increase the number of units available to rent to those with housing vouchers by more than 100% to 4300. Cleveland County – Recommended as a county wide strategy, but no action outside of the City of Norman is currently known.	Norman Housing Authority

Action Step	Champion / Stakeholders
1.3.b: Address barriers that make it difficult for tenants to obtain affordable housing by creating client portfolios that include letters of support from community members who know the client or by adding information about the client's background and the steps they have taken to improve their housing stability. Provide people help with criminal record expungement, credit repair, and eviction expungement, if needed. Provide opportunities for potential tenants to meet landlords one-on-one to create personal connections. Short term Norman - Further Action Needed – Norman Housing Authority has a class for those receiving Housing Choice vouchers that addresses several of these items. Could be a resource provided at the resource fairs, possibly by Legal Aid or Diversion Hub. [Add Call to Action]	Norman Housing Authority

Action Step	Champion / Stakeholders
1.3.c: Establish a landlord risk mitigation fund that provides compensation to landlords to mitigate any damage caused by tenants and incentives for landlords renting to voucher holders. Develop a formalized protocol that creates standards for responding to landlords seeking mitigation assistance. Long term Norman - Further Action Needed – Has been discussed by Norman City Council as a possibility but a funding or operational mechanism has not yet been identified. Could be a function of Affordable Housing incentives within future Norman Forward proposals.	City of Norman

Strategy 1.4: Expand Housing Through the Coordinated Assistance Program

Action Step - Highest Priority	Champion / Stakeholders
1.4.a: Expand the highly successful coordinated efforts to assist people experiencing homelessness to obtain identification documents and connect them to public benefits by holding community events more frequently than once per quarter. Short term i. Strengthen access to resources to support households with criminal and eviction expungement, credit assistance, and document readiness to ensure they can use available housing subsidies. Norman - Further action needed – Community and CoC partners have resumed community resources fairs. Currently coordinated by OIDS, Transition House and Pioneer Library System. One specifically targeted for those experiencing homelessness and a second, targeting employment. The fairs alternate every 6 months. This can be categorized as lower priority. The resources that can be feasibly provided are in place but the [other items] are possible in future programmatic components. [Add what is a feasible avenue]	Pioneer Library Systems, Transition House, OK Indigent Defense Systems

Action Step	Champion / Stakeholders
1.4.d: Develop a shared housing program that can increase the housing available to single adults through 2- and 3-bedroom homes for individuals exiting homelessness by coordinating across programs. Norman – Further action needed. – Norman Housing Authority has developed this program. Shared housing can currently be utilized for rental and leasing using housing authority vouchers. The program has limitations as the pool of applicants willing to participate in shared housing is limited. Successful shared housing programs usually have larger numbers of affinity groups to pull from to make matches. Affinity housing, for the general public, as part of the Affordable Housing strategies, can be classified under this goal. Add explanation of feasibility of shared housing strategy vs program Aspirational vs best practice	Norman Housing Authority

Goal 2: Increase Access to Homeless Emergency Response Services

Strategy 2.1: Increase Low-Barrier, Housing-Focused Shelter

Action Step - Highest Priority	Champion / Stakeholders
2.1.a: Establish at least one permanent year-round, low-barrier housing-focused shelter with day and night services. Highest Priority Norman - Ongoing – The City of Norman, at the direction of the Norman City Council, is actively looking for a location to build a permanent emergency shelter with a day center component focused on housing and permanent supportive housing services. The shelter will be low-barrier and in conjunction with wrap around services. Currently overnight services are being provided by A Friend's House, at 109 W Gray St, funded by the City. From November of 2022 to January 15, 2025 the shelter was operated by Food and Shelter (FS). Starting January 16, 2025 management of the overnight shelter was transferred to City Care. The Gray Street shelter houses 42 to 50 individuals per night and is a temporary location. The Salvation Army (SA) located at 318 E Hayes shelters individuals and families. Day services are provided at the Food and Shelter main campus, and Women's Sanctuary (women and children only). HUB 107, a day resource center operated by Central Oklahoma Community Mental Health Center (COCMHC) is located on the Griffin campus. We recognize the challenges of the Gray Street location for logistics of operating a shelter in a building not designed for that purpose and the impact that has been experienced by the downtown community. We support the efforts that are currently underway to relocate the shelter as quickly as possible. Public / private collaborations will be necessary to complete this action step.	City of Norman, City Care

Action Step - Highest Priority	Champion / Stakeholders
2.1.b: Provide additional support to participants who exit shelters to permanent housing through proactive case management and best practice strategies, such as motivational interviewing, trauma-informed care, and housing-focused case management and planning. Short term	City Care

Action Step	Champion / Stakeholders
2.1.c: Provide optional wrap-around services and connections to key resources at all overnight and day shelters. Short term	City Care

Action Step	Champion / Stakeholders

2.1.d: Reduce existing barriers to entry in already existing shelters and other housing programs whenever possible. Medium term
    i: Enact admission policies for all shelters that screen-in rather than screen-out potential participants who face the greatest barriers to housing.
    ii: Enact minimal rules and restrictions that focus on behavioral expectations to help ensure client and staff safety – few rules, not "no rules."
    iii: Provide accommodations that welcome partners, pets, and possessions so that people do not face a choice of housing or separation.
 	
Norman - Continuing action needed - 2.1.b, c & d. City Care has plans to enact the majority of the priorities listed in section. As part of the contract for services, City Care will provide case management to those who are staying at the overnight shelter, this represents an increase in resources. City Care operates under a low-barrier model while still providing best practice safety and security measures.
Cleveland County – No progress currently known.
	City Care

Strategy 2.2: Expand Street and Encampment Outreach Including Treatment for Mental Health and Substance Use Disorders

Action Step - Highest Priority	Champion / Stakeholders
2.2.a: Create a coordinated, county-wide street and encampment outreach team that includes staff from a mix of different disciplines, including street medicine, social work, nursing, behavioral health, and housing navigation. Medium term Norman – Further action needed – Kara Fritts from COCMHC and the Norman Police Department have been collaborating to focus reach-out. Norman Police Department, under Lt Lee McWhorter have developed PACE – Pro Active Community Engagement to have specific officers interacting with those in the community experiencing homelessness to reduce trauma and justice involvement. .	COCMHC, NPD

Action Step	Champion / Stakeholders
2.2.b: Purchase and equip a mobile outreach van program that can offer medical, behavioral health, and housing navigation services. Medium term Norman -Further action needed– Red Rock Behavioral Health implemented a mobile outreach vehicle in the summer of 2024. In summer of 2025 Mental Health Association of Oklahoma is launching the A Better Way program. This provides pay by the day work, case management and employment resources to those experiencing homelessness. This is a program that has been operating in OKC and Tulsa.	Red Rock, COCMHC, 988

Action Step	Champion / Stakeholders

2.2.c: Expand capacity and support of existing outreach teams. Short term
    i: Ensure existing outreach teams offer access to housing-focused case management, public benefits, and other critical housing-focused resources.
    ii: Ensure street outreach staff are engaged with and participating in Coordinated Entry (CE), the Homeless Management Information System (HMIS).
 	
Norman – Further action needed. Calls from the City Action line, about those experiencing homelessness, contact is routed to PD, planning, parks, code enforcement and COCMHC outreach staff.
	NPD-PACE, COCMHC Outreach, City of Norman Action Line

Action Step	Champion / Stakeholders
2.2.d: Develop a peer support program as part of an interdisciplinary approach that trains and uses peers with lived experience of homelessness for street outreach and system navigation. Long term	CoC

Strategy 2.3: Expand Supportive Services and Housing-Focused Case Management

Action Step	Champion / Stakeholders
2.3.a: Provider ongoing training and education opportunities to all community partners and their staff (current and new) on housing-focused approaches and best practices to connect people to housing and services. Short term Norman - Further action needed – Monthly training for CoC members. The last Tuesday of the month the CoC has an in-person meeting, open to the public, where training on relevant issues and COC partner agencies is provided. Annual housing Case Manager Training is held in June. Provides HUD mandated training including Housing First	CoC

Action Step	Champion / Stakeholders
2.3.b: Ensure staff trained on housing-focused approaches and housing navigation are available night and day at crisis shelters, health centers, and day centers. Medium term	CoC, City Care

Action Step	Champion / Stakeholders
2.3.c: Strengthen partnerships and coordination with mainstream agencies such as legal aid, credit repair services, public benefits advocacy and appeals (Medicaid, SNAP, TANF, SSI/SSDI), workforce development, etc. Medium term	CoC, Homeless Coalition*

Strategy 2.4: Improve Transportation To Employment, Services, And Shelter

Action Step	Champion / Stakeholders
2.4.a: Develop a comprehensive transportation strategy in partnership with local transit authorities that considers the transportation needs of people experiencing homelessness. Medium term i: Provide visible, easily accessible information about transit schedules that does not require a smart phone or access to the internet. ii: Create a program/expand existing programs that provide(s) discounted or free transit passes to people experiencing homelessness. iii: Set up and identify locations where personal belongings may be stored and where pets and service animals may be cared for while individuals access services and resources. Norman – Further action needed - 2.4a.i & ii – Norman Embark bus services can be utilized at no cost to riders. Printed Rider Guides are available at the new centrally located Transit Center and on the buses.	City of Norman - EMBARK

Action Step	Champion / Stakeholders
2.4.c: Develop a subsidized ridesharing program or creating a van service for individuals experiencing homelessness/recently housed. Medium term Norman - Further action needed – Care-A-Vans receives funding from the City of Norman for transporting those who are unhoused. On Demand is a program that supplies individual transit services in the evenings and on the weekends	City of Norman, Care-A-Vans

Goal 3: Mobilize The Citywide Response To Prevent And End Homelessness

The goal for our community is to reduce homelessness. When people experience homelessness it should be brief, rare and non-reoccurring.

Strategy 3.1: Expand Coordinated Prevention and Diversion Assistance

Action Step	Champion / Stakeholders
3.1.a: Establish a coordinated homelessness prevention and problem-solving (homelessness diversion) system to help people at high risk of homelessness remain housed. Medium term – Change to Long Term 　　　i: Provide regular training for all stakeholder partners in problem-solving techniques, motivational interviewing, and include staff from all access and outreach points in training opportunities. 　　　ii: Identify a cohort of staff who focus on problem-solving with people before they enter the homeless system of care. 　　　iii: Leverage prevention and diversion programs to allow the system to reserve limited beds in shelter and housing programs for those that need additional support to regain housing. Further action needed – Training is provided monthly open to the public and annual at Housing Case Manager Training.	CoC

Action Step	Champion / Stakeholders
3.1.b: Review current rental assistance programs' eligibility and protocols and revise policies to ensure that all households eligible for rental assistance receive help. Short term Change to Long Term	CoC

Action Step	Champion / Stakeholders
3.1.c: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time, and to track impact of interventions. Short term Change to Long Term	CoC

Strategy 3.2: Provide Information and Engagement Opportunities to People with Lived Experience of Homelessness

Action Step	Champion / Stakeholders
3.2.a: Establish a lived experience advisory board, comprised of people currently experiencing homelessness or with recent lived experience who can provide feedback to the CoC and be involved in policymaking and allocations processes within the CoC. Medium term Norman - Continuing action needed – CoC currently has three voting members with lived experience of homelessness. Recruitment of others with lived experience is on-going. Every agency that receives HUD funding is required to have those with lived experience on their leadership board.	CoC, Homeless Coalition8

Action Step	Champion / Stakeholders
3.2.b: Develop resource materials and educational information that can be available online and distributed at the public library, at transportation sites, and other places where people experiencing homelessness or at risk of homelessness can learn more about the variety of organizations and services in the community, including the name, location, and hours of operation for shelters, day services, food, etc. Short term Norman - Continuing action needed – The CoC website and McFarlin UMC have digital resource lists that are updated regularly. Business sized cards with QR codes to service information and resources are also available. The CoC website is accessible-ish from the City of Norman website.	CoC, City of Norman, Mcfarlin, Homeless Coalition*, 211

Strategy 3.3: Develop a Public Education About the Homeless System Of Care

Action Step - Highest Priority	Champion / Stakeholders

3.3.a: Undertake a community-wide engagement campaign that includes landlords, people recently housed, the business community, and other leaders to dispel common myths about homelessness and celebrate progress of the community's efforts to reduce and end homelessness. Short term
  i: Outreach and involve philanthropy, service organizations, and the faith-based community in supporting
  engagement campaigns.
 	
Norman – Further action needed – Xenia Institute is holding a series of community dialogues on homelessness in the Spring / Summer of 2025.
	CoC, Norman Housing Authority, Homeless Coalition*

Action Step	Champion / Stakeholders
3.3.b: Include introductory information about homelessness when collecting community feedback, hosting townhalls, holding hearings, or having large meetings related to homelessness. Short term How should this function?	Homeless Coalition*

Strategy 3.4: Improve Communication, Coordination, and transparency of the CoC

Action Step	Champion / Stakeholders

3.4.a: Create a new and accessible CoC website that is separate from the City of Norman's website, which provides information regarding success stories, challenges, key policy decisions, funding allocations, announcements of new staff, available resources, housing opportunities, and etc. Short term
 	
Norman - Complete – https://ok504coc.wixsite.com
 	
    i: Create a publicly facing dashboard that shows progress towards identified goals (i.e., services offered, people assisted, or people placed into housing).
Norman – Further action needed – A Dashboard, that will be linked from the COC website, utilizing HMIS data, is being created. Estimated launch is late 2025.
 	
    ii: Prominently display a link to the CoC website on the City of Norman website, at the public library, on the Cleveland County website, on all stakeholder partner websites, and other public places frequently visited by individuals experiencing homelessness.
 	
Norman – Further action needed with community partners to push out information
 	
Cleveland County – no progress currently
	CoC, City of Norman

Action Step	Champion / Stakeholders
3.4.b: Create additional formal mechanisms to provide transparent information about the CoC to the broader community and require agencies to contribute timely and relevant information to the efforts. Norman – Continuing action needed. Funded agencies are required to provide information and enter in HMIS. All others are voluntary and cannot be required to participate.	CoC

Action Step	Champion / Stakeholders
3.4.c: Provide additional opportunities for facilitated conversations with the staff of the City of Norman, CoC leadership, and members of the community as they seek to work together in an actionable way to implement the Action Plan. Short term Norman – Further action needed – Any group or member of the public can request a meeting with the Collaborative Applicant to discuss the workings of the CoC and available resources. The monthly CCM resources meeting, held the last Tuesday of the month, is open to anyone interested in attending. The Xenia Institute and Woman in Action for All are two community advocacy groups that are currently engaged in addressing homelessness in Norman. Xenia has hosted a 7part community dialogue on homelessness in Spring / Summer 2025. Recommend the creation of a resource list for community volunteer opportunities.	Homeless Coalition*

Strategy 3.5: Commit to Robust Data Collection

Action Step	Champion / Stakeholders

3.5.a: Revise data quality standards and develop a more robust, clear, and transparent CoC "Data Quality Plan" that establishes expectations for both the community and end-users. Medium term
     i: Develop data quality benchmarks. The Data Committee should incorporate into the CoC's own detailed manual baseline benchmarks and provide regular updates to each HMIS-participating agency.
    ii: Once the Data Quality Plan has been drafted and adopted with benchmarks and timelines, the CoC should implement appropriate incentives and establish a monitoring structure.
	COC

Action Step	Champion / Stakeholders

3.5.b: Revitalize the CoC's Data Committee with a clear mandate and expectations; including to monitor Homeless Management Information System (HMIS) data quality, expand HMIS bed coverage, oversee ISOK's regular efforts, review and revise HMIS Policies and Procedures as necessary, etc. Short term
 	
Norman – Further action needed – Monthly data reporting for funded agencies has been upgraded and includes scoring in the funding rubric. The collaboration of CoC's for the state have started an HMIS Governance committee, that meets quarterly, where all HIMS policies and procedures are reviewed.
    i: Produce aggregate data reports, at least quarterly, which can provide public information about the numbers of people being served by the homeless system of care and/or placed in stable housing.
 	
Norman -Further action needed – A Dashboard, that will be linked from the COC website, utilizing HMIS data, is being created. Estimated launch in late 2025.
    ii: Review data entry and data quality requirements for the Homeless Management Information System (HMIS) participating homeless service providers to improve local understanding of the scope of chronic homelessness in Cleveland County.
 	
Norman – Continuing action needed – Monthly data reporting for funded agencies has been upgraded and includes scoring in the funding rubric.
 	
Cleveland County – No progress is currently known.
	COC

Action Step	Champion / Stakeholders
3.5.c: Reevaluate Point-in-Time (PIT) count methodology, especially with respect to the chronic homeless status of residents in emergency shelters and unsheltered situations. Short term Norman – Continuing action needed– Methodology was reviewed and amended in 2022. The PIT questions are reviewed annually before the count is taken.	COC

Action Step	Champion / Stakeholders
3.5.d: Evaluate, track, and implement training and program modifications to address any disparities in system access and service provision for special subpopulations. Medium Term	COC

Action Step	Champion / Stakeholders
3.5.e: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time or who return to homelessness, and to track impact of interventions. Short term	COC

Action Step	Champion / Stakeholders
3.5.f: Seek out additional resources for HMIS to subsidize license costs and consider a program to sponsor agencies based on need to make HMIS participation more financially accessible to a diverse range of stakeholders. Consider requiring organizations that want to place their clients in housing to participate in HMIS if a subsidy is available. Medium term	COC

*Champion / Stakeholders – Homeless Coalition is a stand-in for the community entity which will exist in the future.

Reprioritized

Goal 1

1.1c: Establish a five-year Countywide Housing Development Pipeline that identifies an achievable path to establish new housing for unsheltered populations, people exiting mental and criminal institutions, and other underserved populations.

> i: Conduct an inventory of unused, underutilized, and available properties to determine what may be available for additional affordable housing units throughout the City of Norman and Cleveland County.

> ii: Identify the most suitable sited for rehabilitation or development of affordable permanent housing in both the City of Norman and in Cleveland County.

> iii: Initiate planning to aggressively expedite development and offer other incentives specifically for permanent supportive housing (PSH).

> iv: Locate or create a development in Oklahoma green zones to provide independent housing for people with criminal convictions.

> Green zones are a state-wide issue. This is outside the scope of the City of Norman to correct.

This is a worthwhile long-term goal. However, that current identification of even single properties for funded projects takes large amounts of time and resources.

1.2d: Create local policies that incentivize absent landlords to sell or develop properties (e.g., residential vacancy tax or other similar efforts, including county-level approaches). Duplicate of 1.2b

1.3.d: Create financial incentives for landlords renting to voucher holders, including bonuses for new and/or returning landlords. Long term – Combined with 1.3c

1.4.b: Create a countywide housing navigator program tasked with meeting in-person with individuals and families experiencing homelessness. Provide trauma-informed care and motivation interviewing training to all housing navigators. Long term - This is a secondary level of case management for individuals. It is a very worthy long-term goal but is not feasible in the current funding environment.

1.4.c: Expand rental assistance programs to cover application fees and assistance with security deposits and move-in costs to help ensure vouchers are utilized equitably. Short term
    i. Increase the availability and amount of flexible funds that support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies Short term
Completed – A rental assistance program was operated from 2022 to 2024 utilizing CDBG CARES funds by CoC agencies, those funds have been fully expended and are longer available. In the current funding environment adding to case management accessibility is more important to sustainable housing success.

2.3.d: Evaluate and revise salaries and benefits for case managers to ensure that the CoC can recruit and retain qualified staff. Medium term. The CoC does not provide direct services. This is not currently structurally possible.

2.4.b: Work with health care providers to enable transportation to and from medical appointments. Short term This is a service that would be part of most case management services. Outside of those case management services this is outside the scope of homelessness services.