FL-511 Continuum of Care Strategic Plan

In Alignment with HUD CoC Program (24 CFR Part 578)

Timeframe: 2025-2028

Prepared by: FL-511 Continuum of Care

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Executive Summary

The FL-511 Continuum of Care (CoC) is committed to ending homelessness in our Escambia and Santa Rosa Counties through a coordinated, data-driven, and person-centered approach. This strategic plan outlines our goals and priorities over the next three years to fulfill the HUD CoC Program's purpose under 24 CFR 578.1: to promote community-wide commitment to ending homelessness, provide funding to rehouse individuals and families quickly while minimizing trauma, and optimize self-sufficiency.

Mission and Guiding Principles

Mission:

The FL-511 CoC envisions a community where no one is experiencing homelessness. The CoC works as a collective body to ensure everyone has a safe, stable, and affordable place to live. The CoC holds each other accountable by committing to guiding principles.

Guiding Principles:

All relevant organizations and individuals participating in the CoC uphold collective attributes and values of respect, compassion, kindness, humility and love of humanity.

• **Inclusive:** People from all experiences and populations are meaningfully and intentionally included in the decision-making structure. Robust representation of all subpopulations (e.g., veterans, unsheltered, disabling conditions, etc.) is critical to informed decision-making.

• **Solution-Focused:** The CoC engages in solution-focused conversations and decision-making to address limited resources, systemic challenges, and ever-changing needs.

• **Geographically Diverse:** The CoC includes diverse representations from Escambia and Santa Rosa counties.

• **Engaged and Committed:** CoC members' engagement and commitment is evidenced by active participation in meetings, committees, work groups, and volunteerism.

• **Data-Driven:** The CoC prioritizes the collection and use of data to provide objective, precise, and effective solutions.

• **Representative:** The CoC includes members representing its entire geographic area, including Escambia and Santa Rosa counties.

• **Objective:** Decision-making includes a wide range of members representing various sectors. The CoC will ensure that decisions consider the entire system's response instead of reflecting any special interests.

Strategic Goals

Goal 1: Improve System Performance and Reduce Homelessness

Objective 1.1: Reduce overall homelessness by 30% by 2028.

Objective 1.2: Reduce returns to homelessness within 24 months (about 2 years) to below 10%.

Objective 1.3: Increase permanent housing placements by 15% annually. 45% total increase by 2028.

Key Activities:

Expand Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH).

Use Coordinated Entry data to prioritize the most vulnerable.

Evaluate project performance quarterly using HUD System Performance Measures.

Goal 2: Strengthen Coordinated Entry and Outreach

Objective 2.1: Ensure 20% increase of emergency shelters and outreach teams participating in Coordinated Entry.

Objective 2.2: Improve diversion strategies to help families/individuals remain in their current homes.

Objective 2.3: Increase boots on the ground efforts in community outreach and engagement as documented in HMIS by 10% annually. 30% increase by 2028.

Objective 2.4: Identify and eliminate disparities in access, outcomes, and services for overrepresented populations.

Objective 2.5: Increase community access points for individuals experiencing homelessness.

Key Activities:

Train staff across providers on trauma-informed engagement.

Integrate mobile and after-hours outreach.

Streamline intake and referral processes through HMIS enhancements and strengthen coordinated entry.

Identify direct service community providers and develop monthly meetings geared towards outreach and engagement efforts using the "One-Team" approach.

Identify community access points for vulnerable sub-populations i.e. veterans, fleeing domestic violence, youth, families, seniors, etc.

Goal 3: Housing Fairness

Objective 3.1: Identify and eliminate disparities in access, outcomes, and services for all

individuals experiencing homelessness.

Objective 3.2: Increase community education regarding rights and responsibilities to fair housing.

Key Activities:

Analyze HMIS data for overrepresented populations to str.

Federally Qualified Health Care (FQCH) will assist with providing non-identifiable data for individuals experiencing homelessness who are served in the community.

Educate those experiencing homelessness on rights to fair housing.

Goal 4: Expand Affordable and Supportive Housing Supply

Objective 4.1: Increase PSH units by 20% over three years.

Objective 4.2: Collaborate with PHAs and developers to prioritize units.

Objective 4.3: Leverage financial resources from faith-based organizations and private/corporate businesses to assist with landlord incentives for persons experiencing homelessness.

Objective 4.4: Leverage community support and identify available funding opportunities to develop and maintain low-barrier shelters.

Objective 4.5: Decrease returns to homelessness for those that are receiving subsidized housing i.e., permanent supportive housing, rapid rehousing, housing choice/section8, HUD-VASH voucher, etc. to 5% by 2028.

Objective 4.6: Utilize the 2025 FL Legislature Senate Bill 1730, called "Yes-In-God's-Backyard, which allows local governments to approve affordable housing on certain land owned by religious institutions, regardless of the underlying zoning.

Key Activities:

Apply for HUD CoC Bonus and Reallocation funding.

Leverage mainstream housing resources.

Use Housing First and low-barrier models.

Identify faith-based institutions willing to collaborate and learn how to utilize their organizations' property for affordable housing

Identify all low barrier sheltering options in the two county CoC catchment areas.

Educate community members about the need for low-barrier shelter options and systems.

Conduct community lunch and learn events with local service providers, faith-based communities, and businesses to identify charitable landlords in the community. Develop community strategies to increase support for families who are pending return to literal homelessness.

Develop a community by-name-list to identify everyone who is experiencing literal homelessness in the FL-511 community.

Goal 5: Enhance System Governance and Collaboration

Objective 5.1: Ongoing review of strategic plan to ensure alignment with CoC goals and objectives.

Objective 5.2: Define and track Key Performance Indicator's (KPIs) and use data to refine Leadership Council Operations and Governance Charter provisions.

Objective 5.3: Develop and implement a fully functioning sub-committee structure under the new Leadership Council to achieve CoC strategic objectives (HMIS, Coordinated Entry, Performance tracking, etc.)

Key Activities:

Elect and appoint all Leadership Council positions in 2025

Provide governance, leadership and conflict-resolution training to Leadership council members and CoC members

Review and evolve new Governance Charter annually

Develop and implement accountability metrics for all aspects of the strategic plan

Increase transparency with reports and forums. Solicit broad feedback.

Data and Performance Management

Use HUD System Performance Measures to track outcomes.

Conduct annual Point-in-Time (PIT) and Housing Inventory (HIC) counts Monitor project-level outcomes.

Implement Continuous Quality Improvement (CQI).

Regular review and updates of shelter beds available and 85% utilization maximization.

Funding and Resource Allocation

Prioritize high-performing projects during Notice of Funding Opportunity (NOFO).

Re-allocate from underperforming programs.

Leverage match and in-kind resources.

Community Engagement

Launch a communications strategy that describes specific ways for community members to make significant impact.

Host public forums and workshops to provide the scope of issues and solutions to ending homelessness.

Maintain transparency through reporting in all focus areas.

Implementation Plan and Timeline

2025: Focus on Coordinated Entry and Governance

2026: Expand Housing and Housing Fairness efforts

2027: Improve System Performance and Cross-sector Collaboration

Evaluation and Continuous Improvement

Conduct annual project performance reviews.

Provide monitoring performance outcomes and strategies

Engage independent evaluators or HUD's Technical Assistance Office.

Implement Quality Improvement Plan (QIP)

Revise plan based on data trends and needs.

Adopted via Vote:08/26/2025