

Keys to Home FL-508
Continuum of Care Strategic Action Plan
2025-2026

TaskForce Fore Ending Homelessness serves as the Continuum of Care (CoC) Lead Agency for Alachua, Bradford, Dixie, Gilchrist, Levy, Putnam, and Union Counties. The CoC is committed to ending homelessness in our community. It is our goal to create a path to stable, permanent housing for individuals and families through a continuum of services from ranging from outreach and emergency shelter to treatment and permanent housing models. We will accomplish this through a coordinated entry system utilizing a proven assessment tool to measure vulnerability; community outreach; and consistently focusing on reducing the length of time individuals and families remain homeless; and striving to prevent returns to homelessness.

Updated: 3/26/2025

Goal 1: As a Continuum of Care, embrace practices driven by data and measurable impacts

Objective 1A: Ensure that all service providers within the CoC consistently implement evidence-based practices

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Provide regular and ongoing training on evidence-based practices	Establish a training schedule	CoC Lead	Q3 2025	New and existing service and housing providers, within our CoC, will understand how to implement evidence-based practices	Annual training calendar in development
	Implement monitoring tools to ensure fidelity to the practices	CoC Lead	Q2 2026		Ongoing
	Promote treatment and recovery opportunities for people with demonstrated needs	CoC Lead	Ongoing		Ongoing

Goal 2: Encourage residents in encampments to move to permanent housing

Objective 2A: Work to move residents of encampments into housing

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Enhance the strategy and assessment process for outreach	Re-establish an outreach committee	Outreach Subcommittee	Q2 2025	Outlying and rural homeless persons will be identified and entered onto byname list for housing placement. The CoC will develop an understanding of how the existing outreach entities can assist in an overall coordination of housing; outreach to locate consumers and coordinate them.	Relaunched October 2024
	Revise and update outreach strategy	Outreach Subcommittee	Q4 2025		Engaging with Block by Block and all outreach agencies
	Develop community worker safety strategy for outreach workers as part of plan	Outreach Subcommittee	Q2 2025		Plan to be reviewed by MAHT
	Begin implementing revised coordinated outreach plan	Outreach Subcommittee	Q1 2026		Pending revised plan

Goal 3: Expand community engagement

Objective 3A: Encourage community-wide planning

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Establish a Funders' Council	Identify and engage community funders within the CoC region, such as United Way, Community Foundation of NCF, Elder Options, University of Florida, Municipalities, Children's Trust, CoC, DCF, others	CoC Council	Q2 2026	Better coordination among funders will help pinpoint community needs and joint solutions. Homeless service funders require grantees to participate in HMIS.	Meetings held on aligning of contracts for homeless service providers funded by local agencies focusing on documentation
	Partner with the Community Foundation of North Central Florida and United Way to establish council.	CoC Council	Q2 2026		To be explored further
Develop joint contract review teams within Funders' Council	Encourage funders to monitor agencies jointly to reduce the number of times an agency is monitored.	Funders Council	Q3 2026	Better implementation of funded services with reduction in competing and contradicting requests for data.	To be explored further
Know all available services, overlaps and gaps	Create Resource Cards for remaining counties	CoC Lead	Q2 2025	We will have a better understanding of where to focus efforts and funds	Developing a multi-county resource guide with separation by county for eligibility

Objective 3B: Expand use of HMIS with smaller agencies, faith-based providers, and non-funded agencies

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Encourage participation in HMIS with smaller agencies, faith-based providers, and non-funded agencies	Promote the benefits of accessing HMIS as a means to coordinate services	CoC Council; CoC Lead	Ongoing	Smaller agencies and faith-based organizations should join the CoC general membership; those who are interested should apply for funding.	Membership benefit list developed and published.
	Petition United Way, CAPP, etc. to make HMIS license fee and data input time an allowable expense under grants funded through those agencies	CoC Council and Funders Council	Q3 2025		Planned discussions with CDBG and HOME funders
	Make HMIS usage required for United Way, CAPP, etc. grants	Funders Council	Q3 2025		Partially completed. CAPP requires it.

Objective 3C: Enhance Governance and Facilitate Improvements of HMIS, Data and Performance

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Increase Participation in the Data Performance Committee	Invite HMIS agency admins	CoC Lead	Q2 2025	Continuous monitoring and improvement of community data and performance	Invites sent with 40+ RSVP for May 2025 meeting
	Host HMIS lunch and learn	CoC Lead	Q2 2025		Scheduled for May 2025
Modernize data systems to implement efficiencies and improve service outcomes	Explore system vendor options and benefits	CoC Lead	Q2 2025	Efficient processes will be implemented that reduce costs, time, error, and improve service outcomes	Exploring vendors and options
			Q2 2025		
	Exploring funding options for vendor transition	CoC Lead	Q2 2025		Budget forecast complete

Objective 3D: Expand CoC membership

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Increase CoC membership to include direct service providers not typically thought of as "homeless service providers" such as faith-based providers, food pantries, employment services, etc.	Develop materials outlining benefits of membership including a brief presentation and application to vet new members	CoC Lead, CoC Council	Ongoing	Bringing additional providers into the CoC-fold will help to better identify gaps in system performance.	New members recruited in 2025; this is ongoing

Goal 4: Develop and Implement CoC-Wide standards of service and care

Objective 4A: Housing and Outreach services will be provided in a consistent manner

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Develop and implement CoC-wide standards for admission, service, exit strategies and length of stay limits for emergency shelter	Review best practices and other standards	CoC Lead	Q4 2024	Proven results-driven standards are the key to future funding. Show folks what works and hold our funded agencies to this standard of care	Completed
	Draft local standards	CoC Lead	Q3 2025		In Progress
Develop and implement CoC-wide standards for admissions and service for Rapid Re-Housing	Review best practices and other standards	CoC Lead	Q4 2024	Proven results-driven standards are the key to future funding. Show folks what works and hold our funded agencies to this standard of care	Completed
	Draft local standards	CoC Lead	Q3 2025		In Progress
Develop and implement CoC-wide standards for admission and service for Permanent Supported Housing	Review best practices and other standards	CoC Lead	Q4 2024	Proven results-driven standards are the key to future funding. Show folks what works and hold our funded agencies to this standard of care	Completed
	Draft local standards	CoC Lead	Q3 2025		In Progress
Develop and implement CoC-wide standards for provision of Outreach	Review best practices and other standards	Outreach Subcommittee	Q4 2024	Proven results-driven standards are the key to future funding. Show folks what works and hold our funded agencies to this standard of care	Completed
	Draft local standards	Outreach Subcommittee	Q3 2025		In Progress

Develop and implement CoC-wide standards for provision of prevention and diversion	Review best practices and other standards	CoC Lead	Q4 2024	Proven results-driven standards are the key to future funding. Show folks what works and hold our funded agencies to this standard of care	Completed
	Draft local standards	CoC Lead	Q3 2025		In Progress
Implement recruitment and retention best practices for homeless services staff	Research evidence-based practices demonstrating success	CoC Council	Q4 2025	Reduce staff attrition and interruptions to service delivery in the community.	In Progress
	Publish a best practices guide for homeless services organizations with actionable guidance	CoC Council	Q4 2025		In Progress

Goal 5: Have an adequate amount of housing options to meet community needs

Objective 5A: Expand available alternative housing models

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Seek to expand alternative housing options such as single room occupancy lodgings (SROs), tiny houses, and RVs	Assign a team to identify current stock of alternative housing	Housing Committee	Q4 2025	Increase affordable housing supply and options	In Progress
	Review local zoning codes for alternative housing options	Housing Committee	Q4 2025		
	Identify possible locations to site alternative housing models	Housing Committee	Q1 2026		
	Identify service providers to operate alternative housing options	Housing Committee	Q1 2026		
Create a shared housing/room mate matching program	Explore existing programs	Housing Committee	Q4 2025	Ensure long term solutions to ending homelessness that support recovery in an integrated environment	Reviewing matching tools
	Approach student housing providers to determine ability to access/share their roommate matching software	Housing Committee	Q4 2025		
	Identify agency with capacity and ability to offer this service and implement	Housing Committee	Q4 2025		
	Launch a one-year housing committee to be extended by charter as deemed necessary	Housing Committee	Q2 2025		

Object 5B: Provide on-going support to prevent at-risk persons from losing housing

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Provide training to at-risk individuals	Identify subsidized housing providers to determine what types of education they currently provide and potential for expansion.	Housing committee	Q1 2026	At-risk clients achieve a better understanding of tenant responsibilities and rights resulting in stabilization of housing.	In discussions with PSH providers
	Collaborate with other agencies and institutions to create a cohesive curriculum	Housing committee	Q2 2026		

Object 5C: Improve landlord relationships

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Create a Housing/Landlord Liaison position at CoC	Develop position description	CoC Lead	Q2 2025	Landlords will have a point of contact to notify of available units and a person to contact if situations arise with tenants.	HR tasked
	Hire appropriate staff	CoC Lead	Q3 2025		
Host regular landlord appreciation/recruitment sessions	Set date for regular landlord engagement sessions	Housing committee, GHA	Q3 2025	Landlords will have an opportunity to hear from other landlords which will result in increased landlord participation with the CoC.	Housing committee will determine a schedule
	Landlord Summits and forums	CoC Lead	Q4 2025		Housing committee will determine a schedule

Goal 6: Develop and implement robust diversion and prevention strategies

Objective 6A: Expand diversion options and develop standards

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Establish a CoC-wide funding stream for diversion from homelessness activities	Research possible funding sources	CoC Council	Q3 2025	Diversion resource access will reduce homelessness	Challenge funding in use with certain providers

Objective 6B: Expand prevention options and develop standards

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Develop CoC-wide protocol and standards for the provision of prevention	Establish homeless prevention strategies within the coordinated entry system	Prevention Committee	Q3 2025	Prevention assistance will be provided in a consistent manner regardless of where client enters system.	Prevention committee targeting July 2025
Better target prevention services to persons who would actually become homeless	Explore use of Prevention VI-SPDAT	Prevention Committee	Q3 2025	More prevention options will reduce the number of people who become homeless, and the costs associated with ending homelessness.	Re-evaluating tool

Goal 7: Work with other Systems of Care to reduce entries into homelessness**Objective 7A: Hospitals/Crisis stabilization units do not discharge people into homelessness**

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Encourage hospitals to utilize processing techniques to reduce discharges into homelessness	Meet with hospitals (and institutions) to discuss resources and plans for decreasing discharges into homelessness.	CoC Lead	Q2 2025	Reduce taxpayer costs for public medical services/insurance and improve health outcomes	Met with HCA to arrange discharge planning, pending meeting with others
	Identify potential cost savings to hospitals if more persons had access to mainstream benefits.	CoC Lead	Q2 2025		Preliminary findings

Objective 7B: Jails/prisons do not discharge people into homelessness

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Develop criteria to determine vulnerability of those processed through re-entry into the CoC	Established procedure to conduct VI-SPDAT and use HMIS on persons to be released from Alachua County jail; need for other	Outreach Subcommittee	Q2 2025	Reduce the number of people exiting jail/prison into homelessness	Collaboration underway with ACSO
	Connect with jails in other counties	Outreach Subcommittee	Q2 2025		Working through Council to engage rural sheriffs

Objective 7C: Foster care system does not discharge people into homelessness

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Collect data on number of children exiting foster care into homelessness or becoming homeless after exiting foster care.	Determine what information to collect	HMIS Committee	Q1 2026	We will have a better understanding of the number and demographics of foster children in our continuum, allowing for better planning.	HMIS data standards are being used within CoC
	Meet with school boards and school liaisons	HMIS Committee	Q1 2026		CE Manager will initiate
	Identify other agencies with data we want to collect	HMIS Committee	Q1 2026		CE Manager will initiate
	Meet with other agencies and obtain an agreement to share data	HMIS Committee	Q1 2026		CE Manager will initiate

Objective 7D: Education system/School Board connects families to resources when needed

Strategies	Action Steps	parties	Target date	Desired outcome	Status
Collect data on number of homeless children (McKinney-Vento/HUD) in our seven-county CoC school systems	Determine what information to collect	HMIS Committee	Q4 2025	We will have a better understanding of the number and demographics of homeless children in our continuum, allowing for better planning.	HMIS data standards are being used within CoC
	Meet with school boards and school liaisons	HMIS Committee	Q4 2025		CE Manager will initiate
	Identify other agencies with data we want to collect	HMIS Committee	Q4 2025		CE Manager will initiate
	Meet with other agencies and obtain an agreement to share data	HMIS Committee	Q4 2025		CE Manager will initiate
	Use collected data to better plan services for homeless school children.	HMIS Committee	Q4 2025		CE Manager will initiate

Objective 7E: Prioritize services for Veteran households

Strategies	Action Steps	parties	Target date	Desired outcome	Status
Assure that Veterans stay in the forefront for available services	Maintain Veteran master list as a sub list of the byname list	Coordinated Entry Committee	Ongoing	We will meet the HUD/USICH/BFZ goal of ending Veteran homelessness	Veteran BNL meeting held 2x monthly.
	Submit for designation of having achieved "functional zero"	Coordinated Entry Committee	Q3 2026		Veteran housing surge in progress

Goal 8: Continue to keep families in our funding structure
Objective 8A: Create family-centric services

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Engage providers of family service, homeless or not, in the CoC planning process	Identify family service providers	CoC Lead	Q4 2025	The needs of homeless families will have a strong voice within the CoC and help us move closer to the goal of ending family homelessness.	Family promise to assist with this
Collect data on number of families needing prevention and rehousing services.	Determine what information to collect	HMIS Committee	Q4 2025	We will have a better understanding of the number and demographics of homeless families in our continuum, allowing for better planning.	HMIS data standards are being used within CoC
	Identify gaps in service	HMIS Committee	Q4 2025		Family promise to assist with this
	Meet with school boards and school liaisons	HMIS Committee	Q4 2025		CE Manager will initiate
	Identify other agencies with data we want to collect	HMIS Committee	Q4 2025		CE Manager will initiate
	Meet with other agencies and obtain an agreement to share data	HMIS Committee	Q4 2025		CE Manager will initiate

Goal 9: Improve outreach and education to promote economic self sufficiency
Objective 9A: Increase linkage to workforce and other monetary income resources

Strategies	Action Steps	Responsible parties	Target date	Desired outcome	Status
Increase earned income of participants	Increase number workforce training partnerships	CoC Lead	Q3 2025	Reduce number of people experiencing homelessness due to lack of income.	Ongoing
	Identify way to establish workforce pathways	CoC Lead	Q4 2025		Ongoing