

**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 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 a Housing Focused response as a best practice**

**Objective 1A: Ensure that all service providers within the CoC consistently implement housing-focused best practices**

| Strategies  | Action Steps   | Responsible parties | Target date | Desired outcome  | Status  |
|---|--|---------------------|-------------|--|---|
| Provide regular and ongoing training on the Housing First philosophy as a best practice | Establish a training schedule  | CoC Lead            | Q3 2025     | New and existing service and housing providers, within our CoC, will understand the Housing First philosophy and how they can assure their projects and programs follow the the model. | Annual training calendar in development             |
|   | Implement monitoring tools to ensure fidelity to the HF practice                         | CoC Lead            | Q2 2026     |  | Monitoring tool implemented for 24-25 contract term |
|   | Assure the Housing First philosophy is emphasized as part of all housing model trainings | 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     |  | Budget forecast complete                        |
|   | Exploring funding options for vendor transition | CoC Lead            | Q2 2025     |  |   |

**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    | 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 for mainstream benefits across the CoC**
**Objective 9A: Increase outreach of mainstream benefits**

| Strategies   | Action Steps   | Responsible parties | Target date | Desired outcome  | Status                                 |
|--|--|---------------------|-------------|--|--|
| Increase effectiveness of SSI/SSDI outreach and processing | Increase number of SOAR processors                                 | CoC Lead            | Q3 2025     | Reduce number of people experiencing homelessness due to lack of income. | AC CSS hired a new SOAR FTE            |
|  | Identify way to establish dedicated SOAR processors throughout CoC | CoC Lead            | Q4 2025     |  | Discussions ongoing for implementation |