**Continuum of Care**

**Community Strategic Action Plan for 2019**

**Approved by majority/unanimous vote of the CoC Board of Directors, XXXXX XX, 2019**

Community Vision Statement

Current: *A home for all by 2025*

Proposed: *Cultivating a systematic partnership to build a vibrant, flourishing community where every individual has a place to call home and the resources to live their best life.*\*

(\*Does not mention homelessness or housing.)

Community Mission Statement

Current: *To effectively and efficiently move people into permanent housing quickly and connect them with need driven services.*

Proposed: *Lead collaborative community solution to effectively and efficiently move people experiencing homelessness into permanent housing quickly and connect them with appropriate need-driven services.*

Community Core Values

* Caring
* Compassionate
* Understanding
* Intentional
* Empathetic/Sympathetic
* Diversion
* Dignity
* Empowering
* Focus
* Flexible
* Integrity

Community Competencies

* Housing first
* Trauma informed
* Responsive (flexibility, resources, understanding, assessment, timely)
* Priority populations
* Vulnerability
* Manageable caseloads
* Strengths-based
* Client-centered
* Flexible
* All people deserve housing

With rapid growth and expansion in the past decades, and a population now approaching 2.5 million, Tarrant and Parker counties are part of the fourth largest urban area in the United States. Due to a thriving and robust real estate market, affordable housing has become a difficult challenge for many to find. Moving the needle on homelessness only results from coordination of programs, leading to coordination of systems, which provides an impact on the person and ultimately a collective impact on the issue of homelessness in our community. We must move our community from compliance and programs to collectively impacting the issue through strategy.

The purpose of the strategic planning process is to determine collective community vision, mission and values. Through these exercises, collective desired outcomes are derived and prioritized to determine: areas of impact, goals in each area, respective roles and desired outcomes.

The CoC Board is a community-based planning body committed to the goal of ending homelessness. The Board’s responsibility is to: understand the size and scope of the problem of homelessness in our community; promote funding for efforts by nonprofit providers, for profit entities, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effective utilization of mainstream programs by homeless individuals and families; the collective purpose surrounding the issue of homelessness; optimize self-sufficiency among individuals and families experiencing homelessness; and design effective strategies and solutions to address homelessness.

The CoC Board faces many challenges and opportunities in the rapidly growing counties of Tarrant and Parker. The Board of Directors, in conjunction with staff, community stakeholders and consultants developed this community strategic plan with the understanding that CoC would be responsible for the critical leadership role to guide our community toward the goal of providing a home for all.

All non-profit organizations are founded in deep and trusting relationships in their respective communities, which positions CoC to educate and mobilize individuals around the issues of homelessness. To effectively do this, CoC will need to build the skills and experience that will enable the Board to effectively engage with and adapt to address the changing needs of our community as well as the stakeholders. CoC will play a critical role in providing a framework of messaging, valuable and enlightening information and resources, as well as partner education and support so partner organizations can fully realize their power to truly and collectively affect change regarding homelessness in Tarrant and Parker counties.

While several elements of this one year strategic action plan address immediate conditions, the overall plan is designed to ensure that the CoC is well prepared for growth, expansion and new partnerships well into the future.

Who We Are

The Continuum of Care (CoC) is the collective networks, institutions and organizations that provide housing and services to people who are at risk of experiencing homelessness.

* Stakeholders: cities, counties, churches, businesses, funders
* Leadership: Continuum of Care Board
* Backbone support: Tarrant County Homeless Coalition
* Players: prevention, diversion, outreach, emergency shelter, transitional housing, rapid rehousing, permanent supportive housing, permanent housing
* Partners: healthcare, workforce, veteran’s affairs, behavioral health, criminal justice, domestic violence, school districts

What We Do

### *Lead:* Advocate, educate, and call the community to action.

### *Coordinate:* Design systems to make accessing services easier, ensuring everyone finds a place to call home.

### *Develop:* Create strategies to end homelessness based on data, community feedback, and funding guidelines.

Interventions in our Community (How we are addressing homelessness in our community)

* Prevention: 11 agencies, 14 programs
* Diversion: 1 agency, 1 program
* Outreach: 6 agencies, 6 programs
* Emergency shelter: 8 agencies, 19 programs, 1,626 beds
* Transitional housing: 2 agencies, 2 programs, 80 beds
* Rapid rehousing: 11 agencies, 22 programs, 818 beds
* Permanent supportive housing: 11 agencies, 27 programs, 1,701 beds
* Permanent housing: 3 agencies, 7 programs, 222 beds
* Total: 30 agencies, 98 programs, 4,447 beds
* (Rapid Exit – coming in 2019)

HUD serves over 1 million people through emergency, transitional, and permanent housing programs each year. The total number of people who experience homelessness could be twice as high. There are four federally defined categories under which individuals and families might qualify as homeless that CoC adopts as their definition as well:

* Literally homeless;
* Imminent risk of homelessness;
* Homeless under other Federal statutes; and
* Fleeing/attempting to flee domestic violence.

Federally mandated goals of the CoC include:

* Promote a community-wide commitment to the goal of ending homelessness;
* Provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the  
  trauma and dislocation caused by homelessness;
* Promote access to and effective use of mainstream programs; and
* Optimize self-sufficiency among individuals and families experiencing homelessness.

CoC’s Guiding Principles (Commitment)

* Ending homelessness for all persons;
* Create a systematic response to homelessness;
* Strategically allocate resources; and
* Use a Housing First approach.

Our CoC Goals

1. Build an effective and efficient housing crisis system of care.
2. Better understanding of scope and need through cross-system data analysis by creating utilization in order to maximize resources resulting in effectiveness and capacity for collective action and impact.
3. Ensure adequate housing stock and access. Build bridges between organizations and key institutions (business, local government, philanthropy, etc.) to increase partnership, cooperation and action regarding affordable housing stock in our community.
4. Increase knowledge and community response. Strengthening engagement to end homelessness will take the community’s understanding of the issue and working together to create reasonable, viable solutions.
5. Maximize resources by strengthening commitment to support and stabilize families experiencing homelessness.

**CoC Community Strategic Actions for 2019**

**Strategic Goal 1: *Build an effective and efficient housing crisis system of care.***

Actions:

* Identify and target priority populations
* Pinpoint and engage in targeted interventions
* Implement streamlined services
* Build provider capacity to implement best practices and effective interventions

Rationale: Increasing people’s income helps to decrease the likelihood they will experience homelessness again. Employment and Economic Mobility enhancements are necessary in order to maintain and improve the competitiveness of the CoC HUD and other funding opportunities; it is key to rapid exit and dynamic prioritization. Establishing a standard of care for the community is key to ensuring effective service delivery.

CoC Committee jurisdiction: ICT

**Strategic Goal 2: *Better understanding of scope and need through cross-system data analysis by creating utilization in order to maximize resources resulting in effectiveness and capacity for collective action and impact.***

Actions:

* Increase thoughtful and deliberate analysis of key data points to provide more objective perspective for partners and stakeholders.
* Expand partnership(s) with Tarrant and Parker county law enforcement agencies for increased focus on training regarding the issue of homelessness.
* Create ad hoc working group(s) to evaluate and implement new models and projects.

Rationale: Certain populations need targeted resources to achieve positive and productive results.

Committee jurisdiction: HMIS

**Strategic Goal 3: *Ensure adequate housing stock and access. Build bridges between organizations and key institutions (business, local government, philanthropy, etc.) to increase partnership, cooperation and action regarding affordable housing stock in our community.***

Actions:

* Work collaboratively with the City of Fort Worth (and others) to determine actual need for affordable and/or transitional housing in our community.
* Foster environment to construct XXX permanent supportive housing and rapid rehousing units in our community.
* Provide education and improve understanding for landlords around key issues of housing the homeless.
* Facilitate conversation arriving at common interest and importance to build healthy and thriving community through providing affordable housing.
* Strengthen connections and where appropriate promote policy changes with key groups that interface with the homeless population.

Rationale: The community must sustain services and housing at a scale necessary to respond to not only current, but future needs.

Committee jurisdiction: Housing

**Strategic Goal 4: *Increase knowledge and community response. Strengthening engagement to end homelessness will take the community’s understanding of the issue and working together to create reasonable, viable solutions.***

Actions:

* Increase the capacity of partners and stakeholders to influence the conversation regarding the issue of homelessness that impact our constituents and communities.
* Elevate commitment, skills and capacity to be civically engaged leaders in our community.
* Promote thoughtful and constructive network leadership as an effective means for leaders to educate and mobilize our community to work collectively and collaboratively to end homelessness.

Rationale: An informed constituency provides enlightenment for a call to action.

CoC Committee jurisdiction: Governance

**Strategic Goal 5: *Maximize resources by strengthening commitment to support and stabilize individuals and families experiencing homelessness.***

Actions:

* Cultivate education plan to address prevention of homelessness with high-risk families.
* Annually monitoring performance and striving for continuous quality improvement
* Build bridges between organizations and key institutions (business, local government, philanthropy, etc.) to increase partnership, cooperation and action to create reasonable, viable solutions

Rationale: *Need to invest in programs with the greatest success and to look beyond traditional sources of funding and partnerships to meet system needs*

CoC Committee jurisdiction: Allocations