**Continuum of Care**

**Community Strategic Action Plan**

Community Vision Statement

*A vibrant community where individuals and families have a place to call home and the resources to live their best life.*

Community Mission Statement

*The CoC cultivates and creates partnerships to collectively impact effective and efficient community solutions for those experiencing homelessness.*

Community Core Values

* Compassionate
* Intentional
* Ensuring Dignity
* Empowering
* Innovation

Community Competencies

* Housing first
* Trauma-informed
* Strengths-based
* Client-centered
* Culturally competent

Background

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 organizations—non-profit, governmental and/or private sector—are grounded 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 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. This strategic action plan will be complemented by a detailed annual work plan—formulated by CoC committee of jurisdiction—to ensure sufficient progress is being made toward each respective goal.

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 or 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

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

Interventions in our Community (2018 baseline of 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.

Our Goals Overview

1. *Effective Response System*- Build an effective and efficient housing crisis system of care.
2. *Data Driven Solutions*- Better understanding of scope and need through data analysis and data sharing.
3. *Housing Focused*- Ensure adequate housing stock and access for those at risk of or experiencing homelessness.
4. *Engaged Community*- Increase knowledge and community response around the issue of homelessness.
5. *Committed Resources*- Maximize resources by strengthening commitment to support community members at risk of or experiencing homelessness.

**CoC Community Strategic Action Goals**

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

Addresses: Systems and processes

Strategies:

* Identify and target **priority populations**.
* Pinpoint and engage in **targeted interventions**.
* Implement **streamlined services**.
* Ensure capacity to **deliver best practices**.

CoC Committee jurisdiction: ICT

**Strategic Goal 2: *Better understanding of scope and need through data analysis and data sharing.***

Addresses: Data collection, utilization and sharing

Strategies:

* Increase thoughtful and deliberate **analysis of key data points** to provide more objective perspective for partners and stakeholders.
* Expand **external partnerships** for increased data sharing.
* Utilize agreed upon credible data source to ensure reliable and accurate **data quality**
* Implement **cross-systems analysis** for accurate analysis of resource utilization.

CoC Committee jurisdiction: HMIS

**Strategic Goal 3: *Ensure adequate housing stock and access for those at risk of or experiencing homelessness.***

Addresses: Affordable housing

Strategies:

* + Work collaboratively with local government to **prioritize policies** and resources to support housing needs.
  + **Commitment with both public and private sectors to develop** solutions through rapid exit approach—including, but not limited to: transitional housing, permanent supportive housing, rapid rehousing units—to meet current and projected need.
  + **Educate and support landlords** around key issues of housing people exiting homelessness.
  + Build healthy and **thriving communities** that are affordable and accessible.
  + Build bridges between organizations and key institutions to **increase partnership**, cooperation and action around affordable housing in our community.

CoC Committee jurisdiction: Housing

**Strategic Goal 4: *Increase knowledge and community response around the issue of homelessness.***

Addresses: Communications, education and public engagement

Strategies:

* + **Increase the capacity** of partners and stakeholders to influence the conversation around homelessness.
  + **Strengthen engagement** to increase the community’s understanding of the issue.
  + **Mobilize the community** to create reasonable, viable solutions.
  + **Engaged and informed leaders**.
  + **Intentional Calls to action**.

CoC Committee jurisdiction: Governance

**Strategic Goal 5: *Maximize resources by strengthening commitment to support community members at risk of or experiencing homelessness.***

Addresses: Funding and investment

Strategies:

* Commitment to be **performance driven** to make the biggest impact with resources.
* Ensure **continuous quality improvement**.
* **Invest in partnerships**—both public and private—to expand opportunities to serve the homeless.

CoC Committee jurisdiction: Allocations

Annual Planning Process

The CoC Board will conduct an annual planning process to build out a work plan that identifies action items and roles needed to meet the CoC strategic goals. This work plan will be built out through the work of the five standing board committees: ICT, HMIS, Housing, Governance, and Allocations. Tracking and progress reporting will be the responsibility of the Lead Agency.