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| Goal #1: Increase Attainable (ELI) Housing Opportunities |
| Expand the provider pool within the CoC for special housing opportunities through providers of mental health, substance use, and medical services that include the homeless [continuation of 2020 Strategy 1: Increase Permanent Housing Opportunities] |
| **Lead: CoC Board with** the following Committees **- *Strategic Planning***Service Outcomes: Expand/Improve Service Delivery for at-risk populations and CoC sustainability |
| ***Strategy 1* –** Expand the provider pool within the CoC for special housing opportunities through providers of mental health, substance use, and medical services that include those experiencing homelessness. |
| Priority Target Populations:* Veterans

Target Populations:* Chronic
* Aging
* Youth
 | Benchmarks:* 1 new SP/Org. providing services, with Veterans as priority, by September 1, 2023
* 1 new Youth SP in CoC membership by May 1, 2023
* 1 new Aging SP in CoC membership by February 1, 2023
 | Deliverable:Interested agency information for each target population with name of specific POC who has been communicating regarding potential partnership | Due Date:March 30, 2023 |
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| ***Strategy 2* –** Plan and deliver a landlord workshop to be replicated, as needed, with support from ***Membership Recruitment & Public Education Committee*** |
| Target Populations:* Existing landlords
* Potential landlords
 | Benchmarks:* 2 existing landlords attend CoC meetings
* 1 new landlord attends CoC meetings
 | Deliverables:1. Create a list of existing landlords.
2. Invite existing landlords to CoC general meetings
3. Plan a landlord workshop for Fall 2023
 | Due Date:March 30, 2023April 30, 20213May 31, 2023 |
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| ***Strategy 3*** – Increase the number of Permanent Supportive Housing (PSH) units |
| Target Populations:* Ability Housing (their ED lives here) [and is building an affordable complex here]
* City officials St. Augustine
* County officials St. Johns County
* Private developers
* Other non-profit organizations
 | Benchmarks:One PSH developer join CoC Local government make commitment or progress towards a housing authority | Deliverables:* Meet with local government about public housing authority/ advocate at meetings and use data points to show the need
* Meet with Ability Housing (local PSH non-profit) or another large PSH non-profit developer
* Discuss with a mental health provider about supportive housing (SMA has them in another county)
* Meet with JHA about possibility of committing vouchers to a complex in St. Johns, e.g., 5 vouchers attached to 5 Ability units
 | Due Date:Begin January 2023 and then on-goingSchedule for February/March 2023Begin January 2023 and then on-goingSchedule for April/May 2023 |
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| ***Strategy 4* –** Diversify Revenue / Increase Funding Streams with support from ***HMIS/Data Committee and Finance Committee*** |
| Cost Benefit Effectiveness FocusCollaborate with HMIS/Data to identify data elements & outcomes | Funding Analysis FocusCollaborate with Finance to identify gaps and new funding opportunities |
| Target Funding Streams: | Benchmarks:* Prove a cost-effective plan (money we’re saving healthcare, criminal system) by June 30, 2023.
 | Deliverables:1. Identified funding gaps2. Identified funding opportunities3. Identified data elements and outcomes4. Incorporate information into planned educational materials | Due Dates:January 31, 2023 February 28, 2023March 30, 2023April 30, 2023 |
| **2022 Goal #2: Strengthen the Crisis Response System** [next level improvement from 2020 Strategy 2: Strengthen the Coordinated Entry System] |
| Lead: CoC Staff with the support of the CoC Committees - *Coordinated Entry, HMIS Data, and Finance* |
| System Outcome: CoC CQI for efficiency/effectiveness and improved care coordination standardsProgram Outcome: 100% participation by homeless service providers in Coordinated Entry |
| ***Strategy 1***: Increase outreach, buy-in and support for the CoC from mental health, substance abuse providers, and healthcare providers |
| Target:* Mental health providers and staff
* Substance use providers and staff
 | Benchmarks:* 1 mental health provider participating regularly in biweekly case conferencing
* Mental health and substance use provider staff are identified and have relationships with providers to coordinate CRS client services
* 1 healthcare provider participating regularly in bi-weekly case conferencing
 | Deliverables:Meet with 2 local mental health and substance use providers to discuss services, how to coordinate/ collaborate services together, and invite to case conferencing1 healthcare provider makes referrals to CRS | Due Date:May 1, 2023 |
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| ***Strategy 2***: Conduct a complex GAPS analysis |
| Target:N/A | Benchmark:* Gaps identified in crisis response system service include match to resources and successful housing placement in regards to equity

PIT data compared to CR demographics (in service vs. not)Improved data collection and analysis regarding health outcomes and equity | Deliverables:1. Identify data points for analysis
2. Collaborate with HMIS/Data committee to conduct a CRS complex gaps analysis based on data
3. Produce a CRS gaps analysis document and present to CoC
 | Due Dates:May 1st 2023June 1st 2023September 1st 2023 |
| ***Strategy 3***: Implement extended case management (via service delivery models ACT {also known as FACT} and “Care Coordination” for clients who are assisted with a short term, no resource, or self-resolved outcome). |
| Targets:* Mental health providers and staff
* Substance use providers and staff
* Healthcare providers including CAIR and ER at Flagler Hospital
 | Benchmark:* Application completed for funding for this role and several other options for future exploration as needed.
* Increased referrals from healthcare providers who may be the first point of homelessness identification
 | Deliverables:Identify agency to take on this roleMeet with Finance Committee with specific model and funding need.Assist identified agency with funding request specific to this role  | Due Dates:March 1st 2023May 1st 2023August 1st 2023 |
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| **2022 Goal #3: Increase Advocacy and Education at the Local, State, and Federal Levels**[revision to 2020 Goal 1.2: Advocate for local, state, and federal policies which increase affordable housing] |
| **Lead:** **CoC Board** with the support of the CoC Committees – ***Membership Recruitment & Public Education*** |
| System Outcome: Strengthen CoC by expanding and improving relationships, opportunities, and branding |
| Target Populations:* CoC general membership
* Other homelessness service providers
* Champions in education, health care, and juvenile justice
 | Benchmarks:* CoC membership regularly attends City and County affordable housing meetings
* Invite City and County officials to each CoC membership meeting
* Implement the Speaker’s Bureau by June 30, 2023
* Speakers Bureau is delivering one presentation per month by October 1, 2023
 | Deliverables:1. Tagline “Hope resides in all of us”
2. Marketing materials
3. PP template
4. Identified advocates
5. Commitment advocates
6. Train advocates
7. Develop presentation schedule
 | Due Dates:DeliveredIn processIn processJanuary 4, 2023January 18, 2023February 1, 2023February 15, 2023 |
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| 2022 Goal #4: The CoC’s culture is diverse, inclusive, and equitable |
| **Lead: CoC Board and CoC Lead Agency** |
| System Outcome: Strengthen the CoC |
| Target Populations:* Neighbors served
* CoC Board and Staff
* CoC Service Providers
 | Benchmarks:* No difference in demographics (entry vs. exit)
* Training completed
* Fund organizations expert in serving populations who face the greatest racial disparities
 | Deliverables:1. Demographics report
2. Training for CoC Board and Staff (first completed 11/09/2022)
3. All CoC funded service providers have an equity plan in place
 | Due Dates:January 19, 2022Every other Board meeting CoC monitoring in Spring 2023 |
| Action Step: Begin data analysis |
| Monitor demographics of “people of color” to be inclusive of all racial groups other than non-Hispanic white, including Black/African American; American Indian/Alaska Native; Asian/Asian American; Latino/a; Native Hawaiian or Pacific Islander and including people\* who identify as LGBTIAQ+ to compare those coming into the system with those leaving the system. |

**\*** The CoC acknowledges that the experiences of each of these groups is not the same and that the needs of each group must be uniquely considered and addressed upon implementation.

As a continuation of the 2020 Strategic Plan:

**Goal 1.3**: Prioritize funding applications that offer permanent housing opportunities will continue as a responsibility of the **CoC Scoring & Review Committee.**

**Goal 2.3** Improve processes and performance of the CES will continue as a responsibility of the **CoC Coordinated Entry Committee** to 1). Finalize the new CE tool and release by December 31, 2022, and 2) Update policies and procedures to reflect guidance from Built for Zero.

**Strategy 3**: Improve Overall Performance of the Continuum of Care will continue as a responsibility of the **CoC Coordinated Entry Committee.**

**Goal 3.1** Strengthen the Homeless Management Information System (HMIS) will continue as a responsibility of the **CoC HMIS Committee** to 1). Improve the quality of data reported to Build for Zero. Working with the **Veteran’s Committee** to continue with VA and Veteran’s agencies sharing data. The goal is to decrease homelessness for Veteran’s (priority population) by 50% [N=15] by December by 31, 2023.

**Goal 3.2** Make data-driven decisions will continue as a responsibility of the **CoC HMIS Committee and the CoC Board** who shall form a Performance Committee to regularly review data and make recommendations for funding.

**Goal 3.3** Increase non-profit capacity for agencies serving households experiencing homelessness will continue as a responsibility of the **CoC Veteran’s Committee** who will establish a volunteer peer program for veterans by April 1, 2023.

**Strategy 4**: Strengthen the Leadership of the Crisis Response System (CRS) will continue as a responsibility of the **CoC Coordinated Entry Committee along with the Nominating Committee, and Membership Recruitment & Public Education Committee.**

**Goal 4.2**: Increase capacity of the CoC Governance Board Action Step 4.2c Grow committee involvement with both General Membership and Board will continue as a responsibility of the **CoC Board** and **CoC staff** along with the **Nominating Committee, and Membership Recruitment & Public Education Committee.**

The County has prioritized homelessness and has acted via San Marcos Heights and Victoria’s Crossing. There has also been funding for Home Again to establish a re-entry program. One the agenda for next year is a complex for West Augustine. {Please see attachment/in progress}.