

Executive Summary

The Suncoast Continuum of Care (CoC) exists to have a comprehensive and coordinated system that prevents and ends homelessness in our Continuum of Care. This goal is accomplished by focused effort in eight component areas: Continuum of Care, Outreach, Coordinated Entry, Diversion and Early Intervention, Prevention, Emergency Shelter, Rapid Rehousing, and Permanent Supportive Housing.

This strategic plan focuses on these eight component areas and identifies the gaps and needs identified within our continuum and the strategies that must be implemented during the next three years to successfully meet these needs. Within these categories, specific strategies are identified for certain populations or geographic areas: Youth, Veterans, South Sarasota County, Manatee County, and Domestic Violence. These specific areas of need are identified due to their importance in furthering the mission for the community.

The actions steps described for each strategy identify the responsible partners who are tasked with driving this goal and ensuring it's completion. Those partners identified in this plan include: Suncoast Partnership, the Lead Agency of the Continuum of Care; the Leadership Council, a group of both elected and appointed local leaders who determine policy, direction and spearhead the collaborative efforts in the region; Funders Collaborative, a group of local funders who are invested in ending homelessness within the CoC; Service Providers, agencies who deliver direct client services; CSIS Committee, a volunteer group of agencies who utilize the Community Services Information System (CSIS) and determine policy suggestions; Youth, young adults experiencing homelessness or with lived experience of homelessness; Youth Action Board, a group of youth with lived experience who drive decision making for the youth homelessness system; Veterans Case Conferencing, agencies who work specifically with Veteran services and Veterans; Victim Service Providers, agencies offering Domestic Violence specific services; and other specific agencies or government entities.

The action steps have identified timeframes associated with their execution. Many of the timeframes listed state “ongoing” due to the ongoing nature of these goals. Progress will be measured with a variety of factors based on the specific action step listed. These will be updated each time the Leadership Council meets and progress, or lack of progress, will be discussed.

This strategic plan is intended to be a living document that drives the conversation surrounding preventing and ending homelessness in Manatee and Sarasota counties.

Continuum of Care Plan FY22-FY24 Oct. 1, 2021 – Sept.30, 2024

Mission: To have a comprehensive and coordinated system that prevents and ends homelessness in our community.

Component: Continuum of Care				
Strategies	Action Steps	Responsible	Timeline	Progress
Recruit and Engage CoC Leadership Council	Leadership Council (LC) continues to recruit, and recommendations are solicited from the Continuum of Care and community	Leadership Council, is Suncoast Partnership	Ongoing	
Increase coordination of existing resources and funding. Expand resources and funding opportunities as needed.	Before public funding is available to the community, the Leadership Council is briefed on potential uses and determines advocacy for funding	Suncoast Partnership	Ongoing	
	Formally organize a Funders Collaborative to represent entire CoC	Leadership Council	September, 2022	
	Raise flexible private funding by informing philanthropic organizations of unmet needs	Funders Collaborative	Ongoing	
	Establish a Landlord Mitigation Fund	Funders Collaborative	June, 2022	
	Host collaborative forum among Service Providers on potential funding opportunities	Suncoast Partnership and Service Providers	Ongoing	
	Increase HUD-CoC Annual Renewal Demand	Suncoast Partnership, Leadership Council, Service Providers	Reviewed Annual	

Continuum of Care Plan FY22-FY24 Oct. 1, 2021 – Sept.30, 2024

<p>Create messaging and communications to build community support for CoC</p>	<p>Develop a communications sub-committee of the Leadership Council to utilize partner support and create a public messaging campaign</p>	<p>Leadership Council, Suncoast Partnership</p>	<p>March, 2022</p>	
<p>Establish process to analyze system outcomes and program outcomes based upon meeting and exceeding federally established performance standards for our CoC</p>	<p>Review and update as necessary CSIS policies, procedures, and operating guidelines for data collection across populations and systems</p>	<p>Leadership Council, CSIS Committee, Suncoast Partnership</p>	<p>December, 2021</p>	
<p>Incorporate data from other community systems to inform a more comprehensive picture of our community progress and gaps</p>	<p>Design, develop, and manage performance reports, based on data from CSIS and other relevant community systems. Provide reports to LC, Service Providers, the Continuum of Care and Funders partners.</p>	<p>Suncoast Partnership</p>	<p>Ongoing</p>	
<p>Assure there is a comprehensive Homeless Crisis Response System in place to inform on gaps and needs in our community's response system</p>	<p>Establish process to regularly review and update the previously created tool.</p>	<p>Leadership Council, Suncoast Partnership</p>	<p>Ongoing</p>	
<p>Establish an annual Homeless Crisis Response System review process that informs on gaps and needs in the community</p>	<p>Set meetings to inform decision making on an annual basis at minimum.</p>	<p>Leadership Council, Suncoast Partnership</p>	<p>Ongoing</p>	
<p>Discharge planning from hospitals, health centers and law enforcement is connected to both coordinated entry and housing</p>	<p>Participate and direct high-level discussions with leaders in the community to set new policies that better assure no one exits to homelessness.</p>	<p>Leadership Council, Suncoast Partnership</p>	<p>Ongoing</p>	

Continuum of Care Plan FY22-FY24 **Oct. 1, 2021 – Sept.30, 2024**

	Provide training opportunities for hospitals, health centers and law enforcement.	Leadership Council, Suncoast Partnership	Ongoing	
Ensure appropriate level of communication and coordination with the respective Offices in both Sarasota and Manatee Counties that manage the Consolidated Planning process and County ESG funding, per 24 CFR § 576.400	Per 24 CFR § 576.400, ensure consultation with CoC in determining how to allocate ESG program funds each program year; in developing the performance standards for, and evaluating the outcomes of, projects and activities assisted by ESG funds;	Leadership Council, Suncoast Partnership	Ongoing; in time for engagement in Needs Assessment, annual Action Plans, etc.	
Youth:				
Empower the Youth voice through the Youth Action Board	Ensure the youth voice is incorporated into system and service planning in our CoC by filling the Leadership Council seat and revitalizing the Youth Action Board	Suncoast Partnership, Youth Service Providers, Youth	August, 2022	
Component: Outreach				
Strategy	Action Steps	Responsible	Timeline	Progress
Conduct annual review of existing outreach strategy to ensure our CoC is continuing to identify and engage all unsheltered individuals and families	Identify an existing evidenced-based tool to assess the outreach system. To be done as part of the service matrix review	Leadership Council, Suncoast Partnership	Begin January-March, 2022	
Veterans:				
Increase connection to services through in reach strategies at drop-in centers where Veterans are frequenting	Establish a procedure and schedule to ensure SSVF and other Veteran Service Providers are available and focused on identifying and connecting eligible Veterans to services	Veteran's case conferencing group	Annually (including the Veterans Stand down)	
Manatee County:				
Create a more coordinated and comprehensive approach to outreach including law enforcement and service providers	Engage Manatee County leadership and law enforcement to share best practices and set strategies specific to Manatee County	Leadership Council, Suncoast Partnership, Manatee Government,	September 2022	

Continuum of Care Plan FY22-FY24 Oct. 1, 2021 – Sept.30, 2024

		Manatee Service Providers		
Component: Coordinated Entry				
Strategy	Action Steps	Responsible	Timeline	Progress
Further development of coordinated entry system to include prevention, diversion, and early intervention	Continue research on best practices	Suncoast Partnership	October – December 2023	
Further development of coordinated entry system to include policies and procedures for victims of domestic violence and human trafficking	Research best practices	Suncoast Partnership, Victim Service Providers	December 2024	
Expand participation in coordinated entry for shelters in Manatee County to ensure access for a greater number of shelter residents	Develop ways for Suncoast Partnership staff to enhance support	Suncoast Partnership, The Salvation Army Manatee County	Ongoing March 2022	
Youth:				
With input from the Youth Action Board, develop strategies to ensure our coordinated entry process is reaching and meeting the needs of our youth	Hold a series of workgroups to look at our system and how other youth systems are operating	Suncoast Partnership, Youth Action Board, Youth Service Providers	February 2022	
	Update Policies and Procedures	Suncoast Partnership	March 2022	

Continuum of Care Plan FY22-FY24 **Oct. 1, 2021 – Sept.30, 2024**

Component: Diversion and Early Intervention				
Strategy	Action Steps	Responsible	Timeline	Progress
Integrate diversion and early intervention strategies community-wide to assist those who are risk of homelessness or who are experiencing homelessness to resolve their crisis without entering shelter or requiring limited housing financial resources	Utilize systematic tracking in CSIS	Suncoast Partnership	Ongoing	
	Train service providers	Suncoast Partnership	Ongoing	
	Provide community education to broader systems and other organizations	Suncoast Partnership	Ongoing	
	Maintain current funding and increase future funding for Diversion and Early Intervention services	Suncoast Partnership	Ongoing	
Integrate a structured diversion process into first access point discussion	Update policies and procedures	Suncoast Partnership	Ongoing	
Component: Prevention				
Strategy	Action Steps	Responsible	Timeline	Progress
Enhance coordination with Season of Sharing	Meet with key executives at Community Foundation of Sarasota County (CFSC) to discuss benefits of collaboration and data entry into CSIS	Suncoast Partnership	April - June 2022	
Enhance coordination of prevention resources	Evaluate use of existing prevention funds (Community Development Block Grant (CDBG), FEMA, Mental Health Dependent District, ERAP, etc.) for highest and best use	Leadership Council, Suncoast Partnership	Ongoing	
	Educate Coordinated Entry and Diversion staff and all service providers on what is available through monthly updates	Leadership Council, Suncoast Partnership	Ongoing	

Continuum of Care Plan FY22-FY24 **Oct. 1, 2021 – Sept.30, 2024**

Continuum of Care Plan FY22-FY24 Oct. 1, 2021 – Sept.30, 2024

Component: Emergency Shelter				
Strategy	Action Steps	Responsible	Timeline	Progress
Develop a network of bridge housing as a safe place for those in the process of being permanently housed through Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH) projects	Secure funding for 20 additional bridge beds in southern Sarasota County and develop 15 bridge beds in Manatee County	Suncoast Partnership, The Salvation Army Sarasota County, The Salvation Army Manatee County	Ongoing	
Institute an Emergency Shelter system review	Annual Emergency Shelter system review to ensure best practices, barriers, and systematic changes	Suncoast Partnership, all Emergency Shelter providers and referring entities	Annually	
Youth:				
Develop safe, youth appropriate shelter	Secure funding to implement best practices as researched by the Coordinated Care youth meeting	Leadership Council, Suncoast Partnership, Youth Service Providers	Ongoing	
South Sarasota County:				
Add 10 beds Emergency Shelter beds in North Port	Continue to explore options around location and service provider; secure funding	Leadership Council, Suncoast Partnership	Ongoing	
Component: Rapid Re-Housing				
Strategy	Action Steps	Responsible	Timeline	Progress
Continue to develop RRH opportunities throughout the CoC to meet the system demand	Research funding opportunities, apply for and secure funding, identify available housing units, try all models including shared housing	Suncoast Partnership, Service Providers	Ongoing	
Youth:				
Create RRH opportunities specific for youth	Apply for youth specific funding opportunities through HUD	Suncoast Partnership, Service Providers	Ongoing	
Domestic Violence:				
Create RRH opportunities through DV Bonus	Apply for funding through the CoC program competition	Suncoast Partnership, Service Providers	As available during the CoC Competition	

Continuum of Care Plan FY22-FY24 Oct. 1, 2021 – Sept.30, 2024

Component: Permanent Supportive Housing				
Strategy	Action Steps	Responsible	Timeline	Progress
Increase effectiveness of PSH in meeting the needs of our community and our overall systematic response to homelessness	Ensure PSH is fully integrated into the coordinated entry system	Leadership Council, Suncoast Partnership, Service Providers	Ongoing	
	Enhance contract monitoring to identify areas for improvement	Suncoast Partnership	Ongoing	
	Modify Review and Rank Committee's evaluation methods and criteria of proposed projects to ensure funding for PSH projects that are operating in a best practice model with performance that is contributing to our system's overall goal of ending homelessness	Review and Rank Committee of the LC	Ongoing	
Ensure that PSH providers are operating under best practice models to increase our community's system performance	Provide educational opportunities to service providers	Suncoast Partnership	Ongoing	
	Monitor and evaluate project performance and practices such as connection to SOAR and other mainstream benefits; provide feedback and suggestions on best practices	Suncoast Partnership	Ongoing	
Create 90 PSH opportunities for adults who are high acuity of need; chronic and/or long term homeless	Research and secure funding opportunities, expand partnerships to ensure PSH is a priority in new builds approved by local government and that developers are ready to respond to opportunities	Suncoast Partnership, Service Providers	Ongoing	