



THE GULF COAST PARTNERSHIP (GCP)

Five Year Community Action Plan to
Prevent and End homelessness: 2022





TABLE OF CONTENTS

ACKNOWLEDGMENTS	2
INTRODUCTION	3
EXECUTIVE SUMMARY	7
AN OVERVIEW OF HOMELESSNESS AND POVERTY IN CHARLOTTE COUNTY	9
GULF COAST PARTNERSHIP HISTORY AND MILESTONES	16
GUIDING PRINCIPLES AND RATIONALE	19
THE STRATEGIES BY DOMAIN	23
PREREQUISITE STRATEGY	24
ECONOMIC STABILITY DOMAIN	26
HEALTH AND HUMAN SERVICES DOMAIN	32
HOUSING DOMAIN	38
OUTREACH DOMAIN	43
PREVENTION & EARLY INTERVENTION DOMAIN	46
PUBLIC SAFETY DOMAIN	51
ONGOING STRATEGIES	58
STRATEGIES MOVED TO THE YOUTH ACTION BOARD	60
CONCLUSION	67

ACKNOWLEDGMENTS

The Gulf Coast Partnership (GCP) and Charlotte Community Foundation acknowledge the collaborative effort of those involved in making progress on the goals established in this report. Specifically, we would like to thank:

ARAY – All Rainbow & Allied Youth
CareerSource Southwest Florida
Central Florida Behavioral Health Network
Charlotte Behavioral Health Care
Charlotte Community Foundation
Charlotte County Board of County Commissioners
Charlotte County Economic Development
Charlotte County Emergency Management
Charlotte County Homeless Coalition
Charlotte County Neighborhood Services
Charlotte County Public Schools
Charlotte County Sheriff's Department
Charlotte County Veteran's Services
Charlotte County Youth Action Board
Charlotte Technical College
Children's Network of Southwest Florida
City Council of Punta Gorda
Collaboratory Southwest Florida Community Foundation
Community Assisted & Supported Living
Community Organizations Active in Disaster
Early Learning Coalition of Florida's Heartland

Florida Department of Children and Families
Florida Department of Health, Charlotte County
Florida Housing Finance Corporation
Florida Southwestern State College
Goodwill Industries of Southwest Florida
Gulf Coast Community Foundation
Habitat for Humanity, Charlotte County
Jesus Loves You Street Outreach
Jewish Family & Children's Services of the Suncoast
Lutheran Services Florida
National Alliance to End Homelessness
Peace River Community Housing Partners
Punta Gorda Housing Authority
Punta Gorda Police Department
St. Vincent de Paul CARES
St. Vincent de Paul Society – Sacred Heart
United Way of Charlotte County
US Department of Housing and Urban Development
US Department of Veterans Affairs
US Interagency Council on Homelessness
Virginia B. Andes Volunteer Community Clinic

A cardboard house with cut-out windows sits on a grassy field. The background is a soft-focus sunset with warm orange and yellow light. The house is made of brown cardboard and has a chimney on the left side. The windows are arranged in two rows of three squares each.

2

INTRODUCTION

Every night, some 300 people in Charlotte County find themselves homeless. They may be sleeping in the woods, crashing on a couch at a friend's apartment, or living in an emergency shelter, but one thing is for sure: they have no place to call home. Many others are in imminent danger of becoming homeless from a variety of circumstances, most notably stagnant wages and sky-rocketing rental rates working against family stability.

Our 10-Year Plan to Prevent and End Homelessness, as approved in 2014, is complex and lengthy, with over 180 specific strategies intended to be implemented over ten years. Created through a Collective Impact process involving more than 250 people and 60 organizations and agencies, the plan was approved and accepted by the City and County Governments, School Board, Shelters, Police, Mental Health & Substance Abuse Agencies, Foster Care Agencies, Street Outreach, Housing Providers, Churches, CareerSource Workforce Board, and Community Colleges.



10-YEAR PLAN TO PREVENT AND END HOMELESSNESS

- Over 180 specific strategies intended to be implemented over ten years.
- Created with more than 250 people and 60 organizations and agencies.
- Designed to create a coordinated system of care dedicated to preserving and enhancing the quality of life for everyone.



It was apparent from the beginning that the problem had to be addressed at its root. Emergency shelters, food pantries, and intervention programs could only do so much. In the end, strategies designed to prevent and end homelessness had to transform our siloed organizations into a coordinated system of care dedicated to preserving and enhancing the quality of life for everyone.

According to the United States Interagency Council on Homelessness (USICH), an end to homelessness is achieved when a community has a comprehensive response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and one-time experience. Specifically, every community must have the capacity to:

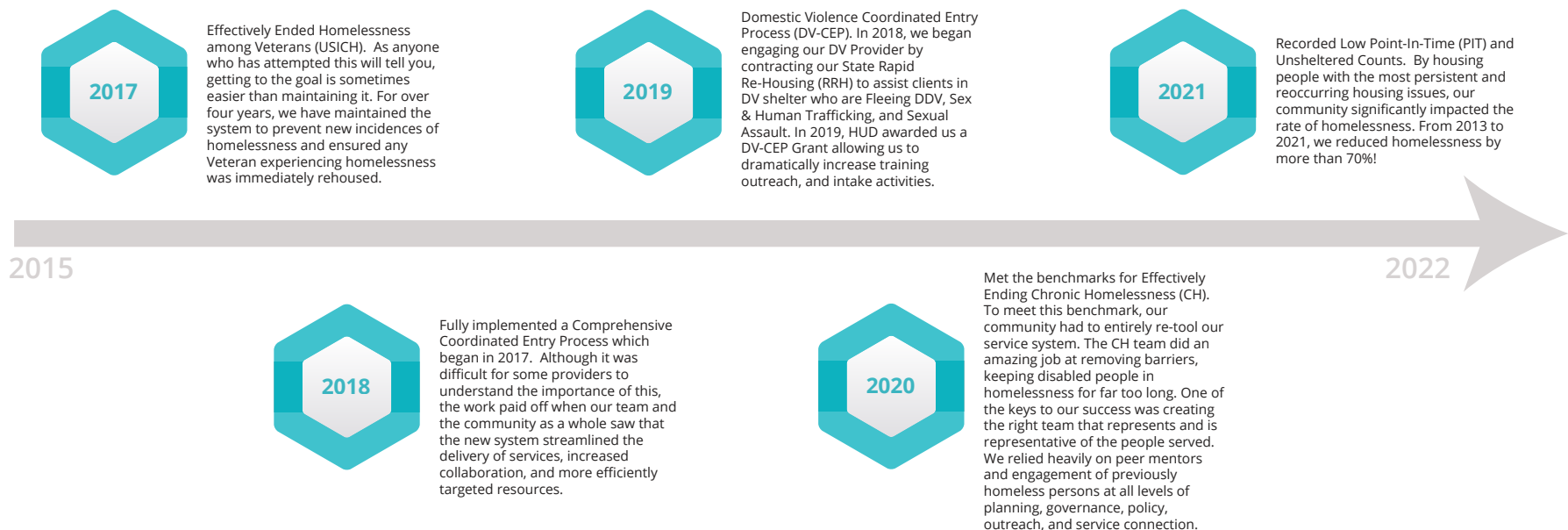
- Quickly identify and engage people at risk of and experiencing homelessness.
- Intervene to prevent people from losing their housing and divert people from entering the homelessness services system.
- Provide people with immediate access to shelter and crisis services without barriers to entry if homelessness does occur.
- Quickly connect people experiencing homelessness to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing.

The Gulf Coast Partnership (GCP) Stakeholders still believe that solutions can only be found through a broad-based community approach. This update to the 10-Year Plan to Prevent & End Homelessness reflects not only the progress we made but also the lessons learned along the way.

Since beginning this work eight years ago, we have also become acutely aware of factors affecting our work that are beyond our control. We have experienced hurricanes, state and federal leadership and policy changes, clarity of the importance of racial equity, and the introduction of COVID-19 requiring a global pandemic response.

As these problems came into focus, GCP set about finding solutions, looking at best practices throughout the country, and considering the barriers clients experience in accessing current resources. All this was aimed at drafting a road map that would be used to implement efforts to prevent and end homelessness. The plan, however, will work only with support from a community that recognizes the importance of making it work. There must be a realization that homelessness costs money and strains the resources of those struggling to provide essential services such as housing, food, and clothing. But many will argue that the intangible costs of homelessness are even more important than the actual dollars.

CHARLOTTE COUNTY CAP ACCOMPLISHMENTS

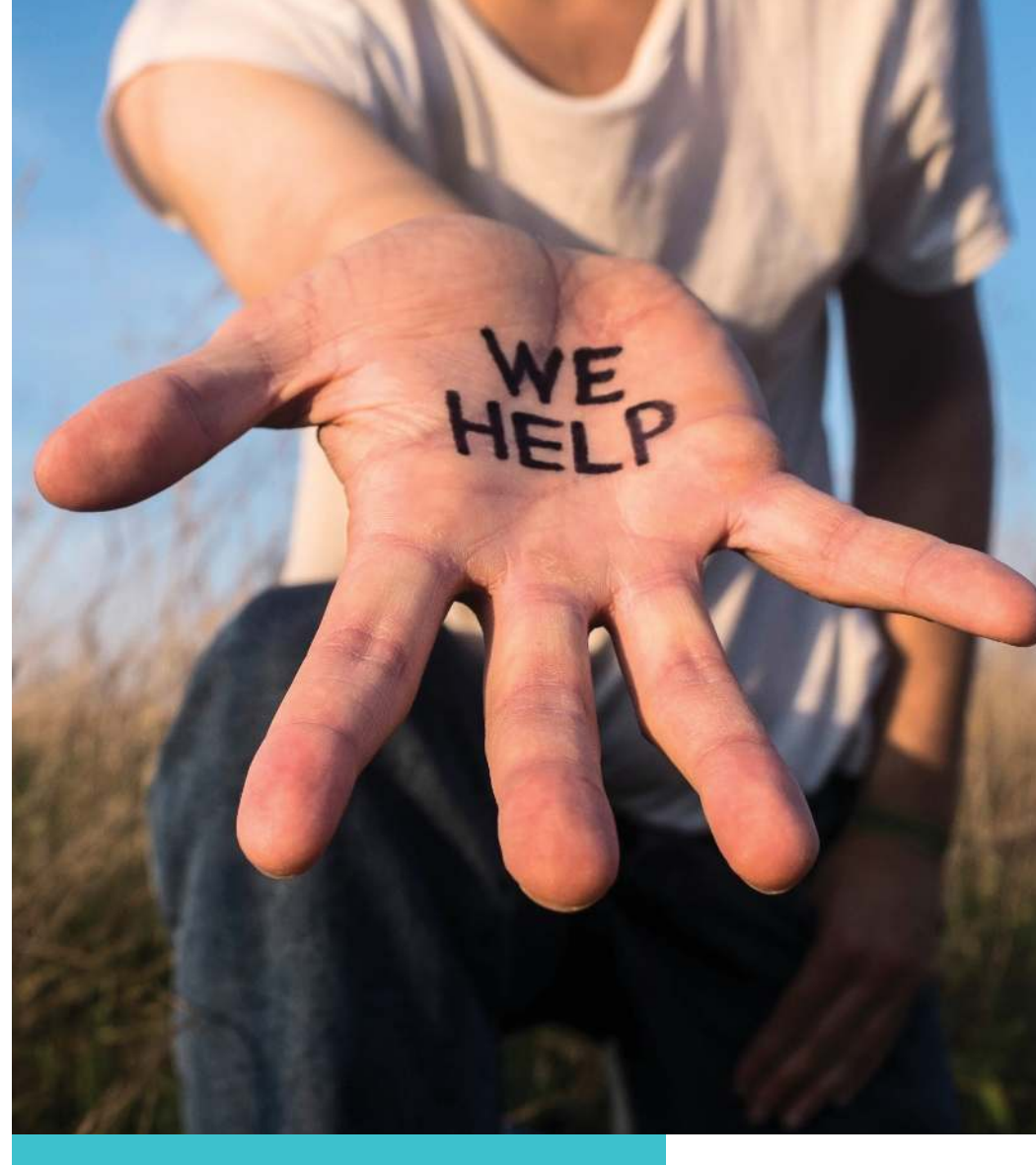


Many people experiencing homelessness are suffering from untreated physical and mental illnesses. Their children are deprived of the opportunities afforded their counterparts in less tenable circumstances. They are missing out on the rights and privileges of a free society. Likewise, the greater community is going without the contributions that could and should be made by those challenged merely to get by. Through cooperation and coordination, solutions to homelessness can be found. It becomes the moral responsibility of Charlotte County's leadership to find and implement strategies that address the needs of this vulnerable population.

Charlotte County has built and maintained a successful infrastructure and system to identify, reach, prioritize, house, and support specific populations of persons experiencing homelessness.

2022 AND ONWARD

The next big shift for our Continuum of Care (CoC) is to increase resources to services for our community's unaccompanied homeless youth most at risk of abuse and exploitation. Not only will this reduce overall costs in juvenile justice, hospitals, and crisis centers, but it will stop the loss of unrealized potential these young people can contribute to our community.



3

EXECUTIVE SUMMARY



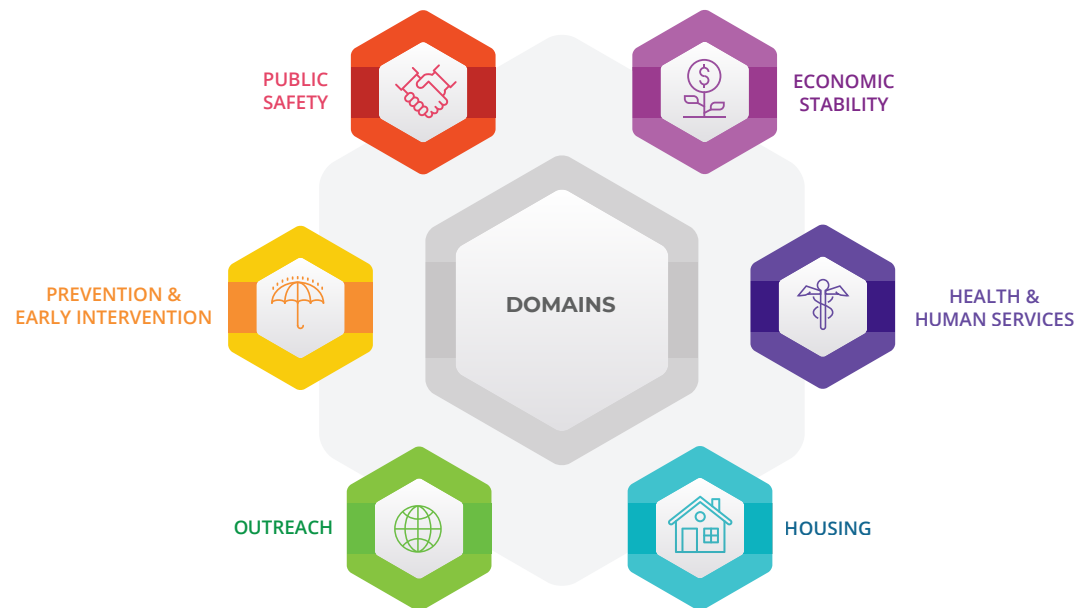
GCP leads in developing, advocating, and coordinating community strategies to prevent and end homelessness. As such, we believe we can create and sustain a community where homelessness is rare, brief, and non-recurring. In 2015, our community adopted the Charlotte County 10-Year Plan to Prevent & End Homelessness 2015-2025 which was developed collaboratively by representatives of human service providers, nonprofits, government, faith-based and community activists, and people with lived experience.

We are pleased to present the 2022-2026 Community Action Plan (CAP) to you. This is the product of a robust and collective community engagement process that occurred throughout 2021 through early 2022. The CAP includes a comprehensive set of strategies and aggressive targets designed to bring us closer to our collective goal of ending homelessness in our community.

For the next five years, this plan will guide the county, cities, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. The CAP will serve as our roadmap for ending homelessness in Charlotte County and is centered on six core Domains, each with its own strategies and tactics to achieve our goals.

The strategies included within each Domain are grounded in evidence-based practices, lessons learned over the past five years, and robust conversations and input from our community. In addition, this plan sets aggressive targets designed to address homelessness and bring us one step closer to our collective goal of eliminating homelessness in our community once and for all.

CHARLOTTE COUNTY CAP - CORE DOMAINS





4

AN OVERVIEW OF HOMELESSNESS AND POVERTY IN CHARLOTTE COUNTY

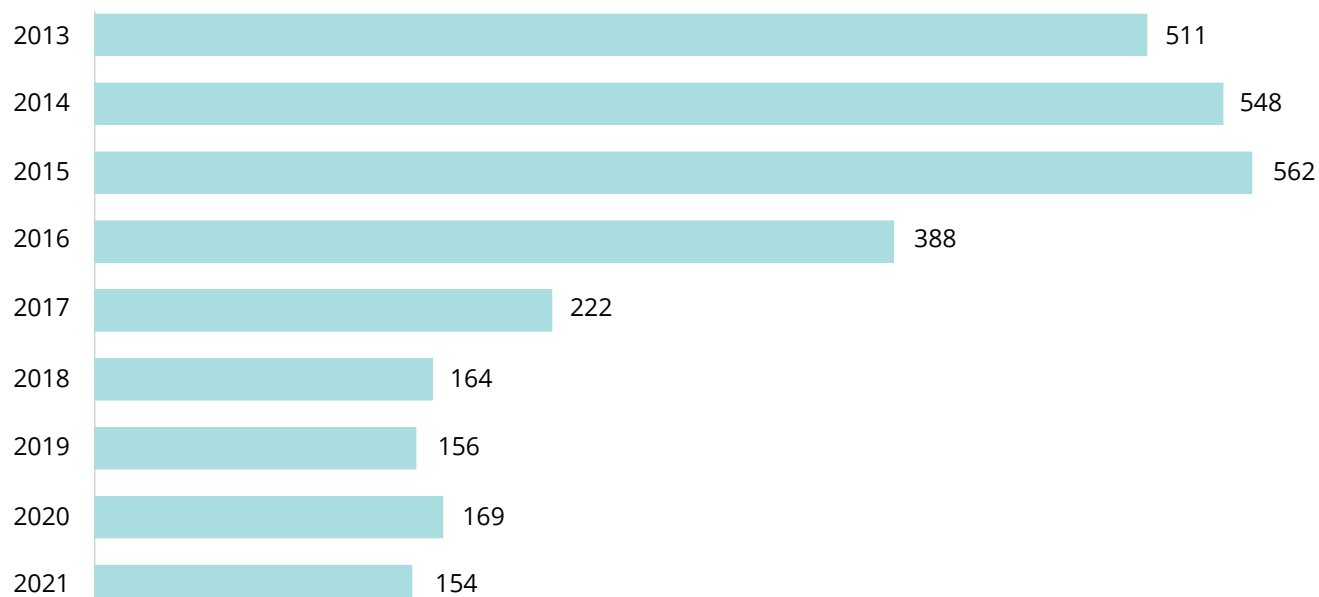
Agencies collaborating with the GCP are expected to collect and submit data to monitor progress toward initiative goals. This data is then used to observe developments in major indicators and outcomes determined by the initiative as important metrics to track efforts toward preventing and ending homelessness in Charlotte County.

Part of the GCP's ongoing plans involves refining outcomes and related indicators to better detail the progress being made and allow for consistent measurement across agencies. As a result, these outcomes and indicators may evolve and change in the future, and new indicators may be developed to respond to initiative needs. The initial focus will involve determining the appropriate data to illustrate progress for Outreach, Public Safety, and Health & Human Services.

PREVENTION AND EARLY INTERVENTION: Decrease the number/percentage of households experiencing recurring homelessness

The U.S. Department of Housing and Urban Development (HUD) requires communities to conduct a Point-in-Time (PIT) count annually. The PIT count provides an unduplicated count on one night during the last week of January of the people in a community experiencing homelessness. It includes both people living in shelters and those who are unsheltered (e.g., street, woods, cars). Between 2018 and 2021, the number of residents experiencing homelessness has remained somewhat stable, ranging from 154 to 169. Compared to 511 in 2013, this represents a 67% - 70% decrease in residents experiencing homelessness.

CHARLOTTE COUNTY PIT (SHELTERED & UNSHELTERED) COUNTS



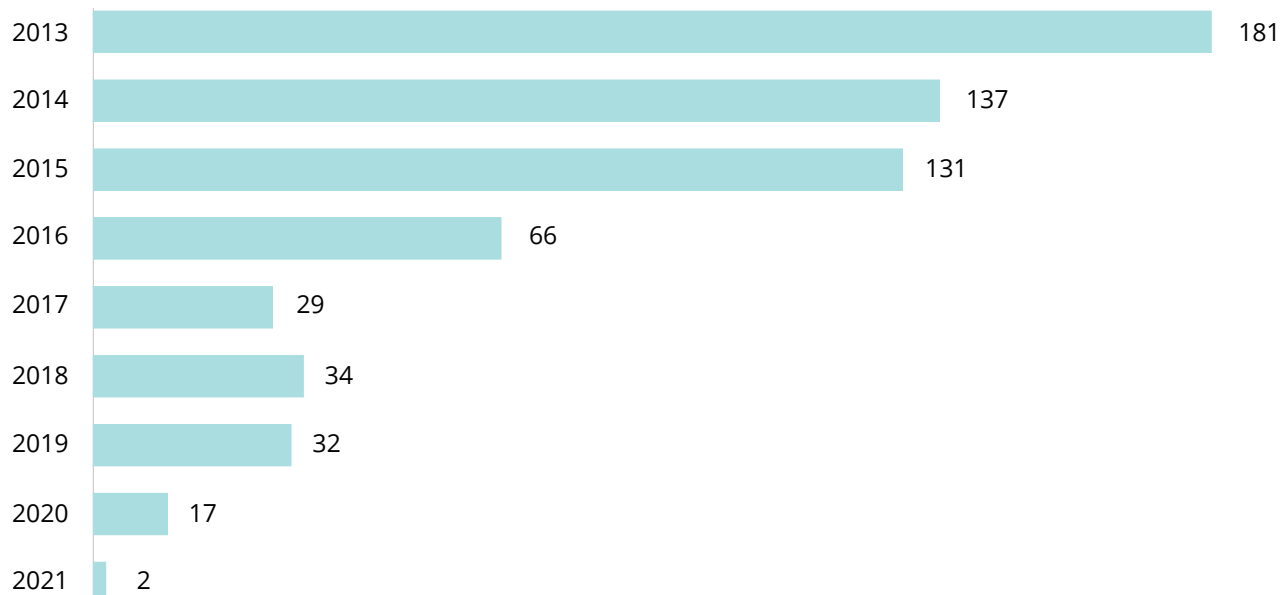
HOUSING:

Decrease the number/percentage of people experiencing unsheltered chronic homelessness

The term chronic homelessness is used to describe people who have experienced homelessness either for at least a year or repeatedly, while struggling with a disabling condition such as severe mental illness, substance use, or physical disability. The number of unsheltered chronically homeless individuals has decreased 91% from 181 in 2013 to 17 in 2020. Impressively, the number of unsheltered chronically homeless individuals decreased 88% between 2020 and 2021, despite the COVID-19 pandemic that impacted most of 2020.



UNSHELTERED CHRONICALLY HOMELESS ANNUAL PIT SURVEY



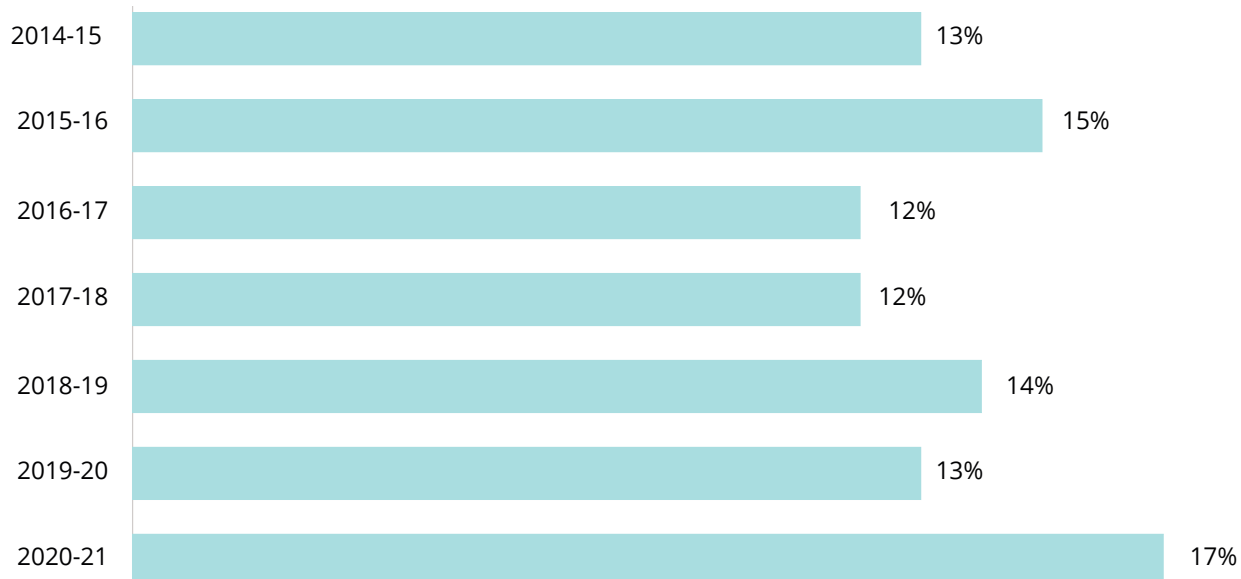
HOUSING:

Decrease the number/percentage of households experiencing recurring homelessness

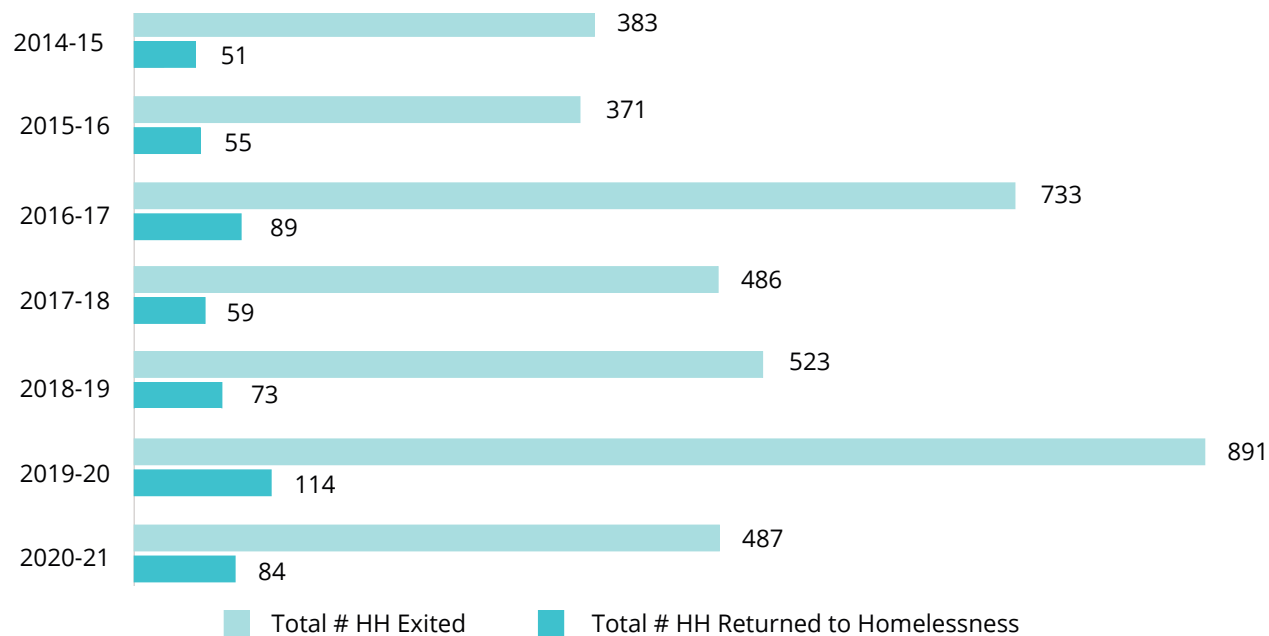
Overall, of the households who exited the Charlotte County Homeless Services system to a permanent housing destination, the percentage of households who returned to homelessness within two years has remained relatively stable, ranging between 12% - 17% of those served. In 2017, the partnership identified and expanded outreach efforts to include other populations such as high-need chronically homeless individuals, resulting in an increase in households served. Of the 3,874 households served between 2014/15 – 2020/21, only 525 (13.5%) returned to homelessness within two years of exiting to a permanent housing destination.



% OF HOUSEHOLDS WHO RETURNED TO HOMELESSNESS



HOUSEHOLDS EXITING AND RETURNING TO HOMELESSNESS



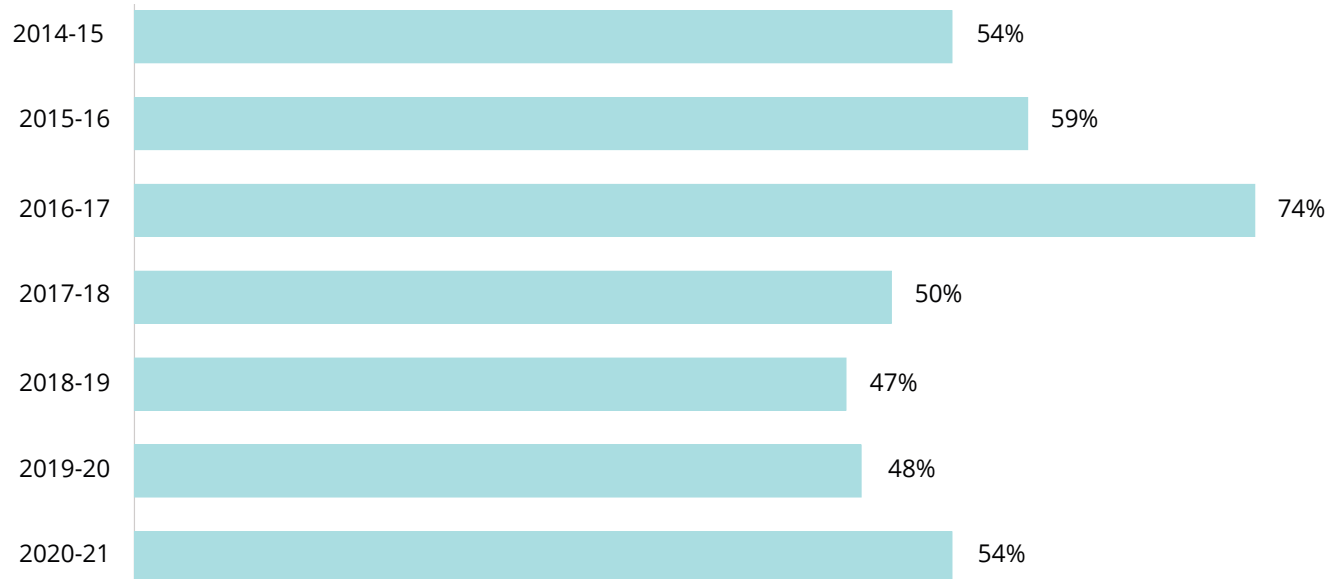
ECONOMIC STABILITY:

Increase the number/percentage of people experiencing homelessness who gained or retained income

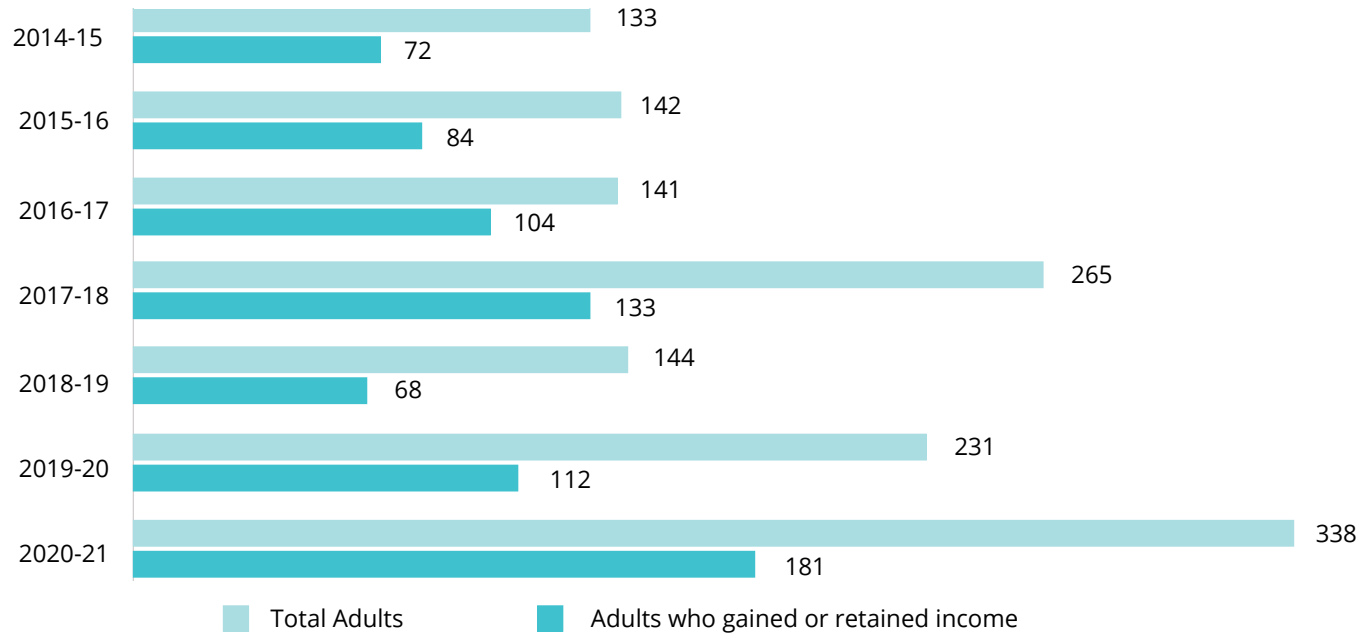
Overall, the percent of adults experiencing homelessness who gained or retained income has remained somewhat stable over the past three years. This stability is notable given the significant impacts the COVID-19 pandemic has had on the overall economy. Additionally, there was an increase in both total adults served and total who gained or retained income from 2019-2020 to 2020-2021. Beginning in 2017, the persons experiencing chronic homelessness became the population prioritized for housing and services. In general, people

experiencing chronic homelessness have the lowest incomes at program entry and the highest barriers to employment, including significant disabling conditions. This change in the prioritization of services affected the decline in the measure of gaining or retaining income.

PERCENT OF ADULTS WHO GAINED OR RETAINED INCOME



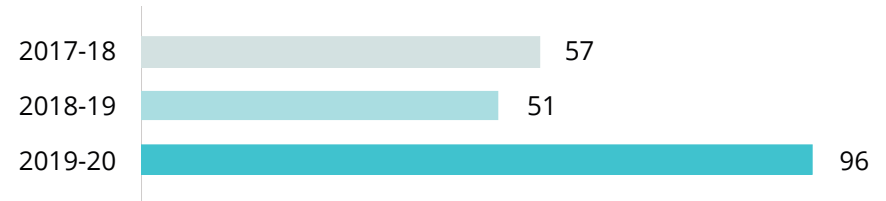
ADULTS WHO GAINED OR RETAINED INCOME



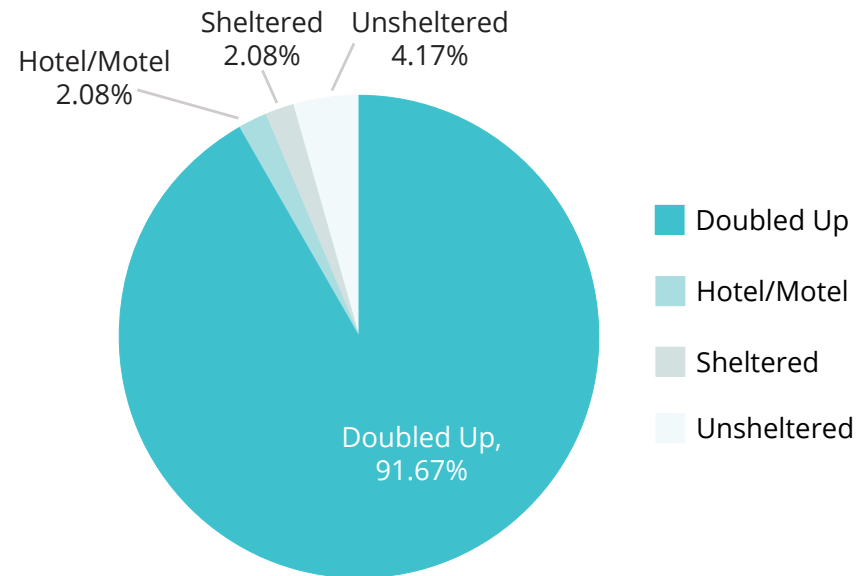
The current population of Charlotte County includes **19,415** youth ages 10-24. Of these, it is projected that **19.9% or 3,864 youth and young adults ages 10-24 are living in poverty**. The needs of youth at-risk and experiencing homelessness in our community are great as are the threats to their physical safety and mental wellbeing.

In the 20-21 school year, Charlotte Schools identified **396 homeless children and 69 unaccompanied youth**, who are on couches, cars, tents, or other places not meant for human habitation. The **suicide rate** in the county is 24 per 100,000 compared to the Florida rate of 14 per 100,000. In 2009, the county reported 363 verified cases of **child maltreatment**. In 2019, that number grew to 744 confirmed cases, representing a 105% increase. Charlotte County is ranked 2nd highest in rates of children experiencing abuse and 3rd highest in children experiencing neglect out of Florida's 67 counties. Opioid misuse is an ongoing struggle in the county. The largest group of people misusing opioids are those aged 20-30, the same age in which most babies are born. Child welfare and substance abuse have a direct relationship. Not only does this contribute to the rise in kids in foster care, but **52% of the babies admitted to the NICU in our community were Substance Exposed Newborns**. Florida ranks #3 in the United States for reported Human & Sex Trafficking. **Our Region of SW Florida Ranks #1** in the State for reported cases of **Sex Trafficking**. The National Center for Missing and Exploited Children estimates that 1 in 6 runaways were likely sex trafficking victims, and 86% of those victims were in the care of social services when they went missing.

IDENTIFIED UNACCOMPANIED HOMELESS YOUTH (UHY)



LIVING SITUATION OF UNACCOMPANIED HOMELESS YOUTH (UHY) 19/20 SCHOOL YEAR



5

GULF COAST PARTNERSHIP HISTORY AND MILESTONES



The Gulf Coast Partnership's (GCP) was started to lead in the development, advocacy and coordination of community strategies to prevent and end homelessness in Charlotte County. We believe we can create and sustain a community where homelessness is rare, brief, and non-recurring. Our mission is to facilitate community-wide initiatives to understand community needs, identify and implement best practices to meet those needs, and raise the quality of life for all residents. Through capacity building, collaboration, research, and awareness, we bring our community together, while focusing our limited community resources on the most vulnerable populations.

Strategic Priorities include:

- Ending Homelessness
- Education - Youth & Families
- Veterans
- Housing
- Employment & Sustainability
- Criminal Justice
- Health & Mental Health Care

In 2014, GCP developed a comprehensive 10-Year Plan to Prevent & End Homelessness. The goal of the plan is to end homelessness through innovation and collaboration among service providers, nonprofits, government agencies, faith-based organizations, and community activities. Since then, GCP has been working collaboratively with its diverse partners to implement a wide range of activities that have resulted in:

1. Reducing chronic homelessness;
2. Permanently exceeding national average housing rates;
3. Effectively ending Veteran homelessness;
4. Training more police officers in Crisis Intervention; and
5. Increasing Agency Partnerships.

Previous efforts also established a new One Charlotte Coordinate Entry System to serve as a community-wide master case management model which delivers coordinated services to the extremely low-income and homeless population. This system has woven together a range of services available to people experiencing homelessness into a coordinated and comprehensive effort.

Through our first set of collective action, the GCP has achieved several milestones working toward its goal of preventing and ending homelessness for all individuals in Charlotte County, including:



EFFECTIVELY ENDING CHRONIC HOMELESSNESS

In December 2020, the county met the requisite benchmarks for effectively ending chronic homelessness¹ despite the effects of the COVID-19 pandemic.



PERMANENT HOUSING RATES EXCEED NATIONAL AVERAGE

From April 2017 to December 2020, the One Charlotte Team has housed more than 150 chronically homeless people. More than 85% have remained permanently housed, significantly exceeding the national average of 52%.¹

¹ Stephens, G. (2020). Despite the Pandemic, Charlotte County, Florida has Effectively Ended Chronic Homelessness. Gulf Coast Partnership. <https://gulfcoastpartnership.org/2021/01/despite-the-pandemic-charlotte-county-florida-has-effectively-ended-chronic-homelessness/>



EFFECTIVELY ENDING VETERAN HOMELESSNESS

In 2017, the United States Interagency Council on Homelessness (USICH) recognized Charlotte County and the City of Punta Gorda for effectively ending homelessness among Veteran populations.



DEVELOPMENT OF COORDINATED ENTRY SYSTEM

The One Charlotte Coordinated Entry System was developed. This community-wide master case management model delivers coordinated services to extremely low-income and homeless populations.² The system streamlined the delivery of services and increased coordination and collaboration between community providers, and allowed for more efficient targeting and use of resources.



INCREASED AGENCY PARTNERSHIPS

GCP partnered with multiple agencies to provide access to the Coordinated Entry System, including Jewish Family & Children's Service, Charlotte County Human Services, Homeless Coalition, Jesus Loves You Outreach, Charlotte County Public Schools, and St. Vincent DePaul CARES.³



MORE POLICE OFFICERS TRAINED IN CRISIS INTERVENTION

The number of police officers in the Charlotte County Sheriff's Department and the City of Punta Gorda Police Department trained in Crisis Intervention Training (CIT) has been increased. CIT is a model developed to promote police officer safety as well as the safety of individuals in crisis.⁴

"The Sheriff wants every certified member of the agency to attend Crisis Intervention Training, a 40-hour course that gives law enforcement an understanding of potential concerns when addressing someone in behavioral health crisis."

To date, over 80% of the CCSO sworn members have attended the training as well as more than 60% from the Punta Gorda Police Department.

² Gulf Coast Partnership. (n.d.). *One Charlotte*. <https://gulfcoastpartnership.org/one-charlotte/>
³ Gulf Coast Partnership. (n.d.). Coordinated Entry Access Points. <https://gulfcoastpartnership.org/access-points/>
⁴ CIT International. (n.d.). What is CIT? <https://www.citinternational.org/What-is-CIT>

6

GUIDING PRINCIPLES AND RATIONALE



Changing the path for Charlotte County's homeless population, the GCP completed the creation of a 10-Year Plan to Prevent & End Homelessness in 2014. The plan was the foundational document that informed, drove, and supported efforts for solving homelessness in Charlotte County. Over the past eight years, the partnership has experienced tremendous progress largely due to the willingness of the community to engage in a Collective Impact model.

Recognizing early on that the causes of homelessness are multi-faceted and complex, and the solutions would take the entire community working together, Charlotte County embarked on a plan using best practices and building the coordinated responses necessary to reduce and ultimately end homelessness. As a result, Charlotte County has made tremendous progress by breaking down silos and working together in a profound way. Using a Collective Impact Framework, GCP serves as an example of the transformative power that can be achieved when a community truly is committed to Working Together.

Building on their success, GCP embarked on a "Part 2" process to assess their progress and create an updated Community Action Plan (CAP) that would serve as a blueprint for the initiative moving forward. The updated CAP is organized within six Domains and builds off the accomplishments of our efforts, addresses emerging issues, and seeks to mitigate the devastating (and, as of yet, not fully known) impacts of the COVID 19 pandemic.

Continuing to use the key elements of the Collective Impact Framework, the partnership carried out a community planning process which included:

1. Conducting a document review of the 10-Year Plan to Prevent and End Homelessness and conducting a comprehensive study and interpretation of relevant literature.

2. Developing a Blueprint for Change to guide and direct the pursuit of a common goal for the initiative.
3. Producing a 2021 Benchmark Report to illustrate GCP's progress toward achieving its vision and that reflect the activities that will be implemented moving forward to continue advancing the initiative's goals.
4. Facilitating Stakeholder Engagement sessions designed to solicit critical feedback from partner organizations, train partner organizations on the Blueprint for Change, and promote awareness of issues and strategies within all levels of the partner organizations.

Creating opportunities for the initiative's diverse stakeholders (service providers, nonprofits, government agencies, faith-based organizations, and community activists) to reach an agreement on an ongoing collaborative approach and strategies for maintaining gains made and continuing efforts to end homelessness, GCP carried out a strategy prioritizing process.



COMMUNITY PLANNING PROCESS: KEY ELEMENTS

- Document Review
- Blueprint for Change
- 2021 Benchmark Report
- Stakeholder Engagement

Activities prioritized reflect:

- The measurable change the initiative will see when the strategy is successfully implemented.
- The mutually reinforcing action steps partners will initiate, and what issue or finding does those action steps address.
- Resources/support needed to achieve the action steps.
- The particular roles of partner organizations in meeting specific objectives.
- The timelines for when actions steps will be achieved.
- Qualitative criteria and quantitative benchmarks for measuring the effectiveness of those systems, and for determining if they have achieved the goals.
- The tangible service or product that will be accomplished.

Existing strategies and action items from that planning process are carried forward in this updated CAP and refreshed with more recent data and community input. The reflected strategies and results focus on transforming the entire system with improved programmatic and service delivery elements. Due to funding restrictions, previous strategies implemented focused on veterans and those experiencing chronic homelessness. Current strategies and goals reflected are intended to address the crisis needs of all people and accelerate access to sustainable permanent housing results for everyone.

BLUEPRINT FOR CHANGE: **Community Conditions**

Since 2010, the One Charlotte Collaborative has focused its efforts on prevention and intervention services to end homelessness among residents. Due to funding restrictions, the primary target population has been veterans and those experiencing chronic homelessness. While One Charlotte has successfully prevented and

eliminated homelessness among these two targeted populations, the County still has a number of women, single parents, and families facing homelessness. Consequently, One Charlotte aims to expand its target population to include unaccompanied youth, those experiencing or at risk of domestic violence or human trafficking, and families with children. In addition to the multitude of factors contributing to homelessness (e.g., increased rates of poverty, higher unemployment levels, rising housing costs), the COVID-19 pandemic has further exacerbated housing instability in Charlotte County.

One Charlotte

Because homelessness assistance is not “one size fits all,” different solutions are required to respond to the unique needs of different populations. As a result, the Charlotte County Continuum of Care, facilitated by the Gulf Coast Partnership and supported by Charlotte County organizations, is developing and implementing detailed plans to prevent and end homelessness. These plans outline 5 key strategies to implement across 6 identified at-risk populations.

Target Populations



Veterans



People with Disabilities



Unaccompanied Youth



Domestic Violence / Human Trafficking



Families with Children



Institutional Discharges

BLUEPRINT FOR CHANGE

Intended Impact: A Home with a View

To prevent and end homelessness for all individuals in Charlotte County and if homelessness occurs, ensure that it is a rare, brief, and one-time experience.

OUTCOMES: OUR WINDOWS FOR OPPORTUNITY

Increase Access to Health and Human Services

- Ensure those at risk for or experiencing homelessness have increased access to services focused on physical health, mental health, substance abuse, childcare, and transportation.

Health & Human Services

Focuses on providing services addressing physical and mental health, substance abuse, childcare, transportation, and education for those at risk of and currently experiencing homelessness. Specified services within each of these areas include access to vision and dental care, prescription drugs, and mental health treatment and counseling.

Improve Prevention and Early Intervention Coordination

- Increase coordination of discharge services related to jail, prison, crisis stabilization units, hospitals and other health care providers.
- Increase efforts to prevent and address homelessness within Charlotte County Public Schools.

Prevention & Early Intervention

Focuses on implementing programs that intervene prior to or immediately following events contributing to homelessness. Such prevention and early intervention efforts target families, youth in foster care, and those being discharged from hospitals, mental health and correctional institutions.

Increase Housing

- Increase access to affordable and stable housing.
- Decrease the number of evictions.
- Increase housing retention and stability.

Housing

Focuses on increasing available, affordable housing opportunities and addressing the presence of obstacles that prevent people from obtaining housing (e.g., deposit requirements, required reporting of felony history) for individuals and families that are extremely low-income or experiencing homelessness. Efforts also include eviction prevention and retaining housing long-term.

Improve Economic Stability

- Increase income and employment rate among those at risk for and currently experiencing homelessness.
- Increase approval rates for SSI/SSDI* applications for those who are not capable of gainful employment.

Economic Stability

Focuses on providing resources related to vocational training, employment, services, and financial incentives to target the current presence of economic instability among those at risk for and currently experiencing homelessness.

* Supplemental Security Income/ Social Security Disability Insurance

Increase Outreach Efforts

- Increase community awareness and education about homelessness.
- Increase awareness and access to available resources for people in need.

Outreach

Focuses on providing awareness of and access to services to prevent and address homelessness while educating the community on the underlying economic and social factors (e.g., poverty, lack of affordable housing, physical and mental health).

Improve Public Safety Measures

- Increase safety measures taken to protect vulnerable populations and the livelihood of all residents.
- Increase the coordination of efforts to prevent, prepare for, and respond to natural or public health disasters.

Public Safety

Focuses on targeting activities that increase safety and mitigate endangerment, neglect, and exploitation among vulnerable populations (e.g., children, elderly, people with developmental and other disabilities) and other Charlotte County residents.

STRATEGIES: OUR FOUNDATION

7

THE STRATEGIES BY DOMAIN





PREREQUISITE STRATEGY

Prerequisite Strategy <i>(A plan of action designed to achieve a major overall outcome)</i>		Conduct an assessment of needs that collects a large and diverse response from persons experiencing homelessness, at-risk of homelessness, extremely low income. Areas of needs to be assessed includes: <ol style="list-style-type: none"> 1. Housing, 2. Health (physical, dental, and vision) & Mental Health Care, 3. Child Care, 4. Education, 5. School Engagement, and 6. Extra-curricular activities. 				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Identified areas of need among target population with strategies detailed (e.g., gaps in services).				
Indicator: <i>(What will we use to measure the result?)</i>		Number of areas of need identified and compared to the services currently offered.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Survey is developed to assess areas of need.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation in Collection 	<ul style="list-style-type: none"> • CoC Partner Agencies 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2022	Completed survey is developed
Action Step #2	Survey is administered to target population.				12/30/2022	Survey administration is complete
Action Step #3	Survey results are analyzed and interpreted.				3/31/2023	Completed analysis and interpretation
Action Step #4	Findings are disseminated with the community and relevant partners.				6/30/2023	Report on service gaps and plan for future development of housing and service programs



ECONOMIC STABILITY DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop a series of employment programs for those experiencing homelessness and extremely low-income individuals.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Improve employability for homeless and extremely low-income clients.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of program participants that receive a job interview.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step # 1	Research national and international best practices in supportive employment for homeless and extremely low-income.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Funding for Program Implementation and Marketing Materials 	<ul style="list-style-type: none"> • CareerSource • CASL • Center for Independent Living Gulf Coast • Charlotte Behavioral • Charlotte Technical College • Goodwill • Vocational Rehab 	<ul style="list-style-type: none"> • Vocational Rehab 	6/30/2022	Completed List of Best Practices in Supportive Employment
Action Step # 2	Identify opportunities for CNC, CDL, medical assistant, dental hygienist, physical therapy, occupational therapy, CNA, HHA, PCA, and other certificate programs.		<ul style="list-style-type: none"> • CareerSource • CC Economic Development • CDBIA • Charlotte Community Foundation • Charlotte Technical College • Commissioner BOCC • EDP • FutureMakers • Millennium • United Way 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	12/30/2022	Completed List of Opportunities for Certificate Programs
Action Step # 3	Create an effective supportive employment program plan for our community. The plan will include employment opportunities, training, and access to restorative dental and tattoo removal services.		<ul style="list-style-type: none"> • CareerSource • Gulf Coast Partnership • Virginia Andes, Vocational Rehab • CareerSource • CASL • Center for Independent Living Gulf Coast • Charlotte Behavioral • Charlotte Technical College • Goodwill 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2023	Completed Supportive Employment Program Plan that Includes Partnerships, Training and Certification Opportunities, and Steps for Implementation

Action Step # 4	Develop partnerships with construction programs, manufacturing & industrial programs, and medical programs to employ persons experiencing homeless and extremely low-income workers.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Funding for Program Implementation and Marketing Materials 	<ul style="list-style-type: none"> • CareerSource • CC Economic Development • CDBIA • Charlotte Community Foundation • Charlotte Technical College • Commissioner BOCC • EDP • FutureMakers • Millennium United Way 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2023	Official Partnership List (e.g., MOUs signed) Established
Action Step # 5	Establish and launch a marketing plan detailing the benefits to businesses hiring Veterans, people experiencing homelessness, and extremely low-income persons (e.g., tax incentives).		<ul style="list-style-type: none"> • Boley Center • CareerSource • Chambers of Commerce • Charlotte County Veteran Services • Charlotte Economic Development • Gulf Coast Partnership • Temp Agencies • Vocational Rehab 	<ul style="list-style-type: none"> • Charlotte County Veteran Service • Gulf Coast Partnership 	12/30/2023	Detailed Marketing Plan with Associated Materials Created
Action Step # 6	Implement supportive employment programs in Charlotte County.		<ul style="list-style-type: none"> • CareerSource • CC Economic Development • CDBIA • Charlotte Community Foundation • Charlotte Technical College • Commissioner BOCC • EDP • FutureMakers • Millennium United Way 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	12/30/2024	Supportive Employment Programs Actively Enrolling and Providing Services

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Create a micro-enterprise hub which will provide options on funding, mentoring, education, and support.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased access to options on funding, mentoring, education, and support.				
Indicator: <i>(What will we use to measure the result?)</i>		Web usage of micro-enterprise hub.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Identify and compile relevant programs, education, funding, and mentoring.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation 	<ul style="list-style-type: none"> CareerSource Chambers of Commerce Charlotte County Economic Development Goodwill SBA SCORE 	<ul style="list-style-type: none"> Gulf Coast Partnership 	12/30/2022	Completed Resource Containing Relevant Information
Action Step #2	Develop micro-enterprise hub platform.				6/30/2023	Completed, Functional Platform
Action Step #3	Design and disseminate marketing materials.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation Funding For Marketing 				Marketing Materials Successfully Disseminated
Action Step #4	Support micro-enterprise hub with updates as needed.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation 			Ongoing	Updated, Functioning Platform

Strategy 3 <i>(A plan of action designed to achieve a major overall outcome)</i>		Create a Train-the-Trainer program by standardizing the use of <u>Getting Ahead in a Just-Gettin'-By World</u> community-wide as research-based anti-poverty curriculum with fidelity to the <u>Bridges Out of Poverty</u> model, for use by case management agencies working with people experiencing homeless, extremely low-income and people in poverty.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increase in the number of services that help clients move toward a thriving, more stable life.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of clients served that report feeling supported by services while moving toward a thriving, more stable life.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Establish organization to be the community lead for the Train-the-Trainer program.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Funding for Marketing Materials • Funding for Facilitator Training • Funding for Participant Class Materials 	<ul style="list-style-type: none"> • CAAAB • Charlotte Community Foundation • Charlotte County Human Services • Gulf Coast Partnership • Homeless Coalition • Joseph Sabatino • Salvation Army • United Way 	<ul style="list-style-type: none"> • Charlotte County Human Services 	6/30/2022	Organization identified, contacted, and committed to leading program
Action Step #2	Determine the best people to send to Train-the-Trainer Certification.					List of individuals to send to Train-the-Trainer program
Action Step #3	Determine average cost per participant and secure funding for ongoing groups/classes.				12/30/2022	Funding secured in the amount equivalent to cost per participant
Action Step #4	Implement Train-the-Trainer program (e.g., Begin Getting Ahead "Graduate" Groups – Circles or a similar concept).					At least one of the "Graduate" group sessions completed

Strategy 4 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand training and certification for local agency case managers in SOAR (SSI/ SSDI) application filing for persons who are experiencing homelessness and those who are at risk and extremely low income.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		1. Increased number of SOAR applications filed annually. 2. Increased SOAR application acceptance rate.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of SOAR applications submitted. 2. Number of SOAR applications accepted.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Evaluate the number of trained SOAR workers in Charlotte County and the number of applications filed annually.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation 	<ul style="list-style-type: none"> • Central Florida Behavioral Health Network • Charlotte Behavioral Health Care • Gulf Coast Partnership • Vocational Rehab 	<ul style="list-style-type: none"> • Central Florida Behavioral Health Network 	6/30/2022	Determined number of trained SOAR workers and compare to the number of applications filed each year
Action Step #2	Develop and implement a plan to recruit more SOAR trained case managers and agencies.					Plan developed for SOAR recruitment
Action Step #3	Conduct SOAR training session(s).				12/30/2023	Completed trainings
Action Step #4	Track application filings and monitor outcomes.				Ongoing	Tracking system developed and actively utilized to monitor outcomes



HEALTH AND HUMAN SERVICES DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop solutions addressing county-wide transportation availability and accessibility for homeless and/or extremely low-income populations.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased usage of county-wide transportation options among homeless and/or extremely low-income individuals.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of bus passes issued to homeless and/or extremely low-income individuals. 2. Number of rideshare requests from homeless and/or extremely low-income individuals.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
What steps do we need to complete the strategy and achieve the associated result?		What additional support or resources would help to achieve this more effectively?	Who should we consult, inform, or collaborate with to make this action more effective?	Who will serve as the point person for making this happen?	When will we aim to achieve this action step?	If this action step is successfully carried out, what tangible service or product will be accomplished?
Action Step #1	Explore solutions to address transportation access and availability (e.g., research using rideshare programs (Uber, Lyft, etc.), United Way Worldwide/2-1-1 National program).	<ul style="list-style-type: none"> • Staff Time • Funding 	<ul style="list-style-type: none"> • Charlotte County Human Services • Virginia Andes, MPO 	<ul style="list-style-type: none"> • Charlotte County Human Services 	9/30/2022	Completion of research
Action Step #2	Develop a transportation plan.				6/30/2024	Completed transportation plan
Action Step #3	Secure funding to implement plan (e.g., fundraising).					Funding identified and secured
Action Step #4	Implement transportation plan.				12/30/2024	Transportation plan actively implemented

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Ensure people in crisis have access to safe shelter within 24-48 hrs.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Reduction of time unsheltered among people in crisis.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of hours between unsheltered (e.g., on street, in tent, in car) and sheltered (e.g., in transitional housing, hotel).				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Collect data on the need (capacity), costs, and potential sources of funding and solidify needed resources.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Fundraising Plan 	<ul style="list-style-type: none"> • CARE • Homeless Coalition • JFCS • JLY • SWFL • Virginia Andes • SVDP 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2023	Data collection completed and needed resources acquired
Action Step #2	Develop a system to ensure people in crisis are temporarily housed within 24-48 hours (e.g., system to offer time-limited hotel stays for persons in need with medical or safety vulnerabilities)					System designed and ready for implementation
Action Step #3	Implement and follow-up.				12/30/2024	Developed implementation plan and approach for follow-up

Strategy 3 <i>(A plan of action designed to achieve a major overall outcome)</i>		The Gulf Coast Partnership will support efforts of partner agencies to recruit, train, and retain highly qualified staff.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		1. Increased retention rate of staff at partner agencies. 2. Increase in those experiencing homelessness and extremely low-income persons receiving timely and meaningful case management services.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of employees that stayed with the partner agency through the entire time period divided by the number of employees they started with on day one, multiplied by 100. 2. Number of homeless and/or extremely low-income persons reporting receiving timely and meaningful case management services on a survey.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Design and deliver training and capacity building for boards and senior leadership of partner agencies.	<ul style="list-style-type: none">• BOLD Boards• Dan Pallotta• OrgCode Consulting• Florida Housing Coalition• National Alliance to End Homelessness	<ul style="list-style-type: none">• ARAY• Charlotte County Human Services• Gulf Coast Partnership• HT Coalition• United Way• HOPWA	<ul style="list-style-type: none">• Gulf Coast Partnership	2/1/2022	Training curriculum and materials developed and administered to appropriate parties
Action Step #2	Design and deliver training and capacity building for partner agency supervisors and direct line staff that is culturally competent, trauma-informed, and Housing First.				10/1/2022	
Action Step #3	Design and deliver “New Hire” training to acclimate new staff at partner agencies.				4/1/2023	
Action Step #4	Design and deliver Annual Training for Coordinated Entry Access Points to identify and refer those in need of specific housing or services, including LGBTQ, domestic violence, human trafficking, people living with HIV/AIDS, and other subpopulations and racial or ethnic minorities with culturally competent, trauma-informed care.				6/30/2023	

Strategy 4 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop and implement a strategic plan to address needs and gaps in afterschool and summer services for families with school aged youth experiencing homelessness and/or extremely low-income.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased options and accessibility to afterschool and summer services for families with school aged youth experiencing homelessness and/or extremely low-income.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Accessibility: Number of school aged youth experiencing homelessness and/or extremely low-income enrolling in afterschool and summer services. 2. Options: Number of afterschool and summer services for families with school aged youth experiencing homelessness and/or extremely low-income.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Evaluate existing programs and services.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Funding for Marketing Materials 	<ul style="list-style-type: none"> • Boys & Girls Club • Charlotte County Parks & Recreation • Charlotte County Public School • Churches • Cooper Street • Sky YMCA • United Way • Young Life 	<ul style="list-style-type: none"> • Charlotte County Parks & Recreation 	9/3/2022	Developed evaluation plan and implemented for existing programs and services
Action Step #2	Create a consolidated listing of programs for parents.				11/1/2022	Creation of a comprehensive list illustrating programs for parents
Action Step #3	Identify gaps and needs.				12/31/2022	Gaps and needs identified
Action Step #4	Create and implement strategic plan				12/30/2023	Strategic plan implemented

Strategy 5 <i>(A plan of action designed to achieve a major overall outcome)</i>		1. Coordinate access to healthcare (e.g., mental health, substance use) and housing services for those who are low-income/homeless and experiencing health challenges (e.g., TB, HIV, AIDS).				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		1. Increased access to healthcare services among those who are low-income/homeless and experiencing health challenges (e.g., TB, HIV, AIDS). 2. Increased access to housing services among those who are low-income/homeless and experiencing health challenges (e.g., TB, HIV, AIDS).				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of people identified as low-income/homeless who attend at least one healthcare visit as a result of partner agency coordination (e.g., substance use, physical health, mental health). 2. Number of people identified as low-income/homeless who receive a housing service as a result of partner agency coordination (e.g., referred by Charlotte County Health Department).				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	The GCP will work with the Charlotte County Health Department and other partners to coordinate health and housing services for persons with TB, HIV, and AIDS.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation Funding for Staff/ Partner Training Funding for Marketing Materials 	<ul style="list-style-type: none"> CC DOH CCI & CC Jail Gulf Coast Partnership Health Planning Council of Southwest Florida Virginia Andes 	<ul style="list-style-type: none"> Gulf Coast Partnership 	9/30/2023	Service referrals from partnering entities
Action Step #2	The GCP will work with Hospitals, the Community Health Improvement Partnership, Medicaid Plan Providers, and the Health Department to coordinate Medicaid and other health insurance access and services.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation Transparency & Buy-In Marketing Materials 	<ul style="list-style-type: none"> Charlotte County Health Department Children's SMP Clear Health FL Community Care Humana Molina Staywell Sunshine SWFL Family Health Centers Virginia Andes, CHIP/CHA Vivida 	<ul style="list-style-type: none"> Gulf Coast Partnership & Charlotte County Health Department 	9/30/2023	One Charlotte is being actively used to provide associated services
Action Step #3	The GCP will work with Central Florida Behavioral Health Network to coordinate mental health and substance use services.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation Transparency & Buy-In Marketing Materials 	<ul style="list-style-type: none"> CASL Central Florida Behavioral Health Network Charlotte Behavioral Health Care Gulf Coast Partnership 	<ul style="list-style-type: none"> Central Florida Behavioral Health Network 	10/30/2023	Service referrals from partnering entities



HOUSING DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand housing services available to Veterans experiencing homelessness, at risk of homelessness, or who are extremely low-income.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Reduce the average length of stays in shelters and increase stays in long term housing for Veterans.				
Indicator: <i>(What will we use to measure the result?)</i>		<ol style="list-style-type: none"> Average number of days in shelter for Veterans (i.e., total number of days in shelter divided by total number of Veterans in shelter). Average number of days in long term housing for Veterans (i.e., total number of days in long term housing divided by total number of Veterans in long term housing). 				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Coordinate with the Department of Veterans Affairs, Charlotte County Veterans Services, and other Veteran Service Providers to expand housing services available to Veterans experiencing homelessness, at risk of homelessness, or who are extremely low-income.	<ul style="list-style-type: none"> Staff Time Partner Agency Participation Transparency & Buy-In 	<ul style="list-style-type: none"> CC Veterans Services Department of Veteran Affairs Gulf Coast Partnership Habitat for Humanity Lee/Fort Myers Housing Authorities PG Housing Authority SVdP CARES Veteran Leadership Council 	<ul style="list-style-type: none"> Punta Gorda Housing Authority 	12/30/2024	Increased number of services available for Veterans
Action Step #1a	Explore and implement opportunities to utilize VASH Vouchers for homeownership and shared housing.				10/30/2023	Functional system actively distributing VASH Vouchers
Action Step #1b	Work with the Department of Veteran Affairs to have Charlotte County's allocation of VASH Vouchers permanently assigned to the Punta Gorda Housing Authority.					Punta Gorda Housing Authority actively distributing VASH Vouchers
Action Step #1c	Work with the Department of Veteran Affairs to increase Charlotte County's allocation of VASH Vouchers.				12/30/2024	Increased number of VASH Vouchers for Veterans

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand affordable housing options (e.g., rental subsidies). Work with the County, City, Punta Gorda Housing Authority, State and Federal Housing Partners to expand access to permanent housing subsidies and voucher programs.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased number of sustained affordable housing options available to Charlotte County residents.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of housing options that cost no more than 30% of a household's income for households at or below the median income level annually.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Create and implement a development plan for obtaining funding and/or loans to support affordable housing.	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Transparency & Buy-In 	<ul style="list-style-type: none"> • Charlotte Community Foundation • Charlotte County Human Services • Gulf Coast Community Foundation • Gulf Coast Partnership • PORCH 	<ul style="list-style-type: none"> • Gulf Coast Partnership • PORCH 	6/30/2024	Completed Development & Fundraising Plan
Action Step #2	Support the development of a privately funded endowment for providing rental subsidies in perpetuity.					Creation of an investment fund account with enough capital to sustain rental subsidies for more than one year
Action Step #3	Work with the County, City, Punta Gorda Housing Authority, State and Federal Housing Partners to expand access to permanent housing subsidies and voucher programs.	<ul style="list-style-type: none"> • Florida Housing Coalition and HUD Technical Assistance 	<ul style="list-style-type: none"> • Charlotte, Hardee, Hendry, Glades, Desoto, Highlands, and Okeechobee Counties • Gulf Coast Partnership • Habitat for Humanity • Punta Gorda Housing Authority 	<ul style="list-style-type: none"> • Charlotte County Human Services • Gulf Coast Partnership 	12/30/2024	Increase in permanent housing subsidies and voucher programs

Strategy 3 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand construction of affordable housing for seniors, persons with disabilities, special needs homeless, and extremely low-income populations.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased availability (inventory) of habitable and affordable housing for targeted populations.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of housing units that are available for rent/purchase and are safe to live in/accommodate needs of target populations.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Support the further development and capacity building of Peace River Community Housing Partners (PORCH) as Charlotte County's Community Land Trust and potential Community Housing Development Organization (CHDO).	<ul style="list-style-type: none"> • Staff Time • Partner Agency Participation • Transparency & Buy-In 	<ul style="list-style-type: none"> • Charlotte County Human Services • Community Assisted & Supportive Living • Gulf Coast Partnership • PORCH • Punta Gorda Housing Authority • SVdP CARES 	<ul style="list-style-type: none"> • Gulf Coast Partnership • PORCH 	9/30/2024	Increased ability for PORCH to serve as the community's official land trust and CHDO

Strategy 4 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop a system to support both landlords and tenants with affordable housing.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		1. Increase the number of affordable permanent housing units available for persons experiencing homelessness and extremely low income. 2. Increase the length of time tenants remain in affordable housing units.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of housing units that cost no more than 30% of a household's income for households at or below the median income level. 2. Average length of time tenants remain in affordable housing (number of months occupying a unit divided by total number of tenants).				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Develop and implement a system for engaging landlords to provide housing for persons experiencing homelessness and extremely low income.	<ul style="list-style-type: none">• Dedicated Staff Time• Funding• Research existing organizations• Collateral Materials• Meeting Spaces• Buy in from partner agency leadership	<ul style="list-style-type: none">• Charlotte Community Foundation• Charlotte County Human Services• Current Landlords, Real Estate Agents & Property Managers• Gulf Coast Partnership• Housing Partner Agencies	<ul style="list-style-type: none">• Gulf Coast Partnership	4/30/2022	A system actively supporting and engaging landlords to provide housing to the target population
Action Step #2	Develop a system of support and education for tenants to gain the skills to maintain housing.	<ul style="list-style-type: none">• Communication Tools• Marketing Materials• Curriculum	<ul style="list-style-type: none">• Gulf Coast Partnership	<ul style="list-style-type: none">• Gulf Coast Partnership	12/31/2022	Develop and Implement Completed Training Plan & Curriculum



OUTREACH DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Support and expand current outreach efforts into a multi-agency street outreach team (e.g., the City of Punta Gorda Police, Charlotte County Sheriff's Office, mental health, substance use, and health care, and housing providers).				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		<ol style="list-style-type: none"> 1. Reduced number of Baker Acts in Charlotte County. 2. Decreased need for Law Enforcement to respond to mental health crisis calls. 3. Increased number of people connected to community resources (e.g., mental health, substance use, health care, housing). 				
Indicator: <i>(What will we use to measure the result?)</i>		<ol style="list-style-type: none"> 1. Number of individuals involuntarily institutionalized in Charlotte County. 2. Number of mental health crises involving Law Enforcement presence. 3. Number of people referred to a community resource by the multi-agency street outreach team. 				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Develop list of committed organizations to participate in the outreach team.	<ul style="list-style-type: none"> • Communication Tools • Funding 	<ul style="list-style-type: none"> • Center for Progress • Charlotte Behavioral • Charlotte County Human Services • CJBHAC • Gulf Coast Partnership • Homeless Coalition • JLY • Punta Gorda Police • Sheriff's Department 	<ul style="list-style-type: none"> • Punta Gorda Police • Sheriff's Department 	9/30/2022	Complete list of committed organizations
Action Step #2	Develop implementation plan to integrate community resources.				12/30/2022	Complete implementation plan
Action Step #3	Support and expand the efforts of the new (2021) Co-Responder Team: Integrated Response for Intervention and Support (IRIS).				3/31/2023	Fire and EMS paramedic teams actively participating in IRIS
Action Step #4	Support IRIS Team expansion including addition of Fire and EMS paramedic.					
Action Step #5	IRIS Team is actively responding in the community.				6/30/2023	IRIS Team is actively providing services

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Create targeted community awareness campaigns to address relevant community issues surrounding homelessness and to educate the public on available resources.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		<ol style="list-style-type: none"> 1. Increased awareness about community issues in Charlotte County. 2. Increased awareness about available resources. 				
Indicator: <i>(What will we use to measure the result?)</i>		<ol style="list-style-type: none"> 1. Number of residents that report being aware of community issues. 2. Number of residents that report being aware of community resources. 				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Identify gaps in communication and public relations.	<ul style="list-style-type: none"> • Marketing Materials • Staff Time 	<ul style="list-style-type: none"> • Charlotte Behavioral • Charlotte Community Foundation • Gulf Coast Partnership • Homeless Coalition • United Way • Virginia Andes, Charlotte County Public Schools 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2022	Needs Assessment (see prerequisite strategy)
Action Step #2	Develop targeted campaigns around relevant community issues and link to currently existing resources: <ul style="list-style-type: none"> • Suicide Prevention • Alzheimer's • Depression • Abuse • Neglect • Narcan • Homelessness (types and causes) 				12/30/2022	Targeted campaign materials
Action Step #3	Launch targeted campaigns.				9/30/2022	Campaign materials publicly available



PREVENTION & EARLY INTERVENTION DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand quality childhood education services for homeless and extremely low-income children from Birth – 5.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased quality and availability of early childhood education programs from Birth – 5.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Availability 1: Number of early childhood education programs designed for Birth – 5 with open enrollment. 2. Availability 2: Total number of early childhood education programs designed for Birth – 5 in Charlotte County. 3. Quality: Score on adult family member satisfaction assessment.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Review Needs Assessment findings to identify gaps in early childhood education from Birth – 5 (e.g., identify new programs to implement or current programs to improve).	<ul style="list-style-type: none"> • Staff Time • Funding 	<ul style="list-style-type: none"> • Charlotte County Human Services • Charlotte Local Education Foundation • Charlotte Schools • Early Learning Coalition • Gulf Coast Partnership • State DOE • United Way 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	6/30/2022	List of identified gaps in early childhood education
Action Step #2	Identify viable state or federal programs for early childhood education from Birth - 5 (e.g., Title I - Funding for Tutors at Homeless Facilities, Foster Care Settings, Early Head Start, Head Start, Pre-K, Even Start, HIPPPY, migrant education).				9/30/2022	List of identified viable state or federal programs
Action Step #3	Develop plan for early childhood education programs.				12/30/2022	Completed plan
Action Step #4	Identify and select candidate to lead early childhood education program.				6/30/2023	Identified candidate selected
Action Step #5	Implement and maintain early childhood education program(s).				12/30/2023	Early childhood education program(s) actively enrolling

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Leverage resources with local partners to support children in school who are low-income and/or experiencing homelessness.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increase the academic success of homeless and extremely low-income students.				
Indicator: <i>(What will we use to measure the result?)</i>		Academic grade of homeless and extremely low-income students. (Note: consider other options like scores, grade promotion that align with resources being provided)				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Explore potential opportunities to coordinate educational resources with other organizations (e.g., Charlotte Local Education Foundation).	<ul style="list-style-type: none"> Funding Charlotte County School Leadership buy-in 	<ul style="list-style-type: none"> Charlotte Community Foundation Charlotte County Human Services Charlotte County Schools Charlotte Local Education Foundation Gulf Coast Partnership United Way 	<ul style="list-style-type: none"> Gulf Coast Partnership 	12/30/2022	Completed list of potential collaborative opportunities
Action Step #2	Apply for grant opportunities outside the normal scope of the school system with local partners.					List of grant opportunities

Strategy 3 <i>(A plan of action designed to achieve a major overall outcome)</i>		Expand professional development opportunities for Charlotte County Public School Staff working with children from poverty.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Improved capacity to provide educational supports to students experiencing homelessness and/or extremely low-income.				
Indicator: <i>(What will we use to measure the result?)</i>		Perceptual survey score comparison pre/post-training.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Identify partners to provide and attend training(s) regarding educational supports.	<ul style="list-style-type: none"> Funding Charlotte County School Leadership buy-in 	<ul style="list-style-type: none"> Charlotte Community Foundation Charlotte County Human Services Charlotte County Schools Charlotte Local Education Foundation Gulf Coast Partnership United Way 	<ul style="list-style-type: none"> Gulf Coast Partnership 	9/30/2022	List of identified partners
Action Step #2	Provide ongoing training for teachers to differentiate instructions for students with different needs.				Ongoing	Adequate Number of Trainers within the School System to Maintain Program Integrity
Action Step #3	Provide support for Train-the-Trainer Certification of multiple Charlotte County Public School staff in Bridges Out of Poverty or other preferred curriculum.					Active Train-the-Trainer certification program(s)

Strategy 4 <i>(A plan of action designed to achieve a major overall outcome)</i>		Homeless Prevention One Charlotte - Coordinate funding and case management services with county government, nonprofit organizations, and faith-based service providers.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Decrease in the number of individuals entering the homeless services system for the first time.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of individuals receiving services for the first time.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Identify available community resources, gaps and barriers to access, and duplication of effort among agencies.	<ul style="list-style-type: none"> Staff Time Partner Buy-In 	<ul style="list-style-type: none"> Charlotte County Human Services Gulf Coast Partnership Homeless Prevention Provider Agencies United Way 	<ul style="list-style-type: none"> Charlotte County Human Services 	3/31/2023	List of available community resources, gaps and barriers to access, and duplication of effort among agencies
Action Step #2	Plan and implement a Homeless Prevention Coordinated Entry System for funding and case management services of county government, nonprofit organizations, and faith-based service providers.				9/30/2023	A documented plan that is being actively utilized to guide the Homeless Prevention Coordinated Entry System



PUBLIC SAFETY DOMAIN

Strategy 1 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop and implement a jail and prison discharge and re-entry program for individuals facing housing and poverty challenges after release.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		1. Reduced number of individuals re-entering jail and prison. 2. Reduced number of individuals experiencing homelessness after being discharged from jail and prison.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Number of individuals returning to jail and prison after being discharged from prison at least one time. 2. Number of individuals who become homeless after being discharged from jail and prison.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Identify and implement best practices in jail and prison discharge and re-entry coordination.	<ul style="list-style-type: none"> • Staff Time or Consultant • Access to Data • Stakeholder Buy-In • Transparency 	<ul style="list-style-type: none"> • Charlotte Correctional Institute • Charlotte County Human Services • Charlotte County Jail • Gulf Coast Partnership 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	Ongoing	Actively utilizing best practices in prison discharge and re-entry coordination
Action Step #2	Review local discharge policies and promote coordination of discharge processes to adequately connect persons experiencing homelessness, being discharged institutions with appropriate resources.	<ul style="list-style-type: none"> • Staff Time or Consultant • Access to Data • Stakeholder Buy-In • Transparency • Marketing Materials 	<ul style="list-style-type: none"> • ShorePoint Health • CBHC • Charlotte County Sheriff • CJ Re-Entry • CJBHAC • Department of Corrections • Fawcett • Gulf Coast Partnership • Health Department • Millennium • CAAAB Seniors & Adults Committee 	<ul style="list-style-type: none"> • Gulf Coast Partnership 	12/30/2022	Completed policy review and active promotion

Strategy 2 <i>(A plan of action designed to achieve a major overall outcome)</i>		Offer modified Crisis Intervention Training for professionals who work with or near the homeless population.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		<ol style="list-style-type: none"> 1. Decreased need for Law Enforcement to respond to mental health crisis calls. 2. Decreased officer and resident injuries and deaths during mental health crisis calls. 3. Decreased mental health crisis calls (e.g., 911 emergency calls). 				
Indicator: <i>(What will we use to measure the result?)</i>		<ol style="list-style-type: none"> 1. Number of mental health crises involving Law Enforcement presence. 2. Number of officer and resident injuries and deaths reported during mental health crisis calls. 3. Number of mental health crisis calls made by professionals trained to work with or near the homeless population. 				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Determine how the Charlotte County Sheriff and City of Punta Gorda Police Department's Crisis Intervention Training Program needs to be modified based on changes in the State's Requirements and write a program implementation plan.	<ul style="list-style-type: none"> • Communication Tools • Funding • Curriculum • 	<ul style="list-style-type: none"> • Charlotte Behavioral Health Care • Charlotte County Jail • Criminal Justice Behavioral Health Advisory Committee • Gulf Coast Partnership 	<ul style="list-style-type: none"> • Charlotte Behavioral Health Care 	11/30/2022	New curriculum documented and actively in use
Action Step #2	Design and implement a modified Crisis Intervention Training Curriculum for non-police responders.				6/30/2023	

Strategy 3 <i>(A plan of action designed to achieve a major overall outcome)</i>		Create a comprehensive Coordinated Entry System to identify and immediately serve those in need of domestic violence, sexual assault, human, and labor trafficking housing and services.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased client safety and access to housing/resources.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of people who escape domestic violence, sexual assault, human and labor trafficking environments and are housed as a result of Coordinated Entry System.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Create a robust program for systems-level Coordinated Entry System, housing, and services for persons fleeing domestic violence, sexual assault, human, and labor trafficking.	<ul style="list-style-type: none"> Transparency and Open Communication Shared vision & goals Funding Research existing organization Collateral Materials Meeting Spaces Buy in from partner agency leadership 	<ul style="list-style-type: none"> C.A.R.E. Center for Progress & Excellence Gulf Coast Partnership Hospitals Shelters Sherriff Department (DV Unit, Major Crimes, Unit for HT) State's Attorney's Office United Way 	<ul style="list-style-type: none"> Gulf Coast Partnership 	3/1/2022	Program plan created
Action Step #2	Create an account for immediate access to funding for crisis, safety needs such as hotels or travel.				12/30/2022	Funding account created
Action Step #3	Identify partners and launch a "Charlotte DV/HT Coalition" with agencies serving persons fleeing domestic violence, sexual assault, human, and labor trafficking.				6/30/2022	Partners identified

Strategy 4 <i>(A plan of action designed to achieve a major overall outcome)</i>		Implement an adult protective services model, to protect at-risk homeless and extremely low-income adults including persons with limited functioning capacity, traumatic brain injuries, autism, and developmental disabilities at high risk for being exploited.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Reduce the number of persons in the targeted populations being exploited.				
Indicator: <i>(What will we use to measure the result?)</i>		Number of at-risk homeless and extremely low-income adults including persons with limited functioning capacity, traumatic brain injuries, autism, and developmental disabilities who are financially, physically, mentally, sexually, or emotionally taken advantage of.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Design a program (similar to Guardian Ad Litem) for adults including advocacy for homeless that cannot self-advocate.	<ul style="list-style-type: none"> Research existing organizations Buy in from partner agency leadership 	<ul style="list-style-type: none"> CAAAB Senior & Adults Committee CASL Center for Independent Living Charlotte County Human Services Community Assisted & Supportive Living Gulf Coast Partnership 	<ul style="list-style-type: none"> Charlotte County Human Services Gulf Coast Partnership 	12/30/2022	Program plan developed
Action Step #2	Review and expand network of agencies providing adult protective services case management.					Agency database developed and expanded

Strategy 5 <i>(A plan of action designed to achieve a major overall outcome)</i>		Initiate a legal aid program for homeless and extremely low-income residents of Charlotte County as well as a diversion program.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Reduce duration and incidence of persons experiencing homelessness going to jail for minor offenses.				
Indicator: <i>(What will we use to measure the result?)</i>		Duration: Length of incarceration for persons experiencing homelessness. Incidence: Number of persons experiencing homelessness who are incarcerated.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Report on the costs to law enforcement and courts to prosecute and incarcerate persons experiencing homelessness.	<ul style="list-style-type: none"> Identify one or two local law firms to champion 	<ul style="list-style-type: none"> Charlotte County Bar Association Gulf Coast Partnership SWFL Rural Legal Services 	<ul style="list-style-type: none"> Gulf Coast Partnership Law Firm Champion 	6/30/2022	Report developed
Action Step #2	Consult local attorneys to develop a way to establish a pro-bono legal aid service.				3/31/2023	Meeting(s) held with local attorneys & partnership(s) formed as a result of meeting(s)
Action Step #3	Arrange meetings with public defender offices to seek ways to assist the homeless population.					

Strategy 6 <i>(A plan of action designed to achieve a major overall outcome)</i>		Develop processes, policies, and procedures for COAD response in natural, health, and human services disasters.				
Result: <i>(What is the measurable change we will see when the strategy is successfully implemented?)</i>		Increased responsiveness of COAD during natural, health, and human services disasters.				
Indicator: <i>(What will we use to measure the result?)</i>		1. Length of time to respond to needs during natural, health, and human services disasters. 2. Number of people served during natural, health, and human services disasters.				
Opportunities for Action		Resources Needed	Partners Needed	Leader	Timeline	Deliverable
<i>What steps do we need to complete the strategy and achieve the associated result?</i>		<i>What additional support or resources would help to achieve this more effectively?</i>	<i>Who should we consult, inform, or collaborate with to make this action more effective?</i>	<i>Who will serve as the point person for making this happen?</i>	<i>When will we aim to achieve this action step?</i>	<i>If this action step is successfully carried out, what tangible service or product will be accomplished?</i>
Action Step #1	Complete Program Plan for COAD including CERT Volunteers and Disaster Response.	<ul style="list-style-type: none"> Staff or Consultant Time Funding Plan 	<ul style="list-style-type: none"> COAD Steering Committee 	<ul style="list-style-type: none"> Gulf Coast Partnership 	4/1/2022	Policies, Procedures, Roles & Responsibilities Clear and MOUs in place
Action Step #2	Support efforts of County and State Emergency Management with non-profit flexibility and resources.				Ongoing	Actively providing resources to County and State Emergency Management

9

ONGOING STRATEGIES



Ongoing Strategies are strategies that the CGP have been implementing that have laid the building blocks for supporting the initiative in reaching its milestones and outcomes. Although progress has been made on these strategies, they are considered ongoing as they are necessary for sustaining progress moving forward.

These strategies are:

- Continue to host an Annual Leaders Award Breakfast to recognize employers hiring persons experiencing homeless and extremely low income.
- Continue to expand funding for and access to medical, mental health, substance use, vision, and dental service for persons experiencing homelessness and/or extremely low-income.
- Continue to explore partnerships between providers and the public school system to better deliver health, mental health, and substance use services to students/families experiencing homelessness and/or extremely low-income.
- Continue to enhance and streamline all One Charlotte Coordinated Entry Processes.
- Continue access and availability of immediate, lowbarrier, housing first Emergency Shelter, Street Outreach, Rapid Re-Housing, and Permanent Supportive Housing Services.

The continuation of these strategies will be supported by the CoC and the Gulf Coast Partnership Stakeholders Council.





10

STRATEGIES MOVED TO THE YOUTH ACTION BOARD

COORDINATED
COMMUNITY PLAN
(CCP)

YOUTH ACTION BOARD COORDINATED COMMUNITY PLAN (CCP)

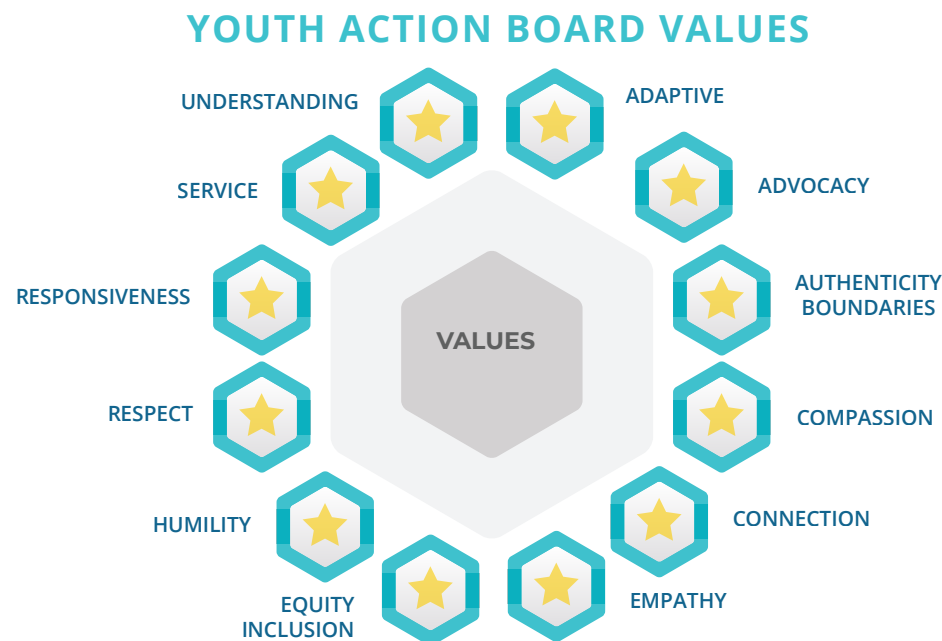
During the 2014 creation of the 10-Year Plan to Prevent and End Homelessness, there was an inadequate engagement of the voices of youth and families experiencing homelessness, as well as youth exiting institutions such as foster care/child welfare and criminal justice. While the plan was designed to address all forms of homelessness, there were sections and strategies dedicated to youth-specific objectives.

In 2019, Charlotte County formed a Youth Action Board (YAB). The Charlotte County YAB is the decision-making body with the primary responsibility for the creation of a Coordinated Community Plan to Prevent and End Youth Homelessness. The YAB directs the CoC Stakeholders Council on all matters regarding youth as the subject area experts, drives efforts, and serves as the primary voice and decision-makers in the planning and implementation. As such, the

YAB will ultimately decide whether any or none, of these original strategies will become part of the full Coordinated Community Plan to Prevent and End Homelessness among Youth.

The YAB is comprised 100% of youth under the age of 24 who have lived experiences of homelessness, as well as youth who have experienced the multiple public systems including youth foster care, juvenile justice, fleeing domestic violence, stalking, and/or sexual assault and trafficking, as well as youth who are at-risk of, or currently experiencing homelessness. The YAB is intentional in ensuring that youth who have been historically underrepresented are present in the membership, including special populations, racial and ethnic diversity, LGBTQ+ youth, as well as young people who are pregnant or parenting.

While still a work in progress, the YAB has agreed upon the following Values, Vision, Mission, and Goals for their work.



Vision

The vision of the Charlotte County YAB is to create an equitable community where young people have a safe place to call home.

Mission

The mission of the Charlotte County YAB is to achieve transformational change and be the voice for the voiceless. We value relationships of mutual respect, service to others, and unwavering support of youth and young adults experiencing homelessness.

Goals

The proposed goals for the Charlotte County YAB are to:

- Increase the number of local housing services organizations that focus on youth and young adults
- Increase accessibility to food options for youth and young adults
- Create and maintain an online community for youth and young adults experiencing homelessness
- Create a youth group to support local youth and young adults that are experiencing housing instability or homelessness
- Celebrate the lives of local youth
- Create a space for community and support

In any analysis of Charlotte County, Florida, it is important to understand that our community has unique demographics, including that we are a retirement destination and the 2nd Oldest County in the US. More than 40% of our population is aged 65+ compared to the overall percentage of Americans age 65+ at 14.5%. Since retirees constitute a majority of the population, appetites and demands differ from communities with a younger demographic. Aging residents do not participate in the workforce, have school-aged children, or seek out family-focused amenities. These factors influence the overall

culture of the community. Also, Charlotte County as a whole is not a racially diverse community. This lack of diversity can make it difficult to implement progressive social changes to service delivery systems which takes a toll on our youth. There is a clear disparity between the race of the entire population and the race of Unaccompanied Homeless Youth (UHY) in our community. Charlotte's population is 90.4% White (60% UHY), 6.1% Black or African American (32% UHY), 1.7% More than One Race (5% UHY), <1% American Indian (3% UHY, and 7.2% Hispanic or Latino (15% UHY). Based on Coordinated Entry Data collected from 1/19 – 7/21, 60 UHY (age 18+) were identified as in need of services in the County.



The following is an analysis of the self-disclosed information relating to those 60 UHY:

- Gender: 37 male, 22 female, 1 transgender male
- LGBTQ+ Status: 2 identified as lesbian, gay, bisexual, transgender, queer (or questioning)
- Fleeing Domestic Violence: 15 identified fleeing domestic violence
- Fleeing Sex Trafficking: 2 identified as fleeing sex trafficking
- Foster Care: 5 identified involvement with the foster care - child welfare system
- Parenting Youth: 6 identified as parenting youth (all female)
- Veterans: 4 identified as being a Veterans (all male)
- Disabling Condition: 31 reported having a disabling condition, either physical or mental health



CHARLOTTE COUNTY AT A GLANCE

- 40% of our population is aged 65+ compared to 14.5% for the nation.
- 9,415 youth and young adults, ages 10-24.
- 9.9% of youth and young adults are living in poverty.
- African Americans make up 6.1% of the population and 32% of UHY.
- Hispanic or Latinos make up 7.25% of the population and 15% of UHY.

The current population of Charlotte County includes 19,415 youth and young adults, ages 10-24. Of these, it is projected that 19.9% or 3,864 youth and young adults, ages 10-24, are living in poverty. The needs of youth at-risk and experiencing homelessness in our community are great, as are the threats to their physical safety and mental wellbeing. In the 20-21 school year, Charlotte Public Schools identified 396 homeless children and 69 unaccompanied youth. These are children and youth sleeping on couches, in cars, tents, or other places not meant for human habitation. While the Census estimates there are 590 units of permanent rental housing occupied by youth ages 18-24, the majority of those are single young people with roommates and parenting youth. The vast majority of the employment in our community is in the hospitality and retail trades, and housing prices are rising, making it hard to survive.

Key Findings of the YAB's Preliminary Youth Needs Assessment

- Urgent Need for Emergency (Immediate Safety) Beds/Units for Youth (12-17) UHY younger than 18 were not eligible for services provided through those agencies without a guardian present. There is no shelter in this county or community agencies that assist with housing or the basic needs of UHY under the age of 18. Currently, youth under the age of 18 are offered shelter in neighboring Lee or Sarasota Counties, where the Department of Children & Families approved RHY shelters are located.
- CoC has been prioritizing Veterans and Chronically Homeless Persons, not UHY. Until the last two years, there has been very little funding focused on UHY. There is still much information to be gathered about the UHY population. Since January of 2019, community agencies have spent approximately \$340,000 on services such as shelter stays, rapid re-housing, transportation, hotels, and case management services for UHY ages 18-24.

- Non-Homeless Students are Outperforming Homeless Students Academically. Attendance and academic progress of students experiencing homelessness compared to that of their non-homeless counterparts show the significant barriers to advancing educational goals and moving on to more stable futures. Resources are needed to ensure the physical safety, shelter, food security, basic needs, and stable housing needs for UHY are met.

The most prominent factors contributing to youth homelessness in our community are:

- 32% of transition-aged youth (18-24) entering homelessness identified domestic violence, human or sex trafficking, abuse, and trauma as a significant factor; and
- 52% of transition-aged youth (18-24) entering homelessness reported having a significantly limiting physical or mental health diagnosis.

Charlotte County is a suburban area cradled between the two larger metro areas of Sarasota and Fort Myers. Services for UHY under the age of 18 are offered regionally by larger multi-county agencies. Department of Children and Families (DCF), the organization that licenses shelters and homes for services to “children,” has not licensed an agency in our county to provide services to youth without the presence of their legal guardian. This limitation has made it difficult to collect accurate data on the needs of youth under 18. Based on foster care out-of-home placement rates, high unemployment, and other social factors, it is reasonable to believe the major factors in homelessness for youth under the age of 18 are very similar (abuse, trauma, neglect, and disabilities).



The rates of all persons experiencing homelessness who identify as Black or African American are doubled compared to the overall population in the county. The rate of UHY who identify as Black or African American is five times higher than the overall population. Data reviewed for this report indicates that racial disparity clearly still exists in the occurrence of homelessness in the CoC and that the observed disparities for the occurrence of homelessness among Black or African Americans cannot be adequately explained by poverty rates. Despite the CoC continually offering Inclusion and Equity Trainings and ongoing educational opportunities for agencies and organizations, Tenant Rights Training for Clients, and Fair Housing Training for Property Managers and Landlords, little system-level change can be noted. In 2021 and continuing in 2022, the GCP will partner with out-of-state subject area experts to develop a more effective strategy. Diversity among the staffing at Charlotte County’s funded agency partners was also analyzed and it has been determined that the racial and ethnic composition is similar to that of those who are experiencing homelessness and seeking services.

The suicide rate in the county is 24 per 100,000 compared to the Florida rate of 14 per 100,000. In 2009, the county reported 363 verified cases of child maltreatment. In 2019, that number grew to 744 confirmed cases, representing a 105% increase. Charlotte County is ranked 2nd highest in rates of children experiencing abuse and 3rd highest in children experiencing neglect out of Florida's 67 Counties.

Opioid misuse is an ongoing struggle in the county. The largest group of people misusing opioids are those aged 20-30, the same age in which most babies are born. Child welfare and substance abuse have a direct relationship. Not only does this contribute to the rise in kids in foster care, but 52% of the babies admitted to the NICU in our community were Substance Exposed Newborns.

Florida ranks #3 in the United States for reported human and sex trafficking. Our Region of SW Florida Ranks #1 in the State for reported cases of sex trafficking. The National Center for Missing and Exploited Children estimates that 1 in 6 runaways were likely to become sex trafficking victims and 86% of those victims were in the care of social services when they went missing.

In our effort to combat these issues and address and prevent youth homelessness, the YAB has identified the following Opportunities for Action:

- Establish a Youth Homeless Demonstration Project (YHDP) Team to meet monthly, providing coordinated case management services to unaccompanied homeless youth.
- Continue implementation plan to bring computers and internet access to extremely low-income and homeless families registered at Charlotte County Public Schools.

- Improve the availability and quality of parenting, literacy, and educational options among homeless and extremely low-income persons.
- Partner with local businesses for work-training programs.
- Increase education efforts to encourage students to continue with their education.
- Explore ways to promote education through scholarship programs.
- Expand funding for drop-out prevention program.
- Increase financial and academic success of homeless and extremely low-income students and youth in foster care who drop out of school or who are at-risk of dropping out by encouraging alternatives such as connection to GED, vocational, job corps, and other appropriate programs.
- Develop an avenue for subsidized housing alternatives to support college and technical school students with housing stability while they obtain an education and/or career training.
- Conduct a study to determine the need and feasibility of creating emergency housing options for unaccompanied homeless youth.

The YAB provides leadership and guidance in partnership with other key stakeholders, including the following partners who will be consulted, informed, and collaborated with to make our actions more effective:

- ARAY
- Boys & Girls Club
- C.A.R.E
- Camelot
- Campaign for Grade Level Reading
- CareerSource
- CDBIA
- Charlotte Behavioral Health Care
- Charlotte County Airport Authority
- Charlotte County Economic Development
- Charlotte County Human Services
- Charlotte County Public Schools
- Charlotte County Sheriff's Department
- Charlotte Local Education Foundation
- Charlotte Technical College
- Children's Network
- Crossroads, Department of Children and Families
- Drug-Free Charlotte
- Florida Southwestern State College
- FutureMakers
- Guardians Ad Litem
- Gulf Coast Partnership
- Homeless Coalition
- Jesus Loves You Street Outreach
- Lutheran Services Florida
- PORCH
- United Way
- Virginia B. Andes
- Youth Action Board



CONCLUSION



The GCP and One Charlotte are committed to ending homelessness in Charlotte County. Ending homelessness means preventing it when possible and ensuring homelessness is rare, brief, and one-time when not preventable. Ending homelessness requires coordination across public and private sectors and for systems, organizations, and programs to align their goals and strategic actions. Recognizing this, we utilize a Collective Impact approach to ending homelessness reflecting the following five key elements:

1. A common agenda for change, including a shared understanding of the problem and a joint approach to solving it through agreed upon actions;
1. Consistency in collecting data and measuring results across all the participants to ensure alignment and accountability;
1. A plan of action that outlines and coordinates mutually reinforcing activities for each participant;
1. Open and continuous communication across the many players to build trust, assure mutual objectives, and create common motivation; and
1. A backbone organization(s) with staff and a specific set of skills to serve the entire initiative and coordinate participating organizations and agencies.

The vision and strategies in this updated CAP serve as a common direction for our efforts to continually improve and maximize our response to homelessness. As is the nature of such plans, we expect that although our overall goals will remain relatively steady, many of the strategies included in this CAP will evolve over time as they are achieved or when modifications are necessary, based on lessons learned, new conditions, or capacity and funding.

The GCP, serving as the backbone organization, will work with our partners to regularly assess progress, update the strategies, and periodically revisit goals as we learn and develop more effective and systemic solutions to end homelessness. Progress in achieving an effective end to homelessness – where we prevent homelessness when possible and ensure homelessness is rare, brief, and non-recurring when not preventable – will require the active participation of all our member agencies. Committees will continue to work with the initiative to operationalize the strategies to achieve success over the next five years. Progress will be communicated to our stakeholders clearly, transparently, and frequently to ensure we hold ourselves accountable to the goals and strategies we have committed ourselves.

