# Continuum of Care Strategic Plan Tracker (Last Updated 4/25/25)

| | OBJECTIVE DESCRIPTION | ACTIVITIES | TASKS | STATUS UPDATE | RESPONSIBLE | CONSULT | NOTES | TIMELINE |
|---|---|---|---|---|---|---|---|---|
| 1.1 | **Reexamine and strengthen collaborative infrastructure and roles played by key stakeholders, including individuals with lived experience, governance, committees, and members.** | a. Committees | i. Reexamine, reassess, and redefine focus of HPC committees. | Early Stages | All Chairs | HPC Executive Initiatives Efficiency | Task needs to be adjusted to become a SMART goal. Create a tracker that will help monitor progress for each committee. | Q3 2025 |
| | | | ii. HPC Executive Committee, in consultation with HPC committee chairs, assign ownership and tracking of all strategic plan action steps to committees. | Early Stages | Executive | Initiatives Efficiency All Chairs | Executive Committee take the lead and work with Initiatives Efficiency and All Chairs on this task. | Q2 2025 |
| | | | iii. Schedule quarterly meetings between CoC committee chairs and staff. | Early Stages | OHS | | Meet bi-monthly to move work forward. OHS is responsible for scheduling. Clarify what staff need to attend the All Chairs meeting. | Q2 2025 |
| | | | iv. Require membership on at least one committee for all HPC members. | Early Stages | Charter | All Chairs Executive HPC | This needs to be adjusted in the CoC Charter. The last Charter change only says that members are "encouraged" to join. The Executive Committee can help nudge current members to join committees. | Q2 2025 Q3 2025 |
| | | b. Individuals with Lived Experience | i. Establish an engaged and effective Consumer Advisory Board for individuals with lived experience with dedicated staff support. | On Track | CAB | Initiatives Efficiency Executive N & M | Outline goals for engagement that are both ambitious and achievable for the next year. Connect to the CAB Sustainability Plan. | Q2 2025 |
| | | | ii. Implement approaches to attain a welcoming, inclusive environment built on authentic collaboration | Define Tasks | CAB | Initiatives Efficiency Executive N & M | Clarify what the CAB's role within the CoC is and what it looks like for them to collaborate across the CoC. Clarify whether the CAB needs to be pulled out of the CoC to allow payment and improved collaboration. Define metrics for inclusivity and collaboration. | Q2 2025 |
| | | c. CoC Members | i. Create opportunities for CoC members to form mutually beneficial relationships that foster trust and collaboration. | Early Stages | N & M | Initiatives Efficiency | Need to create sub-tasks for addressing trust and collaboration. Nominating & Membership need to first figure out HPC downsizing, timeline for getting this done, how to get the GM needs to be more involved and more productive - opportunities to voice what is needed. N&M has taken the lead so far on this task. | |
| | | | ii. Provide opportunities for better communication and alignment of resources and expertise among CoC members. | Early Stages | N & M | Executive | Would it be helpful to have the HPC Executive Committee help make the GM agenda? Clarify how Executive Committee is involved. Need to have processes in place to make progress. Ensure we are building from meeting to meeting. | |
| | | d. Other Key Stakeholders | i. Identify and engage with critical stakeholders in local, state, and federal government, the business community, and faith-based communities. | Define Tasks | N & M HPC OHS GM | CAB | Recruit for General Membership.What is the number we are looking for? Identify specific types of stakeholders. N&M doing outreach to get folks involved. Trying to get folks more involved. Cant start to recruit until the GM is better aligned. Need spaces to feel productive first. Create a space that people want to come back to. Who is committed to being here and who needs to be reached? | |

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| | | | ii. Focus on raising the funds needed to end homelessness in our community. | Define Tasks | HPC OHS PEC | CAB | How much are we trying to raise? What limits exist for raising funds. What are the rules. Spell out objectives for paying people with lived experience. | |
| | | | iii. Utilize effective systems mapping. | Define Tasks | OHS Initiatives Efficiency Executive | CAB HPC | What does it mean to utilize effective systems mapping. Does this All Chairs meeting count as systems mapping? | |
| 1.2 | **Identify inventory.** | a. Create and maintain inventories of: | i. Housing | On Track | Housing OHS Housing Division | Data/HMIS CAB SWOP | Need more context for what needs to be inventoried to determine what is enough. The Housing Opportunities Committee is working on a needs assessment and exploring models for housing. Goals from the full Strategic Plan might also help inform how to specify targets for this task. | |
| | | | ii. Affordable housing, including housing affordable to those making 0-30% of AMI | On Track | Housing OHS Housing Division | Data/HMIS CAB SWOP | How this task is different from Task i and the intention behind separating out 0-30% AMI. Attendees do not feel that it makes sense for the CoC to be tracking all housing, but rather focus on units that are affordable or could be affordable with a subsidy. | |
| | | | iii. Dedicated housing for people experiencing homelessness | On Track | Housing OHS | Data/HMIS CAB SWOP PEC Housing Division | The Housing Inventory Count captures most of the data needed for this inventory. However, that report is just a one night snapshot and is focused on those that report having dedicated beds. | |
| | | | iv. Available Metro properties | On Track | Housing Division | Housing OHS | Metro's Planning Department tracks available Metro properties and a representative from that department attends Housing Opportunities Committee meetings. Chairs wanted clarification on what was the intention behind this task and should it look at government properties beyond just Metro? | |
| | | | v. Funding sources | Early Stages | OHS PEC Housing | Data/HMIS CAB SWOP | Sources for development and rental subsidies will be apart of the Housing Opportunities. HIGH PRIORITY to understand ARPA sunset and CoC funding risks. | Q2 2025 Q3 2025 |
| | | | vi. Support services | Off Track | OHS SoC Data/HMIS | CAB PEC SWOP Housing | Consider a high priority to ensure that the community has a full understanding of the funding landscape in preparation for ARPA funds sunsetting and potential risks to CoC funding. This task should be worked on in Quarters 2 and 3 in 2025 so that a shortfall in inventory can be completed by the end of the year. | Q2 2025 Q3 2025 |
| | | b. Conduct gaps analysis to identify shortfalls in inventories | | On Hold | Housing OHS Data/HMIS | SWOP Housing Division | | Q4 2025 |

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| | | c. Develop plans and take necessary actions to maximize inventories | i. Use gaps analyses to prioritize housing and service gaps for funding and programming. | Early Stages | Housing, OHS, Data/HMIS, PEC | SWOP, Housing Division | Focus for early 2026 to ensure plans are in place before ARPA fund sunset. Data & HMIS can help produce Priorities Reports. PEC can work on ensuring the CoC funding competition is designed to reflect community priorities. | Q1 2026 |
| | | | ii. Review and revise plans on an ongoing basis. | Early Stages | Housing, OHS, HPC | | | Q2 2026, Q3 2026 |
| 1.3 | **Outline a plan to improve data collection, analysis, and presentation for all populations.** | a. Incentivize HMIS participation for providers through additional funding, reporting, and increased community coordination. | | On Track | OHS | PEC, Data/HMIS | Determine indicators of success | |
| | | b. Require HMIS participation for funding opportunities, including those from governmental, faith-based, and philanthropic entities. | | On Track | OHS | PEC, Data/HMIS | Need strategies for requiring participation beyond government funded projects | |
| | | c. Reduce barriers to HMIS participation by working with HMIS vendor to conduct regular imports of agency data into HMIS when possible. | | On Track | OHS | Data/HMIS | What is the ideal end result? | |
| | | d. Ensure CoC leadership and committee chairs understand data available through HMIS, potential use cases for their work, and strategies for data-driven decision making. | | On Track | Data/HMIS, OHS | All Chairs, HPC | Data/HMIS Committee outline indicators of success and steps to be taken. | Q3 2025 |
| 1.4 | **Establish effective goals and metrics to report on strategic homelessness initiatives.** | a. Commit to ensuring that people-first language and actions are central to all metrics. | | On Hold | HPC, Data/HMIS | Initiatives Efficiency, GM | Attendees were not sure what actionable steps need to be taken when it comes to people first language, other than being mindful in reporting. | |
| | | b. Provide quarterly report on identified metrics to all CoC stakeholders, with all data disaggregated, to include HUD System Performance Measures | i. Number of homeless persons. | On Track | OHS | Data/HMIS, CAB, SWOP | OHS provides monthly reports on number of homeless persons, length of time people remain homeless, and placement into permanent housing. OHS will need to work to further disaggregate the data, in coordination with relevant committees. OHS and the Housing Division track affordable housing units. Reports are provided on Low Barrier Housing Collective unit availability monthly, however, there has not been a comprehensive quarterly report on units for those making 0-30% AMI. | |
| | | | ii. Length of time persons remain homeless. | On Track | OHS | Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC | | |
| | | | iii. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness. | Early Stages | OHS | Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC | | |
| | | | iv. Successful placements in permanent housing | On Track | OHS | Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC | | |
| | | | v. Newly created housing units focused on those making 0-30% AMI | Early Stages | OHS, Housing Division | Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC | | |
| | | c. Set specific short and long-term goals for the metrics in this plan, including a universal reduction goal, and review and adjust annually based on data. | | Off Track | HPC, Data/HMIS, Initiatives Efficiency, All Chairs | CAB, SWOP, SoC, PEC, GM | Initiatives Efficiency will take the lead with support from Data/HMIS Oversight. Data & HMIS Oversight focus on universal reduction goals and reports to track key metrics. | Q2 2025, Q3 2025 |

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| | | d. Create and share public-facing dashboards of HUD System Performance Measures, Point in Time Count, and Housing Inventory Count. | | Early Stages | OHS | CAB Data/HMIS | CAB lean in to make sure dashboards are digestible and understood by folks with lived experience<br><br>Built for Zero (TA working on CE for veteran and family homelessness - reports of inflow and outflow) & Stella P (HMIS data - returns, exit to housing, length of time homeless). Access to Stella P. Create something similar. | |
| 2.1 | **Mobilize community partners and maximize funding to serve all populations.** | a. Mobilize community partners. | i. Partner with the Metro Planning Department, Housing Division, Office of the Mayor, Planning and Zoning Commission, and MDHA to better align local priorities and funding to address this effort. | On Track | HPC OHS | Executive PEC CAB Housing | There is a need for the community to learn more about the Unified Housing Strategy and to improve information sharing from partner agencies with the CoC. | |
| | | | ii. Increase formal collaboration among existing partner agencies and individuals through memoranda of understanding (MOUs), shared investments, and dedicated staff time. | Define Tasks | HPC OHS | Executive PEC CAB | More clarification is needed to determine what is a priority for establishing formal partnerships. The HPC should guide this strategy. | |
| | | | iii. Engage with culturally-specific programs and organizations to ensure services and housing opportunities better reflect the needs and preferences of people experiencing homelessness. | On Track | HPC OHS | Executive PEC CAB Initiatives Efficiency SoC N & M | Nominating & Membership has worked with OHS on targeted recruitment. | |
| | | | iv. Work with mainstream systems serving vulnerable Nashvillians (including corrections, foster care, and healthcare) to ensure they do not exit people to homelessness. | Define Tasks | HPC OHS | Executive PEC SoC | HPC and OHS to review existing collaboration with mainstream services provider. Potentially host a workshop with service providers to discuss homelessness prevention. | |
| | | | v. Mobilize and align resources to strengthen prevention and diversion programs, and integrate diversion training into the system, including shelters, outreach teams, and Coordinated Entry access points. | Early Stages | HPC OHS | Executive PEC SWOP CE CAB SoC | The community continues to have ongoing conversations about prevention and diversion, but dedicated strategies will be needed along with resources to expand interventions. This item was marked as early stages, but needs more traction and measurable targets. Potentially lean on SWOP, CE, and the Initiatives Efficiency committee. More will be known once there is an inventory of resources. | |
| | | b. Maximize funding sources | i. Engage faith-based, recovery, healthcare, and mainstream employment partners to expand the spectrum of services and funding. | Define Tasks | HPC OHS PEC N & M | | OHS is actively engaging with the partners listed, however, there is not yet a community-wide effort. There is an opportunity to coordinated what is being offered and have an organized plan for how to create strong partnerships and prepare for potential shortfalls in other resources. | |
| | | | ii. Partner with philanthropic organizations, collective impact funding groups, and local corporations to provide ongoing funding and encourage the braiding of resources for community priorities. | | HPC OHS N & M PEC | | Connect to other activities related to assessing funding needs and working on targeted interventions to fill gaps. This activity will be more feasible once the inventory of funding is completed. | |

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| | | | iii. Work with Metro departments to maximize inventory by simplifying and incentivizing institutional approval of 0-30% AMI housing and to preserve existing affordable housing stock. | Early Stages | HPC OHS Housing | Housing Division | Unified Housing Strategy is about to be released, which will prompt further collaboration on specific housing initiatives. Housing Opportunities Committee will lead this effort, however, there will need to be a dedicated plan for maximizing deeply affordable inventory and setting reasonable targets. | |
| | | | i. Expand inventory for those experiencing chronic homelessness by incentivizing deeply affordable rehabilitated units and new builds, permanent supportive housing, and tenant-based rental assistance. | Define Tasks | Housing OHS | SWOP CAB Veterans PEC | Attendees shared there will need to be an assessment of housing inventory, needs, and gaps, before creating a dedicated plan for expanding what is available. This task will need to be tied into efforts to research effective program and funding models. Attendees suggested that the first step should be for OHS, the Performance Evaluation Committee, and Housing Opportunities to meet to discuss funding needs. The focus of that conversation should be to map the resources and funding we have vs what is missing or limited. From there, there will be a need to define to what end is expansion needed, at what rate, and with what housing models. This work should begin in Quarter 4, after the inventory of funding and housing. | Q4 2025 |
| | | | ii. Increase the number of Housing Choice Vouchers accessed by people experiencing chronic homelessness. | On Hold | Housing OHS | SWOP CAB Veterans | When this strategy was drafted there was an abundance of vouchers that were underutilized. That dynamic has shifted significantly. Now, the majority of vouchers are on pause and the community is grappling with not having enough subsidies. Attendees suggested for this task to shift to look at the need for subsidies generally and not focus solely on Housing Choice Vouchers. It was suggested to look across all HCV dashboards, assess how many and what types of subsidies are needed, and then create dedicated strategies. Attendees noted that this task is both “Done” because we have fully maximized voucher utilization, but is also “On Hold” until there is a better understanding of the need for subsidies. | |

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| 2.2 | **Work towards ending all homelessness.** | a. Focus on ending chronic homelessness. | iii. Increase the number of SOAR programs in the city to increase income for people experiencing homelessness with disabling conditions. | On Track | OHS | SWOP CAB Veterans | The Contributor and Park Center have expanded with ARPA funds. Now focus on sustainability after ARPA sunset. Hospital partnerships will also be important. Biggest barrier is funding at this time. SAMHSA usually only focuses on mental health state hospital contracts. Two SOAR conselors at Sherriff's Office - but there are barriers to following up once released. Improve coordination when people leave programs. Free for anyone to get SOAR trained, but funding for staffing is critical to avoid overburdening other providers. State SOAR and local lead meetings where they discuss barriers to SOAR. About to release an RFP for the next 5 years for SOAR. | |
| | | | iv. Ensure access to post-housing support services for all individuals exiting homelessness by expanding partnerships with behavioral health treatment services. | Define Tasks | Housing OHS | SWOP CAB Veterans | TRACK INVENTORY FIRST. We know how - need to figure out priorities. FUNDING is important here. Recertification and maintainance of HCVs may be a way to continue this work. Focus on retention for HCVs and other vouchers. Supportive service continuation - need to outline help for recertification beyond when folks gradaute from supportive services. Phase out support for those who can eventually do it independently. OHS landlord engagement team is trying to get information from MDHA on vouchers that are approaching recertification. Tenant education and onsite recertfication. How do we leverage HMIS for tracking expirations. | Q4 2025 |
| | | | v. Build a systematic approach for people to move out of permanent supportive housing when they are ready. | Define Tasks | Housing OHS SoC | SWOP CAB Veterans | Communities across the country are grappling with what a successful Move On strategy looks like. A suggestion was made to look at progress in other communities to avoid re-inventing the wheel. Additionally, there will be a need to determine how to respond dynamically with changing federal program expectations, including shifts away from Housing First. The OHS Planning and Research Team can start to look into this. This task should be a focus for Quarters 2 through 4 of 2025. | Q2 2025 Q3 2025 Q4 2025 |

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| | | | i. Work with CoC stakeholders to develop and adopt a targeted universalism framework. | Off Track | HPC<br>Initiatives Efficiency<br>Data/HMIS | Initiatives Efficiency | Connect with Built for Zero and other national partners to educate the community on functional zero and targeted universalism. From there, Initiatives Efficiency will work on targetted universalism strategies for subpopulations, with support from Data/HMIS for data and research. | |
| | | | ii. Identify targeted solutions based on the structures, cultures, and geographies of groups that face unique barriers. | Define Tasks | HPC | Initiatives Efficiency | Same as above. | |
| | | b. Implement a "targeted universalism" approach that promotes a universal reduction goal with tailored solutions for specific subpopulations. | iii. Increase the number of mainstream housing resources accessed by people experiencing homelessness and encourage a local homelessness preference at MDHA. | On Track | Housing OHS | Initiatives Efficiency | Clarify mainstream housing resources and determine how much resources need to be increased. There also needs to be clarify what is a mainstream housing resources. If it is referencing Housing Choice Vouchers, we have fully maximized that resource as a community and MDHA is applying for more, but additional strategies will be needed. This task may need to be revised to focus on innovative strategies (e.g. non-traditional subsidies) that may address the same need. This portion of the task should be considered "On Hold" or "Off Track". The Homeless Preference component of this task is "On Track" as the Housing Opportunities Committee has drafted a request and OHS is actively engaging with MDHA on the subject. | |
| **2.3** | **Maximize community wide HMIS data collection, sharing, and use.** | a. Onboard all homeless service providers into HMIS. | | On Track | Data/HMIS OHS | PEC N & M | OHS will do the literal onboarding of participating agencies.<br>Data/HMIS will evaluate the process and work to address barriers for provider participation. Both will work on recruitment. | |
| | | b. Create strategy for onboarding programs that provide services to people experiencing homelessness in non-homeless service sectors into HMIS, including healthcare, recovery, and re-entry, and K-12 education. | | Early Stages | Data/HMIS | PEC N & M | Data/HMIS will specify recruitment targets for non-homeless service proviers. Create a tracker for HMIS particpating organziations and programs. | |
| | | c. Focus on using HMIS data to improve system performance through monitoring program and community-wide goals, and making data-based recommendations to funders, HPC, Metro Council, and city leadership. | | Early Stages | Data/HMIS OHS | PEC Executive | Identify targetted reports to regularly track systems performance and metrics for this plan. Data/HMIS will need to determine what additional data is needed, recommendations to make to key stakeholders, and effective reporting. | |
| | | d. Improve data sharing and information exchange to facilitate continuity of care across healthcare, corrections, K-12 education, and child welfare. | | Off Track | Data/HMIS OHS | PEC N & M | Determine who is missing in HMIS and meet with those partners to address barriers and identify opportunities for data sharing. | |
| | | e. Consistently evaluate homelessness data to ensure equity for all sub-populations. | | On Hold | Data/HMIS OHS | PEC<br>Initiatives Efficiency | Reframe activity. e.g. "fair service delivery". Once reframed, outline important data to track for subpopulations and work with the OHS team on reports. | |

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| | | a. Facilitate multi-directional education to learn from and reach individuals with lived experience, agencies, media, government, and the Nashville community at large. | | Off Track | HPC OHS Initiatives Efficiency CAB | CAB N & M GM | This activity still feels off track to the chairs. There is a need to amplify the urgency of the need for funding and collaborative work. As a community we need to improve how we share the story of homelessness and homeless services. Need to clarify what partners need to be more involved (e.g. easier to tell the story based on the audience). Put together a messaging toolkit and use shared language. This should be a priority once an inventory of funding and resources has been completed to prepare to engage non-traditional funders. How can we better amplify one another's efforts, highlight shared concerns, create public dashboards, and align on specific asks. A suggestion was to offer workshops and training on marketing, which is not a traditional skill in homeless services. The Initiatives Efficiency Task Force will take the lead on this. Potentially work on something similar to the 100 Days Challenge for Family Homelessness. Another suggestion was to ensure that messaging is focused on reaching those experiencing homelessness first to ensure they are included in the process and conversation. Compensation should be provided to those with lived experience who helping as ambassadors, trainers, messengers, etc. It was discussed to potentially look at barriers to compensation as a part of this strategy. A suggestion was made to have a workshop for CoC partners to come together to figure out how to make compensation possible. | |
| | | b. Communicate strategic plans goals and clear community priorities to stakeholders, including individuals with lived experience, advocacy groups, governmental entities, faith-based communities, and philanthropic and business sectors. | | Off Track | HPC OHS | CAB GM Executive | This activity will need to be revisited once the Strategic Plan has been cleaned up and is more actionable. | |
| | | c. Bolster information and referral services so that accurate and useful information is provided to people experiencing homelessness. | | Off Track | HPC OHS CE CAB | | Connect to the previous suggestion of leaning on people with lived experience to ensure appropriate messaging. | |

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| 2.4 | **Develop an ongoing, robust, and transparent communications strategy to advance collaborative efforts to end homelessness.** | | | | | | Need to specify goals for expanding Coordinated Entry access. Potentially have a workshop with people with lived experience to identify barriers to access and opportunities to improve connection to services. Assess how to reach people with specific barriers (e.g. phones, disabilities, on the streets). This should be a priority for the CE Oversight Committee once the CE Manual is complete. AN additional strategy should be to better educate the public on access points (e.g. How To Help Your Neighbor Campaign). Improve awareness of in-reach opportunities and inform organizations that don't use HMIS on how to connect folks experiencing homelessness to resources and the CE process. There also need to be an effort to streamline people towards the organizations that have the resources or staff to do CE assessments. To do so, the community will need to better understand what organizations can and cannot do. Regarding connection to resources beyond CE, there will be a need to better inform staff about where to make referrals to. The Standard of Care Committee plans to outline best practices for referrals, however, resource availability is constantly changing and can be difficult for service providers to help their clients navigate. It could be helpful to focus on who is a "placement provider" or can help with housing navigation. Overall, there is a need to make the process more user friendly and have real time updates for when programs change. Nominating & Membership Committee can potentially work on tracking who is providing specific services, as they already have updated the Membership Form to capture more information about what organizations provide. An HPC member noted that this task feels more like systems work and may best be led by OHS. | |
| | | d. Build capacity, train, and support natural points of contact to connect people experiencing homelessness to coordinated entry and available resources. | | Off Track | CE SWOP CAB OHS | | | |

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| | | e. Generate community energy for ending homelessness by celebrating big and small wins through press releases, public dashboards, and an annual CoC report/newsletter. | | Off Track | All Chairs HPC OHS Data/HMIS | CAB N & M | Amplify the urgency of the need for funding and collaborative work. Improve how we tell the story of homelessness and homeless services. Cater messaging to specific audiences. Create a messaging toolkit and collaborate with partner communications and development teams. This should be a top priority once a funding inventory is complete. Data and HMIS Oversight Committee will help determine what needs to be highlighted in dashboards and reports. | Q4 2025 |

**KEY**

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| All Chairs | All Continuum of Care Chairs | SWOP | Shelter, Weather, Outreach, and Prevention Committee |
| Executive | Executive Committee | OHS | Metro Office of Homeless Services |
| GM | General Membership | SoC | Standards of Care Committee |
| HPC | Homelessness Planning Council | Housing | Housing Opportunities Committee |
| CAB | Consumer Advisory Board | Veterans | Veterans Workgroup |
| N&M | Nominating & Membership Committee | Initiatives Efficiency | Initiatives Efficiency Ad Hoc Task Force |
| Data/HMIS | Data & HMIS Oversight Committee | Charter | Governance Charter Committee |
| CE | Coordinated Entry Oversight Committee | Housing Division | Metro Planning Department Affordable Housing Division |
| PEC | Performance Evaluation Committee | YAB | Youth Action Board |