July 3, 2019

METRO GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

HOMELESSNESS PLANNING COUNCIL STRATEGIC COMMUNITY PLAN

JULY 2019 – JUNE 2022

July 3, 2019

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INTRODUCTION

The Homelessness Planning Council's Strategic Plan is our community's action-oriented endeavor to build an effective Housing Crisis Resolution System for Nashville-Davidson County. This plan intends to serve as a way to create a system where no person is forced to be homeless for more than an average of 90 days. Rather than serve as a comprehensive wish list that addresses every need of each person, community partner, or entity with interest and/or concerns around homelessness, the strategies outlined within this plan are action-oriented, time-based and outcome-driven.

Therefore, this three-year plan focuses on the top priorities for the Homelessness Planning Council to implement and measure on behalf of and with community partners. The Strategic Community Plan is aligned with the federal strategic plan, 'Home, Together'[1], that aims to prevent and end homelessness for all people experiencing a housing crisis.

Progress of the Strategic Community Plan will be evaluated on a regular basis with annual and/or quarterly reports provided to the Homelessness Planning Council and the Continuum of Care General Membership. The intention is to update the plan during an annual review process.

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[1] https://www.usich.gov/home-together

VISION, MISSION, AND VALUES

VISION
The Nashville-Davidson County Homelessness Continuum of Care creates a Housing Crisis Resolution System to prevent and end homelessness for all Nashvillians.

MISSION
The Continuum of Care forms a collaborative, inclusive, community-based/inspired process and approach to planning and managing effective homeless assistance resources and programs to end homelessness in our community. Federal, state and local funding resources are secured and utilized to adequately fund all homeless assistance needs.

VALUES
The underlying values of the Strategic Community Plan will be demonstrated as follows:

Housing-focused – Create a Housing Crisis Resolution System that helps stabilize housing situations and when necessary assists participants to obtain and move into permanent housing as quickly as possible and connect people to additional services and supports as needed to maintain housing stability without preconditions and barriers to entry. This plan endorses tailored housing interventions that align with our person-centered values taking into account best-practice approaches that address mental health, recovery and other needs. The Nashville system should be oriented toward a Housing First approach that includes all types of housing interventions (including emergency and temporary housing placements while working toward sustainable permanent housing options). Effective Housing First approaches, developed in response to strong evidence, include: expanding access to new and existing affordable housing for people experiencing homelessness; providing rapid re-housing to families and individuals; and providing supportive housing to people with the most intense needs[2].

Person-centered – Treat individuals with dignity and respect by listening and working in partnership with people with lived experience of homelessness to support their personal perspectives, values, beliefs, preferences, and physical/mental health needs.

Data-driven – Use data to make strategic decisions regarding housing and supporting needs of individuals and families experiencing or at-risk of homelessness.

Committed to the effective use of resources – Create a system that is capable of non-duplicative service delivery, that evaluates effectiveness based on outcomes for the people served, and that utilizes financial resources and staff capacity in the community with the solution in mind.

Race equity focused – Create an environment where one's race identity has no influence on how one fares in society.

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[2] https://www.usich.gov/home-together

TERMS TO KNOW

To share the best ideas around this community effort, a common language will be used to help level set and coordinate everyone's best thinking. Following are the definitions for terms that will be used throughout this document. Terms within the body of the plan will be bolded upon first reference to indicate their presence in the Terms to Know section.

Coordinated Entry (CE) – A standardized access, assessment, and referral process for housing and other services across agencies in a community. Other frequently uses terms include "centralized or coordinated assessment" (Department of Housing and Urban Development) and "coordinated entry and assessment" (National Alliance to End Homelessness).

Continuum of Care (CoC) – A regional or local planning body that coordinates housing and services funding for individuals, families, and unaccompanied youth experiencing homelessness. A CoC creates a collaborative community effort that provides a strategic systems approach that focuses on connecting people to housing and services to end their homelessness.

Continuum of Care General Membership – Organizations and individuals (who do not belong to an organization) with the goal to collaborate on solutions to homelessness. Members are required to fill out a membership form for the Continuum of Care.

Extremely low income – Those individuals who are attempting to live at 0 – 30% of the median income for the city of Nashville.

Homeless Management Information System – HMIS – A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing or at-risk of homelessness. It is used as a tool to evaluate people's needs and assist them more effectively, avoiding duplication of services.

Homeless Population – Nashville's goal is to end homelessness among the following population categories (which are listed in alignment with the federal strategic plan "Home, Together):

- Veterans
- People experiencing chronic homelessness who are disabled
- Families with children
- Unaccompanied youth
- All other individuals

Homelessness Providers – Agencies serving people experiencing homelessness or at risk of homelessness. These agencies include organizations that are not traditionally viewed as homeless service providers because the populations they serve are generally at high risk of experiencing housing instability. They include, among others, people with need for Accessibility (mobility, intellectual, visual, hearing, etc.); people experiencing Sex/Human Trafficking; people who are immigrants/or have language barriers (ESL); the Recovery Community; LGBTQ+; Extreme Medically Vulnerable people; Domestic Violence survivors; people with pets; multi-generational families; single fathers who are the main caretakers of children; people struggling with re-entry after incarceration or other institutionalizations.

Homelessness Planning Council (HPC) – The Nashville-Davidson County community board of 25 members that serves as the Continuum of Care Governance Board. The Homelessness Planning

Council is a quasi-Metro body as described in BL2018-1199. It is empowered to act on behalf of the CoC as outlined in the CoC Governance Charter.

Housing Crisis Resolution System (HCRS) – A community system that includes all types of programs from prevention/diversion, emergency and temporary interventions to permanent housing solutions. As a whole, an effective Housing Crisis Resolution System focuses on identifying people in a housing crisis as early as possible and connects them with housing and needed supports as quickly as possible. In Davidson County, the current goal is to house people in an average of 90 days or less.

Housing First – A Housing First system orientation recognizes that people experiencing homelessness (like all people) need the safety and stability of a home in order to best address challenges and pursue opportunities. The Housing First approach connects people back to a home as quickly as possible, while making readily available the services that people may need to be stable and secure. While this plan adopts a Housing First systems approach, it recognizes that all types of interventions are necessary in an effective Housing Crisis Resolution System, as long as people have a choice, all exits of a program have the goal to lead to permanent housing (even if a person does not complete a program), and entry/access barriers are kept as low as possible.

Intersectionality – Intersectionality describes the interconnected nature of social classifications such as race, gender, ethnicity, sexual orientation, etc. The term often describes the way different forms of discrimination can accumulate for individuals who belong to multiple minority groups.

LEA – Local Education Agency definition of homelessness – The school system's definition of homelessness includes families in motels and in shared housing situations due to the loss of housing, economic hardship or a similar reason.

Literal Homelessness – Individuals or families who lack a fixed, regular, and adequate night-time residence. People experiencing literal homelessness sleep in shelters, on the streets, in encampments, in cars, and in other places not meant for human habitation.

Master List and By Name List – Both are lists created through the coordinated entry process and are captured within HMIS. By Name Lists identify people in need by name to allow for a person-centered, coordinated approach to assist people. The Master List includes people at immediate risk of homelessness (example: people in the eviction process or households who have missed rent payments and do not know how to catch up). The By Name List, also referred to as BNL, is usually broken down by population and includes people experiencing homelessness. Thus, there are different By Name Lists such as Veteran By Name List, Family By Name List, Youth By Name List; etc. By Name Lists usually are established from the Master List. These lists are created and managed with people's consents and in accordance with HMIS security standards.

Point In Time (PIT) Count – A one-night count conducted within the last 10 days of January of people meeting the Literal Homelessness definition.

July 3, 2019

THEORY OF CHANGE

On July 3, 2018, the Nashville-Davidson County **Continuum of Care** Homelessness Planning Council was created by ordinance BL2018-1199 and is designated to serve as the **CoC**'s governing body. With the establishment of the **Homelessness Planning Council**, the CoC and Metro government collaborate to unify the community's governance structure to prevent and end homelessness in Nashville-Davidson County.

The Homelessness Planning Council is tasked to implement a strategic approach *to create an effective **Housing Crisis Resolution System** for all who work to prevent and end homelessness* for five constituent groups:

- Veterans
- People experiencing chronic homelessness
- Families with minor children
- Unaccompanied youth
- All other individuals

In addition to focusing on providers serving the five groups listed above, the Strategic Community Plan defines a larger **Homelessness Provider** definition that broadens and expands partnerships to ensure this plan includes everyone affected by housing instability and homelessness. In order to achieve an effective community approach for solutions to homelessness, leaders will also address **intersectionality** and racial disparities in homelessness. The populations this plan includes but is by no means limited to are:

- People with need for Accessibility (Mobility, Intellectual, Visual, Hearing, etc.)
- People experiencing Sex/Human Trafficking
- People who have immigrated to Nashville or have English as a second language
- Recovery community
- LGBTQ+
- Extreme Medically Vulnerable
- Domestic Violence Survivors
- People with Pets
- Multi-Generational Families
- Single Fathers accompanied by their minor children
- People re-entering the community from the justice system or other institutional settings
- Any other group or individual experiencing homelessness

The Strategic Community Plan builds on past and current initiatives that were launched to prevent and end homelessness in Nashville. The following is a non-exhaustive list of recent examples that focused on systems building and created the start of the current collaborative efforts that are underway in our community:

- Youth Homelessness Demonstration Program (YHDP) that brought $3.5 million to our community to address unaccompanied youth and young adult homelessness.
- "90 in 90" – a campaign to create an active quality Veteran By Name List and launch the goal to meet the federal benchmarks and criteria to effectively end Veteran homelessness.
- "Under One Roof 2029" – an effort of the city to invest $500 million in affordable housing over the next 10 years.

- "How's Nashville" – a movement that launched the **coordinated entry** process in 2013 with an initial focus on chronic homelessness.
- Community Mental Health Systems Improvement (CMHSI) – an effort led by the Metro Public Health Department that creates cross-sector partnerships to focus on the needs of people with severe and persistent mental health issues. This partnership brings together leaders from the health/behavioral health care, justice, and homelessness systems.
- Recovery Housing Transformation Team – a current effort to focus on the needs of Recovery Housing across Tennessee to serve people with substance use issues in a person-centered approach.
- "Hospital to Home" – Linking healthcare discharges to housing and recovery efforts.

Currently, the community is working on implementing a more robust data collection system that, for the first time, will produce unduplicated annualized numbers of people experiencing homelessness and measure outcomes systemically for the entire community. In addition, efforts are underway to improve connections between state and local government and between different sectors including healthcare, behavioral healthcare, justice, and shelter systems to serve people experiencing homelessness more efficiently. This approach includes looking at how we connect different service programs from areas such as domestic violence, recovery, reentry, disability, and other initiatives through the coordinated entry process within the Housing Crisis Resolution System.

To be successful, this Strategic Community Plan must focus on advocacy to ensure affordable housing discussions include the **extremely low-income** population. The Nashville-Davidson County Homelessness Planning Council works from the premise that homelessness prevention and ending homelessness is imperative for all people who reside in its jurisdiction.

CRITICAL SUCCESS FACTORS

There are several critical success factors that are necessary for the outcome and impact of this plan to flourish. This plan assumes the following as baseline requirements for this strategic plan to succeed. Should any of the following not come to pass, Nashville's ability to address the homelessness crisis will be jeopardized.

- Funding will be approved in support of the initiatives outlined.
- Appropriate staffing will be put into place to operate the plan effectively. Organizations will need to volunteer to help with plan implementation and where appropriate staffing will be made available to operate the plan effectively.
- A community discussion will be held to finalize the best entity to serve as the Collaborative Applicant.
- Measurements that are tangible will show progress and improvement through the course of the 3-year plan.
- Communication and education will be designed to build and sustain important relationships while keeping the community apprised of ongoing efforts that require attention and celebration.

BARRIERS TO BE OVERCOME

Among the critical success factors are a separate subsection of factors that serve as potential barriers to the success of the plan. These potential barriers and suggested plans for overcoming them are as follows:

- Currently, the primary dataset that measures reduction in homelessness in Nashville is the annual **Point In Time** Count. While the Point In Time Count does not provide a full picture of homelessness and only includes a snapshot of literal homelessness during one night in January, it is a key tool that allows for an immediate measure of impact.
  - o The committee acknowledges the hard work and progress the community has made toward data integration. While the community is working hard to improve the **Homeless Management Information System** (HMIS) to allow for data sharing and annualized numbers, it may take another year before a baseline for unduplicated annual numbers of people experiencing homelessness in Nashville is established to measure this plan's impact through HMIS.
  - o With that, the community recognizes the need to review the methodology of the outdoor count and use the 2020 Point In Time Count as the baseline to measure the impact this plan has on **Literal Homelessness**.

LOGIC MODEL

The logic model outlines the assumptions, strategies, milestones, and impact that highlights the work involved in creating an effective Housing Crisis Resolution System to prevent and end homelessness for all Nashvillians.

Core Assumptions	Theory of Change	Strategies	Milestones Year 1	Impact
• Efforts for homelessness prevention, reduction, and elimination go unnoticed by the "homed" community in Nashville. • Local government (Metro Council) is not recognizing the dilemma as critical enough to shift from band aid approaches to investing in long-term solutions. • Mayor's Office is stepping up efforts for affordable housing for some populations not necessarily the literal **homeless population** with extremely low incomes. • Partnerships at the systems level with corporate entities and private citizenry are not where the provider community would like them to be because we do not have specific asks for them to help develop system-level solutions.	Through optimized services, improved data, collaboration, and engagement, systems are created that prevent and end homelessness.	• Expand and manage housing inventory and support services. • Create a culture of data-driven housing and person-centered, strength-based service delivery. • Cultivate linkages, reduce barriers, and create effective collaborations. • Develop more effective communication strategies and tools that are designed for community engagement, empowerment, and adoption.	• Identify housing inventory. • Expand housing inventory. • Open Housing Management Information System (HMIS) established to promote secure data sharing among provider agencies. • Increase HMIS bed coverage. • Outline strategies to improve data collection and presentation for all populations. • Increase formal collaboration among existing partner agencies. • Strengthen diversion and prevention efforts through trainings. • Include people with lived experiences in the collaboration. • Increase community experience through information sharing. • Clarify and educate communities on the role of governance, committees, and membership of the CoC. • Develop an ongoing communications strategy.	Nashville decreases the number of individuals experiencing Literal Homelessness in the next three (3) years by 25%.

STRATEGIC PLAN IMPACT, GOALS AND ACTIONS

SUMMARY

The primary aim of this plan is to develop a fully-realized, effective Housing Crisis Resolution System for the Nashville area. In such a system, the community will work together to ensure that homelessness is a rare occurrence, lasts only briefly when it does occur, and does not recur for those individuals who have been housed. To achieve this aim, the community has developed a set of strategic goals and actions that will affect specific and measurable impact within our community over a three-year period.

A Housing Crisis Resolution System incorporates coordinated entry and prioritizes households with the highest needs for assistance, uses data to assess system and project performance, and ensures that all the components, programs and services are oriented to a common set of objectives: rapidly moving people who are homeless into housing. In establishing such a system, emphasis will be placed on elevating the voice of the community in line with our person-centered values, particularly those voices that historically have been marginalized from the conversation[3].

The 3-year Strategic Community Plan will be reviewed quarterly and updated on an annual basis, maintaining public accountability through shared dashboards of plan success metrics.

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[3] https://www.nashville.gov/document/ID/fe83a3ae-55b7-4eb8-a558-92abb9e3ff53/Focus-Strategies-Nashville-Systems-Performance-Report

IMPACT

In the next three years, Nashville will decrease the number of individuals experiencing Literal Homelessness by 25% utilizing the 2020 Point in Time count as our baseline. In addition, Nashville will develop quality **By Name Lists (BNLs)** and monitor the plan's impact based on housing placements, length of time homeless, and housing retention rates. Finally, Nashville will closely review the annual **Local Education Agency (LEA)** data to demonstrate impact. We will do this by:

- Optimizing all resources (inventory, staff, funding, etc.),
- Improving the collection and use of data,
- Enhancing collaboration of services and resources, and
- Developing communication strategies that are more effective for our communities and constituents.

The first year of the Strategic Community Plan focuses largely on inventories and creating a fuller picture of homelessness and resources available to prevent and end homelessness in our city. Thus, further outcome measures must be put in place at the annual review after Year 1.

Such outcome measures should be specific and include:

- Increase in Affordable Housing Units designated for people experiencing homelessness;
- Filling gaps that were identified during the process of creating inventories;
- Include annual data from the Local Education Agency (LEA) to measure the Strategic Community Plan's impact on family homelessness;
- Review By Name Lists (BNLs) starting with the Veteran BNL to measure the impact of the Plan

GOALS

Goal 1: Optimize All Resources Nashville will expand and manage housing inventory and support services by leveraging government (local, state, and federal) resources as well as private and not-for-profit resources.	**Goal 2: Improve Data Collection and Use** Nashville will create a culture of data-driven housing and service delivery by incorporating quantitative and qualitative data for best evidence-based decisions.
Goal 3: Enhance & Expand Formal Collaboration Nashville will cultivate linkages, reduce barriers, and create effective collaborations that exponentially decrease homelessness.	**Goal 4: Develop Commitment through Engagement** Nashville will develop more effective communication plans and tools that are designed for community engagement, empowerment, and adoption of the overall strategic plan and philosophy to end homelessness.

OBJECTIVES AND ACTION STEPS

GOAL 1: OPTIMIZE ALL RESOURCES	
NASHVILLE WILL EXPAND AND MANAGE HOUSING INVENTORY AND SUPPORT SERVICES BY LEVERAGING GOVERNMENT (LOCAL, STATE, AND FEDERAL) RESOURCES AS WELL AS PRIVATE AND NOT-FOR-PROFIT RESOURCES.	
Action steps	Timeline
OBJECTIVE 1.1: IDENTIFY INVENTORY	
A. Conduct an inventory of the following: • Housing units designated for people experiencing Literal Homelessness • Housing units designated for people by homeless population going beyond the Literal Homelessness definition • Support services for people once they are housed • Support services for those experiencing homelessness.	July - October 2019 July - December 2019 July - January 2020 July - January 2020
B. Identify funding sources for all Homeless Populations going beyond the Literal Homelessness definition and aligned population designation of the federal plan.	July - November 2019
C. Conduct a fiscal scan that outlines how much funding different community providers have to prevent, serve, and end homelessness and from which funding sources.	July - December 2019
D. Evaluate inventories based on who the low-income housing is serving (how many beds are serving people experiencing Literal Homelessness, people with mental health issues, addiction issues, families, youth, veterans, etc.).	January - February 2020
E. Develop a low-income housing strategy based on the inventory, and partner list.	February - May 2020
OBJECTIVE 1.2: EXPAND INVENTORY	
A. Develop a prioritized list of new partners to bring on board.	January – February 2020
B. Start implementing the low-income housing strategies outlined in 1.1.E. Quarterly updates to the Homelessness Planning Council and the CoC General Membership.	Ongoing, with quarterly updates
C. Identify and develop additional low-income, affordable housing opportunities through landlord recruitment, lowering of barriers, rehab, and new unit development.	May 2020 – June 2022
D. Develop annual reports on housing inventory progress to the CoC.	Annually, beginning in June 2020
E. Establish a gap report on housing units and services for people experiencing Literal Homelessness (break down by individuals, families, Veterans, youth).	Year 2, goal: by July 2020
OBJECTIVE 1.3: MAXIMIZE INVENTORY	
A. Ensure that low-income housing stock includes units with no- to low-barriers set aside to serve people experiencing Literal Homelessness. Fill those units through the Coordinated Entry process.	January - July 2020
B. Increase housing referrals through the Coordinated Entry process. Establish a target goal based on need from the By Name List.	January - July 2020

<table>
<tr><td colspan="2">GOAL 1: OPTIMIZE ALL RESOURCES
NASHVILLE WILL EXPAND AND MANAGE HOUSING INVENTORY AND SUPPORT SERVICES BY LEVERAGING GOVERNMENT (LOCAL, STATE, AND FEDERAL) RESOURCES AS WELL AS PRIVATE AND NOT-FOR-PROFIT RESOURCES.</td></tr>
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Action steps	Timeline
C. Identify resource opportunities to increase support services for people transitioning from Literal Homelessness to permanent housing.	January - July 2020
D. Assist recovery programs in transitioning people to permanent housing with ongoing supports (-based on individuals' needs).	July - November 2020
E. Develop new resources to increase support services funding for people experiencing Literal Homelessness as they transition to permanent housing and for people transitioning out of recovery programs.	August 2020 - June 2021
F. Establish a gap report on housing units and services for families meeting the LEA definition.	Year 3 – July 2021
OBJECTIVE 1.4: STRENGTHEN DIVERSION & PREVENTION PROGRAMS	

A. Review current diversion and prevention process.
• Improve the Coordinated Entry process by including
    o Emergency bed referrals
    o Transitional bed referrals
    o Permanent bed referrals.
	July 2019 - January 2020

B. Develop competencies to create a strong diversion and prevention system.	July 2019 - January 2020
C. Expand variety of resource summary guides for individuals to understand what resource offerings are available, such as the booklet called "Where To Turn In Nashville."	July 2020-June 2021

GOAL 2: IMPROVE DATA COLLECTION AND USE	
Nashville will create a culture of data-driven housing and service delivery by incorporating quantitative and qualitative data for best evidence-based decisions.	
Action steps	**Timeline**
OBJECTIVE 2.1: ESTABLISH SECURE DATA-SHARING IN HMIS AND INCREASE HMIS BED COVERAGE	
A. Identify funding and resources needed to enhance and expand the HMIS system to meet the needs of the community.	July-August 2019
B. Procure additional funds not available through existing channels identified in 2.1.A.	October - November 2019
C. Ensure all policies and procedures, and other required HMIS documents are in place (HMIS provider agreements, HMIS end user agreements, data quality plan, data security, etc.)	July-December 2019
D. Start sharing client-consent-driven data among credentialed users of HMIS.	December 2019 – January 2020
OBJECTIVE 2.2: OUTLINE A PLAN TO IMPROVE DATA COLLECTION AND PRESENTATION FOR ALL POPULATIONS	
A. Complete an inventory of homelessness-related data collected in the city. This inventory will address the question of what systems are seeing the same members and what databases already contain information on homelessness.	September - December 2019
B. Outline how data outlined in 2.2.A can be aggregated to provide a full picture of homelessness in Nashville (include all definitions of homelessness).	December 2019 - February 2020
C. Develop HCRS evaluation tools that completely assess the systems, procedures, and initiatives in place	February - December 2020
OBJECTIVE 2.3: ESTABLISH METRICS TO REPORT EFFECTIVENESS OF HOMELESSNESS STRATEGIES	
A. Implement an improved methodology of the Point In Time (PIT) Count. The improved methodology will consider the current blind spots of PIT, including hospitals and jails.	July 2019 - January 2020
B. Present PIT numbers and use the PIT count in conjunction with other available homelessness data, including existing HMIS data and annualized school reporting number, as the baseline for the Strategic Plan's goal to reduce homelessness by 25%.	January - April 2020
C. Analyze HMIS data gathered through the process of 2.1.D and by-name lists as a baseline for measuring success past 2021.	Years 2 & 3: By January 2022
OBJECTIVE 2.4: INCREASE HMIS PARTICIPATION AND DATA QUALITY	
A. Increase participation rate of CoC agencies in HMIS each year and ask for full participation beyond government funded programs. Full participation in HMIS will be defined by quality and secure data entry for each provider.	July 2020, July 2021, and July 2022
B. Establish a quarterly evaluation of HMIS to better understand the quality of data.	July 2020 - January 2021
OBJECTIVE 2.5: CREATE REGULAR REPORTING	
A. Create quarterly data reports of strategic plan progress and initiatives.	January 2020 -June 2022

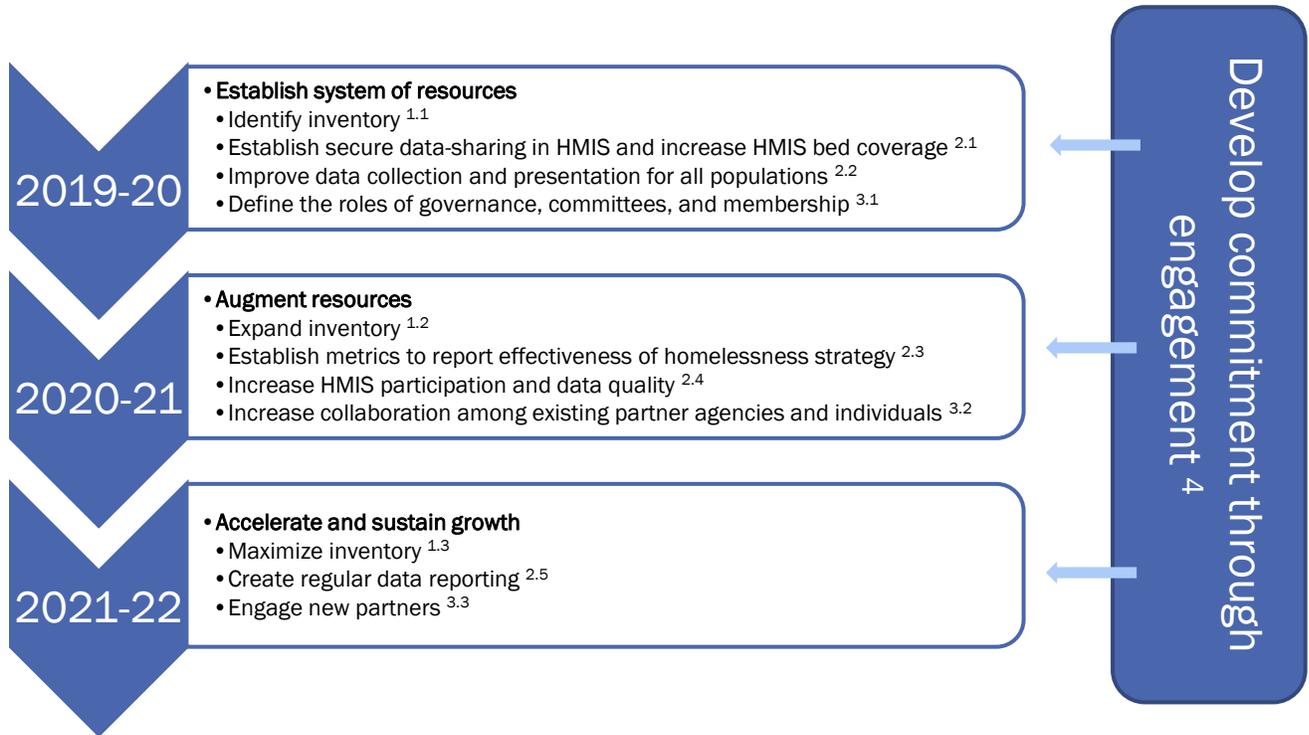| GOAL 2: IMPROVE DATA COLLECTION AND USE |||
|---|---|
| Nashville will create a culture of data-driven housing and service delivery by incorporating quantitative and qualitative data for best evidence-based decisions. |||
| Action steps | Timeline |
| B. Present and/or deliver reports created in 2.5.A to the CoC, Homelessness Planning Council and other community partners, including Metro Council, semi-annually. | January 2020 – June 2022 |
| C. Develop a system performance report that summarizes all information gathered in goals 2.2.C and 2.4.B, to evaluate the effectiveness of how we serve people who are at risk of and are experiencing homelessness. This should include the voices of those who are experiencing homelessness. | July 2020 - June 2022 |

GOAL 3: ENHANCE & EXPAND FORMAL COLLABORATION
Nashville will cultivate linkages, reduce barriers, and create effective collaborations that exponentially decrease homelessness.

Action steps	Timeline
OBJECTIVE 3.1: DEFINE THE ROLE OF GOVERNANCE, COMMITTEES, & MEMBERSHIP	

• Review existing and newly proposed committees to align with the strategic plan. Adhere to existing committee creation and participation guidelines for committee members. Examples: Consumer Advisory Committee and Resource Development Committee
   o Establish a Consumer Advisory Committee with a clearly identified role that includes providing improved communication with people experiencing homelessness through listening tours culminating in regular feedback to the HPC
   o Create a Resource Development Committee that continuously identifies and/or seeks funding sources and services outside the current channels of funding.
	August - October 2019

• Establish strategic plan review and revision process.
   o Quarterly review of objectives
   o Annual revisions to the strategic plan
	August 2019 – June 2022

OBJECTIVE 3.2: INCREASE FORMAL COLLABORATION AMONG EXISTING PARTNER AGENCIES AND INDIVIDUALS	

A. Implement new and existing initiatives *i.e.* "Street to Home," which is an effort to improve existing housing navigation coordination among outreach groups and day shelter providers:
   • Outreach coordination
   • Landlord incentives and landlord location coordination
   • Discharge from institution coordination
	July 2019 – March 2020

B. Develop a "quality master" list and "quality by name" lists for individuals, families, youth, and veterans	July 2019 – January 2020
C. Identify most vulnerable people living outdoors with barriers to shelters	July – November 2019
D. Create and implement extreme weather plans for most vulnerable living outdoors with barriers to shelters. Ensure that overflow shelters are not treated as alternative shelter options.	July 2019 – November 2020
E. Ensure all organizations with housing navigators are participating in care coordination meetings every two weeks and manage housing navigator assignment in the care coordination meetings.	July 2019 – July 2020
F. Engage community partners assisting the entire Homeless Population to participate in HMIS and coordinated entry with the understanding that the overall goal is to provide options for all people experiencing homelessness	July 2019 – July 2021
G. Invite and increase those individuals with lived experience (including current and past experience) to participate in meetings, committees, and programs. Educate participants on systems building capacities to great effective insights.	August 2019 – July 2020
OBJECTIVE 3.3: ENGAGE NEW PARTNERS	
A. Engage and provide resources for non-profit partners who work with people who experience homelessness.	July 2019 - January 2021

GOAL 3: ENHANCE & EXPAND FORMAL COLLABORATION Nashville will cultivate linkages, reduce barriers, and create effective collaborations that exponentially decrease homelessness.	
Action steps	Timeline
• Engage partners to achieve an improved PIT count • Involve partners to increase support services that help retain and strengthen the homed experience • Enlist healthcare providers to be involved in specific programming – 10% increase expected • Enroll partners to develop programming needs and learning sessions for the Homeless Population and the greater community – 10% increase expected	
B. Identify those who are not currently engaged and invite/incorporate them into the process	November 2019 – June 2022

GOAL 4: DEVELOP COMMITMENT THROUGH ENGAGEMENT Nashville will develop more effective communication strategies and tools that are designed for community engagement, empowerment, and adoption of the overall strategic plan and philosophy to end homelessness.	
Action steps	**Timeline**
OBJECTIVE 4.1: DEVELOP AN ONGOING COMMUNICATIONS STRATEGY	

A. Develop a comprehensive communication/engagement strategy that supports the actions identified within the strategic plan. The ideas below may or may not be included
    • Implement communication strategies for potential funders, citizens, and policy makers
    • Use PIT Count as an engagement tool to education community
    • Provide regular learning sessions by partnering with the Nashville Coalition for the Homeless
    • Develop lecture series on the best practices to prevent and end homelessness
	June 2019 – January 2020

OBJECTIVE 4.2: INCREASE COMMUNITY ENGAGEMENT THROUGH INFORMATION SHARING	
A. Implement a bi-annual, half-day Symposium to highlight the progress of the community in preventing and ending homelessness	Starting June 2019
B. Produce a quarterly information campaign	Starting July 2019
OBJECTIVE 4.3: CELEBRATE BIG AND SMALL WINS	
A. Take advantage of successes to announce and commend good news, initiatives launched, and goals achieved	Starting July 2019

TIMELINE

The timeline below serves as a high-level summary of actions addressed each year within the Strategic Community Plan. A further elaboration of specific objectives by year can be found in the subsequent section.

2019-20
- **Establish system of resources**
  - Identify inventory [1.1]
  - Establish secure data-sharing in HMIS and increase HMIS bed coverage [2.1]
  - Improve data collection and presentation for all populations [2.2]
  - Define the roles of governance, committees, and membership [3.1]

2020-21
- **Augment resources**
  - Expand inventory [1.2]
  - Establish metrics to report effectiveness of homelessness strategy [2.3]
  - Increase HMIS participation and data quality [2.4]
  - Increase collaboration among existing partner agencies and individuals [3.2]

2021-22
- **Accelerate and sustain growth**
  - Maximize inventory [1.3]
  - Create regular data reporting [2.5]
  - Engage new partners [3.3]

Develop commitment through engagement [4]

MILESTONES BY YEAR

2019

GOAL	ACTION	MILESTONES/OUTCOME MEASURE	TIMELINE
4	2	Implement a bi-annual, half-day Symposium to highlight the progress of the community in preventing and ending homelessness	Starting June 2019
1	1	Identify funding sources for all Homeless Populations going beyond the Literal Homelessness definition and aligned population designation of the federal plan	July – Nov. 2019
1	1	Conduct an inventory of the following: • Housing units designated for people experiencing Literal Homelessness • Housing units designated for people by homeless population going beyond the Literal Homelessness definition	July – Oct. 2019 July – Dec. 2019
4	1	Develop a comprehensive communication/engagement strategy that supports the actions identified within the strategic plan. The ideas below may or may not be included • Implement communication strategies for potential funders, citizens, and policy makers • Use PIT Count as an engagement tool to education community • Provide regular learning sessions by partnering with the Nashville Coalition for the Homeless • Develop lecture series on the best practices to prevent and end homelessness	July 2019 – January 2020
1	4	Review current diversion and prevention process • Improve the Coordinated Entry process by including o Emergency bed referrals o Transitional bed referrals o Permanent bed referrals	July 2019 - January 2020
1	4	Develop competencies to create a strong diversion and prevention system.	July 2019 – January 2020
1	1	Conduct a fiscal scan that outlines how much funding different community providers have to prevent, serve, and end homelessness and from which funding sources	July – Dec. 2019
4	2	Produce a quarterly information campaign	Starting July 2019
4	3	Take advantage of successes to announce and commend good news, initiatives launched, and goals achieved	Starting July 2019
2	1	Identify funding and resources needed to enhance and expand the HMIS system to meet the needs of the community.	July - August 2019
3	2	Implement new and existing initiatives *i.e.* "Street to Home," which is an effort to improve existing housing navigation coordination among outreach groups and day shelter providers: • Outreach coordination • Landlord incentives and landlord location coordination • Discharge from institution coordination	July 2019 – March 2020
3	2	Develop a "quality master" list and "quality by name" lists for individuals, families, youth, and veterans	July 2019 – January 2020
3	2	Ensure all organizations with housing navigators are participating in care coordination meetings every two weeks and manage housing navigator assignment in the care coordination meetings.	July 2019 – July 2020
3	2	Identify most vulnerable people living outdoors with barriers to shelters	July – Nov. 2019
2	1	Ensure all policies and procedures, and other required HMIS documents are in place (HMIS provider agreements, HMIS end user agreements, data quality plan, data security, etc.)	July – Dec. 2019
3	2	Create and implement extreme weather plans for most vulnerable living outdoors with barriers to shelters. Ensure that overflow shelters are not treated as alternative shelter options.	July 2019 – Nov. 2020

2	3	Implement an improved methodology of the Point In Time (PIT) Count. Include hospital and jail counts.	July 2019 – January 2020
3	3	Engage and provide resources for non-profit partners who work with people who experience homelessness. • Engage partners to achieve an improved PIT count • Involve partners to increase support services that help retain and strengthen the homed experience • Enlist healthcare providers to be involved in specific programming – 10% increase expected • Enroll partners to develop programming needs and learning sessions for the Homeless Population and the greater community – 10% increase expected	July 2019 - January 2021
3	2	Engage community partners assisting the entire Homeless Population to participate in HMIS and coordinated entry with the understanding that the overall goal is to provide options for all people experiencing homelessness	July 2019 – July 2021
3	1	Review existing and newly proposed committees to align with the strategic plan. Examples: Consumer Advisory Committee and Resource Development Committee • Establish a Consumer Advisory Committee with a clearly identified role that includes providing improved communication with people experiencing homelessness through listening tours culminating in regular feedback to the HPC • Create a Resource Development Committee that continuously identifies and/or seeks funding sources and services outside the current channels of funding.	August – October 2019
3	1	Establish strategic plan review and revision process. • Quarterly review of objectives • Annual revisions of the strategic plan	August 2019 – March 2022
3	2	Invite and increase those individuals with lived experience (including current and past experience) to participate in meetings, committees, and programs. Educate participants on systems building capacities to great effective insights.	August 2019 – July 2020
2	2	Complete an inventory of homelessness-related data collected in the city. This inventory will address the question of what systems are seeing the same members and what databases already contain information on homelessness.	September - December 2019
2	1	Procure additional funds not available through existing channels identified in 2.1.A.	October - November 2019
3	3	Identify those who are not currently engaged and invite/incorporate them into the process	Nov. 2019 – June 2022
2	1	Start sharing client-consent-driven data among credentialed users of HMIS.	December 2019 – January 2020
2	2	Outline how data outlined in 2.2.A can be aggregated to provide a full picture of homelessness in Nashville (include all definitions of homelessness).	Dec. 2019 - Feb. 2020

2020

GOAL	ACTION	MILESTONES/OUTCOME MEASURE	START 2020
1	2	Start implementing the low-income housing strategies outlined in 1.1.E. Quarterly updates to the Homelessness Planning Council and the CoC General Membership.	Ongoing, with quarterly updates
1	1	Evaluate inventories based on who the low-income housing is serving (how many beds are serving people experiencing Literal Homelessness, people with mental health issues, addiction issues, families, youth, veterans, etc.).	January - February 2020
1	2	Develop a prioritized list of new partners to bring on board	January – February 2020
2	3	Present PIT numbers and use the PIT count in conjunction with other available homelessness data, including existing HMIS data and annualized school reporting number, as the baseline for the Strategic Plan's goal to reduce homelessness by 25%.	January - April 2020

1	3	Ensure that low-income housing stock includes units with no- to low-barriers set aside to serve people experiencing Literal Homelessness. Fill those units through the Coordinated Entry process.	January - July 2020
1	3	Increase housing referrals through the Coordinated Entry process. Establish a target goal based on need from the By Name List.	January - July 2020
1	3	Identify resource opportunities to increase support services for people transitioning from Literal Homelessness to permanent housing.	January - July 2020
2	5	Create quarterly data reports of strategic plan progress and initiatives.	January 2020 - June 2022
2	5	Present and/or deliver semi-annual reports to the CoC, Housing Planning Council and other community partners including Metro Council.	January 2020 - June 2022
1	1	Develop a low-income housing strategy based on the inventory, and partner list.	February - May 2020
2	2	Develop HCRS evaluation tools that completely assess the systems, procedures, and initiatives in place	Feb. – Dec. 2020
1	2	Identify and develop additional low-income, affordable housing opportunities through landlord recruitment, lowering of barriers, rehab, and new unit development.	May 2020 – June 2022
1	2	Develop annual reports on housing inventory progress to the CoC	Annually, beginning in June 2020
1	2	Establish a gap report on housing units and services for people experiencing Literal Homelessness (break down by individuals, families, Veterans, youth)	By July 2020
2	4	Increase participation rate of CoC agencies in HMIS each year and ask for full participation beyond government funded programs. Full participation in HMIS will be defined by quality and secure data entry for each provider.	July 2020, July 2021, and July 2022
1	3	Assist recovery programs in transitioning people to permanent housing with ongoing supports (-based on individuals needs).	July - November 2020
2	4	Establish a quarterly evaluation of HMIS to better understand the quality of data.	July 2020 - January 2021
1	4	Expand variety of resources summary guides for individuals to understand what resource offerings are available such as the booklet "Where To Turn In Nashville."	July 2020 - June 2021
1	3	Develop new resources to increase support services funding for people experiencing Literal Homelessness as they transition to permanent housing and for people transitioning out of recovery programs.	August 2020 - June 2021

2021

GOAL	ACTION	MILESTONE/OUTCOME MEASURE	BY 2021
1	3	Establish a gap report on housing units and services for families meeting the US Department of Education LEA definition	January - July 2021

2022

GOAL	ACTION	MILESTONE/OUTCOME MEASURE	By 2022
2	5	Develop a system performance report that summarizes all information gathered in goals 2.2.C and 2.4.B, to evaluate the effectiveness of how we serve people who are at risk of and are experiencing homelessness, including the voices of those who are experiencing homelessness.	July 2020 - June 2022
2	3	Analyze HMIS data gathered through the process of 2.1.D and by-name lists as a baseline for measuring success past 2021.	By April 2022

APPENDICES

APPENDIX A: SAMPLE MILESTONE REPORT CARD

MILESTONES – PROGRESS REPORT CARD TEMPLATE
The following is an example of a regular progress report on each action step.

Goals	Action Step	Convener	Progress	Report
Optimize Resources	Identify Resources	MHID	🟢	Inventories completed.
	Expand Resources		🟡	While these action steps were started, they are still in progress during Year 1.
	Maximize Inventory		🔴	We have not been able to work on maximizing the inventory yet.

🟢 Significant progress/complete

🟡 Goal shows improvement/is in progress

🔴 Goal made minimal progress or strategy deferred

APPENDIX B: SAMPLE ACTIVATION PLAN

OBJECTIVE	TIMELINE	RESPONSIBLE PARTY	SUGGESTED PARTNERS
Implement a bi-annual, half-day Symposium to highlight the progress of the community in preventing and ending homelessness	Starting June 2019		
Identify funding sources for all Homeless Populations going beyond the Literal Homelessness definition and aligned population designation of the federal plan	June – Nov. 2019		
Conduct an inventory of the following: • Housing units designated for people experiencing Literal Homelessness • Housing units designated for people by homeless population going beyond the Literal Homelessness definition	June – Oct. 2019 June – Dec. 2019		

APPENDIX B: HOME, TOGETHER

ALIGNMENT WITH HOME, TOGETHER – the federal strategic plan to prevent and end homelessness

The hyperlink to the entire federal strategic plan is located at https://www.usich.gov/home-together .