

Continuum of Care Strategic Plan Tracker

	OBJECTIVE DESCRIPTION	ACTIVITIES	TASKS	STATUS UPDATE	RESPONSIBLE	CONSULTED	METRICS/CLARIFY
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	OHS All Chairs		Adjust the tasks to be SMART. Create a tracker that will help monitor progress for each committee.
			ii. HPC Executive Committee, in consultation with HPC committee chairs, assign ownership and tracking of all strategic plan action steps to committees.	Early Stages	All Chairs Executive		Narrow to one (maybe two) entities responsible and move everyone else to be consulted so it is clearer who needs to take the lead.
			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.
			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 Executive Committee can help nudge current members to join committees.
		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.
			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.
		c. CoC Members	i. Create opportunities for CoC members to form mutually beneficial relationships that foster trust and collaboration.	Early Stages	N & M		Need to create sub-tasks for addressing trust and collaboration. Nominating & Membership Need to know HPC downsizing, timeline for getting this done, how to get the GM more involved and more productive - opportunities to voice what is needed

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		c. CoC members	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 GM HPC OHS	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?
			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. Define tasks to not hamstring with rules.
			iii. Utilize effective systems mapping.	Define Tasks	OHS Initiatives Efficiency Executive	CAB HPC	What does that mean? Is this systems mapping?
		a. Create and maintain inventories	i. Housing	On Track	Housing Division Housing OHS	Data/HMIS CAB PEC SWOP	No deadline. Without more context for what needs to be inventoried it will be unclear of what is enough. The Housing Opportunities Committee is working on this. Goals on the larger document might tie in.
			ii. Affordable housing, including housing affordable to those making 0-30% of AMI	On Track	Housing Division Housing OHS	Data/HMIS CAB PEC SWOP	What was the intention for separating those out?
			iii. Dedicated housing for people experiencing homelessness	On Track	Housing Division Housing OHS	Data/HMIS CAB PEC SWOP	Housing Inventory Count, but not all the housing everyone exiting homelessness utilizes, just those dedicated.

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1.2	Identify inventory.	of:					
			iv. Available Metro properties	On Track	Housing Division Housing OHS	Data/HMIS CAB PEC SWOP	Daryl is a part of the Housing Opportunities Committee. What was the intention behind this? Change this to government properties?
			v. Funding sources	Early Stages	Housing Division Housing OHS PEC	Data/HMIS CAB PEC SWOP	Sources for development and rental subsidies will be apart of the Housing Opportunities.
			vi. Support services	Define Tasks	OHS SoC Data/HMIS	CAB PEC SWOP Housing	What types of supportive services and what is the goal for this type of inventory
		b. Conduct gaps analysis to identify shortfalls in inventories		On Hold	Housing Division Housing OHS Data/HMIS SWOP		
		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 Division Housing OHS SWOP Data/HMIS		
1.3	Outline a plan to improve data collection, analysis, and presentation for all populations.		ii. Review and revise plans on an ongoing basis.	Early Stages	Housing Division Housing OHS		
		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?

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		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	Determine indicators of success
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 GM	Initiatives Efficiency Data/HMIS	
		b. Provide quarterly report on identified metrics to all CoC stakeholders, with all data disaggregated by race, to include HUD System Performance Measures	i. Number of homeless persons.	On Track	OHS	Data/HMIS CAB SWOP SoC	
			ii. Length of time persons remain homeless.	Early Stages	OHS	Data/HMIS CAB SWOP SoC	
			iii. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness.	Early Stages	OHS	Data/HMIS CAB SWOP SoC	
			iv. Successful placements in permanent housing	Early Stages	OHS	Data/HMIS CAB SWOP SoC	
			v. Newly created housing units focused on those making 0-30% AMI	Early Stages	OHS Housing Division	Data/HMIS CAB SWOP SoC	
		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 GM Data/HMIS Initiatives Efficiency	CAB SWOP SoC	Gather data from sources beyond HMIS
		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 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.

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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 CAB PEC	Learn about the UHS. More information sharing between agencies.
			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 CAB PEC	Assess what can be done now
			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 CAB PEC Initiatives Efficiency SoC	
			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	Specify and share more about what is being done
			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	Identified as a problem but not specific strategies
		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 does this work - IPS. Focus needs to be engaging organizations. Community-wide work might be off track. Opportunity to coordinate on what is being offered. Need an organized plan for what to do with funding shortfalls.
			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 PEC N & M		
			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	Not having a clear committee responsible for service availability. Who enforces the standards and ensures there are programs offering services.
			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	

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2.2	Work towards ending all homelessness.	a. Focus on ending chronic homelessness.	ii. Increase the number of Housing Choice Vouchers accessed by people experiencing chronic homelessness.	Define Tasks	Housing OHS	SWOP CAB Veterans	
			iii. Increase the number of SOAR programs in the city to increase income for people experiencing homelessness with disabling conditions.	Define Tasks	Housing OHS	SWOP CAB Veterans	
			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	
			v. Build a systematic approach for people to move out of permanent supportive housing when they are ready.	Define Tasks	Housing OHS	SWOP CAB Veterans	
		b. Implement a "targeted universalism" approach that promotes a universal reduction goal with tailored solutions for specific subpopulations.	i. Work with CoC stakeholders to develop and adopt a targeted universalism framework.	Define Tasks		Initiatives Efficiency	
			ii. Identify targeted solutions based on the structures, cultures, and geographies of groups that face unique barriers.	Define Tasks		Initiatives Efficiency	
			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	
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	
		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.		Define Tasks	Data/HMIS OHS	PEC N & M	Need a strategy
		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.		On Track	Data/HMIS OHS	PEC N & M	

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		d. Improve data sharing and information exchange to facilitate continuity of care across healthcare, corrections, K-12 education, and child welfare.		Define Tasks	Data/HMIS OHS	PEC N & M	
		e. Consistently evaluate homelessness data to ensure equity for all sub-populations.		On Hold	Data/HMIS OHS	PEC N & M Initiatives Efficiency	
2.4	Develop an ongoing, robust, and transparent communications strategy to advance collaborative efforts to end homelessness.	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	CAB N & M GM	
		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 N & M GM	
		c. Bolster information and referral services so that accurate and useful information is provided to people experiencing homelessness.		Off Track	HPC OHS CE CAB	N & M	
		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	N & M	
		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	
	KEY						
	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		Housing	Housing Opportunities Committee		
	HPC	Homelessness Planning Council		SoC	Standards of Care Committee		
	CAB	Consumer Advisory Board		Veterans	Veterans Workgroup		
	N&M	Nominating & Membership Committee		Initiatives Efficiency	Initiatives Efficiency Ad Hoc?		
	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		