Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

	OBJECTIVE DESCRIPTION	ACTIVITIES	TASKS	RESPONSIBLE	CONSULT	TIMELINE	STATUS	UPDATES	NOTES
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.	All Chairs	HPC, Executive, Initiatives Efficiency	Q3 2025	Early Stages	Many committees are working on redrafting committee descriptions for the Charter to better reflect their current or desired scope.	Task needs to be adjusted to become a SMART goal. 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.	Executive	Initiatives Efficiency, All Chairs	Q2 2025	Early Stages	All Chairs and Executive Committee have reviewed the Strategic Plan Tracker. A dedicated conversation to assign ownership of lingering action items has not yet happened.	Executive Committee take the lead and work with Initiatives Efficiency and All Chairs on this task.
			iii. Schedule quarterly meetings between CoC committee chairs and staff.	OHS	Executive, All Chairs	Q2 2025	Done	Meetings have been scheduled for every other 4th Friday of the month. All Chairs and HPC members have been invited.	
			iv. Require membership on at least one committee for all HPC members.	Charter	All Chairs, Executive, HPC	Q2 2025, Q3 2025	Early Stages	This has been added to the Charter Committee's notes of concerns to be addressed in the Charter. The committee has not yet discussed this topic or drafted replacement language.	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.
		b. Individuals with Lived Experience	i. Establish an engaged and effective Consumer Advisory Board for individuals with lived experience with dedicated staff support.	CAB	Initiatives Efficiency, Executive, N & M	Q2 2025	Off Track	This has been included in the CAB's goals. The CAB's progress has been limited by barriers to compensation. The CAB is working with the Charter Committee to explore the option of moving the CAB out from under the HPC.	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	CAB	Initiatives Efficiency, Executive, N & M	Q2 2025	Define Tasks	This has been included in the CAB's goals. The CAB needs to define what it looks like to attain a "welcoming, inclusive environment built on authentic collaboration".	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.	N & M	Initiatives Efficiency		Early Stages	The Nominating & Membership Committee has implemented strategies to improve trust and collaboration in General Membership meetings. The committee is not sure what additional strategies to pursue.	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.	N & M	Executive		Define Tasks	It is unclear what action steps are needed. Many in the community have suggested dashboard and other strategies for increasing communication and alignment, but it is not clear what it would look like to implement those strategies.	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	i. Identify and engage with critical stakeholders in local, state, and federal government, the business community, and faith-based communities.	N & M, HPC, OHS, GM	CAB		Define Tasks	Nominating & Membership and OHS continue to recruit for the CoC. It is unclear what additional action steps are needed and how it could be determined when this objective has been achieved.	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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		d. Other Key Stakeholders	ii. Focus on raising the funds needed to end homelessness in our community.	HPC, OHS, PEC	CAB		Define Tasks	OHS, HPC, and PEC have all talked about needing to increase and diversify funding to address homelessness. There are not clear action steps at this stage for how this task is to be completed.	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.	OHS, Initiatives Efficiency, Executive	CAB, HPC		Define Tasks	Many committees have discussed a desire to utilize systems mapping, but it is not clear what would be involved in achieving this objective.	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	Housing, OHS, Housing Division	Data/HMIS, CAB, SWOP		On Track	Housing Opportunities has been working on creating an inventory of housing models. The Housing Division tracks housing more broadly, including their efforts related to the Unified Housing Strategy. It is not clear what more is needed for this objective.	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	Housing, OHS, Housing Division	Data/HMIS, CAB, SWOP		On Track	OHS' Landlord Engagement Team tracks affordable housing within the Low Barrier Housing Collective (LBHC). There has not yet been a dedicated inventory on properties for those earning less than 30% AMI, since there are very few options under $600 a month beyond what is already in the LBHC.	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	Housing, OHS	Data/HMIS, CAB, SWOP, PEC, Housing Division		On Track	The Housing Inventory Count is conducted each year and captures most of the data needed for this inventory.	The HIC is just a one night snapshot and is focused on those that report having dedicated beds.
			iv. Available Metro properties	Housing Division	Housing, OHS		On Track	Metro's Housing Division has access to this inventory.	Metro's Planning Department and Housing Division track 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	OHS, PEC, Housing	Data/HMIS, CAB, SWOP	Q2 2025, Q3 2025	Early Stages	The PEC, Housing Opportunities, and OHS have talked about inventorying funding sources, but it is not yet clear how that information could be best tracked or presented.	Sources for development and rental subsidies will be apart of the Housing Opportunities. HIGH PRIORITY to understand ARPA sunset and CoC funding risks.
			vi. Support services	OHS, SoC, Data/HMIS	CAB, PEC, SWOP, Housing	Q2 2025, Q3 2025	On Track	Standards of Care and Data/HMIS met in July to discuss collaboration on this task. Standards of Care is helping to define "supportive services", including definitions for "outreach" and "post housing supports". Data/HMIS will be working on a community survey to collect information for the inventory.	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.
		b. Conduct gaps analysis to identify shortfalls in inventories		Housing, OHS, Data/HMIS	SWOP, Housing Division	Q4 2025	On Hold	Waiting for initial inventories to be complete.	
		c. Develop plans and take necessary actions to maximize inventories	i. Use gaps analyses to prioritize housing and service gaps for funding and programming.	Housing, OHS, Data/HMIS, PEC	SWOP, Housing Division	Q1 2026	On Hold	Waiting for initial inventories to be complete.	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.
			ii. Review and revise plans on an ongoing basis.	Housing, OHS, HPC		Q2 2026, Q3 2026	On Hold	Waiting for initial inventories to be complete.	

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

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		a. Incentivize HMIS participation for providers through additional funding, reporting, and increased community coordination.		OHS	PEC, Data/HMIS		On Track	OHS continues to add and promote incentives for HMIS participation	Determine indicators of success
		b. Require HMIS participation for funding opportunities, including those from governmental, faith-based, and philanthropic entities.		OHS	PEC, Data/HMIS		On Track	OHS requires participation for their grantees	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.		OHS	Data/HMIS		On Track	Import opportunities were added to the HMIS Policies and Procedures Manual this spring. OHS has been working on importing the Mission's data.	What is the ideal end result?
1.3	Outline a plan to improve data collection, analysis, and presentation for all populations.	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.		Data/HMIS, OHS	All Chairs, HPC	Q3 2025	Early Stages	The Data & HMIS Oversight Committee has discussed establishing local performance measures and improving awareness of data across the CoC. There have also been joint committee meetings to work on consolidating data requests.	Data/HMIS Committee outline indicators of success and steps to be taken.

Continue to work on how to make HMIS reports more useful for the community. Data & HMIS can have a strategic conversation around what data and reporting might be needed to move conversations forward. **Create Local Performance Measures Report. Start to outline what data would need to be pulled. Ask Data & HMIS team to create a rough outline of local performance measures (covering the things noted at the April meeting) by the July meeting. Go based on committee asks.**

Try to find out what data committees and CoC leadership want. What do committees need and help them understand how to access data? **Discuss with All Chairs and General Membership.** Understand what data is needed and for what purpose.

Any HMIS user can pull project level reports, but it isn't user friendly. Potentially utilize Stella P.

Present a starting point and then gather feedback from Chairs and the General Membership to understand what needs to be tracked regularly.

Find out what issues data is most needed for. Inform the public and chairs for how to request data or view it on their own.

Use cases and strategies is getting into training. HMIS team could maybe have examples on hand to show people how data can be used to make decisions.

Can the OHS team move into SharePoint data requests. There is a google form on the website for HMIS data requests. **Raquel pull data requests from committees.** |
| | | a. Commit to ensuring that people-first language and actions are central to all metrics. | | HPC, Data/HMIS | Initiatives Efficiency, GM | | Define Tasks | Unclear what actionable steps need to be taken when it comes to people first language, other than being mindful in reporting. | |
| | | | i. Number of homeless persons. | OHS | Data/HMIS, CAB, SWOP | | On Track | Included in monthly HMIS data reports | |

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

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1.4	Establish effective goals and metrics to report on strategic homelessness initiatives.	b. Provide quarterly report on identified metrics to all CoC stakeholders, with all data disaggregated, to include HUD System Performance Measures	ii. Length of time persons remain homeless.	OHS	Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC		On Track	Included in monthly HMIS data reports	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.
			iii. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness.	OHS	Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC		Early Stages	Included in the Systems Performance Measures (SPM). OHS is working on creating project-level reports quarterly.	
			iv. Successful placements in permanent housing	OHS	Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC		On Track	Included in monthly HMIS data reports	
			v. Newly created housing units focused on those making 0-30% AMI	OHS, Housing Division	Data/HMIS, CAB, SWOP, SoC, Housing, PEC, HPC		Early Stages	Affordable gap loan units have been included in the ARPA reports. Housing Opportunities and OHS would need to determine how to identify and track other properties. 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.	
		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.		HPC, Data/HMIS, Initiatives Efficiency, All Chairs	CAB, SWOP, SoC, PEC, GM	Q2 2025, Q3 2025	Off Track	Discussed at the HPC Retreat, but has not yet been worked on within the CoC. Data/HMIS discussed briefly universal reduction goals, but was not sure how to set that appropriately considering there won't be a good baseline until the Mission's data has been fully incorporated.	Initiatives Efficiency will take the lead with support from Data/HMIS Oversight. Data & HMIS Oversight could focus on universal reduction goals and reports to track key metrics. **Ask HPC to define the reduction goals. Give the HPC data to inform their goal setting.** Present trends.
		d. Create and share public-facing dashboards of HUD System Performance Measures, Point in Time Count, and Housing Inventory Count.		OHS	CAB, Data/HMIS		Early Stages	Stella P can provide some of this data in the interim. OHS has informed committees for how to access Stella P, but not yet the broader community. OHS produces reports for the Systems Performance Measures, PIT, and HIC, but has not yet created dedicated dashboards.	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. |
		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.	HPC, OHS	Executive, PEC, CAB, Housing		On Track	The HPC is beginning to dive into the Unified Housing Strategy. MDHA and the Housing Division attend many CoC meetings.	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.	HPC, OHS	Executive, PEC, CAB		Define Tasks	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.	HPC, OHS	Executive, PEC, CAB, Initiatives Efficiency, SoC, N & M		On Track	Nominating & Membership is working with OHS on targeted recruitment. Unsure how to determine when this task has been completed since there are not targets.	
			iv. Work with mainstream systems serving vulnerable Nashvillians (including corrections, foster care, and healthcare) to ensure they do not exit people to homelessness.	HPC, OHS	Executive, PEC, SoC		Define Tasks	OHS and Data/HMIS Oversight are looking into getting the Behavioral Care Center access to HMIS. There have been many conversations connected to the SWOP committee regarding medical respite and healthcare concerns. The state-wide Youth Action Board is working on collaborating with similar boards for foster youth. It could be helpful to further define this task and create metrics of success.	HPC and OHS to review existing collaboration with mainstream services provider. Potentially host a workshop with service providers to discuss homelessness prevention.

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

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2.1	**Mobilize community partners and maximize funding to serve all populations.**		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.	HPC, OHS	Executive, PEC, SWOP, CE, CAB, SoC		Early Stages	OHS is involved in prevention conversations across the city. SWOP added prevention into their scope. CE Oversight talked about incorporating prevention and diversion into the CE Policies and Procedures Manual, but hesitated due to the lack of funds/programming to address those needs.	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.	HPC, OHS, PEC, N & M			Define Tasks	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			Define Tasks	There have been many discussions about engaging the philanthropic community, but there has not yet been a collective conversation regarding the CoC's approach and efforts to braid resources.	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.
			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.	HPC, OHS, Housing	Housing Division		Early Stages	Housing Opportunities Committee is aware of this task, but is unclear on how to contribute. HPC is beginning to dive into the Unified Housing Strategy.	Unified Housing Strategy was 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.	Housing, OHS	SWOP, CAB, Veterans, PEC	Q4 2025	Define Tasks	Needs dedicated action plans and probably will require information from the housing inventories.	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.
			ii. Increase the number of Housing Choice Vouchers accessed by people experiencing chronic homelessness.	Housing, OHS	SWOP, CAB, Veterans		On Hold	This task is both "Done" because we have fully maximized voucher utilization, but is also "On Hold" until there is a better understanding what can be done to expand subsidies and federal changes with Section 8.	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.

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

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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.	OHS	SWOP, CAB, Veterans		On Track	The Contributor and Park Center have expanded with ARPA funds. The CoC has not yet defined what else needs to be done for this task or how to address sustainability for SOAR programs funded through ARPA.	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.	Housing, OHS	SWOP, CAB, Veterans	Q4 2025	On Track	OHS has funded post-housing support services for individuals exiting homelessness, but not at the scale to serve every person exiting homelessness. The supportive services inventory will inform additional needs for post-housing support.	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.
			v. Build a systematic approach for people to move out of permanent supportive housing when they are ready.	Housing, OHS, SoC	SWOP, CAB, Veterans	Q2 2025, Q3 2025, Q4 2025	Define Tasks	OHS is looking into potential experts on Move On strategies that could present or share resources on the topic.	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.
		b. Implement a "targeted universalism" approach that promotes a universal reduction goal with tailored solutions for specific	i. Work with CoC stakeholders to develop and adopt a targeted universalism framework.	HPC, Initiatives Efficiency, Data/HMIS, OHS	Initiatives Efficiency		Off Track	Built for Zero presented at the June 4th Symposium. OHS is looking into additional opportunities to collaborate.	Connect with Built for Zero and other national partners to educate the community on functional zero and targetted universalism. From there, Initiatives Efficiency will work on targetted universalism strategies for subpopulations, with support from Data/HMIS for data and research. **Universal goals. Targetted strategies.** Potentially explore data that may need to be collected or analyzed to inform targetted strategies. Data & HMIS is ready for guidance from Initiative Efficiency on specific demographic data that may be need.
			ii. Identify targeted solutions based on the structures, cultures, and geographies of groups that face unique barriers.	HPC	Initiatives Efficiency		Define Tasks	Needs to be further defined and likely connected to trainings and conversations about targetted universalism.	

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

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			subpopulations.						
			iii. Increase the number of mainstream housing resources accessed by people experiencing homelessness and encourage a local homelessness preference at MDHA.	Housing, OHS	Initiatives Efficiency		On Track	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.	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.
2.3	Maximize community wide HMIS data collection, sharing, and use.		a. Onboard all homeless service providers into HMIS.	Data/HMIS, OHS	PEC, N & M		On Track	OHS does the literal onboarding for all HMIS participating agencies. Data & HMIS has not had a dedicated conversation yet on addressing barriers for all homeless service providers to participate.	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.	Data/HMIS	PEC, N & M		Early Stages	Targets need to be specified. OHS created a tracker of all CoC member agencies that indicates which ones participate in HMIS.	Data/HMIS will specify recruitment targets for non-homeless service providers. 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.	Data/HMIS, OHS	PEC, Executive		Early Stages	OHS is working on targetted reports to regularly track systems performance. 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.	Data/HMIS, OHS	PEC, N & M		Off Track	OHS and Data/HMIS are currently working on addressing barriers for the Behavioral Care Center, but there has not been conversations about data sharing and addressing barriers more broadly.	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 fair service delivery for all sub-populations.	Data/HMIS, OHS	PEC, Initiatives Efficiency		Off Track	Data & HMIS needs to 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.		HPC, OHS, Initiatives Efficiency, CAB	CAB, N & M, GM		Off Track	This task needs a dedicated action plan to understand targets and implementation strategies. OHS is looking into hosting a workshop for communications and development teams from partner agencies.	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.		HPC, OHS	CAB, GM, Executive		Off Track	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.		HPC, OHS, CE, CAB			Off Track	Needs dedicated strategies. CAB is working on creating Resource Fairs to help increase awareness of and connection to resources for those still experiencing homelessness.	Connect to the previous suggestion of leaning on people with lived experience to ensure appropriate messaging.

Continuum of Care Strategic Plan Tracker (Last Updated 8/5/25)

	OBJECTIVE DESCRIPTION	ACTIVITIES	TASKS	RESPONSIBLE	CONSULT	TIMELINE	STATUS	UPDATES	NOTES
2.4	Develop an ongoing, robust, and transparent communications strategy to advance collaborative efforts to end homelessness.		d. Build capacity, train, and support natural points of contact to connect people experiencing homelessness to coordinated entry and available resources.	CE, SWOP, CAB, OHS			Off Track	Need to specify what action steps need to be taken and better divide up responsibilities. Coordinated Entry Oversight has worked on improving the Access section of the CE Policies and Procedures Manual and is working with OHS on more informational materials.	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.
			e. Generate community energy for ending homelessness by celebrating big and small wins through press releases, public dashboards, and an annual CoC report/newsletter.	All Chairs, HPC, OHS, Data/HMIS	CAB, N & M	Q4 2025	Off Track	Need to better delegate action steps and responsibilities. OHS will need more clarity on what needs to be included in these types of communication.	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.
	KEY								
	All Chairs	All Continuum of Care Chairs		Shelter, Weather, Outreach, and Prevention Committee			SWOP		
	Executive	Executive Committee		Metro Office of Homeless Services			OHS		
	GM	General Membership		Standards of Care Committee			SoC		
	HPC	Homelessness Planning Council		Housing Opportunities Committee			Housing		

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	CAB	Consumer Advisory Board		Veterans Workgroup			Veterans		
	N&M	Nominating & Membership Committee		Initiatives Efficiency Ad Hoc Task Force			Initiatives Efficiency		
	Data/HMIS	Data & HMIS Oversight Committee		Governance Charter Committee			Charter		
	CE	Coordinated Entry Oversight Committee		Metro Planning Department Affordable Housing Division			Housing Division		
	PEC	Performance Evaluation Committee		Youth Action Board			YAB		