Texas Balance of State Continuum of Care

2021-24 TX BoS CoC Strategic Plan

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Executive Summary

The Texas Balance of State Continuum of Care (TX BoS CoC) is a multi-agency collaboration that coordinates housing, services, and funding for people experiencing homelessness across 215 counties. This strategic plan builds on the work already being done across communities in the TX BoS CoC and outlines our collaborative path forward. It is our hope that the strategic plan will provide an action plan to:

- Continue to develop an **action-oriented homelessness crisis response system** focused on homelessness prevention, diversion, crisis housing, transitional housing, rapid re- housing, permanent supportive housing, and affordable housing.
- Collect and implement feedback from individuals with **lived experience of homelessness**, with special attention to **equitably serving Black, Indigenous, and People of Color (BIPOC)** experiencing homelessness.
- Establish **data-driven priorities** to improve client outcomes and CoC performance.
- Inspire **collaboration across the CoC** and will ensure transparency and accountability as we work together to prevent and end homelessness.

The strategic plan outlines CoC and community-level activities related to **five central goals**:

1: Improve the Current Housing Crisis Response System	**2: Increase the Capacity of and Access to Housing and Supportive Services**	**3: More Effectively Use Data**
	4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy	**5: Increase Funding to Address Homelessness**

While implementing the strategic plan, the CoC will focus on strategies, activities, and action steps that advance priorities identified by individuals with lived experience of homelessness, with special attention to equitably serving Black, Indigenous, and other People of Color (BIPOC). Progress on the strategic plan will be monitored on a quarterly basis by the CoC Board and THN. Monitoring will include an analysis of Systems Performance Measures and locally decided metrics for success.

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Proposed TX BoS CoC Mission Statement

The TX BoS CoC develops system-level responses and coordinates local community strategies that strategically prevent and end homelessness and increase housing stability.[1]

Purpose of the Strategic Plan

CoCs and their component communities and service providers identify needs by conducting a needs assessment and/or a gaps analysis and evaluating their performance; develop strategies to address the needs/gaps; and acquire and use funding for projects, technical assistance, training, and other resources to meet the needs and fill the gaps.

While the TX BoS CoC has made progress on ending homelessness, the current system and resources allocated to addressing homelessness are not sufficient to make the impact that the CoC wants and that people experiencing homelessness in the CoC deserve. The strategic plan is the next step in enhancing the housing crisis response system. This plan is intended to rally stakeholders around common CoC-level goals and to enable communities and service providers to identify local activities to support CoC-wide strategies.

Goals, Strategies, and Activities for Significant Impact

Goal 1: Improve the Current Housing Crisis Response System

Strategy	Activities	Start Year
1: Integrate public and community-based services linked to outreach, engagement, shelter, and housing	1a. Fully implement CE throughout the CoC	2022
	1b. Standardize assessment and prioritization	2021
2: Improve communication and cooperation between communities in the same region to improve service delivery	2a. Explore regional planning and decentralized governance	2021
3: Increase capacity of local providers and communities	3a. Promote the use of diversion to assist people experiencing homelessness to access community supports and avoid the homeless services system	2022

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[1] For more information about the process followed to develop the TX BoS CoC's Mission Statement, please see Appendix F.

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	3b. Prevent returns to homelessness through connections to adequate services and opportunities and discharge planning	2023
	3c. Sustain practices and systems at a scale necessary to respond to future needs	2024
4: Strengthen practices of local providers and communities	4a. Increase capacity to provide housing and services, including housing-focused case management	2021
	4b. Establish high "minimum standards" for emergency shelter	2021
	4c. Promote the use of evidence-based practices such as Housing First. trauma-informed care, and harm reduction	2022
5: Develop strategies that are tailored to various sub-populations	5a. Explore a youth-specific engagement strategy for the Point in Time count	2023
	5b. Consider 'Built for Zero' opportunities for areas with high levels of chronic homelessness	2023
	5c. Identify key issues to cover with VSPC committee	2023
	5d. Establish a workgroup within the TX BoS CoC to look at disparate impact of homelessness on Black or African American individuals.	2021
6: Develop and retain workforce	6a. Promote practices that create highly empowered engaged, equipped and trained workforce	2021
	6b. Enhance human resource capacity, staff development, interdisciplinary teamwork, and cultural competence	2022
	6c. Increase access to meaningful and sustainable career training and employment pathways	2024

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Goal 2: Increase Supply of, Availability of, and Access to Housing and Supportive Services

Strategy	Activities	Start Year
1: Increase affordable housing options	1a. Assess the distribution of housing units and beds by component type, and work to have the supply meet the demand	2022
	1b. Address the low quality or availability of housing stock	2024
2: Increase the availability, effectiveness, and alignment of services and community resources that help prevent homelessness	2a. Advance high-quality housing and service partnerships that promote resilient and equitable communities	2021
3: Improve access to temporary, transitional, and permanent housing	3a. Identify and engage all people experiencing homelessness as quickly as possible	2021
	3b. Provide immediate access to low-barrier emergency shelter or other temporary accommodations to all who need it	2023
	3c. Assist people to move swiftly into permanent housing with appropriate and person-centered services	2022
4. Increase the availability, effectiveness, and alignment of services and community resources that help people remain stably housed	4a. Investigate the option of hiring Housing Navigators	2023
	4b. Better link sober living housing with homeless assistance housing	2025
	4c. Encourage the establishment of homeless preferences for housing choice vouchers	2023
5: Ensure the availability of housing for special populations of people experiencing homelessness (youth, veterans, families, chronically homeless persons)	5a. Explore host homes as options for housing youth experiencing homelessness.	2021

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Goal 3: More Effectively Use Data to Inform Decision-making, Measure Progress, and Set Goals for Success

Strategy	Activities	Start Year
1: Continuously improve homelessness data management	1a. Aggregate data from non-HMIS-participating agencies	2021
	1b. Improve performance measures and set performance standards	2022
2: Increase Homeless Management Information System (HMIS) participation in order to better understand the housing crisis response system	2a. Educate providers on the benefits of using HMIS	2022
	2b. Assist agencies with finding and/or allocation funds to pay for using HMIS.	2023
	2c. Create educational information designed to expand communities' efforts to analyze and rely on HMIS data for decision-making	2022
3: Use data-driven systems change approach to help communities generate measurable results	3a. Increase data literacy knowledge so TX BoS CoC communities can analyze their data and make informed decisions, including addressing inequity and racial disparities	2022
	3b. Utilize data to help the CoC and communities identify, design solutions for, and address inequity and racial disparities	2021
	3c. Increase the number of communities participating in the PIT Count	2024

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Goal 4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy

Strategy	Activities	Start Year
1. Increase leadership accountability to address homelessness through a greater level of participation by community stakeholders	1a. Engage and educate leadership in public, private, and non-profit sectors	2024
	1b. Provide resources and training for stakeholders to engage with local government	2024
2. Improve public policy and community engagement around ending homelessness through coalition building, advocacy, volunteerism, and engagement	2a. Assist communities with developing a comprehensive communications plan with consistent messaging to enhance community education and outreach.	2024
	2b. Assist communities one-on-one with advocacy on the local, state, and national levels to shape public policy	2022
3. Increase community awareness and participation and community engagement around ending homelessness through coalition building, advocacy, volunteerism, and engagement	3a. Introductory education for people new to homeless services	2021
	3b. Promote awareness of racial disparities in homelessness across the CoC	2021
	3c. Develop CoC-wide or region-wide marketing around the PIT count	2022
	3d. Assist communities with developing a comprehensive communications plan with consistent messaging to enhance community education and outreach.	2021
4: Increase involvement of persons with lived experience.	4a. Equip and encourage people with lived experience to use their systems expertise to positively impact local and national conversations about housing and services.	2021

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Strategy	Activities	Start Year
1. Align funding and other resources to complement the strategic framework	TBD	2021
2. Explore alternative sources for funding related to homelessness, housing, and related services	2a. Explore Medicaid waivers and other Medicaid provisions	2025
	2b. Investigate Pay for Success (PFS), also known as Social Impact Bonding (SIB)	2025
	2c. Advocate for use of State Housing Trust Fund to address homelessness	2025
	2d. Accelerate investment in multi-sector housing and service solutions	2023
3. Explore ways to assist projects with applying for funds	3b. Train agencies and coalitions on how to reach out to governmental organizations such as COGs, and other local bodies such as CAAs in order to apply for funding	2023
	3c. Assist projects with writing grant applications	2022
4. Provide technical assistance and capacity building to agencies regarding applying for Continuum of Care (CoC) Program and Emergency Solutions Grant (ESG) Program funding	4a. Increase outreach to communities that do not currently receive CoC Program funding to identify any barriers that may keep them from applying	2022
	4b. Develop a program for providing matching funds for grants	2023
	4c. Assist communities with capacity building so that projects can meet requirements for applying for CoC and/or ESG funding	2023

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Implementing the Plan

The TX BoS CoC Board is ultimately responsible for implementing the strategies and meeting the goals laid out in this plan. The CoC Board will work with the CoC's Collaborative Applicant, Texas Homeless Network (THN), to carry out activities and action steps to implement the strategies, as written in the CoC Action Plan. Communities across the TX BoS are encouraged to develop their own Local Action Plans in alignment with the strategic plan goals, strategies, and activities outlined above. Please see Appendix A for more information.

> *While implementing the strategic plan, the CoC will focus on strategies, activities, and action steps that advance priorities identified by individuals with lived experience of homelessness, with special attention to equitably serving Black, Indigenous, and other People of Color (BIPOC). The CoC will encourage local communities to prioritize their work in the same way.*

Direct Feedback from Individuals with Lived Experience of Homelessness

From April to May 2021, Homebase collected input on the strategic plan from those with direct experience of homelessness via focus groups and one-on-one interviews. The feedback collected covered a wide range of topics, with several consistent themes:

- **There are not enough housing or shelter opportunities, especially for single adults**. Individuals across the state reported difficulty accessing housing and shelter opportunities, with one focus group participant reporting being on the housing waitlist for more than a year and a half. Several individuals reported that housing and shelter resources currently target households with children, making it difficult for single adults to access appropriate resources.
- **Accessing and staying in emergency shelters is challenging due to work requirements and arbitrary rule enforcement.** One participant stated "[a specific shelter] is a good program if you have a job, work, and do everything they ask you to do." Another participant reported that staff with the only shelter in the area were "extremely biased on who they like and favor."
- **Individuals are struggling to access the resources needed for daily living**. Focus group participants reported challenges accessing sufficient meals (especially breakfast), seasonally appropriate clothing, and laundry services. Accessing these resources became more challenging during COVID-19.
- **There is a lack of transparency around accessing housing resources, including the status of the waiting list and the Coordinated Entry prioritization schema.** One individual reported that when they first became homelessness, they struggled to figure out how to access housing or shelter resources. Another individual reported being added to a waiting list and never hearing back from the agency about their status. Another individual stated that the Coordinated Entry System did not seem to be prioritizing the most vulnerable individuals in the community.
- **Individuals experiencing homelessness are struggling to secure jobs, especially during the COVID-19 pandemic.** Several participants reported challenges obtaining a job where they would make adequate income to independently support themselves, especially during COVID-19.
- **There are several challenges at the intersection of the criminal legal system and homelessness**. One unsheltered individual reported that law enforcement "breaks up" all

encampments, making it difficult for individuals experiencing homelessness to stay in groups and support each other. Another individual reported that additional resources are needed for individuals with criminal backgrounds, saying "it [a criminal background] closes the door to everything in Texas." One individual suggested creating Mental Health Treatment Courts across the TX BoS CoC to divert individuals from incarceration whenever possible.

For a full overview of the feedback received in focus groups and interviews, please see Appendix H.

Important Topics to Consider in Implementation

While implementing the strategies and activities outlined above, it is essential for the TX BoS CoC and local communities to consider **racial equity**, **regionalization/decentralization**, and the continued challenges around **rural homelessness**. For example, while implementing the strategy focused on "increase[ing] involvement of individuals with lived experience" communities should discuss how to involve communities of color, if the strategy could be implemented at a regional level, and how to ensure individuals experiencing homelessness in rural areas can also participate.
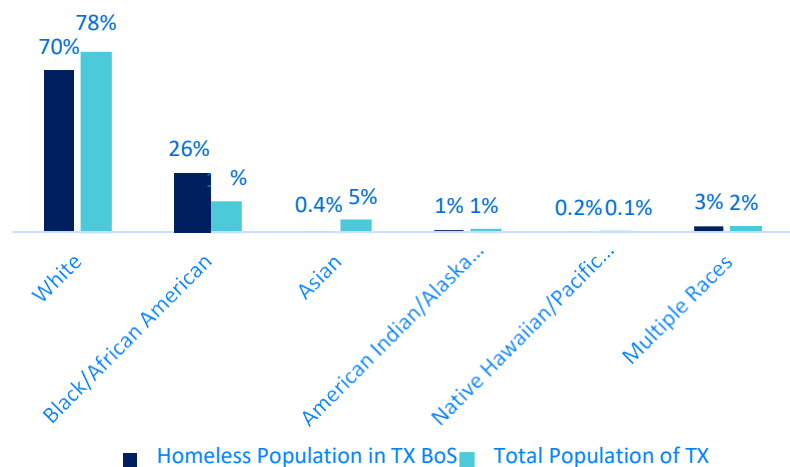
Racial Equity

Nationwide, homelessness disproportionately affects communities of color. Black individuals experience homelessness at much higher rates than White individuals. Although 13% of the U.S. population is Black or African American, 40% of those experiencing homelessness identify as Black or African American.[2]

In keeping with national trends, **Black individuals are overrepresented in the homelessness system in Texas.** The Black population makes up one quarter (26%) of the homeless population, but only 13% of the total population.[3] By contrast, White individuals made up the majority of homeless individuals in Texas (70%) but were underrepresented by comparison to the total population of Texas (78%). Between 2018 and 2020, the number of people experiencing homelessness that were White and Black both increased (21% and 19% respectively). Other racial groups comprised less than 300 persons in each of the 3 years.
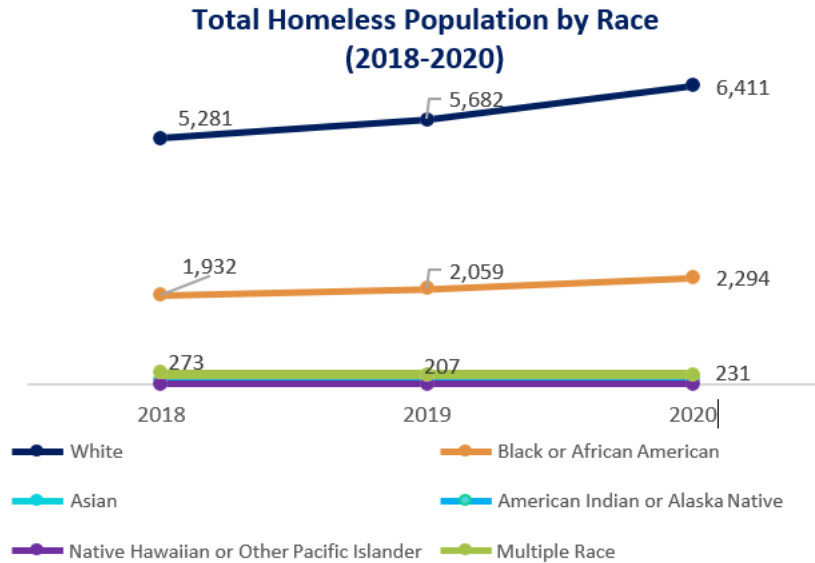
Homeless Population and Overall Population of Texas by Race (2019)

Legend: ■ Homeless Population in TX BoS ■ Total Population of TX

Values shown: White 70% / 78%; Black/African American 26% / %; Asian 0.4% / 5%; American Indian/Alaska... 1% / 1%; Native Hawaiian/Pacific... 0.2% / 0.1%; Multiple Races 3% / 2%

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[2] National Alliance to End Homelessness. *Racial Disparities in Homelessness in the United States.* (June 6, 2018) https://endhomelessness.org/resource/racial-disparities-homelessness-united-states/

[3] Due to lack of data on the racial demographics of only the counties in the TX BoS CoC, this report compares the racial demographics to the whole State of Texas, based on data from the American Community Survey (ACS) in 2019

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Total Homeless Population by Race (2018-2020)

5,281 — 5,682 — 6,411 (White)

1,932 — 2,059 — 2,294 (Black or African American)

273 — 207 — 231 (Multiple Race)

2018   2019   2020

- White
- Black or African American
- Asian
- American Indian or Alaska Native
- Native Hawaiian or Other Pacific Islander
- Multiple Race

As the graph shows (left), the number of both White and Black individuals experiencing <u>unsheltered</u> homelessness increased between 2018 and 2020.

The Black population increased by 48%, while the White population increased by 37%. At the same time, the number of sheltered individuals from both races remained stable.

THN has increased external and internal capacity to track progress on this critical topic. The strategic plan highlights key recommendations for directly or indirectly addressing the disparate impact of homelessness on Black individuals. Please note, one individual with lived experience asked that the CoC avoid using race as a metric for housing because individuals experiencing homelessness of all races were struggling.

Regionalization/Decentralization of the CoC

Balance of State CoCs across the United States struggle with how to effectively administer their coverage area, specifically with finding the right balance to offer assistance to communities without reducing local ownership of the process. Added to this challenge, each local community has different capacity and resources. All the while, these geographic barriers are invisible to individuals experiencing homeless—who will travel across jurisdictions to access services, employment, and shelter.

THN has begun research into how other Balance of State CoCs have balanced these competing demands. Several of the strategies and activities above may be used to **pilot various approaches that increase coordination within communities without imposing administrative burden**. While examples from other Balance of States CoCs are useful references, the TX BoS CoC needs to implement local solutions that take into consideration the various capacity, resources, and geography of the CoC's coverage area. The strategic plan can be a jumping off point for learning from stakeholders in the exploration of regionalizing the CoC.

Addressing Rural Homelessness

Large parts of the TX BoS CoC's coverage area are classified as rural by the U.S. Census Bureau. Homelessness in rural areas adds another layer of complexity to an already tricky issue. For those experiencing homelessness in rural areas with limited or no services, the choice for seeking help often involves **leaving their support network and traveling to mid-sized cities** across the state. Many individuals come to these areas thinking employment and homeless services will be more

plentiful, but frequently find the reality to be very different.

For those that don't travel to larger cities, the plight of being homeless is often an **invisible situation**. Living in cars, storage sheds, and in remote encampments, they remain invisible to the community. During consumer interviews, some were working in the oil and gas industry and were used to the living conditions of 'man-camps'—but isolation and co-occurring disorders take their toll.[4]

A key aspect of the regionalization work previously mentioned is to **increase basic capacity in these rural areas**, including conducting an annual PIT Count and being connected to the local Coordinated Entry system. Please note, several individuals with lived experience noted challenges with the current Coordinated Entry System, including a seemingly flawed prioritization system, lack of transparency about the waiting times, and lack of clear information about access. Their challenges will be prioritized in the CoC Action Plan (activities 1.1a. and 1.1b.). Overall, better coordinating services in rural areas can help understand the needs of individuals experiencing homelessness and prevent relocation to urban centers.

Monitoring Progress & Measuring Success

To track progress on implementation and goal achievement, THN will develop and use the CoC Action Plan with specific activities, responsible parties, and timelines.[5] THN will provide quarterly reports to the TX BoS CoC on the progress of plan implementation. These quarterly reports will also allow the CoC to update stakeholders on changes in the environment, such as new opportunities or challenges, as well as new research and information about best practices. The CoC Action Plan may be updated annually, or as needed.

The CoC will also use HUD's System Performance Measures (SPMs) to assess the overall impact of the implementation of the plan, along with specific metrics laid out in the CoC Action Plan.[6]

SPM 1	Length of Time Homeless
SPM 2	Returns to Homelessness
SPM 3	Number of Unhoused Persons
SPM 4	Income Growth
SPM 5	First Time Homelessness
SPM 6	Youth Homeless Prevention
SPM 7	Successful Placement in Housing

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[4] Consumer interviews were completed in support of the Gaps Analysis. For more information about this process and key findings, please see Appendix C.

[5] Please see the CoC Action Plan in Appendix A

[6] Please see HUD's System Performance Measures Introductory Guide for more information. Please note, Measure 6 is not applicable to the TX BoS CoC at this time

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Appendix A: Continuum of Care (CoC) Action Plan

The CoC Action Plan focuses on key activities to advance over the next two years. THN staff selected the activities based on assessment of current need and capacity. This document will be updated annually or on an as-needed basis by THN staff.

GOAL 1: IMPROVE THE CURRENT HOUSING CRISIS RESPONSE SYSTEM			
STRATEGY 1: Integrate public and community-based services linked to outreach, engagement, shelter, and housing			
MEASURING SUCCESS ➢ 1. SYSTEM PERFORMANCE MEASURE 1: LENGTH OF TIME HOMELESS ➢ 2. SYSTEM PERFORMANCE MEASURE 3: NUMBER OF HOMELESS PERSONS ➢ 3. NUMBER OF AGENCIES PARTICPATING IN COORDINATED ENTRY ➢ 4. UPDATED ASSESSMENT STANDARDS AND PROCESS IN COORDINATED ENTRY POLICIES & PROCEDURES ➢ 5. INCREASED USE OF EXISTING PROCESSES AND PROCEDURES AVAILABLE TO COMMUNITIES, LIKE THE DOMESTIC VIOLENCE (DV) WORKAROUND			
Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
1.1a. Fully implement CE throughut the CoC	**Lead**: THN Systems Change Team **Partners**: • Coordinated Entry Steering Committee (CESC) • Ending Youth Homelessness Committee (EYHC) • Ending Veteran Homelessness Committee (EVHC) • Victim Services Provider Committee (VSPC)	2021-22	

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1.1b. Standardize assessment and prioritization Actions: 1. Form a subcommittee of the CESC that is focused on the Coordinated Entry process 2. Focus more on the process and less on the assessment tool 3. Secure funding for a Supportive Services Only-Coordinated Entry (SSO-CE) project a. Identify external partners for implementation of SSO-CE 4. Plan for prioritization post-COVID-19 5. Develop prioritization standards for youth, victims, and other subpopulations 6. Provide guidance and support for communities to implement Coordinated Entry at the community level, rather than project by project	**Lead**: THN Systems Change Team **Partners**: • Coordinated Entry Steering Committee (CESC) • Ending Youth Homelessness Committee (EYHC) • Ending Veteran Homelessness Committee (EVHC) • Victim Services Provider Committee (VSPC)	2021-22	• CE Written Standards • Regional CE Policies and Procedures

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STRATEGY 2: Improve communication and cooperation between communities in the same region to improve service delivery

MEASURING SUCCESS

  ➢ 1. SYSTEM PERFORMANCE MEASURE 1: LENGTH OF TIME HOMELESS
  ➢ 2. SYSTEM PERFORMANCE MEASURE 3: NUMBER OF HOMELESS PERSONS
  ➢ 3. COMPLETED RESEARCH ON REGIONAL PLANNING AND DECENTRALIZED GOVERNANCE
  ➢ 4. COMPLETED REGIONALIZATION PILOT PROJECT

Proposed Activity	Responsible Parties	Timeline	Source Documents
1.2a. Explore regional planning and decentralized governance Actions: 1. Complete a Project Management outline listing details about why THN is exploring regionalization of the TX BoS CoC. 2. Develop a proposed project that would begin the exploration, including being guided by persons with lived experience of homelessness; Black, Indigenous, and other People of Color; and other stakeholders in the CoC. 3. Develop an initial regionalization map and revise it, based on participatory input from stakeholders. 4. Work with community stakeholders to develop an input process for guiding the exploration of regionalization.	**Lead**: THN Regionalization Workgroup **Partners**: • CoC Board • Local Homeless Coalitions (LHCs) • VISTA members	2021-22	• Research about regionalization in other CoCs • Regionalization Guiding Statement

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STRATEGY 3: Increase capacity of local providers and communities

MEASURING SUCCESS
  ➤ 1. SYSTEM PERFORMANCE MEASURE 1: LENGTH OF TIME HOMELESS
  ➤ 2. SYSTEM PERFORMANCE MEASURE 2: RETURNS TO HOMELESSNESS
  ➤ 3. IDENTIFIED CURRENT GAPS IN DISCHARGE PLANNING
  ➤ 4. FORMAL INCORPORATION OF HOMELESS PREVENTION INTO THE COORDINATED ENTRY SYSTEM

Proposed Activity	Responsible Parties	Timeline	Source Documents
1.3a. Promote the use of homeless prevention and diversion strategies to assist people experiencing homelessness to access community supports and avoid the homeless services system Actions: 1. Update Coordinated Entry Written Standards 2. Expand Coordinated Entry to include persons at-risk of homelessness a. Training Coordinated Entry users on the system changes and changes to the Coordinated Entry workflow	**Lead**: THN System Change Team and THN HMIS Team **Partners**: • Coordinated Entry Steering Committee (CESC) • Local Homeless Coalitions (LHCs)	2021-22	• CE Policy and Procedures • CE Work Group Annual Work Plan 2020 Gaps Analysis

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STRATEGY 4: Strengthen practices of local providers and communities			
MEASURING SUCCESS ➢ 1. SYSTEM PERFORMANCE MEASURE 7: SUCCESSFUL PLACEMENT TO PERMANENT HOUSING ➢ 2. UPDATE TO THE COC WRITTEN STANDARDS FOR SERVICE DELIVERY ➢ 3. FINALIZED PROGRAM STANDARDS FOR EMERGENCY SHELTER ➢ 4. NUMBER OF TRAININGS OFFERED BY THE COC TO PROVIDERS ➢ 5. COMPLETED DEVELOPMENT OF A CASE MANAGEMENT TRAINING SERIES			
Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
1.4b. Establish high "minimum standards" for emergency shelter Actions: 1. Begin operation of the Performance Evaluation Committee 2. Create Case Management Training Curriculum and offer regular training opportunities for new and existing direct service staff	**Lead**: Performance Evaluation Committee (PEC) **Partners**: • Emergency Shelter Providers • THN Planning Team	2021-22	
1.4c. Promote the use of evidence-based practices such as Housing First, trauma-informed care, and harm reduction Actions: 1. Begin operation of the Performance Evaluation Committee 2. THN provides Case Management Training	**Lead**: Performance Evaluation Committee (PEC) **Partners**: Funding applicants and recipients	2021-22	Case Management Toolkit

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GOAL 2: INCREASE SUPPLY OF, AVAILABILITY OF, AND ACCESS TO HOUSING AND SUPPORTIVE SERVICES

STRATEGY 1: Increase affordable housing options

MEASURING SUCCESS

- ➢ 1. SYSTEM PERFORMANCE MEASURE 2: RETURNS TO HOMELESSNESS
- ➢ 2. SYSTEM PERFROMANCE MEASURE 5: FIRST TIME HOMELESS
- ➢ 3. SYSTEM PERFORMANCE MEASURE 7: SUCCESSFUL PLACEMENT TO PERMANENT HOUSING
- ➢ 4. INCREASED HOUSING STOCK IN ALL COMMUNITY INVESTMENT COMMITTEE (CIC) REGIONS
- ➢ 5. COMMUNITY INVESTMENT COMMITTEE (CIC) ACTIVELY PARTICIPATES IN FUNDING ALLOCATIONS

Proposed Activity	Responsible Parties	Timeline	Source Documents
2.1a. Assess the distribution of housing units and beds by component type, and work to have the supply meet the demand Actions: 1. Educate the Community Investment Committee regarding the disparity, & need for strategy re: Funding allocation 2. Develop funding alignment model for all interventions	**Lead**: Community Investment Committee (CIC) **Partners**: Local Homeless Coalitions (LHCs)	2021-22	• Local Action Plans • 2020 Gaps Analysis

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STRATEGY 5: Ensure the availability of housing for special populations of people experiencing homelessness (youth, veterans, families, chronically homeless persons)

MEASURING SUCCESS

> 1. SYSTEM PERFORMANCE MEASURE 7: SUCCESSFUL PLACEMENT TO PERMANENT HOUSING
> 2. IDENTIFY TOP FIVE COMMUNITIES WHERE HOMELESSNESS HAS A DISPARATE IMPACT ON BLACK AND AFRICAN AMERICAN INDIVIDUALS
> 3. ADVISORY GROUP OF PERSONS WITH LIVED EXPERIENCE IS ESTABLISHED AND OPERATING
> 4. MATERIALS FOR ENGAGING PEOPLE CURRENTLY EXPERIENCING HOMELESSNESS ARE DEVELOPED

Proposed Activity	Responsible Parties	Timeline	Source Documents
2.5a. Establish a workgroup within the TX BoS CoC to look at disparate impact of homelessness on Black or African American individuals. Actions: 1. Identify the top 5 communities where homelessness has a disparate impact on Black or African American individuals 2. Perform intentional outreach to culturally responsive organizations to learn about effective practices 3. Engage in intentional outreach to organizations within the 5 communities with the most disparate impact and share lessons learned from culturally responsive organizations and Workgroup	**Lead**: Kristin **Partners**: • LHCs, to help with recruiting persons with lived experience • Persons with lived experience	2021-22	• Point in Time (PIT) Count • Housing Inventory Count (HIC) • Longitudinal Statistical Analysis (LSA) • THN staff racial equity materials • TX BoS CoC demographics data reports from HMIS

2.5b. Develop a plan to end Youth Homelessness and create a Youth Action Board (YAB) comprised of youth with lived experience of homelessness Actions: 1. Researching other planning efforts for ending youth homelessness 2. Identifying and Engaging Youth-serving Agencies to participate in the EYH Committee.	**Lead:** Ending Youth Homelessness Committee (EYHC) **Partners:** • Planning Team • System Change Team • Youth-serving agencies • Texas Network of Youth Services (TNOYS)	2021-22	Board Action Request (BAR) to establish the EYHC
2.5c. Develop a plan to end Veteran Homelessness Actions: 1. Identifying and engaging Veteran-serving agencies in the BoS. 2. Ongoing operation of the EVH Committee	**Lead:** Ending Veteran Homelessness Committee (EVHC) **Partners:** • Planning Team • System Change Team • Veteran-serving agencies	2021-22	• Board Action Request (BAR) to establish the EVHC • Draft EVH Plan

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GOAL 3: MORE EFFECTIVELY USE DATA TO INFORM DECISION-MAKING, MEASURE PROGRESS, AND SET GOALS FOR SUCCESS

STRATEGY 1: Continuously improve homelessness data management

MEASURING SUCCESS:

➢ 1. IMPROVED HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS) DATA QUALITY METRICS
➢ 2. IMPROVED PERFORMANCE ON SYSTEM PERFORMANCE MEASURES (SPMS) IDENTIFIED BY THE DATA COMMITTEE

Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
3.1a. Conduct quarterly data quality checks and provide communities with more one-on-one and peer learning opportunities to enhance their data entry practices. Action: Find ways to incorporate Data Committee into this work throughout the year; use the HMS Data Timeliness table to create strategies	**Lead**: Selma and THN Data team **Partner**: Data Committee (DC)	2021-22	• Universal Data Quality (UDQ) manual • Data Quality monitoring plan • HUD Data Quality guidance • System Performance Measure (SPM) improvement briefs (use with Data Committee)

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STRATEGY 2: Increase HMIS participation in order to better understand the housing crisis response system			

CORRESPONDING DATA MEASUREMENT
  ➢ INCREASED HMIS PARTICIPATION RATE (I.E., THE NUMBER OF ORGANIZATIONS USING HMIS
  ➢ NUMBER OF LHC MEETINGS ATTENDED BY THE DATA TEAM			

Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
3.2a. Educate providers on the benefits of using HMIS and conduct targeted outreach of non-participating organizations Actions: 1. Schedule informational calls with interested parties 2. Utilize the housing inventory count (HIC) to identify non-participating projects, and conduct targeted outreach	**Lead**: THN Data team **Partners**: • Data Committee • Local Homeless Coalition (LHC) Leaders • LHC Coordinator	2021-22	• "Benefits of HMIS" document • "Getting Started with HMIS" document • HMIS Training Process document • "HMIS 101" presentation

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GOAL 4: INCREASE COMMUNITY ENGAGEMENT, IMPROVE PUBLIC PERCEPTION, AND SHAPE PUBLIC POLICY

STRATEGY 3. Increase community awareness and participation and community engagement around ending homelessness through coalition building, advocacy, volunteerism, and engagement

MEASURING SUCCESS

- ➢ 1. NUMBER OF PEOPLE NEW TO HOMELESS SERVICES WHO WERE INTRODUCED TO HOMELESS SERVICES USING MATERIALS AND THE PROCESS THAT THN DEVELOPED.
- ➢ 2. INCREASE IN KNOWLEDGE AMONG PERSONS NEW TO HOMELESS SERVICES, AS EVIDENCED BY PRE- AND POST-TRAINING TEST SCORES.
- ➢ 3. INCREASE IN THE NUMBER OF PEOPLE WHO WERE INTRODUCED TO HOMELESS SERVICES THAT SUBSEQUENTLY BEGAN PARTICIPATING IN THEIR LOCAL HOMELESS COALITION (LHC).
- ➢ 4. INCREASED AWARENESS OF RACIAL DISPARITIES, AS EVIDENCED BY PRE- AND POST-TRAINING TEST SCORES.
- ➢ 5. POSITIVE CHANGES IN THE RACIAL DEMOGRAPHICS REPORTED IN THE HOMELESS POPULATION REPORT
- ➢ 6. INCREASE IN THE NUMBER OF PROGRAMS PARTICIPATING IN THE POINT IN TIME COUNT

Proposed Activity	Responsible Parties	Timeline	Source Documents

4.3a. Create content and process to introduce educational materials to people new to homeless services
 	
Actions:
1. Review materials that have already been created, to see what could be used.
2. Deliver introductory webinars and/or recorded videos approximately six times per year
   a. Webinars introducing specific funding and programs
   b. Gain the participation of persons with lived experience of homelessness and other CoC stakeholders to design the content of the trainings
	Lead: THN Engagement Team
	
	Partners: Local Homeless Coalitions (LHCs)
		2021-22	• Resources and tools for Local Homeless Coalitions (LHCs)
			• Materials in the LHC Google Drive
			• TX BoS CoC informational videos on YouTube

3. Increase the number of people using the TX BoS CoC section of THN's website and the number of people attending the CoC General Meetings 4. Coordinate with THN's Planning Team to work with new projects that receive Continuum of Care (CoC) Program-funding and Emergency Solutions Grant (ESG) Program funding			
4.3b. Promote awareness of racial disparities in housing access, and help communities address inequality	**Lead**: THN Data Team **Partners**: • Data Committee • Engagement Team • Advisory Group of Persons with Lived Experience	2021-22	

4.3c. Develop CoC-wide or region-wide plan/outreach around data collection events [for example the Point-in-Time (PIT) Count and the Housing Inventory Count (HIC)] Actions: 1. Develop meeting check-in template 2. Create an "educational" plan to get the data out after PIT and HIC 3. Look into Local Action Plans to target 4. Verify with large LHCs which counties they do cover and help them address any gaps in their coverage 5. Create visual of LHCs and highlight areas that they cover (stars and "reward" approach-maturity matrix)	**Lead**: Kristin and Kyra **Partners**: • THN Data Team • THN Engagement Team • THN Planning Team • Local Homeless Coalitions (LHCs)	2021-22	

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STRATEGY 4: Increase involvement of persons with lived experience.			
MEASURING SUCCESS ➢ 1) THE ADVISORY GROUP OF PERSONS WITH LIVED EXPERIENCE IS DEVELOPED AND OPERATING. ➢ 2) PERSONS WITH LIVED EXPERIENCE WILL GUIDE THE REVISION OF THE COC ACTION PLAN BY 9/30/2022 ➢ 3) MORE PERSONS WITH CURRENT OR RECENT LIVED EXPERIENCE WILL PARTICIPATE IN THE COC BOARD AND COC COMMITTEES			

Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
4.4a. Develop a workgroup of people with current and recent (within the past 3 years) lived experience of homelessness that will consult with THN staff and CoC stakeholders on CoC activities Actions: 1. Identify ways to compensate persons with lived experience for their participation and guidance, find resources for the compensation, and develop a stipend policy for CoC committee involvement for individuals with lived experience 2. Identify promising practices for supporting participation in the planning process and in decision-making by persons with lived experience of homelessness 3. Recruit persons with lived experience to participate in a CoC workgroup, and support their participation 4. Provide an orientation to onboard workgroup members	**Lead**: THN Engagement Team **Partners**: • CoC Board • Persons with lived experience • Local Homeless Coalitions (LHCs) • Entities in the CoC that involve persons with lived experience to guide their work	2021-22	• Materials about engaging persons with lived experience • Materials about being led by persons with lived experience

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GOAL 5: INCREASE FUNDING TO ADDRESS HOMELESSNESS
STRATEGY 1: Align funding and other resources to complement the strategic framework
MEASURING SUCCESS ➢ 1. SYSTEM PERFORMANCE MEASURE 1: LENGTH OF TIME HOMELESS ➢ 2. SYSTEM PERFORMANCE MEASURE 2: RETURNS TO HOMELESSNESS ➢ 3. INCREASE TO THE COC'S ANNUAL RENEWAL DEMAND (ARD) DOLLAR AMOUNT ➢ 4. ALL NEW PROJECTS ARE BASED ON DOCUMENTED NEED IN A GIVEN REGION ➢ 5. EXISTENCE OF A PUBLICLY AVAILABLE FUNDING ALIGNMENT PLAN

Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
5.1a. Develop funding alignment plan, incorporating Program Models Chart, to align CoC funding with approved models and needs Actions: 1. Educate the Community Investment Committee regarding the disparity in resources and the quality of existing resources and the need for standardization 2. Develop program models for all interventions 3. Update the CoC Written Standards for Service Delivery to include Joint Transitional Housing/Rapid Re-Housing (TH/RRH)	**Lead**: Community Investment Committee (CIC) **Partner**: THN Planning Team	2021-22	CoC Written Standards for Service Delivery

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STRATEGY 4: Provide technical assistance and promote capacity building to agencies regarding applying for Continuum of Care (CoC) Program and Emergency Solutions Grant (ESG) Program funding			

MEASURING SUCCESS
   ➢ 1. INCREASE IN THE NUMBER OF NEW COMMUNITIES IN THE TX BOS COC'S APPLICATION FOR COC PROGRAM FUNDS
   ➢ 2. INCREASE TO THE COC'S ANNUAL RENEWAL DEMAND (ARD) DOLLAR AMOUNT			

Proposed Activity	*Responsible Parties*	*Timeline*	*Source Documents*
5.4a. Increase outreach to communities that do not currently receive CoC Program funding to identify any barriers that may keep them from applying 1. Use the Community Investment Committee and CoC staff to identify and target communities/regions for outreach 2. Host outreach events in coordination with historically excluded organizations/communities 3. Engaging potential applicants in a Project Design Clinic targeted at Orgs not currently administering CoC Program funding	**Lead**: Planning Team **Partner**: Community Investment Committee		

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Appendix B: Strategic Planning Process

The CoC established a Strategic Planning Committee (SPC) in September 2019 that was responsible for developing a strategic plan in 2020-2021. Working in conjunction with staff, SPC members conducted research, collected stakeholder input, and drafted the plan for public comment by CoC general members. The SPC and THN also worked with Homebase, a technical assistance provider, to collect public comment from across the TX BoS CoC, conduct focus groups with individuals with lived experience of homelessness, and lead a Community Planning Session for local communities. Development highlights:

- Stakeholder input collected from CoC general members at CoC General Meetings in October 2019 and via survey in October and November 2019
- THN staff drafted the strategic plan from January to July 2020
- SPC members provided feedback on the draft plan in July and August 2020
- The Strategic Planning Committee narrowed the strategies in the plan in November 2020
- The Strategic Planning Committee and the CoC Board met to develop a proposed mission statement in December 2020
- Homebase finalized the TX BoS CoC's Gaps Analysis in February 2021
- Homebase incorporated findings from the Gaps Analysis into the plan and drafted a CoC Action Plan in March-April 2021
- The plan was released for public comment and reviewed by CoC committees in April-June 2021
- A virtual Community Planning Session was held in July 2021, where local communities developed Local Action Plans based on the CoC's strategic plan
- THN staff finalized the CoC Action Plan in August 2021
- The Strategic Planning Committee is scheduled to vote on approving the plan in August 2021
- The CoC Board is scheduled to vote on approving the plan in September 2021
- If approved, the plan will be implemented beginning in October 2021

The goals in the plan were selected based on:

- Stakeholder input
- Review of the CoC's HMIS, PIT Count, Housing Inventory Count (HIC), and SPM data (see Appendix C)
- Research of other CoCs' strategic plans and TX BoS CoC communities' strategic plans
- Review of Consolidated Plan Jurisdictions' Consolidated Plans and Action Plans
- Review of HUD priorities, including scored components of the annual CoC Program application
- Exit Assessment comments from CSH, the CoC's "Priority Community Technical Assistance" provider
- Homebase staff input, including recommendations from the Gaps Analysis completed in 2020
- THN staff input

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TX BoS CoC Strategic Planning Committee

Representing	Name	Position	Organization
CoC Board Members	Daisy Lopez	Victim and Education Manager	Friendship of Women, Inc.
	Dani Shaw	Community Development Manager	City of Denton
	Chad Wheeler	Executive Director and Minister	Lubbock Open Door
	Kyle Moore	Officer, Homeless Outreach Team	Killeen Police Department
THN Board Member	Todd Shell	National Director - Supportive Housing – Recovery/Treatment Facilities	CORT Furniture
CoC General Members	Shane Williamson	Homeless Case Manager	BCFS Health and Human Services, Kerrville
	Michelle Yates	HMIS Analyst	La Posada Providencia
	Melanie Thornton-Lewis	Director of Social Services	The Salvation Army of Galveston
	Marsha Wilson-Rappaport	Grants Director	The Children's Center, Inc.
	Juan Mendive	Community Member	
	Katherine Bisson	Executive Director	Abilene Hope Haven
THN Staff for the TX BoS CoC	Sophia Checa	Director of Continuum of Care Programs	THN
	Mary Stahlke	Director of Engagement	THN
	Jim Ward	Director of Planning	THN
	Kristin Zakoor	Director of Data	THN

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Appendix C: Data to Support Strategic Plan

The strategic plan recommendations were developed with attention to data from the Homeless Management Information System (HMIS), Point-in-Time (PIT) count, Housing Inventory Count (HIC), stakeholder interviews, and surveys distributed to providers across the TX BoS.

Gaps Analysis Key Findings

Pursuant to 24 CFR §578.7(c)(3), one of the primary duties of a Continuum of Care (CoC) is to conduct an annual gaps analysis of the needs and services available within its geographic area related to homelessness. Homebase, a national nonprofit technical assistance provider on homelessness, prepared the TX BoS Gaps Analysis in February 2021 under contract with the Texas Homeless Network. The following data is taken from that report with supplemental information from focus groups and one-one-one interviews with individuals with lived experience of homelessness conducted from April to May 2021.

Goal 1: Improve the Housing Crisis Response System

There are several opportunities to improve the current housing crisis response system. The 2020 Gaps Analysis showed that more than half (53%) of the emergency shelters had occupancy rates below 65% at the time of the Housing Inventory Count (HIC). Despite low occupancy, several individuals experiencing homelessness reported challenges with accessing shelter. Challenges with access could be related to high barriers to entry (e.g., criminal background checks), eligibility restrictions (e.g., dedicated to households with children only), and/or services participation requirements (e.g., maintaining a job, following rules). One focus group participant said "[a specific shelter program] is a good program if you have a job, work, and do everything they ask you to do." Further, returns to homelessness from permanent housing increased by 20% in 2019, exceeding the national average of 9%.

The effectiveness of the housing crisis response system is further impacted by community challenges with **Coordinated Entry**. For some in the regions, Coordinated Entry (CE) ran smoothly, while in other communities it was not always high functioning. People experiencing homelessness also indicated that the Coordinated Entry wait list for housing didn't always make sense. There is an impression that some people who are more stable and are able to live with friends or family are being prioritized, while other people that are living on the street are the ones who need help the most but are not prioritized. Other people reported challenges understanding where to access the Coordinated Entry System and long wait times without transparent communication from providers.

Several emerging trends in sub-population also may require changes in the current system:

- **Single men** were the group with the highest increase in the homeless population over the past three years.
  - Despite this trend, several individuals experiencing homelessness reported that the system primarily serves households with families, saying "homeless community in general is not very kind to singles, especially in small towns."
- The number of **chronically homeless individuals** almost doubled between 2019 and 2020.

- The number of **children under age 18** experiencing homelessness almost doubled between 2018 and 2020.
- There was a 129% increase in the number of individuals who were homeless for the first time between 2016 and 2019.

Goal 2: Increase Supply of, Availability of, and Access to Housing and Supportive Services

Overall, there is a need for additional supply, availability, and access to housing and supportive services. The 2020 Gaps Analysis showed that from 2018 to 2020, while the overall housing stock in the TX BoS CoC increased by 9% (from 6,737 to 7,316 total beds), there was a corresponding **20% increase in the number of individuals experiencing homelessness** (from 7,638 in 2018 to 9,198 individuals in 2019).

Despite the increases in total bed capacity, all six regions of the TX BoS CoC had over 40% of people experiencing homelessness living in unsheltered settings.

One of the biggest gaps for the TX BoS CoC is the distribution of temporary housing compared to permanent housing. In 2020, **the majority of the TX BoS CoC's housing stock was in emergency shelter** (59%), followed by rapid re-housing (16%), transitional housing (12%) and permanent supportive housing (14%). Permanent housing beds (i.e., rapid re-housing and permanent supportive housing) across the TX BoS CoC are close to or at full occupancy.

Individuals experiencing homelessness have reported challenges with accessing housing.

Goal 3: More Effectively Use Data to Inform Decision-making, Measure Progress, and Set Goals for Success

The most significant finding from the Gaps Analysis was the lack of CoC-wide participation in the **Point-in-Time** (PIT) count. Only 32 of the 215 counties (15%) participated in the PIT Count for each of the last three years (2018, 2019 and 2020). In 2020, more than 75% of the counties (164) in the CoC did not participate in the annual PIT count. As a result, TX BoS CoC's PIT data does not accurately identify the number of individuals experiencing unsheltered homelessness. Some TX BoS CoC communities have effectively used their PIT Count data to inform decision- making, measure progress, and set goals for success.

Goal 4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy & Goal 5: Increase Funding to Address Homelessness

Many communities across the TX BoS would welcome **more regional and on-the-ground support** from THN. Some communities identified that often there is not a coalition working together to address homelessness but rather a single individual championing the work. These communities were interested in support from THN to build more than individual champions. As one interviewee stated, "It seems like the most successful areas have one strong individual as opposed to a coalition … would be helpful to better understand how to develop a strong coalition so that it's not on one person."

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In October and November 2020, the Texas Homeless Network distributed a survey about strengths and opportunity areas to providers across the TX BoS CoC. One hundred fourteen people opted into the survey. The top three needs identified for this group were **more funding** (70%), **communication between partners** (56%), and **collaboration with the community** (53%). Notably, stakeholders also identified a need for more staffing resources (46%) and more/better education and training (42%).
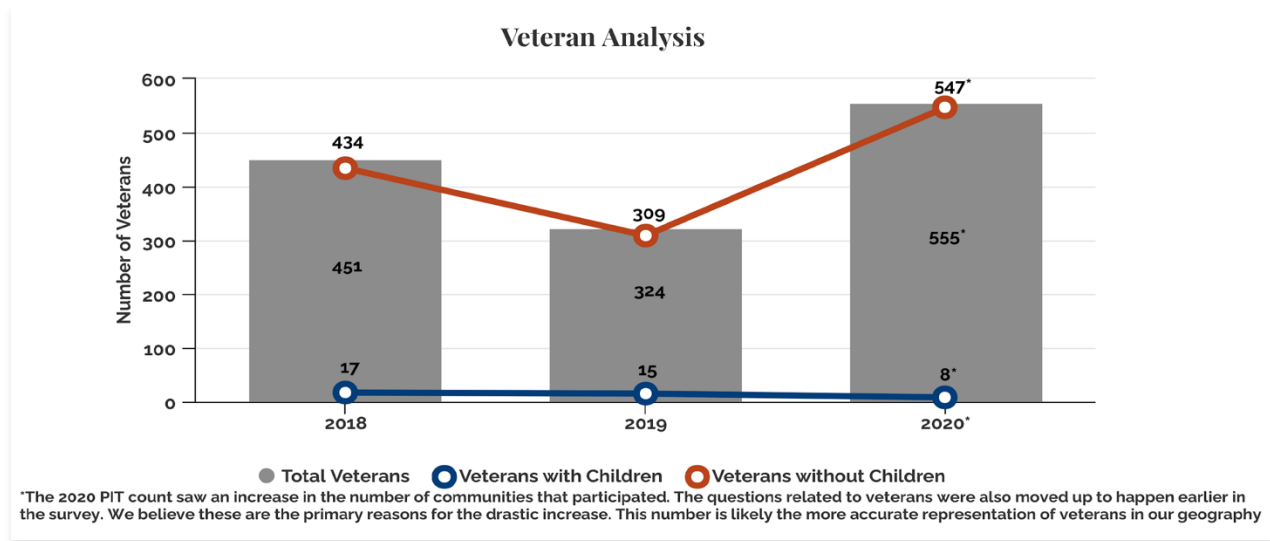
Point-in-Time (PIT) Count Data

The CoC Program Interim Rule requires CoCs to perform PIT Counts. PIT Counts are a snapshot of homelessness in the CoC during one night in January and are carried out by community volunteers throughout the CoC.

PIT count volunteers survey "sheltered" individuals who are residing in emergency shelters or transitional housing, and "unsheltered" individuals who are living outdoors or in "other places not meant for human habitation," such as cars or abandoned buildings. Volunteers gather as much data about individuals as possible by conducting interviews with them. Individuals are also included in the count by observation when an interview is not possible. PIT Count data is used to assess how a CoC is performing and is a component of the System Performance Measures (SPMs) reported to HUD annually. These SPMs are a way for the CoC and HUD to assess the community's progress towards ending homelessness.

Changes over Time by Sub-population (PIT)

The TX BoS CoC saw an increase in homelessness among several key sub-populations between 2019 and 2020, including veterans without children, domestic violence survivors, chronically homeless adults, and parenting youth. Notably, the number of unaccompanied youth decreased slightly from 2019 to 2020. Several of the strategies outlined in the strategic plan highlight interventions to better serve these sub-populations.

Veteran Analysis

*The 2020 PIT count saw an increase in the number of communities that participated. The questions related to veterans were also moved up to happen earlier in the survey. We believe these are the primary reasons for the drastic increase. This number is likely the more accurate representation of veterans in our geography

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Domestic Violence Survivors

772 — 2018
713 — 2019
1,045* — 2020*

Y-axis: Number of Survivors
X-axis: Year
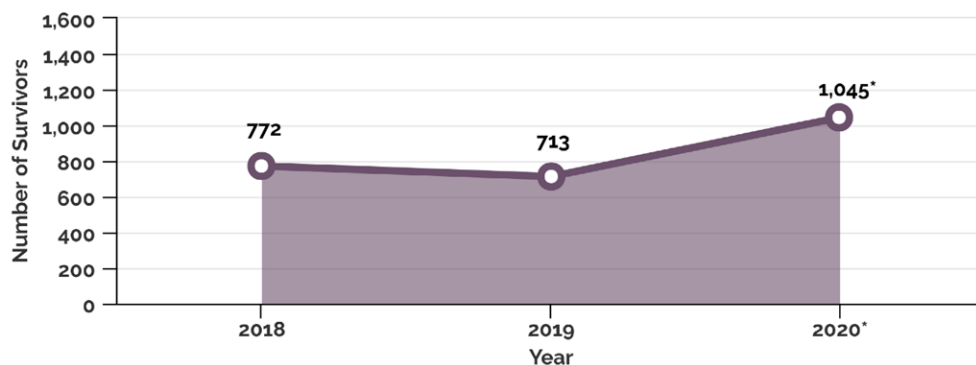
Chronically Homeless Analysis
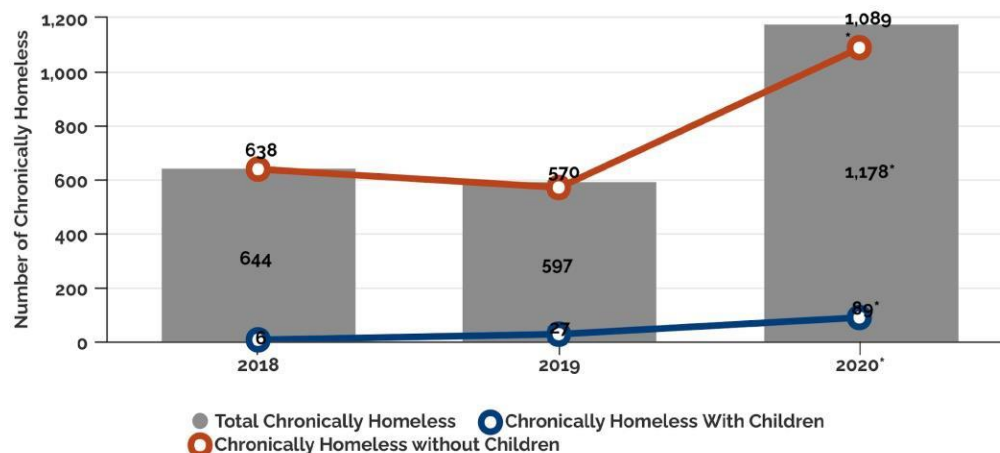
Y-axis: Number of Chronically Homeless

2018: 644 (Total Chronically Homeless bar), 638 (without Children), 6 (With Children)
2019: 597 (Total Chronically Homeless bar), 570 (without Children), 27 (With Children)
2020*: 1,178* (Total Chronically Homeless bar), 1,089* (without Children), 89* (With Children)

● Total Chronically Homeless   ○ Chronically Homeless With Children
○ Chronically Homeless without Children

*The 2020 PIT count saw an increase in the number of communities that participated. The questions related to chronic homelessness were also moved up to happen earlier in the survey. We believe these are the primary reasons for the drastic increase. This number is likely the more accurate representation of chronic homelessness in our geography

Parenting Youth

67 — 2018
41 — 2019
83 — 2020

Y-axis: Number of Parenting Youth
X-axis: Year
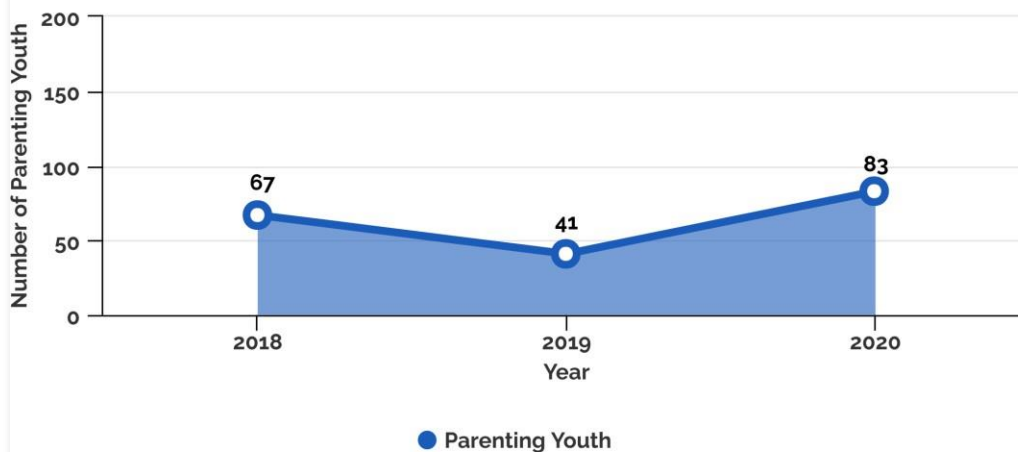
● Parenting Youth

*Parenting youth is inclusive of all individuals under the age of 24 who do not have a head of household over the age of 24 _and_ who are the primary caregiver/parent of a child.

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Unaccompanied Youth

*Unaccompanied youth is inclusive of all children (0-17) and youth (18-24) who do not have a head of household over the age of 24. It can include youth who may be living with siblings and/or other youth of the same age.
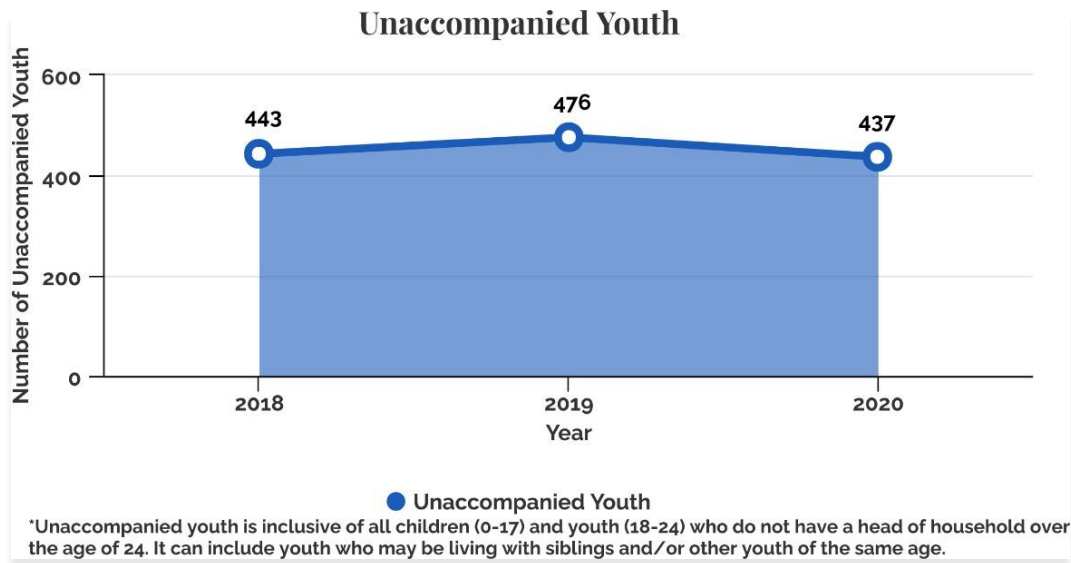
## Housing Inventory Count (HIC) Data

In addition to the PIT Count, HUD also requires CoCs to perform a Housing Inventory Count (HIC) annually. The HIC is a count of the shelter and housing available to people experiencing homelessness on the same night as the PIT Count. For the HIC, emergency shelters (ES), transitional housing (TH), rapid rehousing projects (RRH), and permanent supportive housing (PSH) projects report the available beds in their facilities.

Emergency Shelter	Short term temporary housing
Transitional Housing	Longer term temporary housing (6-12 months) with intensive services
Rapid Re-Housing	Financial assistance and supportive services to quickly house households experiencing homelessness
Permanent Supportive Housing	Long-term housing and intensive supportive services, typically to chronically homeless households

As part of the 2020 Gaps Analysis, Homebase completed the following analysis on the 2020 HIC. From 2018 to 2020, while the overall housing stock in the TX BoS CoC has increased by 9% (from 6,737 to 7,316 total beds), there was a corresponding 20% increase in the number of individuals experiencing homelessness (from 7,638 in 2018 to 9,198 individuals in 2019). In 2020, the majority of the TX BoS CoC's housing stock was in emergency shelter (59%).
The next highest type of housing stock was Rapid Rehousing (RRH) at 16%. Transitional housing and Permanent Supportive Housing (PSH) each comprised less than 15% of beds (12% and 14% respectively
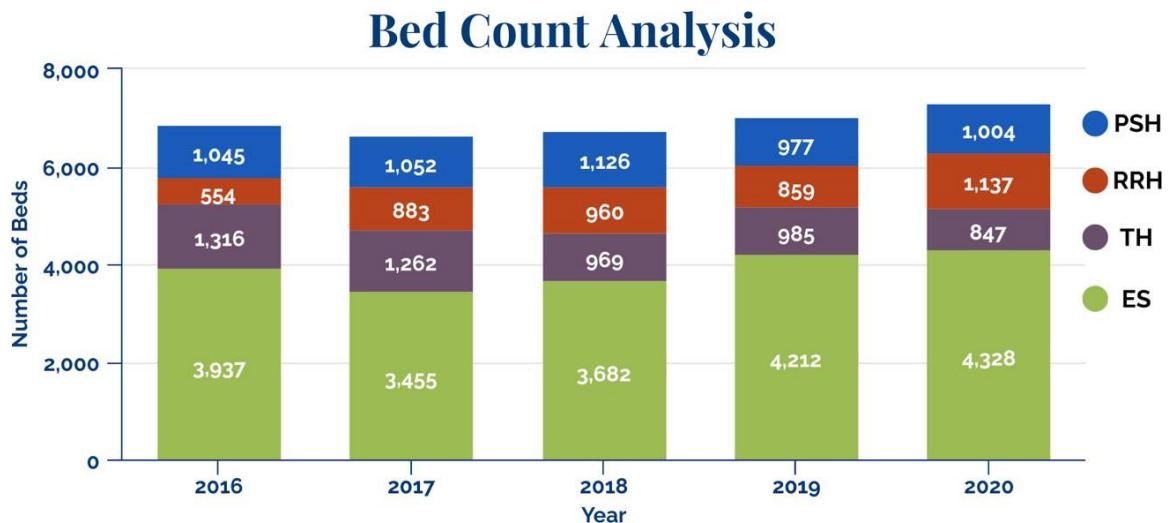
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2020 Bed Count

ES → 4,328
PSH → 1,137
RRH → 1,004
TH → 847

Number of Beds

Total Beds: 7,362
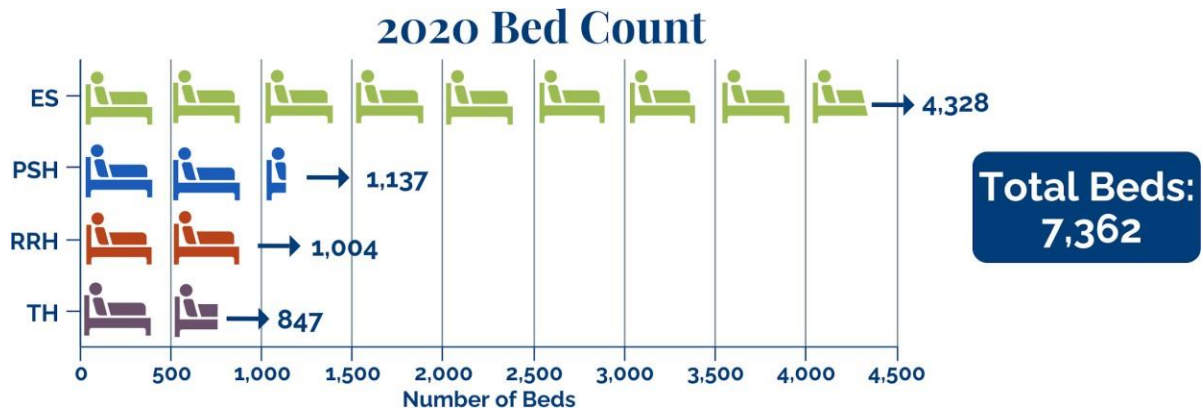
Overall, there is a disproportionate number of temporary shelter beds compared to permanent beds. Many of the permanent housing beds that exist in the TX BoS CoC coverage area are PSH beds dedicated to Veterans or people who are chronically homeless.

From 2018 to 2020, emergency shelter beds comprised more than 50% of total beds while the percentage of PSH beds dropped slightly from 17% in 2018 to 16% in 2020. Transitional housing and rapid re-housing remained fairly stable across the three-year time period.

Bed Count Analysis

Year	ES	TH	RRH	PSH
2016	3,937	1,316	554	1,045
2017	3,455	1,262	883	1,052
2018	3,682	969	960	1,126
2019	4,212	985	859	977
2020	4,328	847	1,137	1,004

At the same time, there are low utilization rates in emergency shelters: more than half (53%) of the emergency shelters had occupancy rates below 65% at the time of the 2020 HIC. Many of the beds are dedicated to specific sub-populations:

- More than 40% of the emergency shelters (thirty-nine) are dedicated to survivors of domestic violence, crimes, or sexual assault.
- Less than 22% of emergency shelters (21) serve individuals and families.

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System Performance Measures (SPMs)

System Performance Measures (SPMs) are data points that are reported to HUD annually in order to track the progress of a CoC in preventing and ending homelessness.

The following table represents changes in the SPMs tracked by THN's Data Team.

System Performance Measures Summary - Year to Year Comparison
FY 2019: October 1, 2018 - September 30, 2019 vs. FY 2020: October 1, 2019 - September 30, 2020

#	Measure Description	Desired Change	Year to Year % Change	System Trend
1a	Average Length of Time Persons Remain Homeless	↓	↑70%	Average number of days in shelters and transitional housing increased from 37 days in FY2019 to 63 days in FY2020.
2	Return to Homelessness (total returns in 2 years)	↓	↓ 1%	The percent of persons who returned to homelessness decreased from 17% in FY2019 to 16% in FY2020
3.1	Number of Homeless Persons (change in PIT counts)	↓	↑14%	The number of persons counted during the PIT increased from 8,072 in FY2019 to 9,198 in FY2020
4.3	Change in total income for adult system stayers during reporting period	↑	↓ 6%	The percent of adult stayers who increased their total income decreased from 44% in FY2019 to 38% in FY2020
4.6	Change in total income for adult system leavers during reporting period	↑	↓ 1%	The percent of adult leavers who increased their total income decreased from 53% in FY2019 to 52% in FY2020
5.2	First Time Homeless (ES, TH, & PH with no prior HMIS enrollments)	↓	↓ 56%	The number of persons who became homeless for the first time decreased from 16,492 in FY19 to 7,256 in FY2020
7b.1	Successful Permanent Housing Placement (From ES, TH, and RRH)	↑	↓ 3%	The housing placement rate decreased from 33% in FY2019 to 30% in FY2020

To see a summary of the Texas Balance of State CoC's performance in 2019, please see:

https://files.hudexchange.info/reports/published/CoC_Perf_CoC_TX-607-2019_TX_2019.pdf

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Appendix D: Glossary

Acronym	Term
BoS	Balance of State
CE	Coordinated Entry
CEPE	Coordinated Entry Planning Entity
CESC	Coordinated Entry Steering Committee
CIC	Community Investment Committee
CoC	Continuum of Care
ES	Emergency Shelter
ESG	Emergency Solutions Grant
HMIS	Homeless Management Information Systems
HUD	U.S. Department of Housing and Urban Development
LHCs	Local Homeless Coalitions
PSH	Permanent Supportive Housing
RRH	Rapid Re-Housing
SO	Street Outreach
SPC	Strategic Planning Committee
SSVF	Supportive Services for Veteran Families Program
TH	Transitional Housing
THN	Texas Homeless Network
VSP	Victim Services Provider
VSPC	Victim Services Provider Committee

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Appendix E: Description of a Continuum of Care (CoC)

The Texas Balance of State Continuum of Care (TX BoS CoC) is a multi-agency collaboration that coordinates housing, services, and funding for people experiencing homelessness across 215 counties across the state. The phrase "Continuum of Care," or "CoC" for homeless assistance, refers not only to the group of people and organizations but also to the geographic area covered by the CoC group. Also, the U.S. Department of Housing and Urban Development (HUD) administers the CoC Program that guides CoCs as they prevent and end homelessness. The CoC Program is governed by the HEARTH Act amendment to the McKinney-Vento Homeless Assistance Act of 2009. The HEARTH Act says that the purpose of a CoC is:

- to promote a community-wide commitment to the goal of ending homelessness;
- to provide funding for efforts by nonprofit providers and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to individuals, families, and communities by homelessness;
- to promote access to, and effective utilization of, mainstream programs...and programs funded with State or local resources; and
- to optimize self-sufficiency among individuals and families experiencing homelessness.

The CoC Program Interim Rule requires CoCs to carry out certain activities, including using a planning process, establishing CoC governance (board and committees), operating the CoC, collecting and reporting data, and measuring performance and effectiveness of housing and services. A Balance of State (BoS) CoC is a CoC that exists in parts of a state that are not covered by other CoCs. This usually includes rural and suburban areas outside of major metropolitan jurisdictions. As a BoS CoC, the TX BoS CoC faces unique challenges. With 215 of Texas' 254 counties, the TX BoS CoC is one of the largest CoCs and covers more counties than any other CoC. Such a large and geographically diverse CoC requires a proactive approach to governance and operations to carry out the mandates of the CoC Interim Rule.

History of the TX BoS CoC

THN was incorporated in 1991 and worked to address homelessness around the state. In 1995 the Texas Interagency Council for the Homeless (TICH) was created, and THN received funding to help the TICH fulfill its legislative mandates. In 2006, the TX BoS CoC was created in response to new HUD requirements that made it difficult for many areas of Texas, mostly rural, to administer their own CoCs and apply for funding. Establishing a BoS CoC enabled agencies in areas of the state that were not covered by their own CoC, or had never been under the governance of a CoC, to apply for HUD CoC Program funding. Since its establishment, other CoCs in Texas have merged with the TX BoS CoC, and one county has merged with a different CoC. This has resulted in the TX BoS CoC's current coverage area of 215 counties. The TX BoS CoC is one of 11 CoCs in Texas.

The TX BoS CoC has selected Texas Homeless Network (THN) to serve as the lead support agency. Through a Memorandum of Understanding between the TX BoS CoC Board and the THN Board, THN helps CoC members to meet requirements, develop housing crisis response

systems, implement best practices, and achieve high performance so that homelessness is prevented, when possible, and when it occurs, it is rare, brief, and non-recurring (one-time).

TX BoS CoC Governance Structure

In the TX BoS CoC, CoC General Members are the primary drivers of CoC activities, in accordance with HUD guidelines. "General Member" refers to anyone who lives and/or works within the CoC and has an interest in preventing and ending homelessness. CoC General Members elect representatives to the CoC Board and other CoC Committees, to make decisions about CoC activities on their behalf.

The CoC Board acts as the main governing body for the CoC. Members of the board are elected by CoC General Members based on their areas of expertise and experience.

THN provides staff support for the CoC Board, CoC Committees, and CoC General Members.

For more information about the CoC's governance structure, please see the CoC's governance documents and the CoC Committees section of THN's website.

TX BoS CoC Board

The CoC Board is the main decision-making body of the CoC. The CoC Board acts on behalf of the TX BoS CoC and is responsible to the CoC general members. Board members are elected by the CoC general members. The CoC Board's main function is to set policies for the CoC and ensure the CoC is fulfilling its responsibilities. Directives from the CoC general members are most often received by the board through the actions of CoC committees but are sometimes received through direct votes from the members. The CoC Board was designed to ensure broad representation of community stakeholders from around the CoC's geographic area. In order to achieve this, CoC Board members are chosen to fill seats with the following designations:

- Seat 1: Person with Lived Experience of Homelessness
- Seat 2: Homeless veterans
- Seat 3: Chronically Homeless Persons
- Seat 4: Homeless families
- Seat 5: Homeless Youth
- Seat 6: Victim services
- Seat 7: Mental/behavioral health
- Seat 8: Health/medical
- Seat 9: Local Government
- Seat 10: Emergency Solutions Grant (ESG) Recipient
- Seat 11: Public Housing Agency
- Seat 12: Law enforcement/ criminal justice
- Seat 13: Business
- Seat 14: Faith community or faith-based organization
- Seat 15: State Govt. or Texas Interagency Council for the Homeless (TICH)

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TX BoS CoC Committees

Committees within the TX BoS CoC governance structure are designed to carry out the high- level work of the CoC, ensuring that the CoC fulfills all of the requirements established by HUD. They create recommendations about policy and funding that are then proposed to the board for approval. Any CoC member can serve on a committee, as long as they meet the requirements set by the committee's policies. Committees provide an opportunity for CoC general members to be directly involved in CoC-wide decision making. THN staff provide support and technical assistance to the committees. Current committees include:

- **Community Investment Committee (CIC)** - evaluates applications for funding and professional development opportunities that THN makes available to CoC Members; ensures equitable access across the CoC to funding and professional development opportunities THN makes available to CoC Members
- **Coordinated Entry Steering Committee (CESC)** - oversees the Coordinated Entry process, which is responsible for how people experiencing homelessness are prioritized for and referred to housing and services; the CESC is composed of the leads from each local Coordinated Entry Planning Entity (CEPE) in the CoC
- **Data Committee** - oversees the Homeless Management Information System (HMIS), the database for information about people experiencing homelessness, and provides feedback from HMIS end users on specific data matters
- **Ending Veteran Homelessness Committee (EVHC)** - will develop, implement, and monitor a plan to end Veteran homelessness across the CoC; will create a regional veteran system to meet the federal benchmarks and criteria for ending veteran homelessness; the goal is to end Veteran homelessness in all 215 counties in the CoC
- **Ending Youth Homelessness Committee (EYHC)** - will recommend a Youth Action Board (YAB) structure and composition to the CoC Board for approval; in partnership with the YAB, will create and execute a plan to end youth homelessness; also with the YAB, will ensure that outreach to youth during the PIT Count is accurate and that outreach is performed after the PIT Count to connect youth with Coordinated Entry.
- **Executive Committee of the CoC Board** - plans Board meetings and acts on behalf of the Board, when necessary; the Executive Committee is composed of the officers of the CoC Board
- **Strategic Planning Committee (SPC)** - creates a strategic plan for the TX BoS CoC, in accordance with HUD requirements for CoC planning; oversees monitoring and implementation of the plan; committee members are recruited from the general members
- **Victim Service Providers Committee (VSPC)** - coordinates, supports, and strengthens the coordination between Victim Service Providers (VSPs) and the TX BoS CoC homelessness response system

One committee is being developed:

- **Performance Evaluation Committee (PEC)** – will establish performance outcome targets and participate in the performance evaluation of funded agencies, and may make funding recommendations to the TX BoS CoC Board and other funders

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Local Planning Bodies in the TX BoS CoC

There are two types of planning bodies that serve CoC members on a local level: Local Homeless Coalitions (LHCs) and Coordinated Entry Planning Entities (CEPEs). Each has a relationship with the CoC lead agency and regularly communicates their activities to CoC staff.

Local Homeless Coalitions (LHCs)

Local Homeless Coalitions are groups of organizations, individuals, and leaders interested in ending homelessness that meet face-to-face locally within TX Balance of State communities. LHCs make plans to address homelessness in their communities, pursue CoC goals, and lead local initiatives. LHCs report their activities to THN, and THN provides guidance on local homeless initiatives and services, as needed. The CoC Board has established LHC Requirements - activities LHCs must complete in order to be considered an LHC within the TX BoS CoC. They are similar to the regional bodies that are part of the governance structure of some BoS CoCs, except that they do not cover every area of the state, and their establishment is completely voluntary. Many areas of the state are not represented by an LHC.

Coordinated Entry Planning Entities

Coordinated Entry Planning Entities (CEPEs) are the management bodies at the regional levels responsible for implementing the day-to-day process of coordinated entry (CE) in the region. They are composed of homeless services providers who are engaged in CE within their cities or counties. CEPEs operate by their own policies and procedures on the local level, and each CEPE has a representative on the CoC's Coordinated Entry Steering Committee (CESC). CEPEs are responsible for overseeing how CE operates in their communities and ensuring that CE adheres to the CoC-wide Coordinated Entry Written Standards. Like LHCs, not all areas of the TX BoS CoC have established CEPEs.

THN as the CoC Lead Agency, HMIS Lead Agency, and Collaborative Applicant

As the lead agency of the TX BoS CoC, THN is responsible for supporting CoC planning, operations, and data collection, analysis, and reporting. THN receives a CoC Planning grant from HUD's Continuum of Care Program to carry out these requirements.

The CoC Program Interim Rule establishes the following duties of a CoC:

- Create and annually update a Governance Charter that establishes a board, committees, and subcommittee;
- Coordinate CoC-wide systems for prevention, outreach, engagement, assessment, shelter, housing, supportive services, and a coordinated entry process (CE);
- Conduct a CoC-wide Point in Time (PIT) Count annually;
- Conduct an Annual Gaps Analysis for the CoC;
- Coordinate with Emergency Solutions Grant (ESG) recipients

- Operate an Homeless Management Information System (HMIS) for the CoC (or designate a separate HMIS lead)
- Prepare the CoC Program funding application annually

THN strives to go beyond HUD's minimum requirements for operating and planning by serving all communities within the CoC using the CoC planning model, even those that do not have CoC Program-funded or ESG Program-funded projects. Some ways in which this can be achieved include collecting and analyzing data about homelessness in communities within the CoC by way of the PIT and HIC counts, partnering with Local Homeless Coalitions across the CoC, and providing TA for communities regarding best practices for homeless services delivery.

Because Texas Homeless Network is designated as the HMIS lead agency for the TX BoS CoC, it is responsible for operating an HMIS system on behalf of the CoC. THN receives grant funding from HUD to operate the CoC-wide HMIS system. The current software used in the TX BoS CoC is ClientTrack.

HMIS is a system that allows CoCs and agencies to track the numbers, characteristics, and needs of people in their communities that are experiencing homelessness. It is intended to decrease duplication of services and increase collaboration between service providers in a community by allowing different agencies to share data about their clients. It is also a tool for gathering data about the state of homelessness in the community, which can allow CoCs and communities to understand which efforts are most effective, and target supportive services where they are needed most. This data is also used at the city, state, and federal levels to understand changes in homelessness over time. Programs receiving CoC Program funding and Emergency Solutions Grant (ESG) Program funding, among others, are required to use HMIS. As the HMIS lead agency, THN is responsible for administering HMIS in accordance with HUD requirements and supporting agencies and staff to use HMIS. HMIS is governed by the TX BoS CoC HMIS Policies and Procedures Manual, which ensures compliance with HUD requirements:

A significant number of homeless service providers operating within the CoC do not receive HUD funding and/or do not participate in HMIS. Notably, victim services providers are prohibited from participating in HMIS to protect client privacy and must enter data into a comparable database. While all these providers play a vital role in responding to local needs and increasing housing and service availability in their service areas, their data is not reflected in HMIS.

THN serves as the Collaborative Applicant for the TX BoS CoC by facilitating the local (CoC-level) competition for CoC Program funding and by completing and submitting the CoC Consolidated Application.

TX BoS CoC as a System

In the past, homelessness has been addressed by a set of loosely connected services and multiple processes that could be confusing and time-consuming and created barriers for people experiencing homelessness to re-enter permanent housing. HUD's CoC Program established the continuum of care model in 1995. It promoted CoC planning processes that involve service providers, advocates, government officials, people with lived experience of homelessness, and other stakeholders evaluating the needs of people experiencing homelessness in the

community; assessing the performance of existing activities; and prioritizing activities and funding for the future.

The CoC Program also described a continuum of services and housing to address homelessness that included components such as street outreach, emergency shelter, transitional/temporary housing, permanent housing, and supportive services. More recent research has indicated the success of strategies such as:

- Homelessness prevention;
- Coordinated entry to provide comprehensive assessments of the needs of individuals and families for housing and services and directing people to the housing interventions that will end their homelessness;
- Diversion away from the homeless services system and toward other family and community supports;
- Rapid re-housing and permanent supportive housing that move people back into permanent housing quickly; and
- Robust supportive services offered to participants to help them maintain housing stability.

With the passage of the HEARTH Act in 2009, HUD established requirements for homeless housing and services systems, including having CoC Written Standards for Service Delivery that address eligibility and prioritization, The HEARTH Act also established metrics that would enable CoCs to assess the effectiveness of their systems. This increased focus on best practices, coordinated entry, and system performance measurement added to the already- robust CoC planning activities that now guide the TX BoS CoC.

Coordinated Entry (CE)

CE is a powerful piece of a Housing Crisis Response System that ensures that people experiencing or at-risk of homelessness can readily find and navigate crisis intervention assistance. It is designed to ensure that households are prioritized for and matched with the right intervention as quickly as possible. It aims to standardize the access, assessment, and referral process across all providers in communities. CE is guided by the Coordinated Entry Written Standards.

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Appendix F: TX BoS CoC Mission Statement Process

Mission Statement: The TX BoS CoC develops system-level responses and coordinates local community strategies that strategically prevent and end homelessness and increase housing stability.
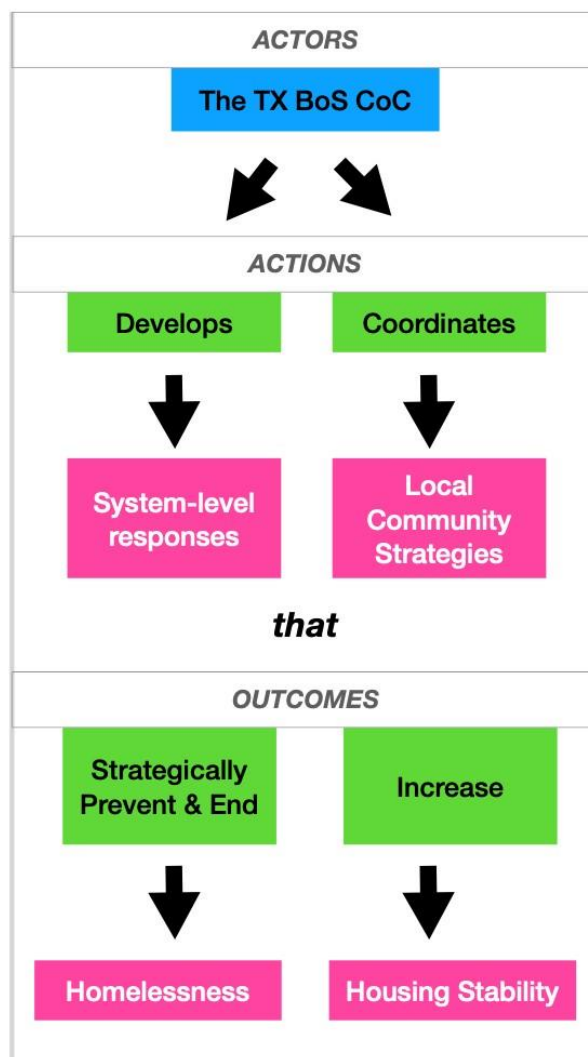
The Process: After the December 2020 joint meeting between the TX BoS CoC board and SPC committee, the results of the mission statement development activity were used to develop this statement.

Explanation:

Viewing the TX BoS CoC both as an entity which performs direct action...

and a collection of 215 counties which also perform their own local actions.

Developing system-level responses is ONE of the two primary actions of the TX BoS CoC. This includes CE, HMIS, PIT, Written Standards, CoC Program Competition, etc.

Coordinating local community strategies is the 2ND of the two primary actions of the TX BoS CoC. This includes supporting LHCs, CEPEs, local initiatives, etc.

ACTORS
The TX BoS CoC

ACTIONS
Develops — Coordinates
System-level responses — Local Community Strategies

that

OUTCOMES
Strategically Prevent & End — Increase
Homelessness — Housing Stability

These outcomes attempt to say, "make homelessness rare, brief, and nonrecurring" in a way that intentionally tries to involve a range of actors beyond...

homeless service providers in a narrow sense; actors such as mainstream service providers, affordable housing developers, etc.

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Appendix G: Community Action Plan Template

This template is intended to help communities identify local needs, goals and strategies in alignment with the CoC's Strategic Plan. This template will provide guidance on identifying relevant goals and creating a step-by-step implementation timeline unique to each community.

USING THIS DOCUMENT

1. Complete the Local Data Questions.
2. Complete the Initial Community-Assessment.
3. Based on the results of the Community-Assessment, select three goals for your community.
4. Break down each goal into strategies and action steps for implementation.
5. Identify a community member that can be responsible for leading each of the action steps and a timeline by which you would like the action steps to be completed.
6. Submit your action plan to the CoC's Strategic Planning Committee for inclusion in the CoC's Strategic Plan!

If you have questions as you are working through the document, please contact Homebase at maddie@homebaseccc.org *or THN at* Mary@thn.org.

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LOCAL DATA QUESTIONS		
Instructions: Answer the following questions using the data sources suggested or your best estimation.		

Data Point	Source of Information	Data
1. Number of individuals experiencing unsheltered homelessness	*Point-In-Time Count, Lived Expertise, or estimate*	
2. Number of shelter beds	*Housing Inventory Count, Lived Expertise, or estimate*	
3. Number of homeless-dedicated housing beds (e.g., rapid re- housing, permanent supportive housing)	*Housing Inventory Count, Lived Expertise, or estimate*	
4. Number of local providers working on homelessness	*Housing Inventory Count, Lived Expertise, or estimate*	
5. Are there specific subpopulations with higher needs? (e.g., families, transition age youth (18-24), individuals fleeing domestic violence, individuals experiencing chronic homelessness, individuals with unmet behavioral needs, individuals with substance use disorder needs, unsheltered individuals, etc.)	*Point-In-Time Count, Lived Expertise, or estimate*	

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INITIAL COMMUNITY-ASSESSMENT	
Instructions: **Answer the following questions about your community's performance in the past two years. Please** ==**highlight**== **your response.**	
1. Does your community currently have a Local Homeless Coalition or similar group?	
Yes	No
2. Does your community participate in the Point-in-Time (PIT) count?	
Yes	No
3. Does your community have any projects using HMIS?	
Yes	No
4. Do programs in your community participate in Coordinated Entry?	
Yes	No/Does Not Apply
5. Do you hold community meetings at least quarterly with key homeless stakeholders (including individuals with lived experience of homelessness)?	
Yes	No
6. Does your community have any emergency shelter?	
Yes	No/Does Not Apply
7. Does your community have any rapid re-housing or permanent supportive housing projects?	
Yes	No

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IDENTIFY COMMUNITY GOALS	
Instructions: **If you answered yes to five or more of the community-assessment questions, please identify three goals from Column A or B. Otherwise, please identify three goals from Column B.**	
Column A	Column B
Increase the availability of **shelter or housing** for individuals experiencing homelessness. *Sample Actions: build local support for new homeless assistance programs, create a shelter program for a previously underserved population, create a housing program, apply for CoC Program funding*	Establish a **Local Homeless Coalition** (LHC) *Sample Actions: Meet with THN, identify an LHC Chair, host quarterly meetings*
Eliminate all but the **funder-required barriers** from local emergency shelters. *Sample Actions: host a Housing First training for local shelter providers, complete a Policies & Procedures review for local providers focused on removing barriers, meet with local funders about the impact of the Housing First model*	Participate in the next **Point in Time (PIT) count**. *Sample Actions: contact THN, identify a PIT Lead, register for the PIT, attend PIT trainings, conduct the PIT*

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Link **sober living housing** with homeless assistance housing. *Sample Actions: coordinate discharge planning between local sober living and homeless assistance programs*	Encourage local programs to participate in **HMIS** and ensure data is timely (entered within 3 working days of intake), complete (data entered on 100% of served clients; missing information does not exceed 5%), and accurate (95% of data in HMIS reflects what clients are reporting). *Sample Actions: encourage local programs to participate in HMIS, review on-going challenges with data quality, work with the CoC Performance Coordinator (Quiana Fisher) to identify strategies for improvement, consider pursuing additional HMIS trainings*
Implement or improve **prevention and/or diversion** efforts within the community *Sample Actions: create a prevention program, coordinate existing prevention programs, establish a flexible pool of funding that can be uses for prevention or diversion*	Encourage local programs to participate in **Coordinated Entry** and meet THN's Coordinated Entry Written Standards. *Sample Actions: identify which local programs are participating in Coordinated Entry and which are not, identify local Coordinated Entry Planning Entity, request a Coordinated Entry training*
Meet with local **Housing Authority** and/or affordable housing developers about increasing the supply for homeless and formerly homeless *Sample Actions: encourage the establishment of homeless preferences for housing choice vouchers, advocate for affordable housing development at the local and state level, coordinate Housing Authority resources and Coordinated Entry*	Hold at least **one meeting per quarter** with key homeless stakeholders, including individuals with lived experience of homelessness. *Sample Actions: identify a regular meeting time and location, identify a local point of contact for regular meeting coordination, develop a list of potential meeting topics, publicize the meetings, develop a stipend policy for individuals experiencing homelessness*

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Increase access to meaningful and sustainable **employment pathways** for individuals experiencing homelessness *Sample Actions: establish a workforce program targeting individuals experiencing homelessness, co-locate workforce resources at homeless system access points, coordinate with local workforce efforts and explore providing a preference for individuals experiencing homelessness*	Create an **emergency shelter** project. *Sample Actions: review THN's emergency shelter standards, locate a provider, develop a plan, identify a site, work with elected officials, obtain funding from local/state/federal sources, message plan to surrounding community*
Increase and improve **housing navigation and outreach** resources. *Sample Actions: develop and distribute materials community-wide about accessing homelessness assistance, hire Housing Navigators, coordinate current outreach strategies*	Create a **rapid re-housing** or **permanent supportive housing** project. *Sample Actions: review THN's housing standards standards, locate a provider, develop a plan, identify a site, work with elected officials, obtain funding from local/state/federal sources, message plan to surrounding community*
Meet or exceed THN's minimum standards for implementing **Housing First.** *Sample Actions: review THN's housing first standards, identify areas for local improvement, host a local training about the importance of Housing First.*	Build relationships with **local elected officials**. *Sample Actions: identify key elected officials, ask for an opportunity to discuss the work you're doing, invite them to your next meeting*
	Complete the **Community Data Worksheet**. *Sample Actions: connect with Jen Beardsley with THN, collect data from sources other than HMIS (e.g., 211, HUD, local public housing authority), estimate unmet need in the community*

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COMMUNITY ACTION PLAN - TEMPLATE
Instructions: Using the three Community Goals identified on pages 3-4, please complete the following table. To the extent possible, identify action steps that could be taken within the next year. If you would like further guidance, please see the Community Action Plan Example on pgs. 10-11; the Implementation Resources on pg. 12; or contact THN or Homebase staff.
GOAL #1: [FILL IN ONE COMMUNITY GOAL FROM PAGE 3 OR 4]
STRATEGY 1: [Fill in a broad set of actions you can take to help achieve this goal]
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2

Action Steps	Responsible Parties	Timeline	Source Documents
1a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		
1b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		

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STRATEGY 2: [Identify a different broad set of actions you can take to help achieve this goal]			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		
2b. [Identify a different specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		

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GOAL #2: [FILL IN A DIFFERENT COMMUNITY GOAL FROM PAGE 3 OR 4]			
STRATEGY 1: [Fill in a broad set of actions you can take to help achieve this goal]			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead:**		
	Partners:		
1b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead:** **Partners:**		

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STRATEGY 2: [Identify a different broad set of actions you can take to help achieve this goal]			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		
2b. [Identify a different specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		

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GOAL #3: [FILL IN THE LAST COMMUNITY GOAL FROM PAGE 3 OR 4]			
STRATEGY 1: [Fill in a broad set of actions you can take to help achieve this goal]			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead:** **Partners:**		
1b. [Identify another specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead:** **Partners:**		

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STRATEGY 2: [Identify a different broad set of actions you can take to help achieve this goal]			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ FILL IN MEASURE 1 ➢ FILL IN MEASURE 2			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. [Identify a specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		
2b. [Identify a different specific activity you will undertake to help implement your strategy and achieve your goal.]	**Lead**: **Partners**:		

Who will be the main point of contact from your community for follow up questions about the Local Action Plan Template?

Name	
Organization/Affiliation	
Email Address	

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COMMUNITY ACTION PLAN – EXAMPLE
Instructions: Please use this example for reference when completing the Community Action Plan Template.

GOAL #1: INCREASE THE AVAILABILITY OF SHELTER FOR INDIVIDUALS EXPERIENCING HOMELESSNESS.

STRATEGY 1: Build community support for a new shelter.

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
➢ NUMBER OF KEY STAKEHOLDER INTERVIEWS COMPLETED
➢ NUMBER OF ELECTED OFFICIALS THAT INDICATE SUPPORT FOR PROPOSED SHELTER

Action Steps	*Responsible Parties*	*Timeline*	*Source Materials*
1a. Schedule interviews with community leaders and folks with lived experience (e.g., Joe Smith, Kenny Rodgers, Laura Ingalls) to discuss tentative plan for a new emergency shelter	**Lead**: Jane Doe **Partners**: Joey Rodgers, Laura Smith	Complete by April 2021	● CoC Gaps Analysis ● Local Shelter Report
1b. Present plan for emergency shelter to City Council	**Lead**: Joey Rodgers **Partners**: Jane Doe, Joe Smith	Complete by August 2021	● Plan for Shelter ● Results from Stakeholder Interviews ● Local Shelter Report

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STRATEGY 2: Identify potential sources of funding for the shelter.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ COMPLETING THE PROPOSED BUDGET ➢ PRESENTATION TO LHC ABOUT POTENTIAL FUNDING SOURCES			
Action Steps	*Responsible Parties*	*Timeline*	*Source Materials*
2a. Draft proposed budget using input from staff at Shelter Inc.	**Lead**: Laura Smith **Partners**: Joey Rodgers	May 2021	● Shelter Inc.'s Budget for X Shelter
2b. Research sources of funding where emergency shelter is an eligible activity and share results with the LHC.	**Lead**: Joey Rodgers **Partners**: Laura Smith	July 2021	● Emergency Solutions Grant ● Local Foundation Resources
2c. Schedule a meeting with the Rodriguez Foundation to discuss their potential contribution to the shelter.	**Lead**: Will Jones **Partners**: Joey Rodgers	July 2021	● Proposed Budget ● Results of Stakeholder Interviews

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RESOURCES & MATERIALS TO SUPPORT IMPLEMENTATION	
Instructions: Please use this list for reference while developing strategies and action steps for the community goals selected on pgs. 3-4.	
Establish a **Local Homeless Coalition** (LHC).	• THN, Local Homeless Coalitions • What are Local Homeless Coalitions? • Local Homeless Coalition Requirements • Current Contact Information for LHCs • Resources for Local Homeless Coalitions
Participate in the next **Point in Time** (PIT) count.	• Training Materials for Point-in-Time Count • HUD, PIT Count Methodology Guide • HUD, PIT Count Volunteer Training Toolkit • HUD, 2021 PIT Count and HIC Guidance and Training
Encourage local programs to participate in **HMIS** and ensure data is timely (entered within 3 working days of intake), complete (data entered on 100% of served clients; missing information does not exceed 5%), and accurate (95% of data in HMIS reflects what clients are reporting).	• About HMIS • HMIS Basics • HMIS Policies and Procedures Manual • HMIS Data Quality Plan • HMIS Privacy Policies and Procedures • HMIS HUD Guidance • HMIS Trainings • HUD, HMIS Data Standards
Encourage local programs to participate in **Coordinated Entry** and meet THN's Coordinated Entry Written Standards.	• Resources for Coordinated Entry • HUD, Coordinated Entry Core Elements • HUD, Coordinated Entry Policy Brief

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Hold at least **one meeting per quarter** with key homeless stakeholders, including individuals with lived experience of homelessness.	• Resources for Local Homeless Coalitions • Essential LHC Members • Running a Meeting – Template & Examples
Complete the **Community Data Worksheet**.	• Community Data Worksheet
Eliminate all but the **funder-required barriers** from local emergency shelters. Create an **emergency shelter** project.	• TX BoS CoC Written Standards (pages 24-25) • HUD, ESG Minimum Habitability Standards for Emergency Shelters and Permanent Housing
Meet or exceed THN's minimum standards for implementing **Housing First**.	• Reducing Harm and Housing People • Housing First Assessment Tool
Increase the availability of **shelter or housing** for individuals experiencing homelessness. Create a **rapid re-housing** or **permanent supportive housing** project.	• Emergency Solutions Grant Overview • HUD, Emergency Solutions Grants Program • TX BoS CoC Written Standards on Rapid Re-Housing (pages 34-41) • TX BoS CoC Written Standards on Permanent Supportive Housing (pages 41-49) • HUD, Rapid Re-Housing Brief • HUD, Rapid Re-Housing: ESG vs. CoC Guide
Build relationships with **local elected officials**.	• THN Advocacy

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Link **sober living housing** with homeless assistance housing.	• HUD, Recovery Housing Program • SAMHSA National Helpline
Implement or improve **prevention and/or diversion** efforts within the community	• THN Virtual Event: Legislative Reforms to Protect Tenant Rights and Prevent Homelessness • HUD, Homelessness Prevention: Creating Programs that Work • HUD, Eviction Prevention and Stability Toolkit • HUD, Talk to a Housing Counselor • HUD, Avoid Foreclosure: Texas
Meet with local **Housing Authority** and/or affordable housing developers about increasing the supply for homeless and formerly homeless	• HUD, Resources for CoC and PHA Collaboration to End Homelessness • HUD, The Business Case for Partnering with Public Housing Agencies to Serve People who are Homeless • HUD, Public and Indian Housing: Preventing and Ending Homelessness • HUD, Emergency Housing Vouchers
Increase access to meaningful and sustainable **employment pathways** for individuals experiencing homelessness	• Texas Workforce Commission • DOL's CareerOneStop • Unemployment Benefits Finder • HUD, Employment Strategies in Rapid Re-Housing Programs • Heartland Alliance, National Center on Employment & Homelessness

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Increase and improve **housing navigation and outreach** resources.	- HUD, Landlord Outreach and Recruitment Resources - National Health Care for the Homeless Council's Outreach - HUD Lessons Learned from Outreach Workers - Org Code, Products - USICH, Core Elements of Effective Street Outreach to People Experiencing Homelessness

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Appendix H: Lived Experience Interviews

Purpose of Focus Groups and Limitations

From April through May 2021, Homebase collected broad input from those with direct experience of homelessness throughout the state via focus groups and one-on-one interviews. The feedback collected covered a wide range of topics, but the conversations generally focused on:

- Gathering feedback on the content of the Strategic Plan,
- Exploring what is working and what is currently not working in the system of care, and
- Identifying important Issues by group or specific sub-population (e.g., household type).

Script for Interviews

My name is [interviewer/facilitator]. We work for a nonprofit agency called Homebase and we help communities across the country to improve their programs for people experiencing homelessness and to develop plans to prevent and end homelessness.

Before we get started, we'd like to keep this group to just those who are living outside, who are living in a shelter, or who have lived outside or in a shelter in the past. Are there any staff in the room? We'd like to kindly ask you to please step out, so that everyone can feel completely free to express themselves.

Homebase is working with the Texas Homeless Network (THN) to help better understand the strategic needs of the current homeless system of care throughout Texas. To do so, we are holding this focus group/interview. Specifically, we are going to be asking questions about your experience in navigating the system in Texas and ways to improve access to resources, services, shelter, and housing.

Your feedback is critical to this process and we want to thank you for your time today – you are the experts that we need to hear from.

A few ground rules:

- This is a safe space where you can say anything you want about your experience with the system and your housing without penalty.

- Respect any differences of opinion that may arise among the people in this room—you don't need to agree.

- Share the time available to us so each person can speak during his, her, or their turn without interruption.

- Your feedback will be included in a general manner in the information given to those who may affect the system, and your identity will not be disclosed to anyone for any reason.

- Your responses do not affect your current housing or eligibility for services.

The purpose of this focus group/interview is to:

- Hear YOUR experience about how the system actually works. You are the experts, and we are here to listen to what you have to say.

- Understand the kinds of services, supports, and assistance you need.

- Learn about how you've accessed services and what's going well & what isn't

- What are the challenges in navigating or accessing the system?

- How to improve the system?

- What prevents you from obtaining or maintaining housing?

Responses (Grouped by Theme)

Additional resources (e.g., housing, shelter, and supplies to meet basic needs) are needed:

- "There's not enough shelters"

- Not enough housing.

- "I have been on a waiting list for housing for 1 ½ years."

- No updates on waitlist. Individual has tried to call multiple times they don't answer.

- Some places don't want to accept people with health conditions, especially now during COVID-19

- Need more meals.

- Before, COVID providers would help with 3 meals, now just 1-2

- Not enough jobs or services

- More showers needed

- Seasonal clothing, laundry services

- More resources for single persons—everything is focused for families

- Feels that resources focus more on homeless families, and not much on single adults: "homeless community in general is not very kind to singles, especially in small towns."

- Was kicked out from only homeless single shelter. "…extremely biased on who they like and favor."

- "When first homeless, I had no idea of what resources were available—should be one place to find that info"

- Homeless community needs to do better to help singles.

- Whenever they do with certain things, it's not enough."

- There are a lot of empty apartments.

- We shouldn't have to wait a year to a year and a half to get housing. We're doing everything they're asking us to do.

- Meals are not sufficient: we need more assistance than just food.

- Some shelters only gave coffee for breakfast

- Seasonal clothes, not out of season clothing donation.

Many individuals have on-going systemic challenges to resolving their homelessness:

- Only been able to work for a bit, but cannot currently due to disability.

- Only gets $100 in food stamps, not possible to live on just that.

- Finding jobs during pandemic. He's been struggling to find a job that will help him be independent.

- For now, rental assistance will help pay rent until end of 2021. That has been a huge help, but he wants to be able to be independent. Concerned for once it ends.

- Prioritization isn't working: Some people that are more stable and are able to live with friends/family are being prioritized, while those of us that are out on the street need help the most.

- "There shouldn't be any homeless. We should all get help. It's hard to get medical attention, if they find out you don't have insurance, you don't really count. They tell you there's nothing wrong with that. There are services, but not enough."

- A particular shelter "Is a good program if you have a job, work, and do everything they ask you to do."

Suggestions for improving the system of care:

- Need more shelters
- "Don't try to fix people." Work with them where they are.
- There are a lot of empty apartments. Buy those apartments to house people.
- More resources for single people

- Creating groups: "Only way to survive, you need have more than one on the streets." Yet, police break up small encampments they find.

- There are so many abandoned buildings. Purchase them and put beds in them to house people.

- "There was a Veterans Treatment Court a few years ago … We could really benefit from a Mental Health Treatment Court."

- "Need bigger shelter"

- Don't use race as a metric for any housing, we are all struggling.

- Cut the red tape in coordinated entry, too much process for people living on the street to get housed.

- Heard about most resources through the homeless community, use them to help identify resources for others just starting out homeless.

- Need more resources for those with criminal backgrounds, "it closes the door to everything in Texas."

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Appendix I: Local Action Plans

The following is a sample of some of the Local Action Plans that were created during the Community Planning Session held in July of 2021. Communities created their own plans for how to implement some of the goals from the TX BoS CoC Strategic Plan on a local level, as well as priorities identified by the community. These plans are living documents, and may be added to and modified to adapt to changing circumstances.

COMMUNITY ACTION PLAN – Kerrville/Kerr County

GOAL #1: RECREATE LHC FOR KERRVILLE AND KERR COUNTY
STRATEGY 1: Develop a local homeless coordination body for Kerrville and Kerr County. Building off the struggles and challenges from past coordination efforts, we will strive to create a group that: 1) is small, 2) is comprised of the key stakeholders and decision makers around the issue of homelessness, 3) will disseminate information on a quarterly basis to the rest of the community that is loosely involved around the issue of homelessness.
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ WE WILL START IMMEDIATELY ON THE SECOND MONDAY OF EACH MONTH ➢ WE WILL HAVE CHAIR AND CO-CHAIRS OF THE GROUP ➢ BY 2022 WE WILL START HOSTING QUARTERLY COMMUNITY MEETINGS

Action Steps	Responsible Parties	Timeline	Source Documents
1a. Organize and form group • Identify location and ongoing time of the event: second Monday of each month • Develop email list of participants • Identify approach for including Salvation Army as a standing member of this group • Develop a name for this group: (examples: Local Homeless Coalition, Kerrville Homeless Leadership Team, etc.)	**Lead**: Kathryn / Shane **Partners**: NA	August 2021	

• Identify Chair and Co-Chairs of this group			

1b. Develop Vision for this new group
• Host a roundtable discussion on what is needed in Kerrville to better coordinate and strategically plan for local needs around homelessness. How can this group be a better instrument for change? A unified voice to elected officials.   Better aim at standardizing models around service delivery.
• Future topics that should be discussed at this group include:
   o Point in Time Count improvements
   o HMIS participation expansion into the area
	Lead: Chair / Co-Chair of Group
	
	Partners: THN Data Team		

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STRATEGY 2: Expand beyond only core homeless service providers on providing solutions for this community wide problem.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ QUARTERLY COMMUNITY MEETINGS ARE OCCURING ➢ ELECTED OFFICALS ARE PARTICPATING IN FINDING SOLUTIONS			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Given the limited resources, many groups that don't only serve the homeless need to be involved—but Kerrville has always struggled to include them. In addition to the quarterly community meetings, we need to find a way to better coordinate with these critical stakeholders. • A key to this is to remember, people don't have to participate in meetings to be included. Many of these groups would welcome being directed as to what to do with homelessness, but don't have the time to dedicate to planning. This new group has the authority to direct others in the community of Kerrville (including elected officials). • Resist the temptation to expand the leadership council, getting too large was what caused the last group to disband. • Identify key missing partners, including CAM, St. Vincent DePaul, elected officials / city managers. Identify one member from leadership council to have one on one meetings with each of these identify partners. Listen to their needs, explain the groups new and evolving role—don't ask them to join unless you feel their participation would be truly critical and they have an interest.	**Lead**: TBD **Partners**: TBD		

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GOAL #2: EXPLORE THE COMMUNITY FIRST VILLAGE MODEL FOR KERRVILLE

STRATEGY 1: Explore the feasibility of a community first village model.

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
➢ KEY MEMBERS OF THE LEADERSHIP COUNCIL HAVE TOURED COMMUNITY FIRST VILLAGE ➢ HOST OF DISCUSSION AT LEADERSHIP COUNCIL ABOUT THE MODEL, AND POSSIBLE WAYS A LOCAL CHURCH GROUP COULD RECREATE A SMALLER VERSION LOCALLY

Action Steps	Responsible Parties	Timeline	Source Documents
1a. Identify a lead for this effort who sits on the leadership council. This would be a time limited role, for 3-6 months to generally explore this model and how (if possible) it could be brought to Kerrville. • Identify a small (2-3 other members) that want to sit on this sub-group. Remember, the whole board does not need to sit on it. • These members should tour the village, and develop a list of pros / cons to the model. As well as general ideas to how this could be implemented locally. Reach out to Homebase for funding streams groups have used in the past to see if they might be available locally. • Present the findings of this group to the Leadership Council, vote on if this work should continue or be postponed for a later date.	**Lead**: TBD **Partners**: TBD	Early 2022	

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GOAL #1: TIMELY ACCESS TO MENTAL HEALTH CARE AND SUBTANCE ABUSE RECOVERY

STRATEGY 1: Increase sources for quality care and transportation options

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
- TRACKING DATA FOR NEXT STEPS
- WORKING WITH OTHER AGENCIES THAT WILL ASSIST (OAKWOOD, SALVATION ARMY). DEDICATED TEAM STARTS 9/1/21

Action Steps	Responsible Parties	Timeline	Source Documents
1a. Bring services, including QMHP and recovery support, including peer support and peer review programs, on-site at the shelter	**Lead**: Hill Country **Partners**: RCA, Hospice		
1b. In rural areas, increase capacity at Canyon Lake Clinic and transportation to that site, as well as transportation for rural residents that need services in New Braunfels	**Lead**: Hill Country **Partners**: CRRC, Acacia		

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STRATEGY 2: Link clients with benefits they qualify for and/or other benefit programs			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➤ SUCCESSFUL CONNECTION WITH MEDICAL AND MENTAL HEALTH PROVIDERS ➤ SECURING ONGOING BENEFIT INCOME			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Help individuals acquire necessary documentation and apply for health benefits	**Lead**: FF, SA **Partners**: VIM		
2b. Connect clients with prescription assistance programs or help them pay for prescription medications	**Lead**: ABC PAP **Partners**: FF		

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GOAL #2: STRENGTHENING RELATIONSHIPS W/KEY LEADERS AND RESOURCES IN THE COMMUNITY

STRATEGY 1: Community-based relationships

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
- ➢ EDUCATE THE PUBLIC BY CAMPAIGNING- DECREASE THE STIGMA
- ➢ NUMBER OF DECISION MAKERS SHOWING SUPPORT FOR SHELTER

Action Steps	Responsible Parties	Timeline	Source Documents
1a. Continue to educate the community on relevant opportunities where they can be helpful- time, money and leadership. Needs to be direct, such as for funding, donated items or "vote yes".	**Lead**: FF, Next Step **Partners**: McKenna CCHC		
1b. Build relationships with local judges and law enforcement to decriminalize homelessness and those struggling with behavioral health issues.	**Lead**: FF, MAP **Partners**: McKenna, DA		

STRATEGY 2: Relationships with housing and other service providers

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
- ➢ PARTICIPATION IN HMIS- GATEWAYS INTO RAPID REHOUSING
- ➢ PLACEMENT OF FF AND CRISIS CENTER CLIENTS INTO PERMANENT HOUSING

Action Steps	Responsible Parties	Timeline	Source Documents
2a. Secure relationships for more housing options for those with poor eviction records/criminal backgrounds. Create safe "hangout" spaces for people during the day.	**Lead**: FF, Crisis Center **Partners**: NB Housing Authority, NBCR, Prospera		
2b. Increase participation in the CCHC by nonprofits and service providers that understand the homeless population.	**Lead**: FF, McKenna, SA		

	Partners: Hill Country		

<table>
<tr><td colspan="4" style="background-color:#6b8e3d">GOAL #3: DEVELOP JOB OPPORTUNITIES AND EMPLOYABILITY SKILL BUILDING</td></tr>
<tr><td colspan="4">STRATEGY 1: Create relationships with friendly employers</td></tr>
<tr><td colspan="4">HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
➤ DATA ON OBTAINING AND MAINTAINING EMPLOYMENT
➤ MAINTAINING HOUSING</td></tr>
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Action Steps	Responsible Parties	Timeline	Source Documents
1a. Connect with employers that understand recovery for potential supportive job opportunities	**Lead**: NB Works **Partners**: Alamo Workforce, Hill Country, NB Chamber		
1b. Bring awareness to the business community about supportive nonprofit programs and ways to employ clients	**Lead**: FF, Next Step **Partners**: McKenna		

STRATEGY 2: Build job skills and employability habits in clients			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ DATA ON OBTAINING AND MAINTAINING EMPLOYMENT ➢ CLIENT FEELINGS OF CONFIDENCE WHEN ENTERING EMPLOYMENT			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Understand training and continuing education opportunities available that are applicable	**Lead**: NB Works, Alamo Workforce **Partners**: NA		
2b. Provide coaching on how to be a confident and reliable employee	**Lead**: NB Works **Partners**: STEPS		

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GOAL #1 – IMPLEMENT HMIS

STRATEGY 1: Research and choose local HMIS system

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
 ➤ LOCATING & INITIATING SYSTEM THAT MEETS NEEDS OF ALL AGENCIES & OUR POPULATION

Action Steps	Responsible Parties	Timeline	Source Documents
1a. Create research team	**Lead**: LAP committee **Partners**: NA	Immediate	
1b. Research team collect data & make recommendation for most effective HMIS for Kaufman County	**Lead**: Richard Dunn **Partners**: Amanda Dunn, Lori Iles, Bethany Thomas	Before Sept. 13th	
1c. Create & recommend protocol for using HMIS	**Lead**: Richard Dunn **Partners**: NA Amanda Dunn, Lori Iles, Bethany Thomas	Before Sept. 13th	

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STRATEGY 2: Implementation of local HMIS			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ IDENTIFY STAKEHOLDER ENTITIES & ENGAGE THEM IN PARTICIPATION OF SYSTEM ➢ 75% OF STAKEHOLDERS USING LOCAL HMIS SYSTEM WITHIN 1 YEAR			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Identify stakeholders who could/should use the HMIS	**Lead**: Richard Dunn **Partners**: Amanda Dunn, Lori Iles, Bethany Thomas	End of September	
2b. Meet with stakeholders to educate them about the HMIS	**Lead**: TBD **Partners**: TBD	By end of 2021	
2c. Plan to implement HMIS in stakeholder's organization	**Lead**: TBD **Partners**: TBD	March 2022	
2d. Create sustainability model for each stakeholder agency/organization	**Lead**: TBD **Partners**: TBD	May 2022	
2e. Problem solve with stakeholder agency/organizations for implementation	**Lead**: TBD **Partners**: TBD	June 2022	
2f. Implement HMIS in stakeholder agency/organizations	**Lead**: TBD	August 2022	

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GOAL #2: CREATE AND EXPAND RELATIONSHIPS AND EDUCATE THE COMMUNITY, INCLUDING LOCAL OFFICIALS, CHURCHES, CHAMBERS, AND OTHER LOCAL STAKEHOLDERS			
Strategy 1: Create committees for each subcategory			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ LIST CREATED & TEAM LEADS ASSIGNED			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. Brainstorm list of relevant stakeholders	**Lead**: LAP committee **Partners**: NA	Immediate	
1b. Create committees & recruit volunteers	**Lead**: LAP committee **Partners**: NA	Ongoing Began immediately	

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STRATEGY 2: Create materials to hand out			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ MATERIALS IN-HAND OF ALL COMMITTEE MEMBERS			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Brainstorm & research relevant information for handouts	**Lead:** Bethany Thomas **Partners:** Lori Iles	August 2021	
2b. Create handouts	**Lead:** Bethany Thomas **Partners:** Lori Iles	End of August 2021	
2c. Handouts in-hand for all committee members & coalition members	**Lead:** Bethany Thomas **Partners:** Lori Iles	September KCHC meeting	

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STRATEGY 3: Meet with and develop relationships with stakeholders			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ MEETINGS HELD WITH 90% OF ALL STAKEHOLDERS LISTED IN BRAINSTORMING SESSION ➢ MEETINGS HELD WITH STAKEHOLDERS REPRESENTING EACH INDIVDIDUAL COMMUNITY IN KAUFMAN COUNTY WITHIN 1 YEAR			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
3a. Committees schedule meetings	**Lead**: see individual Committee listing **Partners**: NA	Beginning no later than September 2021	
3b. Committees share results of meeting with KCHC	**Lead**: see individual Committee listing **Partners**:NA	At quarterly meetings	
3c. Committees create action items based on meetings	**Lead**: see individual Committee listing **Partners**: NA	Ongoing	

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STRATEGY 4: Educate the community			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ INCREASE IN COMMUNITY MEMBERS WITH AN UNDERSTANDING OF HOMELESS AND HOUSING INSECURITY ISSUES IN OUR COMMUNITY			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
4a. Should happen in concert with stakeholder meetings	**Lead**: TBD **Partners**: TBD	Ongoing	
4b. Identify opportunity for additional community education opportunities	**Lead**: TBD **Partners**: TBD	Ongoing	

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GOAL #1: IMPLEMENT OR IMPROVE PREVENTION AND DIVERSION EFFORTS WIHIN THE COMMUNITY.			
STRATEGY 1: Improve communication efforts between agencies.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ RECORDING MEETING ATTENDANCE ➢ FOCUS GROUPS WITH LOCAL AGENCIES			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. Schedule regular meetings with local agencies to share information, resources, project updates, etc.	**Lead**: TXKHC **Partners**: MT, RSOS, Salvation Army	August 2022	
1b. Develop and strengthen existing relationships with local agencies.	**Lead**: TXKHC **Partners**: MT, RSOS, Salvation Army	August 2022	

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STRATEGY 2: Coordinate resources between local agencies and the homeless population.

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?
- ➢ TRACKING PARTICIPANTS ENROLLING IN SERVICES
- ➢ TRACKING DISTRIBUTION OF RESOURCES

Action Steps	Responsible Parties	Timeline	Source Documents
2a. Collaborate with local agencies to combine and improve resources and accessibility.	**Lead**: TXKHC **Partners**: MT, RSOS, Salvation Army	August 2022	
2b. Collaborate with local agencies on community distribution of resources and outreach initiatives.	**Lead**: TXKHC **Partners**: MT, RSOS, Salvation Army	August 2022	

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GOAL #2: MEET WITH LOCAL HOUSING AUTHORITY AND/OR AFFORDABLE HOUSING DEVELOPERS ABOUT INCREASING THE SUPPLY FOR HOMELESS AND FORMERLY HOMELESS.			
STRATEGY 1: Engaging more conversations with Housing Authority towards affordable housing options.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ NUMBER OF MEETINGS HELD WITH HOUSING AUTHORITY ➢ NUMBER OF ADDITIONAL HOUSING OPTIONS ACQUIRED			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. Schedule meetings with both Housing Authorities in Texarkana.	**Lead**: TXKHC **Partners**: HATT, HATA	August 2022	
1b. Identify and collaborate with additional affordable housing options for the homeless population.	**Lead**: TXKHC **Partners**: HATT, HATA	August 2022	

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STRATEGY 2: Encourage the establishment of homeless preferences for housing choice vouchers.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ NUMBER OF HOUSING CHOICE VOUCHERS OBTAINED ➢ AMOUNT OF HOMELESS PLACED INTO HOUSING FIRST			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Apply for and obtain housing first vouchers.	**Lead**: TXKHC **Partners**: NA	August 2022	
2b. Prioritize potential housing first voucher participants and obtain housing.	**Lead**: TXKHC **Partners**: NA	August 2022	

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GOAL #3: INCREASE ACCESS TO MEANINGFUL AND SUSTAINABLE EMPLOYMENT PATHWAYS FOR INDIVIDUALS EXPERIENCING HOMELESSNESS			
STRATEGY 1: Work with Mission Texarkana to create job training program.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ NUMBER OF NEW JOB TRAINING PROGRAMS CREATED AND IMPLEMENTED ➢ RECORDING PARTICIPATION IN JOB TRAINING PROGRAMS			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
1a. Create and implement new job training programs with Mission Texarkana.	**Lead**: TXKHC **Partners**: MT, City of Texarkana	August 2022	
1b. Reach out to community to assess interest and distribute information on the job training programs to begin enrolling participants.	**Lead**: TXKHC **Partners**: MT, City of Texarkana	August 2022	

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STRATEGY 2: Continue to offer scholarships for certification or recertification programs and degrees.			
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? ➢ NUMBER OF SCHOLORSHIPS OFFERED ➢ CERTIFICATIONS AND DEGREES OBTAINED			
Action Steps	*Responsible Parties*	*Timeline*	*Source Documents*
2a. Continue to create and allocate funds for scholarships for certification and recertification programs.	**Lead**: TXKHC **Partners**: NA	August 2022	
2b. Award scholarships to individuals looking to obtain certifications, recertifications, or field specific degrees.	**Lead**: TXKHC **Partners**: NA	August 2022	