Goal 1: Improve the Current Housing Crisis Response System	
Strategy: 1: Integrate public and community-based services linked to outreach, engagement, shelter, and housing	
Measure 1. Implementation plan for updating assessment and prioritization standards is developed	Baseline: No implementation plan is currently in place
Measure 2. Increased use of existing processes and procedures available to communities, like the Domestic Violence (DV) workaround	Baseline: 3 agencies are currently using the DV workaround
Measure 3: CoC-level MOU signed with at least one service system, to improve coordination with homeless services	Baseline: No MOUs are currently in place
Activity 1.1a. Standardize assessment and prioritization	Systems Change team has been accepted to participate in both the National Alliance to End Homelessness (NAEH) mini-lab series on making a just and equitable CE system and the HUD community workgroups specifically focused on CE prioritization and assessment revamping.
Action 1. Explore working with the CoC board, CESC, and/or Data committee to identify those with the capacity and expertise to focus on Coordinated Entry process improvements	Systems Change team is working on presentation materials to review the evaluation recommendations with the appropriate committess and the CoC Board to begin this process.
Action 2. Focus more on the CE process and theory and less on the assessment tool	Systems Change team is analyzing current training materials to evaluate opportunities to revamp and make the trainings more housing-focused and theory-focused. Additionally, the SSO-CE staff have been hired and are working with their assigned CE regions on meeting this need locally.
Action 3. Plan for prioritization post-COVID-19	At their February meetings, the Coordinated Entry Steering Committee (CESC) and CoC Board voted to revert back to pre-COVID-19 prioritization standards.
3.a. Revisit pre-COVID-19 prioritization standards with CESC and CoC Board	The pre-COVID-19 priortization standards have been approved and are being adopted by all CE regions by no later than 4/28/2023.
3.b. Seek guidance from HUD and TA providers on opportunities for more local control over prioritization standards (as opposed to having CoC-wide standards).	Systems Change team has been accepted to participate in both the National Alliance to End Homelessness (NAEH) mini-lab series on making a just and equitable CE system and the HUD community workgroups specifically focused on CE prioritization and assessment revamping.
Activity 1.1b. Provide guidance and support for communities to implement Coordinated Entry at the community level, rather than project by project	THN has hired two CE Lead positions through the SSO-CE grant. The Leads are working with their respective regions to evaluate how to make CE better fit their needs. CE Leads are currently assigned to San Angelo, Comal, Corpus Christi, Laredo, and Brazoria County CE regions, all of which are struggling with this specific issue.
Action 1. Evaluate opportunities to scale back CE to make it less burdensome to CE regions and staff	Systems Change team is focusing on how to make the DV workaround process less burdensome to regions and is exploring the possibility of moving data entry in-house (to the Systems Change team) in order to make it more accessible.
1.a. Complete CE self assessment and present findings to CESC	Systems Change team has completed the HUD CE Self-Assessment and has mapped out the action items as well as team leads for each project area. The next step is to compile a presentation of the CE self-assessment to do's as well as the CE evaluation recommendations to the CESC.
Activity 1.1c. Engage with mainstream services to avoid discharging people into homeless situations	The Partnership VISTA has assessed current engagament, partnerships, and collaboration among homelessness resources, systems, and organizations. The VISTA has also begun communicating with system leaders in education, healthcare, foster care, and criminal legal systems to build partnerships and improve collaboration.
Action 1. Hire a Partnership Engagement VISTA member	The VISTA member started working with THN in December 2023. Their work is guided by the VISTA Assignment Description (VAD).
Action 2. Assess current engagement and collaboration among homelessness resources, education, healthcare, foster care, and criminal legal systems.	The Engagement team has created two documents to assess current engagement and collaboration among homelessness resources, education, healthcare, foster care and criminal legal systems: "Current Systems and Resources" and "Map of Connections." The Engagement team is in the process of contacting mainstream services and is pending CE Region contacts.

	Action 3. Engage system leaders in education, healthcare, foster care, and criminal legal systems to begin exploring opportunities for improvement and collaboration between these social service systems and homelessness services. Develop materials to support engagement and collaboration.		The Engagement team has initiated communication with system leaders from: Texas Health and Human Services Commission, Texas Department of Family and Protective Services, a Regional Education Service Center, and the Texas Department of Criminal Justice. The Engagement team will continue to collaborate and strengthen partnerships with each of these system leaders, maintaining a log of all communications, and is developing materials to support engagement and collaboration.
	Action 4. Evaluate the assessments, research, and materials developed for outreach, engagement, and coordination with priority systems.		The assessments, research, and materials are in continued development for engagement and coordination with priority systems. They continue to be evaluated by ongoing supervision and guidance.
Strategy 3: Increase capacity of local providers and communities			
Measure 1. Develop implementation plan for incorporating Homelessness Prevention and Diversion strategies utilizing research from other CoCs			Baseline: 2 communities currently have access to the HP and Diversion workflows
Activity 1.3a. Promote the use of homeless prevention and diversion strategies to assist people experiencing homelessness			Systems Change team is evaluating the efficacy of conducting a pilot program with a select few regions to slowly roll out the HP and Diversion processes across the CoC.
	Action 1: Research other CoCs, particularly BoS CoCs, and determine how they have implemented HP and diversion strategies		Director of Systems Change is participating in numerous workgroups and monthly meetings with other CoC partners in order to gather information on this. Additionally, one of the members of the Systems Change team has been assigned as the HP and Diversion team lead to support additional research efforts.
Strategy 4: Strengthen practices of local providers and communities			
Measure 1 CoC Written Standards for Service Delivery updated by December 31, 2023			Baseline: Written Standards last updated in 2019
Measure 2. The CoC has developed performance benchmarks for a variety of housing and service projects			Baseline: Written Standards contain updates as of 2019
Measure 3. Six Compliance/ Best Practice trainings are delivered by the CoC to providers in Calendar Year 2023			Baseline: Jan. 1, 2023 – zero trainings conducted
Measure 4. The CoC has incorporated a formal monitoring strategy and process into the CoCs governance documentation.			Baseline: The CoC has no monitoring Strategy communicated to community partners
Measure 5. At least one LHC initiates action that increases capacity to deliver services in their community.			Baseline: LHCs working individually to increase capacity in their communities.
Activity 1.4a. Increase capacity to provide housing and services, including housing-focused case management			The CoC hosted 4 trainings in Quarter 1 of 2023: Authentic Collaboration webinars, and CoC Compliance 101, 201, and 301 webinars
	Action 1: Develop 2023 CoC Project Monitoring Strategy and CoC Policy (i.e. monthly Budget Line Item expenditure reviews, monthly HMIS outcomes review) Develop the Monitoring Process (I.e. quarterly client file review of 1-2 projects, on-site monitorings, etc.)		The CoC has developed and communicated a monitoring strategy. Implementation that will begin in Quarter 2
	Action 2: Develop a training series calendar for Best Practices and CoC compliance		Training Calendar topics identified and will continue to be developed through 2023
	Action 3: Develop performance benchmarks for housing and service projects		Not yet started
	Action 4: Promote the use of SOAR in housing projects through the Supplemental NOFO to Address Unsheltered and Rural Homelessness		Met with PRAINC, SAMHSA's Technical Assistance contractor, in February 2023 to develop a strategy to support Supplemental Notice of Funding Opportunity (SNOFO) grantees. CoC Performance Manager attending SOAR Leadership Academy in Rhode Island, in Quarter 2.
	Action 5. Create LHC work group discussing increasing service availability in under-resourced communities		Focus groups on forming LHC Workgroup held 2/10 & 2/13, LHC Workgroup Guiding Document created, table of coaches from well-resourced communities created
Activity 1.4c. Promote the use of evidence-based practices such as Housing First, trauma-informed care, and harm reduction			Hosted Authentic Collaboration Training in February 2023
	Action 1: Identify 2023 Communication/ Technical Assistance Strategy for CoC/ESG/SSVF Recipients (i.e. monthly resource sharing via listserv, collect feedback on resource/training needs quarterly/biannually, routine newsletter entry re: timely best practices, audit/update website for resources quarterly, etc)		Not yet started
	Action 2: Utilize CoC Wellness Checklist outcomes to prioritize training/technical assistance (TA) needs and integrate into training calendar		CoC Wellness checklist incorporated into the CoC's Monitoring Strategy and the Training Calendar
	Action 3: Collect routine feedback on training needs from current CoC Program and ESG Program grantees		Not yet started
	Action 4. Evaluate benchmarks created in Activity 1.4a, Action 3 on a Quarterly basis		Not yet started
	Action 5. Update the CoC Written Standards for Service Delivery to include Joint Transitional Housing/Rapid Re-Housing (TH/RRH)		Requested Technical Assistance from HUD to update the CoC's Written Standards. TA request granted. Begin work with Federal TA in Quarter 2
Strategy 5: Develop strategies that are tailored to various sub-populations			

Measure 1. Top five communities where homelessness has a disparate impact on black and African American persons are identified		Baseline: The top 5 communities have not been identified
Measure 2. At least one strategy is developed and planned for implementation to address disparate impact or racial equity.		Baseline: No strategies currently exist to address racial equity across the CoC
Activity 1.5d. Examine the disparate impact of homelessness on Black or African American individuals and create strategies to address the disparities		Some progress has been made on identifying the top five communities, which is the first step in this activity.
	Action 1. Identify the top 5 communities where homelessness has a disparate impact on Black or African American individuals	Data team has begun analyzing System Performance Measure (SPM) data to get a clearer idea of where these disparities lie and which communities might be in the top 5.
	Action 2: Research how other BoS CoCs are addressing racial disparities	No activity in Quarter 1.
	Action 3. Perform intentional outreach to culturally responsive organizations and persons with lived experience of homelessness to learn about needs and effective practices	No activity in Quarter 1.
	Action 4. Engage in intentional outreach to organizations within the 5 communities with the most disparate impact and share lessons learned from culturally responsive organizations, persons with lived experience, and the Workgroup	No activity in Quarter 1.
	Action 5. Discuss with consultants (such as Racial Equity Partners and Rhie Azznan Morris) how to address racial disparities in the BoS CoC	No activity in Quarter 1.
	Action 6: Establish a workgroup within the TX BoS CoC to look at disparate impact of homelessness on Black or African American individuals.	No activity in Quarter 1.
Strategy 6: Develop and retain workforce		
Measure 1. At least one new training is developed and delivered to service providers.		Baseline: No trainings developed or delivered
Activity 1.6b. Enhance human resource capacity, staff development, interdisciplinary teamwork, and cultural competence		See actions below
	Action 1: Survey homeless service providers to explore what topics they are interested in	No activity in Quarter 1.
	Action 2: Explore feasibility of providing trainings	No activity in Quarter 1.
Activity 1.6c. Increase access to meaningful and sustainable career training and employment pathways		See actions below
	Action 1: Survey providers to see what kind of training is need	No activity in Quarter 1.
	Action 2: Develop traning for providers new to homeless services, especially those exiting homelessness	No activity in Quarter 1.
Goal 2: INCREASE SUPPLY OF, AVAILABILITY OF, AND ACCESS TO HOUSING AND SUPPORTIVE SERVICES		
Strategy 2: Increase the availability, effectiveness, and alignment of services and community resources that help prevent homelessness		
Measure 1: At least 1 Public Housing Authority (PHA) has updated their Administrative Plan to incoproate homeless preferences, or similar flexibilities/waiving minimum rents etc after working with the CoC.		Baseline: Multiple PHAs have Homeless Preferences, none of them the result of intentional action by the CoC
Measure 2: The CoC has referred at least one household from each CIC region to Be Well Texas for substance use disorder (SUD) treatment.		Baseline: Zero households referred
Measure 3. The LHC assessment tool is completed, and an assessment is completed on at least one LHC.		Baseline: No LHC assessment tool exists.
Activity 2.2a. Advance high-quality housing and service partnerships that promote resilient and equitable communities		
	Action 1: Promote and develop partnerships between PHAs and nonprofit organizations to strenghten local Crisis Response Systems through those partnerships	Panhandle Community Services (PCS) is a public housing authority (PHA) and is the sole project funded under the SNOFO. CoC Staff began meeting one-on-one with PCS staff in February 2023.
	Action 2: Develop a working relationship with Be Well Texas to promote access to Substance Abuse Recovery	Not yet started.
	Action 3: Create LHC assessment to improve alignment of efforts with CoC. LHCs will have a document that provides more guidance on what areas to focus on and grow in order to align efforts with the CoC strategic plan. The	Researched scorecards and selected a balanced scorecard approach that centers evaluating work toward objectives.
Strategy 3: Improve access to temporary, transitional, and permanent housing		
Measure 1: The CoC has published quarterly performance reporting related to the Supplemental NOFO on the CoC website to promote accountability and transparency at the CoC-level		Baseline: No SNOFO projects are operational as of 01/2023
Measure 2: Shorter length of time homeless demonstrated by "System Performance Measure 1b the length of time persons remain homeless" for projects funded under the SNOFO compared to the CoC average		Baseline: No SNOFO projects are operational as of 01/2023
Activity 2.3b. Provide immediate access to low-barrier emergency shelter or other temporary accommodations to all who need it		See action below
	Action 1. Monitor System Performance Measure benchmarks developed in project applications for Supplemental NOFO funding	No SNOFO projects are operational as of 01/2023

Activity 2.3c. Assist people to move swiftly into permanent housing with appropriate and person-centered services		See actions below
	Action 1. Continue to administer the EHV Program	THN has referred and housed more than half of the available vouchers with the EHV Program.
	Action 2. Develop benchmarks for lengths of time from identification to housing	No Action Taken
	Action 3. Incorporate EHV Benchmarks into CoC Board Reporting (Lead Agency Report)	Not yet started
	Action 4. Explore the development of a CoC Performance Dashboard	Not yet started
Strategy 4: Increase the availability, effectiveness, and alignment of services and community resources that help people remain stably housed		
Measure 1: THN has housed 410 households by December 31, 2023		Baseline: Approximately 160 families housed as of 01/01/2023
Activity 2.4a. Investigate the option of hiring Housing Navigators		See action below
	Action 1. Continue to administer EHV project wiht TDHCA	Hired additional EHV Housing Navigator in Quarter 1
Activity 2.4c. Encourage the establishment of homeless preferences for housing choice vouchers		See action below
	Action 1. Work with communities awarded funding under the SNOFO to operationalize homeless preferences	Began work with Panhandle Community Services, the sole organization funded under the SNOFO
Strategy 5: Ensure the availability of housing for special populations of people experiencing homelessness (youth, veterans, families, chronically homeless persons)		
Measure 1: There will be increased participation in the CoC by youth homeless service providers		Baseline: No intentional outreach to Youth Service Providers as of 01/2023
Activity 2.5b. Develop a plan to end Youth Homelessness and create a Youth Action Board (YAB) comprised of youth with lived experience of homelessness		Due to lack of staff capacity, this activity is on hold in 2023
	Action 1. Research other planning efforts for ending youth homelessness	Due to lack of staff capacity, this activity is on hold in 2023
	Action 2. Identify and engage youth-serving agencies to participate in the Ending Youth Homelessness Committee.	Due to lack of staff capacity, this activity is on hold in 2023
Goal 3: MORE EFFECTIVELY USE DATA TO INFORM DECISION-MAKING, MEASURE PROGRESS, AND SET GOALS FOR		
Strategy 1: Continuously improve homelessness data management		
Measure 1. Improve Homeless Management Information System (HMIS) Data Quality metrics		Baseline: There were 357 Missing Entry Assessments (and/or missing locations) and 85 missing annual assessments in the TX BoS CoC HMIS on January 1, 2023
Activity 3.1c. Conduct quarterly data quality checks and provide communities with more one-on-one and peer learning opportunities to enhance their data entry practices.		The Data Team has rolled out both Phase I and Phase II of the quarterly Data Quality plan to provide our communities with support.
	Action1 : Find ways to incorporate Data Committee into this work throughout the year; use the HMS Data Timeliness table to create strategies	No activity in Quarter 1. The Data Committee has met but was discussing other priority items
	Action 2: Continue expanding the scope of Coordinated Entry training and usage of our partner agencies through working with Systems Change team to identify pain points in the process and working to improve them	No activity in Quarter 1
	Action 3: Create more learning opportunities through annual Data Security and Quality webinars as well as quarterly optional "lunch and learns"	No activity in Quarter 1
Strategy 2: Increase HMIS participation in order to better understand the housing crisis response system		
Measure 1. Increased participation rate (i.e., the number of projects using HMIS out of the number of homeless services projects in the TX BoS CoC's HIC)		Baseline: There are currently 106 participating agencies in the TX BoS CoC's HMIS
Measure 2. Number of Local Homeless Coalition (LHC) meetings attended by the Data Team		Baseline: The Data team has not attended any LHC meetings
Activity 3.2a. Educate providers on the benefits of using HMIS and conduct targeted outreach of non-participating organizations		In Quarter 1, the Data Team attended multiple meetings to educate providers on the benefits of HMIS, including the THN Board Orientation session as well as the THN Generla Membership Orientation meeting.
	Action 1. Schedule informational calls with interested parties	The Data Team held 6 informational calls with interested partner agencies.
	Action 2. Utilize the housing inventory count (HIC) to identify non-participating projects, and conduct targeted outreach	No activity in Quarter 1.
	Action 3: Participate in the CoC Orientation meetings to educate potential partners on the benefits of using HMIS	The Data Team participated in the CoC General Member Orientation meeting on March 28th to educate providers on HMIS benefits.
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		
Measure 1. Meeting attendees report that they feel engaged with the materials presented.		Baseline: No measures of this exist
Measure 2. Attendees at awareness event report increased awareness of racial disparities		Baseline: No measures of this exist
Measure 4. Committee members and staff report that engagement during committee meetings has increased, and that meetings are more helpful.		Baseline: No measures of this exist

Activity 4.3a. Create content and process to introduce educational materials to people new to homeless services			Onboarded 3 new LHC leads (onboarding process includes introduction to CoC and housing crisis response system, to fill in knowledge gaps)
	Action 1. Deliver introductory webinar at least once per year		The CoC General Member Orientation was held in March
		Action 1a. Gain the participation of persons with lived experience of homelessness (PWLE) and other CoC stakeholders to design the content of the trainings	PWLE were not engaged to develop the CoC Orientation in March, but they will be included in the planning process for the Fall CoC General Membership meeting
	Action 2. Coordinate with THN's Planning Team to orient to the CoC any new projects that receive Continuum of Care (CoC) Program-funding and Emergency Solutions Grant (ESG) Program funding		Engagement Team and Planning Team both contributed to planned training acitivties for the year. CoC Program and ESG Program awards are still unknown for Q1.
Activity 4.3b. Promote awareness of racial disparities in housing access			This activity will occur after Activity 1.5d is further along.
Activity 4.3c. Improve data quality and engagement in the Point-in-Time (PIT) Count and Housing Inventory Count (HIC)			Data coordinator completed the data cleanup process at the end of March and created a list of lessons learned and ideas for improving data quality and engagement for the next count year.
	Action 1. Expand accessibility for PIT Count (more materials in Spanish)		No progress has been made on this yet. Will be evaluated in Q2 and Q3 as PIT planning begins.
	Action 2. Create an "educational" plan to get the data out after PIT and HIC and increase CoC engagement in post-count result announcements		Data coordinator has notified all PIT leads of the opportunity to participate in "How to read your PIT data" webinar. She will also partner with the Planning team to help explain the importance of accompanying PIT reports with proper context via our press release template.
	Action 3. Verify with large LHCs which counties they do cover and help them address any gaps in their coverage		No progress has been made on this yet. Will be evaluated in Q2 and Q3 as PIT planning begins.
	Action 4. Work with communities and/or the Data Committee to identify additional opportunities to do more specialized community data gathering outside of the PIT and HIC Counts		No progress has been made on this yet. Will be evaluated in Q2 and Q3 as PIT planning begins.
Activity 4.3d. Streamline CoC General Membership meetings			See actions below
	Action 1. Reduce meetings to twice per year: one focused on CoC orientatation and one focused on CoC governance		The CoC Orientation was held in March, and the CoC General Membership meeting focused on governance will be presented preceding the annual conference in September.
	Action 2. Develop CoC governance meeting		The meeting is scheduled for September, and staff have not begun planning the content.
Activity 4.3e. Create self-sustaining committee support processes			See actions below
	Action 1. Develop sustainable Standard Operating Procedures for committees, based on staff feedback		Changes to the CoC Committees Policy on staff feedback were approved in December of 2022. SOPs have not yet been revised.
	Action 2. Develop and hold meeting facilitation training for staff		The meeting facilitation training was developed and was delivered to staff in April.
Strategy 4. Increase involvement of persons with lived experience			
Measure 1. More persons with current or recent lived experience will participate in the CoC Board and on CoC Committees			Baseline: As of 1/1/2023, 3 Board members have lived experience of homelessness. Currently, committees do not ask if members have lived experience.
Measure 2. Persons with lived experience of homelessness (PWLE) will consult on at least three CoC activities			Baseline: As of 1/1/2023, PWLE had not consulted on any CoC activities in 2023.
Activity 4.4a. Continue working with a committee 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			See actions below
	Action 1. Throughout the year, recruit members and provide orientations to onboard members who join the committee		The last new members joined in November of 2022. The interest for new members was reopened in April of 2023. Staff will begin actively recruiting and onboarding new members in May.
	Action 2. Provide opportunities for committee members to give input on CoC activities, using their expertise		Committee members have been reviewing the CoC Action plan so that they can provide input on next year's plan. The committee has requested revisions to the CoC Committees Policy that would require at least one member of each committee to be a person with lived experience.
Goal 5: INCREASE FUNDING TO ADDRESS HOMELESSNESS			
Strategy 1: Align funding and other resources to complement the strategic framework			
Measure 1. Increase to the CoC's Annual Renewal Demand (ARD) dollar amount			Baseline: FY2022 ARD = $10,893,560.
Measure 2. All new projects are based on documented need in a given region			Baseline: Applicants encouraged to communicate data sources for both the type and scope of intervention applied for in FY22 Annual Competition.

Measure 3. The CoC has developed and published funding priorities for funding administered by THN/the CoC	Baseline: The CoC did not publish Funding priorities for FY21 CoC Program Annual Competition
Activity 5.1a. Develop funding alignment plan, incorporating Program Models Chart, to align CoC funding with approved	Staff working with CIC to develop internal Committee structures
Action 1. Educate the Community Investment Committee regarding the disparity in resources and the quality of	Staff working with CIC to develop internal Committee structures
Action 2. Develop program models for all interventions	Staff working with CIC to develop internal Committee structures
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	
Measure 1. Increase in the number of new communities in the TX BoS CoC's application for CoC Program funds	Baseline: 13 communities represented in the FY2022 CoC Program Application
Measure 2. Increase in the CoC's Annual Renewal Demand (ARD) dollar amount	Baseline: FY2022 ARD = $10,893,560
Measure 3. Increase in the number of first time applicants to the FY2023 CoC Local Competition	Baseline: 5 New Applicants in the FY22 CoC Program competition
Measure 4 An increase in overall New Project Applicant Average Score in the FY2023 CoC Program Competition compared to FY2022	Baseline: FY2022 average score was 72.62
Activity 5.4a. Increase outreach to communities that do not currently receive CoC Program funding to identify any barriers that may keep them from applying	Staff conducted outreach to the two Tribes and Tribally Designated Housing Entities (TDHEs) in the TX BoS CoC in advance of the FY23 CoC Program Registration.
Action 1. Identify communities/regions targeted for outreach in 2023, with a focus on areas with higher concentrations of underrepresented groups (CoC Application, question 1D-10b.3). Incorporate into communication strategy.	Tribes/TDHEs identified, staff sought consultation from TA provider as it relates to developing relationships with these groups. No additional activity on this action.
Action 2. Identify partners to help the CoC serve areas where there is no current CoC Program funding, i.e, Community Investment Committee (CIC) West region	No activity on this action
Activity 5.4c. Assist communities with capacity building so that projects can meet requirements for applying for CoC and/or ESG funding	See actions below
Action 1: Develop New Applicant Training Module using Litmos	New Applicant training modules are hosted in Litmos but not yet published
Action 2: Develop CoC Program Readiness Tool	No activity on this action
Action 3: Conduct CoC Project Design Clinic	No activity on this action