

Texas Balance of State Continuum of Care -- 2025 CoC Action Plan

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

Priorities	Strategic Plan Goal(s)	Objectives	Activities	Progress Indicators
	Strategic Plan Goal 3: More effectively use data to inform decision-making, measure progress, and set goals for success	1.1 Increase HMIS data quality and system understanding among HMIS end users	1.1a. Increase the number and diversity of HMIS learning materials	1.1a.i. Number of resources offered to HMIS trainees Baseline: The Data Team offers 10 active learning paths including 18 courses, 2 task lists, 1 privacy policy handout, 1 training process handout, 6 training videos.
			1.1b. Create new learning opportunities to increase users' understanding of data quality	1.1b.i. Number of HMIS Office Hours meetings held Baseline: 0 office hour meetings held 1.1b.ii. Number of 1 on 1 trainings offered Baseline: Previously only offered on an as needed basis 1.1b.iii. Number of monthly HMIS Newsletters sent to communicate updates Baseline: 0
			1.1c. Collaborate to create specific training or follow ups, as necessitated by data quality issues.	1.1c.i. Update training task lists to address data quality issues Baseline: Training tasklist last update: August 2024 1.1c. ii. Creating a weekly client merge process to identify CHOs in need of additional training Baseline: clients merged only when HMIS users send in a ticket an ask for a merge. No large scale client merge happening other than during the fall for LSA cleanup
			1.1d. Identify critical CE data and performance metrics to include in data portfolios to enhance local focus and support CoC Modernization	1.1d.i. Conduct a needs assessment of existing CE Region and Provider-level qualitative and quantitative CE data to determine priority data sets Baseline: No assessment completed. 1.1d.ii. Consultation with Data, Planning, and Engagement Team held on appropriateness, feasibility and priority of identified data sets and performance metrics Baseline: No consultation or coordination conducted. 1.1d.iii. Development of finalized list of succinct data sets and metrics and data review/evaluation process Baseline: Priority data sets and metrics have been not been explored or identified.
	Strategic Plan Goal 3: More effectively use data to inform decision-making, measure progress, and set goals for success, and Goal 4: Increase community engagement, improve public perception, and shape public policy	1.2 Increase participation and engagement within local data community	1.2a. Conducting outreach/increasing coverage of HMIS use in BoS	1.2a.i. Number of counties covered through HMIS participation Baseline: 41 counties covered through HMIS participation 1.2a.ii. Number of meetings held with potential future CHOs Baseline: 0 meetings with potential CHOs due to outreach. We have only met with future CHOs who approached THN about joining HMIS. 1.2a.iii. Number of CHOs participating in HMIS Baseline: 116 CHOs participating in HMIS
			1.2b. Creating opportunities for HMIS partner feedback (training, system challenges, user accessibility)	1.2b.i. Number of feedback surveys sent to HMIS partners Baseline: 0 feedback surveys sent to HMIS partners
			1.2c. Incorporating communities that typically are left out of data conversations (PWLE, non HMIS users, VSPs)	1.2c.i. Meetings held with TCFV, Lived Experience Committee, etc Baseline: 0 meetings held with TCFV, LEC, etc

<p>1: Local Focus: Improve regional governance and support ("CoC Modernization")</p>	<p>Strategic Plan Goal 4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy, Strategies 1-4</p>	<p>1.3 Increase participation in the BoS CoC</p>	<p>1.3a. Continue to explore modernization, with the goal of enhancing support for people experiencing homelessness and service providers on the local level. Engage the modernization committee to develop a scope and timeline for modernization. Regularly report on the work of the modernization committee and gather feedback across the CoC</p>	<p>1.3a.i. Number of modernization planning meetings held Baseline: As of 1/1/2025, 0 meetings were held in 2025</p> <p>1.3a.ii. Modernization committee scope and timeline creation Baseline: As of 1/1/2025, a scope and timeline have not been created</p> <p>1.3a.iii. Modernization committee and THN staff report progress and explicitly request feedback at 100% of CoC general membership meetings, via CoC newsletters, and at at least 50% of CoC Board meetings Baseline: As of 1/1/2025, the modernization committee had not yet begun its work.</p>
			<p>1.3b. Support the Lived Experience Committee to identify ways to make the CoC more person-centered, from training and strategy to inclusion and outcomes.</p>	<p>1.3b.i. Increase in the number of people participating on the Lived Experience Committee by at least one member Baseline: As of 1/1/2025, 7 members were participating in the LEC</p> <p>1.3b.ii. Number of CoC activities that LEC members give input on Baseline: As of 1/1/2025, LEC members had given input on 0 activities in 2025</p>
			<p>1.3c. Engage the CoC board in Modernization and strategic planning to identify ways to better support local communities</p>	<p>1.3c.i. Number of modernization and strategic planning activities that CoC Board members participate in Baseline: As of 1/1/2025, board members had participated in 0 modernization and strategic planning activities in 2025</p>
			<p>1.3d. Target 1 LHC to provide support for an LHC lead (chair) to step up and hold more consistent meetings.</p>	<p>1.3d.i. Number of conversations held with members who are potential leads Baseline: As of 1/1/2025, one conversation was held with one potential LHC lead for Hill Country Housing Solutions.</p> <p>1.3d.ii. LHC lead is found, and meetings are held more consistently Baseline: As of 1/1/2025, Hill Country Housing Solutions needs a community-based lead. Meetings are currently held ad-hoc by THN staff.</p>
			<p>1.4a. Continue LHC Workgroup that trains coalitions on how to connect with and recruit governmental organizations and bodies (e.g. CoGs, CAAs, etc.) and apply for funding</p>	<p>1.4a.i. Number of trainings held Baseline: As of 1/1/2025, zero trainings were held on how to connect with and apply for funding from local government entities.</p>

	Strategic Plan Goal 4: Increase community engagement, improve public perception, and shape public policy, Strategies 1 and 3	1.4 Provide educational opportunities to LHC leads and members to increase coalition capacity to engage and collaborate with community partners to address homelessness locally.	1.4b. Create written guides based on the LHC Workgroup meetings that trains coalitions how to reach out to governmental organizations and bodies (e.g. CoGs, CAAs, etc.) and apply for funding	1.4b.i. Number of guides created Baseline: As of 1/1/2025 zero guides for LHCs on engaging and applying for funding from local government and organizations exist.
			1.4c. Create an LHC Self-Assessment Tool to help LHCs align local goals with CoC Goals that will make local agencies more competitive for funding and increase coordination among LHC members to reduce competition for funding. The tool will include activities like outreach to local governmental organizations and bodies.	1.4c.i. An LHC Self-Assessment Tool is created Baseline: As of 1/1/2025, an LHC Self-Assessment Tool does not exist.
	Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 1: Integrate public and community-based services linked to outreach, engagement, shelter, and housing	1.5 Develop more partnerships with cross-sector and mainstream partners (education, mental health care, health care, criminal justice, etc.)	1.5a. Hire a Partnership Development VISTA member	1.5a.i. A Partnership Development VISTA member is hired Baseline: As of 1/1/2025, no Partnership Development VISTA had been hired.
			1.5b. Create target list of organizations to approach for partnering and reach out to those organizations to discuss partnering	1.5b.i. Number of new partnerships developed Baseline: Partnerships with ESC Region 13 and 11, partnership with DFPS 1.5b.ii. Number of new Memorandums of Understanding (MOUs) developed Baseline: MOUS with ESC Region 13 and 11; and 1 MOU with DFPS
			1.5c. Create materials to demonstrate connection between the CoC's mission and the partners' missions	1.5c.i. Increased awareness and collaboration between the CoC and mainstream partners, as evidenced by participation in each other's meetings and ongoing contact with each other Baseline: Invited ESCRegions 13 and 11 to general meetings and have attended McKinney-Vento meetings. Invited DFPS to general meetings and have attended their meetings in turn.
Strategic Plan Goal 3: More effectively use data to inform decision-making, measure progress, and set goals for success	2.1 Playing data offense: Incorporating HMIS data analysis into community conversations	2.1a. Creating a process and template for regular data analysis using data dashboards, portfolios, and other visualizations and partner with other THN staff and communities to effectively determine a project's success.	2.1a.1. Creating outcomes analysis dashboard Baseline: No outcomes analysis dashboard exists	
		2.1b. Creating opportunities to communicate data analysis findings with communities.	2.1b.i. Participating in CoC Case Conferencing meetings and LHC meetings Baseline: 0 CoC Case Conferencing meetings attended 0 LHC meetings attended	
		2.1c. Creating data quality profiles to help communicate the reliability of the data to HMIS organizations and communities	2.1c.i. Number of community (LHC) data quality profiles evaluated Baseline: 0 data quality profiles evaluated. DQ has been evaluated on an organization level prior to the 2025 action plan.	

	<p>Strategic Plan Goal 2: Increase Supply of, Availability of, and Access to Housing and Supportive Services</p> <p>Strategic Plan Goal 3: More effectively use data to inform decision-making, measure progress, and set goals for success</p>	<p>2.2 Conduct in-depth Gaps Analysis evaluating needs and services within TX BoS CoC related to homelessness</p>	<p>2.2a. Develop data visualization that helps reveal gaps in funding and community collaboration in TX BoS CoC</p>	<p>2.2a.i. Maps created in Tableau that visualize coverage of various federal funding streams across TX BoS CoC (i.e., CoC Program, ESG, and SSVF) Baseline: No current data visualizations existing for coverage of federal programs in BoS</p> <p>2.2a.ii. Side-by-side maps created in Tableau that provide a visual comparison of coverage in TX BoS CoC for federal funding streams, Local Homeless Coalitions, and Coordinated Entry participation Baseline: No current data visualization existing showing side-by-side comparison of these services and partnerships in the BoS</p> <p>2.2a.iii. Feedback solicited and gathered from stakeholders (with emphasis on LHCs) to determine most pertinent data to integrate in the maps for identifying service gaps Baseline: No feedback yet gathered</p> <p>2.2a.iv. Maps evolved into an external resource that helps CoC public and providers to identify where services are available Baseline: Maps not yet developed but will initially be for internal use</p>
			<p>2.2b. Conduct gaps analysis process that reaches as many communities and stakeholders as possible within TX BoS CoC (with emphasis on LHCs)</p>	<p>2.2b.i. Gaps analysis online survey and listening sessions survey created Baseline: Gaps analysis survey beyond PIT & HIC has not been conducted since 2020</p> <p>2.2b.ii. Listening sessions conducted with LHCs Baseline: No listening sessions have occurred since at least 2020 with LHCs for a gaps analysis</p> <p>2.2b.iii. Online survey solicited across LHCs and other stakeholder groups Baseline: No online survey for in-depth gaps analysis conducted for at least a couple of years</p> <p>2.2b.iv. Focus groups held to dig deeper on initial findings from survey and LHC listening sessions Baseline: No focus groups for in-depth gaps analysis conducted for at least a couple of years</p>
			<p>2.2c. Analyze data from gaps analysis survey activities</p>	<p>2.2c.i. Findings Report created that presents identified gaps in needs and services within TX BoS CoC Baseline: Last in-depth gaps analysis report completed in 2020</p> <p>2.2c.ii. Plan developed to outreach communities that have limited or no housing programs to recruit potential CoC Program applicants Baseline: No targeted outreach plan in place based on in-depth gaps analysis</p>

<p>2: Service & Housing Outcomes: Partner with service providers to evaluate and improve programming, increase funding and capacity, and remove barriers for improved outcomes</p>	<p>Strategic Plan Goal 1, Strategy 4 and Goal 5, Strategy 4</p>	<p>2.3. Training for CoC and ESG Providers- Increasing quality of service delivery and the quality of Project Applications (CoC and ESG). See 2025 Training Calendar.</p>	<p>2.3a. Host match webinar(s) & other Capacity-building Technical Assistance offerings in CY2025 through the training calendar (in collaboration with Region 6 TA Team)</p>	<p>2.3a.i. At least 4 webinars held by end of CY25 Baseline: No webinars yet held for CY25 2.3a.ii. At least 12 technical assistance training resources provided by end of CY25 Baseline: No training resources yet shared for CY25</p>
			<p>2.3b. Prepare a Project Design Clinic and Communities of Practice series for 2026 to support new project applications and project performance improvement</p>	<p>2.3b.i. All preparatory activities completed and materials finalized by end of CY25 Baseline: No materials yet created 2.3b.ii. Process established for provision of ongoing support following the clinic, providing support to at least 50% of clinic participants Baseline: No clinic level ongoing support for potential applicants 2.3b.iii. Hold two Office Hours/Focus Groups to gather feedback regarding the formation of Communities of Practice Baseline: Idea has not yet been presented in TX BoS CoC to use this model for peer support 2.3b.iv. Identify 4-5 Communities of Practice that can be developed and implemented in 2026 (e.g., project types, communities interested in applying, etc.) Baseline: Categories for Communities of Practice not yet considered or determined.</p>
			<p>2.3c. Increase collaboration through training and support b/w ESG grantees and THN</p>	<p>2.3c.i. At least 25 collaborative meetings held by end of CY25 Baseline: No meetings yet held for CY25 2.3c.ii. At least 75% of ESG grantees report improved collaboration with THN after participating in meetings Baseline: No measure yet taken to gauge level of collaboration 2.3c.iii. List of trainings created ESG recipients and subrecipients are interested in and training calendar created Baseline: No list of trainings or training calendar yet created for ESG grantees 2.3c.iv. Relationship developed with a point of contact for state ESG recipients at TDHCA Baseline: No primary and ongoing point of contact exists with TDHCA regarding state ESG</p>
			<p>2.4a. Complete Update to the WS, which includes Monitoring Strategy</p>	<p>2.4a.i. Written Standards update completed Baseline: Last update occurred in 2018 2.4a.ii. CoC Board approval received for WS Update Baseline: No CoC Board approval yet received</p>

	Strategic Plan Goal 3, Strategy 1	2.4 Bring back Quarterly Performance Reviews (This is a part of the CoC's Monitoring Strategy that has been added into WS Interim Update).	2.4b. Roll out the Monitoring Strategy which includes the Quarterly Performance Scorecard	<p>2.4b.i. Monitoring Strategy implemented and progress of implementation tracked through Microsoft Planner Baseline: Full monitoring strategy not yet in implementation based on its inclusion in Written Standards and no progress tracking yet in place</p> <p>2.4b.ii. Average increase of 5% points on QPSC demonstrated across CoC Program grantees by end of CY25 Baseline: Percentage scores from FY24 CoC Program Competition</p> <p>2.4b.iii. Onsite monitorings completed with CoC Program recipients under conditional inclusion by end of CY25 Baseline: Last onsite monitoring occurred in 2023</p>
			2.4c. Review and revise the QPSC, setting benchmarks derived from the 2024 Competition results for renewal projects and input from System Change Team for CE-specific metrics	<p>2.4c.i. Quarterly performance scorecard developed to be used for QPSC process</p> <p>2.4c.ii. Consultation with Systems Change team held to identify key CE performance indicators Baseline: FY24 Competition scorecard to be used as basis for QPSC</p> <p>2.4c.iii. Iterations of scorecard created that integrates feedback gathered from recipients over CY25 Baseline: Original quarterly performance scorecard created for CY25</p>
	Strategic Plan Goal 4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy, Strategies 1-4	3.1 Utilize data to provide community education about housing gaps and the realities of homelessness in the Texas Balance of State CoC.	3.1a. Debrief with 1-2 new(er) PIT communities to find out how PIT went, what support they would like in the future, etc., to keep them participating in the PIT Count	<p>3.1a.i. Percentage of PIT regions that participated in the 2025 PIT Count that also participate in the 2026 PIT Count (estimate in December 2025) Baseline: 42 PIT regions participated in the 2025 PIT Count</p>
			3.1b. Facilitate meeting with LHCs on how to use HIC data, to increase awareness of resources in communities	<p>3.1b.i. Increase in post-meeting scores, compared to pre-meeting scores, on awareness of shelter and housing resources in communities Baseline: Pre-meeting scores averaged ____.</p>

<p>3: Best Practice & HUD Requirements: Support local communities to adopt best practice and applicable HUD requirements through coordinated planning, capacity building, and</p>	<p>Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 1</p>	<p>3.2. Develop new Coordinated Entry Assessment & Prioritization (CEAP) processes</p>	<p>3.2a. Analyze existing CES data to identify and determine strengths and gaps within current CES/housing crisis response system to inform key Prioritization and Assessment considerations</p>	<p>3.2a.i. All key decisions related to the development of new CE Assessment & Prioritization processes are data-informed Baseline: No data or data sources documented to support key decision-making. 3.2a.ii. Number of analyses completed to inform decision-making and the development of CE new Assessment and Prioritization processes Baseline: One analysis completed to date, the TX BoS CoC Vulnerability Survey and corresponding analysis of responses. 3.2a.iii. Documentation of data utilized to inform key decisions related to the development of new CE Assessment and Prioritization process Baseline: One data source documented.</p>
			<p>3.2b. Leverage the experience of persons with lived expertise, NAEH CES Mini Lab Staff Support to the TX BoS CoC, and a broad range of CES providers through the administration, management, and facilitation of the CEAP Workgroup in the identification of vulnerability factors, assessment drafting, and development of updated prioritization standards</p>	<p>3.2b.i. Number of people with lived experience that participate in CEAP Workgroup Baseline: 7 of 19 Workgroup Members have lived experience of homelessness. Systems Change Team staff are included in the total number of Members. 3.2b.ii. Number of providers that participate in CEAP Workgroup Baseline: 6 of 19 (31.58%) Workgroup Members identify as BIPOC. 3.2b.iii. CEAP Workgroup Decision-Making Guidance is developed Baseline: This document does not exist.</p>
			<p>3.2c. Update CE Training materials to reflect new Assessment & Prioritization processes and prepare for evolving training needs</p>	<p>3.2c.i. Number of CE Training and Material updates identified Baseline: No review and analysis of materials completed. 3.2c.ii. Number of CE Training and Material updates completed Baseline: No updates completed; materials reflect existing process.</p>
	<p>3.3 Strengthen local CE Regions practices through increased outreach, engagement, and technical assistance</p>	<p>3.3a. Develop CE Region engagement strategy</p>	<p>3.3a.i. CE Region Engagement Strategy is created Baseline: No formalized strategy exists. 3.3a.ii. Number of unique engagement methods developed within the Engagement Strategy Baseline: No new engagement methods developed. 3.3a.iii. Number of instances CE Region Engagement strategies utilized Baseline: No CE Engagement activities utilized in connection to this activity.</p>	

<p>Capacity Building and Implementation</p>	<p>Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 4</p>		<p>3.3b. Develop framework to assess Regional CE Data Quality and coordinate with Regions to conduct Data Clean-Up Activities</p>	<p>3.3b.i. CE Data Quality Improvement Plan Developed Baseline: No CE Data Quality Improvement Plan or strategy exists. 3.3b.ii. Number of CE Data Quality meetings held Baseline: No routine Data Quality meetings are being held. 3.3b.iii. Identification specific data metrics that will be assessed and improved Baseline: CE Data Metrics are not routinely tracked, assessed or monitored.</p>	
			<p>3.3c. Prioritize CE regions for support in establishing, reestablishing, or strengthening Coordinated Entry Planning Entities</p>	<p>3.3.c.i. CE Region Prioritization Rubric developed Baseline: A CE Region Prioritization Rubric does not exist. 3.3c.ii. Number of CE Regions prioritized Baseline: No CE Regions are being prioritized for tailored support. 3.3c.iii. Number of CE Regions receiving support and technical assistance regarding the establishment or strengthening of CEPES; OR number of instances of Technical Assistance provided Baseline: No CE Regions are receiving tailored supported for CEPE development.</p>	
	<p>Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 3</p>	<p>3.4 Work with providers to increase understanding and fidelity to TX BoS CoC Prioritization standards to ensure the most vulnerable households can access services (i.e. continued development of CE Referral Improvement Plan and Vacancy Reporting)</p>		<p>3.4a. Develop Referral Improvement Plan CE Referral Standards, Measurements, and Metrics</p>	<p>3.4a.i. CE Referral Standards, Measurements, and Metrics are developed Baseline: No standardized Referral standards, measurements or metrics are being utilized. 3.4a.ii. CE Referral Analysis Tools are developed Baseline: No method to routinely assess Referral outcomes exists.</p>
				<p>3.4b. Identify comprehensive scope of updates needed to CE Referral Materials and complete necessary updates, ensuring materials reflect person-centered service systems</p>	<p>3.4b.i. Number of CE Referral Material updates identified Baseline: A review of materials has been been complete, therefore, none identified for updates. 3.4b.ii. Number of CE Referral Material updates completed Baseline: No updates completed to support this objective.</p>
				<p>3.4c. Develop framework to prioritize CE Regions for phased implementation of Vacancy Reporting</p>	<p>3.4c.i. Vacancy Reporting CE Region Prioritization plan developed Baseline: No method to prioritize Regions has been established. 3.4c.ii. Number of CE Regions prioritized for VR Implementation Baseline: Continued VR Pilot with Denton Region. No other Regions prioritized.</p>