Texas Balance of State Continuum of Care -- 2025 CoC Action Plan and Quarter 4 (Oct.-Dec. 2025) Progress Report

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	Progress Report for Quarter 4 (Oct.-Dec.)
	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.	**1.1a.i.** The Data Team began working on a more robust report training using Camtasia, our video editing software. We are focusing on the Annual Performance Report (APR) report first before moving on to other HUD reports. The Team also created HMIS User Guides for both Emergency Shelter and Rapid ReHousing project types. **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. **End of year:** 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, and two HMIS user guides.
			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	**1.1b.i.** Data Team continued with monthly Office Hours and has seen a big uptick in attendance from users. **Baseline:** 0 office hour meetings held **End of year:** 12 office hour meetings held **1.1b.ii.** Data Team traveled to Laredo to host an in-person training for local HMIS end users **Baseline:** Previously only offered on an as needed basis **End of year:** The Data Team offered 4 in-person organization-wide trainings, and one virtual organization-wide training. **1.1b.iii.** Data Team continued sending monthly HMIS newsletters with announcements and user highlights **Baseline:** 0 **End of year:** 12 HMIS Newsletters sent to end users
			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	**1.1c.i.** 2026 Data Standards were released 10/1/25. The Data Team informed HMIS end users on the updated workflows. **Baseline:** Training tasklist last update: August 2024 **End of year:** Training Tasklist last updated: July 2025 **1.1c. ii.** The data team now has a bi-weekly 'co-working hour' where we merge clients together and troubleshoot issues **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 **End of year:** Data Team implemented a new team-wide client merge process in January 2025 where each Data Team member must merge clients for 1 hour each week. In October 2025, The data team implemented a bi-weekly 'co-working hour' where we merge clients together and troubleshoot issues.
			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. Consulation with Data, Planning, and Engagement Team held on appropriateness, feasability 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.	**1.1d.i.** No activity to report. **Baseline:** No assessment completed. **End of Year:** Staff are exploring using a modified version of the CE Data Quality Profile tool as the prioritized data sets, and work will continue in 2026. **1.1d.ii.** No activity to report. **Baseline:** No consultation or coordination conducted. **End of Year:** This activity has been postponed to 2026 due to turnover in the Systems Change Data Coordinator position. **1.1d.iii.** No activity to report. **Baseline:** Priority data sets and metrics have been not been explored or identified. **End of Year:** This activity has been postponed to 2026 due to turnover in the Systems Change Data Coordinator position.
	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	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 Covered Homeless Orgs (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	**1.2a.i.** Reeves County now uses HMIS. The Data Team did outreach to all HMIS organizations to ensure we had an accurate understanding of ALL counties their projects cover, not just the initial county. We learned that our HMIS is covering 182 counties. **Baseline:** 41 counties covered through HMIS participation **End of year:** 182 counties covered **1.2a.ii.** Data Team has met with 8 separate potential Covered Homeles Orgs (CHOs) about joining HMIS **Baseline:** 0 meetings with potential CHOs due to outreach. We have only met with future CHOs who approached THN about joining HMIS. **End of year:** 15 meetings with potential CHOs. **1.2a.iii.** We have added a handful of new CHOs this quarter. Due to some CHOs experiencing funding loss, we also lost a handful. We currently have 111 CHOs participating in HMIS **Baseline:** 116 CHOs participating in HMIS **End of year:** 111 CHOs participating in HMIS

	perception, and shape public policy			
		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	**1.2b.i.** The Data Team sent feedback surveys to HMIS users who completed HMIS training in November to better understand their training experience and how we can improve it **Baseline:** 0 feedback surveys sent to HMIS partners **End of year:** 28 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	**1.2c.i.** No update this quarter **Baseline:** 0 meetings held with groups that typically are left out of data conversations (PWLE, non HMIS users, VSPs) **End of year:** 3 meetings held with groups that typically are left out of data conversations (PWLE, non HMIS users, VSPs)
1: Local Focus: Improve regional governance and support ("CoC Modernization")	Strategic Plan Goal 4: Increase Community Engagement, Improve Public Perception, and Shape Public Policy, Strategies 1-4	1.3 Increase participation in the BoS CoC	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	1.3a.i. Number of modernization planning meetings held **Baseline:** As of 1/1/2025, 0 meetings were held in 2025 1.3a.ii. Modernization committee scope and timeline creation **Baseline:** As of 1/1/2025, a scope and timeline have not been created 1.3a.iii. Modernization committee and THN staff report progress and explicitly request feeback 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.	**1.3a.i.** 1 modernization planning meeting was held in the fourth quarter (11/5/2025). Meetings were not scheduled during the time that HUD released two Notices of Funding Opportunity (NOFOs) for the CoC Program in November and December. **Baseline:** As of 1/1/2025, 0 meetings were held in 2025 **End of year:** By 12/31/2025, 11 modernization planning meetings were held. **1.3a.ii.** A scope and timeline were created in July when the Modernization Workgroup restarted their meetings. **Baseline:** As of 1/1/2025, a scope and timeline have not been created **End-of-year:** By 12/31/2025, a scope and timeline had been created (in July). **1.3a.iii.** THN staff and technical assistants from The Cloudburst Group requested feedback from CoC general members in October (blurb in BoS newsletter) and in November (fuller article in BoS newsletter, feedback survey, and targeted emails to specific groups such as Local Homeless Coalition leaders and CoC Program recipients). Board members, Victor Rivera, and staff requested feedback at the October, November, and December CoC Board meetings. **Baseline:** As of 1/1/2025, the modernization committee had not yet begun its work. **End-of-year:** By 12/31/2025, the Modernization Workgroup and THN staff had requested feedback at the two CoC General Membership meetings, at 100% of CoC Board meetings, and in two BoS newsletters.
			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.	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 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	**1.3b.i.** The LEC gained two new members in July. The roster is at 10 members, and that is the cap for this committee, so recruitment has stopped, for now. **Baseline:** Increase in the number of people participating on the Lived Experience Committee by at least one member **End of year:** The LEC has 10 members, an increase of 3 members over the course of 2025. **1.3b.ii.** In October, November, and December, the LEC developed 2025-26 committee goals. In October they also reviewed data from the 2025 Point-in-Time (PIT) Count and the Housing Inventory Count (HIC) and gave input on 2026 PIT Count survey questions and incentives to give to survey respondents. In November they also gave input on the CoC's disaster preparedness and response plans, ensuring the inclusion of people experiencing homelessness, and they gave input on proposed changes to the CoC's mission statement, strategic planning priorities for 2026, and the CoC governance charter. **Baseline:** As of 1/1/2025, LEC members had given input on 0 activities in 2025 **End of year:** As of 12/31/2025, LEC members had given input on 9 CoC activities over the course of the year.
			1.3c. Engage the CoC board in Modernization and strategic planning to identify ways to better support local communities	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	**1.3c.i.** In the fourth quarter, one board member participated in one Modernization Planning meeting, and one board member participated in two Modernization Workgroup meetings, while the full board heard updates and gave feedback on modernization activities at their October, November, and December meetings. **Baseline:** As of 1/1/2025, board members had participated in 0 modernization and strategic planning activities in 2025 **End of year:** As of 12/31/2025, board members had participated in multiple modernization and strategic planning activities over the course of the year**.**
			1.3d. Target 1 LHC to provide support for an LHC lead (chair) to step up and hold more consistent meetings.	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. 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.	**1.3d.i.** One coalition member facilitated the October Hill Country Housing Solutions meeting and two LHC members facilitated the November and December PIT planning meetings. **Baseline:** As of 1/1/2026, no conversations were held. **End of year:** More community members stepped into leadership roles, such as facilitating meetings and the PIT Count, but staff continues to lead the LHC. **1.3d.ii.** Hill Country Housing Solutions met monthly this quarter. **Baseline:** As of 1/1/2026, no Hill Country Housing Solutions meetings were held. **End of year:** Ten meetings were held by the end of 2025.
	Strategic Plan Goal 4:	1.4 Provide educational opportunities to LHC leads and	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	1.4a.i. Number of trainings held **Baseline:** As of 1/1/2026, zero trainings were held on how to connect with and apply for funding from local government entities.	**1.4a.i.** One training on analyzing PIT & HIC data and tools to map homeless services, Analyzing Your Point-in-Time Count and Housing Inventory Count Data with your Local Homeless Coalition, was given on 11/20. **Baseline:** As of 1/1/2026, zero trainings were held on how to connect with and apply for funding from local government entities. **End of year:** Four trainings were held on how to connect with local government entities or use data locally.

Strategic Plan Goal 1: Increase community engagement, improve public perception, and shape public policy, Strategies 1 and 3	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.	1.4b.i. No progress updates **Baseline:** As of 1/1/2026 zero guides for LHCs on engaging and applying for funding from local government and organizations exist. **End of year:** One guide for LHCs on engaging local government and organizations exists.
		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.	**1.4c.i.** An LHC Self-Assessment Tool draft is in progress. **Baseline:** As of 1/1/2025, an LHC Self-Assessment Tool is in development. **End of year:** An LHC Self-Assessment Tool draft is in progress.
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.	**1.5a.i.** The Partnership Development VISTA continued working at THN during this quarter. **Baseline:** As of 1/1/2025, no Partnership Development VISTA had been hired. **End of year:** As of 12/31/2025, a Partnership Development VISTA had been working with THN for almost a full year.
		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	**1.5b.i.** Met with director and assistant director of Community Action's home visiting program. They are not in a position to commit to a formalized relationship, but there is room for an information exchange. Met with Hill Country MHDD Center to continue conversations around a formal relationship. Interest still remains but they want further clarity on the benefits of a formal relationship. **Baseline:** Partnerships with ESC Region 13 and 11, partnership with DFPS **End of year: Partnerships with ESC Regions 10, 11, and 13; Department of Family and Protective Services; Texas Head Start Collaboration Office; Easterseals Rio Grande Valley; and Early Childhood Intervention (ECI).** **1.5b.ii.** No new MOUs developed in Quarter 4 **Baseline:** MOUs with ESC Region 13 and 11; and 1 MOU with DFPS **End of year:** As of 12/31/2025, THN has 5 MOUs and 1 written agreement with partners
		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.	**1.5c.i.** Had first quarterly meeting with the director of the Texas Head Start Collaboration Office. Reaching out to centers for independent living and providing them with document that highlights benefits of partnership. **Baseline:** Invited ESC Regions 13 and 11 to general meetings and have attended McKinney-Vento meetings. Invited DFPS to general meetings and have attended their meetings in turn. **End of year:** Currently in partnership with the Texas Head Start Collaboration Office, have presented to local Early Childhood Intervention (ECI) programs, in partnership with ESC Region 10, and in partnership with Easterseals Rio Grande Valley. Created materials to communicate THN's mission and impact.
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	**2.1a.i.** November: sought feedback from Modernization calls on template and made some adjustments. **Baseline:** No outcomes analysis dashboard exists **End of year:** Created a local HMIS analysis dashboard for local communities to use to analyze their local data
		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	**2.1b.i.** Data Team presented local Laredo HMIS data at 2025 National Community Development Association, Region 6 Conference The Data Team met with Nueces County LHC, HIP to discuss HMIS. The Data Team met with Hays County LHC to discuss HMIS. **Baseline:** 0 CoC Case Conferencing meetings attended 0 LHC meetings attended **End of year:** 6 CoC Case Conferencing meetings attended 4 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.	**2.1c.i.** Data Team continued working with Planning Team on CoC Scorecard project which will enhance Data Quality (DQ) understanding among CoC Program grantees in the TX BoS CoC. We had to pause this work due to the FY25 NOFO. **Baseline:** 0 data quality profiles evaluated. DQ has been evaluated on an organization level prior to the 2025 Action Plan. **End of year:** 0 data quality profiles evaluated. A template for the data quality profile was created and feedback was recieved from BoS Modernization workgroup members and HMIS end users.

	Strategic Plan Goal 2: Increase Supply of, Availability of, and Access to Housing and Supportive Services **Strategic Plan Goal 3:** More effectively use data to inform decision-making, measure progress, and set goals for success	2.2 Conduct in-depth Gaps Analysis evaluating needs and services within TX BoS CoC related to homelessness	2.2a. Develop data visualization that helps reveal gaps in funding and community collaboration in TX BoS CoC	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 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 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 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	**2.2a.i:** Objective completed in Q1 **Baseline:** No current data visualizations existing for coverage of federal programs in BoS **End of year:** Individual maps were created in Tableau that show funding coverage in TX BoS CoC for CoC Program, ESG, and SSVF programs. These are being updated at least quarterly, as well. **2.2a.ii:** Objective completed in Q1 **Baseline:** No current data visualization existing showing side-by-side comparison of these services and partnerships in the BoS **End of year:** Side-by-side maps were created in Tableau that provide a visual comparison of coverage in TX BoS CoC for federal funding streams (CoC Program, ESG, and SSVF), Local Homeless Coalitions, and Coordinated Entry Regions. **2.2a.iii:** The Microsoft form created in Q1 continues to remain live and linked under the maps. **Baseline:** No feedback yet gathered **End of year:** A Microsoft form was created and shared to solicit feedback for the side-by-side maps (e.g., updates needed or a new data point to be considered). Link to form was shared with LHCs and remains live on the map website. **2.2a.iv:** Maps were shared with persons requesting assistance to identify areas where CoC and ESG assistance might be available had to consider relocating from their area; the maps have had more than 800 views this year. **Baseline:** Maps not yet developed but will initially be for internal use **End of year:** List of specific agencies administering CoC Program, ESG, and SSVF projects are listed on the individual maps. While they have not been publicly posted on our website yet, these maps have been shared externally to public by email to identify where resources may be available.
			2.2b. Conduct gaps analysis process that reaches as many communities and stakeholders as possible within TX BoS CoC (with emphasis on LHCs)	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 2.2b.ii. Listening sessions conducted with LHCs **Baseline:** No listening sessions have occurred since at least 2020 with LHCs for a gaps analysis 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 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	**2.2b.i:** Listening sessions on the Gaps Analysis were conducted through CoC Modernization Workgroup meetings **Baseline:** Gaps analysis survey beyond PIT & HIC has not been conducted since 2020 **End of year:** Gaps analysis survey created with 30 questions to identify service gaps, what programs are most needed, etc. **2.2b.ii:** Objective completed in Q3 **Baseline:** No listening sessions have occurred since at least 2020 with LHCs for a gaps analysis **End of year:** Due to the nature of CoC Modernization project and the amount of feedback solicited, we decided to utilize this feedback in place of conducting additional listening sessions specific to this gaps analysis to prevent feedback fatigue. The Modernization meetings sought feedback aligned to what we aimed to learn in our gaps analysis. **2.2b.iii:** Objective completed in Q3 **Baseline:** No online survey for in-depth gaps analysis conducted for at least a couple of years **End of year:** Online survey was distributed to the LHCs and CoC general membership and we received more than 80 responses. **2.2b.iv:** The gaps analysis findings have been and will continue to be included in the discussions held in the Modernization meetings **Baseline:** No focus groups for in-depth gaps analysis conducted for at least a couple of years **End of year:** The gaps analysis findings were included in the discussions held in the CoC Modernization meetings, which provided the benefit of an expanded focus group to occur.
			2.2c. Analyze data from gaps analysis survey activities	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 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	**2.2c.i:** No activity to report due to preparation for the FY25 CoC Program NOFO. **Baseline:** Last in-depth gaps analysis report completed in 2020 **End of year:** An initial findings report from the gaps analysis was generated in partnership with the Cloudburst TA Team. Due to the circumstances surrounding the FY25 CoC Program NOFO, a more in-depth report was delayed, but Planning Team intends to use these findings to inform priorities for the upcoming FY26 CoC Program NOFO. **2.2c.ii:** Formal plan was not developed due to the ongoing uncertainty of FY25 CoC Program NOFO and then the issuance of the NOFO; however, planning for outreach and recruitment has been considered in the development of a new regional framework to be launched in 2026 **Baseline:** No targeted outreach plan in place based on in-depth gaps analysis **End of year:** Due to the uncertain circumstances surrounding the FY25 CoC Program NOFO, a formal targeted outreach plan was not developed. However, outreach has been considered in the development of the TX BoS CoC Regional Network and how outreach can be incorporated.

Goal	Strategic Plan	Objective	Activity	Measures & Baseline	Update
2: Service & Housing Outcomes: Partner with service providers to evaluate and improve programming, increase funding and capacity, and remove barriers for improved outcomes	Strategic Plan Goal 1, Strategy 4 and Goal 5, Strategy 4	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.	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)	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	**2.3a.i:** A Landlord Engagement webinar was hosted on 12/11/25 with Cloudburst and three panelists from CoC Program-funded agencies. **Baseline:** No webinars yet held for CY25 **End of year:** 4 webinars were held in CY25; one of our originally planned webinars was replaced by a CoC Program competition webinar due to an FY25 CoC NOFO issued in November **2.3a.ii:** Training videos posted regarding how to use THN's updated PSH/TH Rent Calculators and Motivational Interviewing. **Baseline:** No training resources yet shared for CY25 **End of year:** Planning Team published 13 training resources in CY25 (10 recorded trainings on THN's YouTube channel and 3 Snapshot documents posted to the website)
			2.3b. Prepare a Project Design Clinic and Communities of Practice series for 2026 to support new project applications and project performance improvement	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.	**2.3b.i:** No activity to report **Baseline:** No materials yet created **End of year:** Planning Team researched theory of Community of Practice (CoP) model and ways to put it into practice in TX BoS CoC. A powerpoint presentation was created for a CoP Focus Session. Research was started for a Project Design Clinic but materials were not completed due to the prolonged uncertainty of HUD issuing an FY25 CoC Program NOFO and the significant policy changes. **2.3b.ii:** No activity reported; awaiting more guidance from HUD on changes to CoC program. **Baseline:** No clinic level ongoing support for potential applicants **End of year:** Project Design Clinic was modified to a CoC Program Competition webinar in 2025 and plans for a Workshop in 2026. Due to the significant policy changes from HUD that are still being determined, intensive TA of a clinic model for CoC Program competition is very difficult to adequately provide. **2.3b.iii:** No activity to report due to preparation for the FY25 CoC Program NOFO. **Baseline:** Idea has not yet been presented in TX BoS CoC to use this model for peer support **End of year:** Planning Team had a Focus Session scheduled to present the CoP model to CoC Program grantees, but had to be cancelled due to the possibility of HUD issuing an FY25 NOFO from June through November. Therefore, this idea was not yet able to be presented in CY25. Planning Team still intends to explore this model for peer support for 2027. **2.3b.iv:** No activity to report due to preparation for the FY25 CoC Program NOFO. **Baseline:** Categories for Communities of Practice not yet considered or determined. **End of year:** Categories for CoPs were not determined due to volatility of FY25 CoC Program NOFO that was not expected when this objective was created. Additionally, Planning Team determined that as CoPs are explored in the future, it will be more feasible to start with one or two as pilots and build from there.
			2.3c. Increase collaboration through training and support b/w ESG grantees and THN	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	**2.3c.i:** Met with two ESG recipients but was unable to meet with the other due to the FY25 CoC NOFO. We did reach out and checked in with them via email. **Baseline:** No meetings yet held for CY25 **End of year:** Met consistently with the majority of ESG recipients, and maintained email communications with all of them. **2.3c.ii:** We have provided 4 instances of TA for ESG recipients this quarter. **Baseline:** No measure yet taken to gauge level of collaboration **End of year:** All ESG recipients have made at least one request for TA this year ,and all of them wish to continue receiving THN TA for their ESG programs. **2.3c.iii:** The CY26 training calendar includes 6 short-form trainings and 1 webinar specifically targeting the ESG project. **Baseline:** No list of trainings or training calendar yet created for ESG grantees **End of year:** The ESG training calendar for FY26 has been created and recieved input from all ESG recipients and TDHCA. **2.3c.iv:** Tahmoor Chadury from TDHCA has agreed to allow their ESG subrecipients to participate and utilize future THN trainings for ESG. **Baseline:** No primary and ongoing point of contact exists with TDHCA regarding state ESG **End of year:** We have a primary point of contact with TDHCA (Tahmoor Chadury) and they are wishing to have their ESG subrecipients to be apart of THN's ESG training for the coming year.
			2.4a. Complete Update to the WS, which includes Monitoring Strategy	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	**2.4a.i:** Objective completed in Q1 **Baseline:** Last update occurred in 2018 **End of year:** TX BoS CoC Written Standards of Service Delivery were updated in 2025. This update included the addition of the following sections: Joint TH/RRH Standards, Emergency Transfer Plan, Monitoring Strategy, and Culturally and Linguistically Appropriate Standards (CLAS). The overall update also included the addition of the VAWA 2022 expanded definition of Category 4 homeless definition and revised Emergency Transfer Plan. **2.4a.ii:** Objective completed in Q1 **Baseline:** No CoC Board approval yet received **End of year:** CoC Board approved update to Written Standards on February 26, 2025.

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 (QPSC)	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 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 2.4b.iii. Onsite monitorings completed with CoC Program recipients under conditional inclusion by end of CY25 **Baseline:** Last onsite monitoring occurred in 2023	**2.4b.i:** Objective completed in Q2 **Baseline:** Full monitoring strategy not yet in implementation based on its inclusion in Written Standards and no progress tracking yet in place **End of year:** Full monitoring strategy has been implemented. **2.4b.ii:** The QPSC for this quarter was paused due to work on the rescinded FY25 CoC NOFO. **Baseline:** Percentage scores from FY24 CoC Program Competition **End of year:** The majority of CoC projects have increased their scores when compared to their baseline by about 5%. **2.4b.iii:** Onsite monitorings did not occur in 2025 due to the ongoing uncertainty and then issuance of the FY25 CoC Program NOFO and the activities required to prepare and execute a local competition **Baseline:** Last onsite monitoring occurred in 2023 **End of year:** Onsite monitoring did not occur in 2025.
		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	2.4c.i. Quarterly performance scorecard developed to be used for QPSC process 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 2.4c.iii. Iterations of scorecard created that integrates feedback gathered from recipients over CY25 **Baseline:** Original quarterly performance scorecard created for CY25	**2.4c.i:** Objective completed in Q1 **Baseline:** n/a **End of year:** The QPCS was created in Q1 and then updated to utilize reports more effectively throughout the year. **2.4c.ii:** Systems Change team received input on utilizing self-reported data from grantees as a best practice of incentivizing CE performance in our QPSC and competition scorecards, similar to how we score participation of lived experience; Planning Team is working on criteria to implement this guidance. **Baseline:** FY24 Competition scorecard to be used as basis for QPSC **End of year:** Continual discussion is required to develop CE performance indicators that are objectively measurable and reliable. **2.4c.iii:** Planning Team continued to collaborate with Data Team on creating resources that will guide recipients on the APR elements we measure and score and help define what is being measured; further iterations continued to be created based on continued feedback **Baseline:** Original quarterly performance scorecard created for CY25 **End of year:** QPSC has incorporated CoC Program recipient feedback, and the Planning Team has been working with the Data Team to make additional improvements.
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	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	**3.1a.i.** PIT Count happened on 1/22/2026. **Baseline:** 42 PIT regions participated in the 2025 PIT Count. **End of year:** As of 2/11/2026: 33 PIT Regions and 56 counties participated in the 2026 PIT count. Hood County and more counties in the Panhandle participated in 2026. Staff continue to reach out to other counties that participated in 2025, so more PIT regions may end up being included in the 2026 count. Staff also merged some regions between the 2025 count and the 2026 count.
		3.1b. Facilitate meeting with LHCs on how to use HIC data, to increase awareness of resources in communities	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 ___.	**3.1b.i.** Meeting with LHCS was held on 11/20/2025. Fifteen people attended the presentation. **Baseline:** Staff sent a pre-meeting test and a post-meeting test, but only a few people completed the post-test. 35 people completed the pre-test. In the pre-test: 17 responses said they have a strong understanding of the PIT, and 16 responses said they have a strong understanding of the HIC. **End of year:** Five people answered the post-test. Four people said their knowledge stayed the same, and one person said their knowledge increased. And anecdotally, many people said they better understood the Housing Inventory Count (HIC) after the presentation.
Strategic Plan Goal 1:	3.2. Develop new Coordinated	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	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.	**3.2a.i.** Staff continued work with health consultant to develop health related assessment questions. Staff reviewed and compared similar assessment questions from numerous other CoCs for each drafted assessment question during the second round of review. **Baseline:** No data or data sources documented to support key decision-making. **End of Year:** Staff completed research on various subpopulations to guide the selection of assessment factors. Staff also completed a comparison of other CoC's assessment tools to guide in assessment question development and used assessment and psychometrics data provided by Homebase to guide the assessment question review process. **3.2a.ii.** Staff completed the second round of assessment question review using the assessment review rubric that was developed based on assessment and physchometrics guidance from Homebase. **Baseline:** One analysis completed to date, the TX BoS CoC Vulnerability Survey and corresponding analysis of responses. **End of Year:** Four additional analyses completed throughout the year to guide the assessment development. **3.2a.iii.** Staff continued to document data utilized to support key decision making pertaining to this project including notes on decision making and workgroup feedback throughout the assessment question review process. **Baseline:** One data source documented. **End of Year:** Staff completed a review of past project decisions and guiding data in Q1. Staff documented data and rationale for key project decisions throughout the remainder of the year.

Goal	Strategy	Sub-Strategy	Activity	Metrics & Baseline	Progress
3: Best Practice & HUD Requirements: Support local communities to adopt best practice and applicable HUD requirements through coordinated planning, capacity building, and implementation	Improve the Current Housing Crisis Response System, Strategy 1	3.2 Develop new Coordinated Entry Assessment & Prioritization (CEAP) processes	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	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.	**3.2.b.i.:** No change from prior quarter. 7 of 19 (36.84%) Workgroup Members have lived experience of homelessness this quarter. **Baseline:** 7 of 19 Workgroup Members have lived experience of homelessness. Systems Change Team staff are included in the total number of Members. **End of Year:** Consistent throughout 2025. 7 of 19 workgroup members have lived experience of homelessness. **3.2b.ii:** No change from prior quarter. 6 of 19 (31.58%) Workgroup Members identify as BIPOC. **Baseline:** 6 of 19 (31.58%) Workgroup Members identify as BIPOC. **End of Year:** Consistent throughout 2025. 6 of 19 workgroup members identify as BIPOC. **3.2b.iii.:** No activity to report. **Baseline:** This document does not exist. **End of Year:** General decision making guidance has been created and discussed among staff. Guidance has generally been followed but has not been revisited or finalized with the workgroup.
			3.2c. Update CE Training materials to reflect new Assessment & Prioritization processes and prepare for evolving training needs	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.	**3.2c.i.** No progress on this activity. Timeline has been pushed while staff focus on assessment review process and hiring. **Baseline:** No review and analysis of materials completed. **End of Year:** No progress on this activity. Planning for material updates has not yet been necessary as staff are continuing to focus on assessment review process. This activity will take place in 2026. **3.2c.ii.** No progress on this activity. Timeline has been pushed while staff focus on assessment review process and hiring. **Baseline:** No updates completed; materials reflect existing process. **End of Year:** No progress on this activity. Training materials cannot be updated until assessment and prioritization processes are finalized.
	Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 4	3.3 Strengthen local CE Regions practices through increased outreach, engagement, and technical assistance	3.3a. Develop CE Region engagement strategy	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 engagment methods developed. 3.3a.iii. Number of instances CE Region Engagement strategies utilized **Baseline:** No CE Engagement activities utilized in connection to this activity.	**3.3a.i.** Staff utilized CE Region Engagement Strategy to develop and finalize a CEPE Establishment Tracking Sheet to assist in documenting the development of each CE Region. **Baseline:** No formalized strategy exists. **End of Year:** Initial engagement and re-engagement strategies have been developed, but long term-engagement plans are still needed. **3.3a.ii.** No progress on this activity. **Baseline:** No new engagment methods developed. **End of Year:** Five unique engagement strategies identified. **3.3a.iii.** One CESC meeting held this quarter. New staff also began to re-engage in the development of CEPEs with select regions. **Baseline:** No CE Engagement activities utilized in connection to this activity. **End of Year:** Staff used CESC meetings as engagement strategy numerous times and engaged with the development of CEPEs in multiple regions.
			3.3b. Develop framework to assess Regional CE Data Quality and coordinate with Regions to conduct Data Clean-Up Activities	3.3b.i. CE Data Quality Improvement Plan Developed **Basline:** 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.	**3.3b.i.** This activity was completed in Q1. **Basline:** No CE Data Quality Improvement Plan or strategy exists. **End of Year:** CE Data Quality Plan developed and implemented. **3.3b.ii.** New Systems Change Data Coordinator held first CE Data Quality Meeting with Abilene Region and completed outreach to multiple other regions. **Baseline:** No routine Data Quality meetings are being held. **End of Year:** Fewer data quality meetings were held in 2025 than expected due to staff turnover, but new SCDC has gotten up to speed on the project and has begun holding CE data quality meetings with regions. **3.3b.iii.** No changes from prior quarter. **Baseline:** CE Data Metrics are not routinely tracked, assessed or monitored. **End of Year:** CE data metrics have been identified but currently are only tracked prior to occasional regional meetings.
			3.3c. Prioritize CE regions for support in establishing, reestablishing, or strengthening Coordinated Entry Planning Entities	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.	**3.3.c.i.** This activity was completed in Q1. **Baseline:** A CE Region Prioritization Rubric does not exist. **End of Year:** A CE Region Prioritization Rubric has been developed and filled in. **3.3c.ii.** Seven CE Regions are currently prioritized for Coordinated Entry Planning Entity (CEPE) development. **Baseline:** No CE Regions are being prioritized for tailored support. **End of year:** Eight regions were prioritized for CEPE development throughout 2026. **3.3c.iii.** Three CE Regions received tailored techinal assistance to establish or reestablish their CEPE. These regions include: Texarkana, Longview, and Hays. **Baseline:** No CE Regions are receiving tailored supported for CEPE development. **End of Year:** Eight regions received tailored technical assistance to reestablish their CEPE throughout the year.

		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)	3.4a. Develop Referral Improvement Plan CE Referral Standards, Measurements, and Metrics	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.	**3.4a.i.** Activity completed in Q3. **Baseline:** No standardized Referral standards, measurements or metrics are being utilized. **End of Year:** CE Referral Standards, Measurements, and Metrics were finalized, though will not be evaluated until after further CEPE development. **3.4a.ii.** No activity to report. **Baseline:** No method to routinely assess Referral outcomes exists. **End of Year:** All three CE Referral Analysis Tools have been partially developed and will be finalized nearer project implementation.
	Strategic Plan Goal 1: Improve the Current Housing Crisis Response System, Strategy 3		3.4b. Identify comprehensive scope of updates needed to CE Referral Materials and complete necessary updates, ensuring materials reflect person-centered service systems	3.4b.i. Number of CE Referral Material updates identified **Basline:** 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.	**3.4b.i.** This activity was completed in Q1. **Baseline:** A review of materials has been complete, therefore, none identified for updates. **End of Year:** A comprehensive review of materials and needed updates was completed. **3.4b.ii.** The remaining materials that require updates are on hold, as they are dependent on the completion of related projects. All materials that can be updated have been assigned to staff. **Baseline:** No updates completed to support this objective. **End of Year:** 15 materials were created or updated, 8 remaining materials are in progress, while 4 are on hold.
			3.4c. Develop framework to prioritize CE Regions for phased implementation of Vacancy Reporting	3.4c.i. Vacancy Reporting CE Region Prioritization plan developed **Basline:** 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.	**3.4c.i.** No activity to report due to staffing changes and focus currently being redirected to regional CEPE development. **Basline:** No method to prioritize Regions has been established. **End of Year:** No method to prioritize Regions has been established. **3.4c.ii.** No progress on this activity. This activity is dependent on 3.3c. **Baseline:** Continued Vacancy Reporting Pilot with Denton Region. No other Regions prioritized. **End of Year:** Continued Vacancy Region Pilot with Denton Region. No other Regions prioritized.