Texas Balance of Sate Continuum of Care

Mission: The TX BoS CoC strengthens collaborative systems and coordinates partnerships that prevent and end homelessness through community-driven strategies, shared resources, and collective action across Texas

Priorities	Objectives	Activities	THN Responsible Party & Roles	Operational Goal	Progress Indicators	Progress Report for Quarter 3 (July-Sept)
Priority 1) Local Focus (CoC Modernization): Enhance support and build capacity on the local level	1.1 Increase LHC capacity through leadership support, partner engagement and data driven decision-making	1.1.1. Facilitate the development of a plan with prioritized LHCs to identify 2-5 ways they will further the CoC's 2026-2027 priorities within their local community.	The **Engagement, Data, System Change, and Planning Team** each develop a menu of recommended strategies and actions for LHCs to advance the 2026 Action Plan in their respective areas of CoC operations, tailored to varying stages of LHC readiness and implementation. The **Engagement, Data, System Change, and Planning team** collaboratively develop an LHC prioritization plan. Staff from each team work with prioritized LHCs to develop an LHC plan in their respective areas (i.e. Data team leads data/HMIS strategies, Systems Change leads Coordinated Entry strategies, etc.)	LHCs feel individually supported, informed, and able to work toward data-driven local goals to address homelessness Additional partners are identified and start to attend LHC meetings Proactive coordination across BoS Teams to support local communities	1.1.1.i1: An LHC Prioritization Plan is developed **Baseline:** A Prioritization Plan has not been developed. 1.1.1.i2.: A cross-team menu of recommended local LHC strategies is generated **Baseline:** A menu of LHC strategies has not been generated. 1.1.1.i3. LHC Action Plan Template is developed **Baseline:** An action plan has not been developed. 1.1.1.i4 Number of LHC's prioritized and outreached to: **Baseline:** Prioritization and outreach has not yet occurred.	**1.1.1.i1:** Staff began planning how prioritization will factor in Coordinated Entry Planning Entities (CEPEs) into LHC-level prioritization, identified needed information, and created a plan to gather information. Further, staff generated a spreadsheet that contains a list of programs, projects, project types, and Coordinated Entry participation and Entry Points organized by Local Homeless Coalitions. Staff held internal meetings to gather and document data on LHC-level engagement with the CoC and broader community, and perceived LHC readiness to engage in Action Plan work with the CoC. Staff also developed written guidance that outlines the process of prioritizing and selected LHCs for this activity, and the considerations utilized by the CoC during the development of the process. **1.1.1i2.:** CoC-Team generated strategies developed in Quarter 2 were prioritized and organized. Feedback on additional strategies , as well as prioritization factors, were gathered from the Lived Experience Committee (LEC) in the August and September meetings. Additional internal planning meetings were held to gather supplemental information. Staff developed a list of questions tailored to one prioritized LHC that will help the CoC better understand potential local Action Plan priorities and support the exploration and development of LHC-level strategies. **1.1.1.i3.:** This activity was incorporated into staff work plans with the intent of first gathering information from prioritized LHCs and then developing a standardized format in response. **1.1.1.i4:** One LHC was identified for prioritization this quarter. Staff developed an LHC-facing document that summarizes the CoC's Action Plan and how prioritized LHCs fit into the plan, which includes the LHC Homeless Crisis Response System Survey generated this quarter. This document will be utilized to support outreach to prioritized LHCs and will be provided to the LHCs prior to an introduction meeting with the CoC for distribution to the broader LHC.
		1.1.2. Develop and train on data portfolios for prioritized LHCs to review and inform decision-making	**Data team** creates a draft portfolio and solicits and integrates feedback from BoS teams and from General Members **Systems Change team** creates a draft portfolio (i.e., CE Data Quality Profile) with a focus on CE data/status of implementation and solicits and integrates feedback from BoS teams and General Members **Planning team** ensures portfolios include project performance, gap analysis data, and funding/program data **Data team** creates portfolios, analyzes trends and outliers, and develops a plan for community engagement **Engagement team** ensures portfolios include data on local LHC partnership, including current partners and gaps in partners **Data, Systems Change, Planning, and Engagement team** conduct simple analysis of LHC data outcomes, identify recommendations to inform decision-making, and advise LHCs on use of data portfolios in their respective areas		1.1.2.i1 Creation of an LHC-level data portfolio template **Baseline:** A template for local-level System Performance Measures data was drafted in late 2025. A second report, the Outcomes Analysis Report (which uses an HMIS CSV export) was also drafted in late 2025. A CE Data Quality Profile was also created in 2025. 1.1.2.i2 Number of LHC data portfolios completed: **Baseline:** No LHC data portfolios have been completed for distribution, only for testing and drafting purposes. 1.1.2.i3 Number of LHCs who have received training **Baseline:** No LHCs have received training on LHC Data Portfolios.	**1.1.2.i1:** Staff solicited agency-wide feedback internally on the Outcomes Analysis data visualization. Staff identified non-HMIS data points and metrics to include in local Community Profiles and began data collection process; a template Community Profile was generated and includes qualitative and quantitative community-level data on includes data such as CoC and ESG Program funding amounts, Asset-Limited, Income-Constrained & Employed (ALICE) Data, Fair Market Rent, Community Demographics (i.e. population, income, employment rate), current housing resources and programs, Coordinated Entry points, Point-In-Time Count and Housing Inventory Count data from 2022-26, . **1.1.2.i2:** Developed Community Profiles for Corpus Christi, Odessa, Midland, and Hays County; Outcomes Analysis Reports developed Corpus Christi and Odessa. **1.1.2.i3**: No activity to report.
		1.1.3. Initiate outreach to engage or re-engage CoC-level and LHC-level partnership in community-identified gaps in representation	**Engagement Team** ensures the strategies developed in 1.1.1. include LHC-level partnerships and facilitates outreach on behalf of and/or in partnership with LHCs. **Planning Team** conducts review of most recent gaps analysis and CoC consolidated application to identify gaps in partnerships, and ensures the strategies developed in 1.1.1. include priority partnership recommendations. **Data Team** identifies gaps in HMIS participating agencies and ensures the strategies developed in 1.1.1. include priority partnership recommendations. **Planning, Data, Systems Change and Engagemen**t team coordinate targeted outreach for TX BoS CoC Board recruitment.		1.1.3.i1 Number of contacts to new CoC-level partners **Baseline:** Three new contacts/partnerships established to support Disaster Planning. 1.1.3.i2 Number of contacts to new LHC-level partners **Baseline:** No contact to new LHC-level partners. 1.1.3i3: An analysis of the CoC Consolidated Application is conducted **Baseline**: An analysis has not been conducted.	**1.1.3.i1:** Staff delivered a presentation on Youth Homelessness to the Texas Juvenile Justice Department where engagement opportunities with the CoC were highlighted. As a result of this presentation, prospective Ending Youth Homelessness Committee members were identified from the Juvenile Justice Department within the Probation and Reentry Division. Staff conducted outreach to McKinney Vento Liasons, Juvenile Justice department, TX Head Start Coordination Office, and Texas Association of Regional Councils FeedingTexas, Recovery People, TX Family Resource Center Collective, TX Association of Community Health Centers, and TX State Independent Living Council. Staff outreached and met with the Workforce Solutions Coastal Bend & Workforce Solutions of North Central Texas, Texas Parents as Teachers, North Central Texas Trauma Regional Advisory Council, and TX Juvenile Justice Department's South, Southeast, West, & Central Regions, Staff routinely received new requests to partner with the CoC from housing providers such as for-profit housing providers and developers, and recovery/sober-living homes; these providers were provided general CoC information on opportunities to engage with the CoC through CoC meetings and Local Homeless Coalitions. **1.1.3i2:** Local partnerships with persons with lived experience and peer-support opportunities were identified as a priority by the LEC. LEC members began creating an initial plan of LEC engagement strategies with Local Homeless Coalitions. Staff will discuss including persons with lived experience in the November LHC Conference call, and will highlight two communities who are engaged in this work. Additionally, staff determined that the December LHC Workgroup meeting will focus on this activity to support the assessment and development of local partnerships. **1.1.3.i3:** Staff completed an initial review for partnership opportunities based on review of FY26 Consolidated Application, 2025 Gaps Analysis, and FY26 competition priorities. Further, staff conducted a review of organization types represented in-person at the Fall CoC General Membership meeting in September and identified which groups were not represented.
	1.2 Increase CoC decision-maker awareness and understanding of local strengths, needs, and dynamics through data accessibility and regular information sharing.	1.2.1 Bring regular LHC-level data analysis to the CoC Board and other CoC committees and workgroups to enhance regional understanding	**Engagement team** ensures board meeting agendas include regular review of LHC-level data analysis and works with the **Data, Systems Change, and Planning team** to put this together in an accessible format. **Data team** coordinates with **Systems Change, Engagement, and Planning** team to devise a strategy to further orient all CoC committees to improved use of data and data-driven decision-making.	CoC decision-makers have a better understanding of individual community context and needs to devise strategies that support them	1.2.1.i1 Number of CoC Board meetings that include LHC-level reporting **Baseline:** No 2026 Board meetings have included LHC-level reporting. 1.2.1.i2 Number of CoC committee meetings that include LHC-level reporting **Baseline:** No 2026 CoC Committee meetings have included in LHC-level reporting.	**1.2.1.i1:** Staff identified that initial LHC-level data sharing with the CoC Board will focus on the LHCs that prioritized for tailored support, and the frequency this will occur will be quarterly and paired with quarterly CoC Action Plan updates. **1.2.1.i2:** No activity to report; contingent on 1.2.1.i1.

	1.3 Continue the work of CoC modernization to better support providers on the local level and improve outcomes for people experiencing homelessness	1.3.1. Engage CoC General Members to routinely review the CoC's Modernization goals, outcomes, and strategies.	**Engagement, Systems Change, Data and Planning teams identify** how to continue the Modernization Workgroup's role and redefine Modernization in a way that utilizes existing governance structures.	The CoC identifies next steps to meet the goals of modernization	1.3.1.i1 Number of reviews facilitated on CoC Modernization efforts: **Baseline:** A preliminary review was conducted in February 2026.	**1.3.1.i1:** A final CoC Modernization report was distributed to CoC stakeholders and the CoC Board of Directors. Staff presented an executive summary of the Quarter 2 CoC Action Plan report at the August 26th CoC Board meeting. Ongoing CoC Modernization work has been incorporated into the 2026-27 CoC Action Plan; therefore, future CoC Modernization updates will be reported via CoC Action Plan reports.
		1.3.2. Regularly report out on the work of CoC Modernization efforts and gather feedback across the CoC	**Engagement team** ensures CoC membership and board meeting agendas include regular updates with options for giving feedback . **Engagement, Data, System Change, and Planning Teams** include regular updates with options for feedback at respective CoC Committee meetings		1.3.2.i1 Modernization progress reports and explicitly requests feedback at 100% of CoC membership meetings and via CoC newsletters **Baseline:** Modernization progress reports were included in the January, February and March THN/TX BoS CoC Newsletter; no explicit, broad feedback form or mechanism exists.	**1.2.2.i1**: A final CoC Modernization report was distributed to CoC stakeholders and the CoC Board of Directors. Staff delivered a CoC Action Plan update at the Fall General Membership Meeting, where CoC General Members were provided dedicated time to address the CoC and provide feedback on CoC operations and needs.
Priority 2) Service & Housing Outcomes: Partner with service providers to evaluate and improve programming, increase funding and capacity, and remove barriers for improved outcomes	2.1 Develop data visualization tools that allow providers to improve performance and articulate program outcomes and needs.	2.1.1 Ensure easy access and training for data visualization tools that are developed	**Data team** develops action plan with support from **Engagement, Systems Change, and Planning teams**	Each level of community impact (CoC, LHC, agency, & project-level) has access to the data and training needed to improve performance	2.1.1.i1 A training plan is developed **Baseline:** A training plan has not been developed. 2.1.1.i2: # of persons trained **Baseline:** Zero persons training on data visualization tools.	**2.1.1.i1:** The Outcomes Analysis was selected as the primary data visualization that will be utilized. Staff received an overview of this tool and an opportunity to provide feedback. Staff identified other non-HMIS data sources that will be utilized to supplement the Analysis. Additionally, staff developed an LHC-facing survey that incorporated questions on data collection activities and utilization of data to inform decision-making and service delivery, and necessary resources to improve data collection and usage. Survey responses will be utilized to identify LHC-level and CoC-level training needs. **2.1.1.i2:** No activity to report.
		2.1.2 Engage community, CoC decision making bodies and LHCs in design and revision of dashboards to maximize use	**Data team** leads feedback collection. **Engagement, Systems Change, and Planning** teams conduct outreach to their respective groups requesting feedback on the tool(s) and coordinate with the **Data team** on recommended revisions.		2.1.2.i1 Number of Data Visualization feedback opportunities made available to CoC members Baseline: No specific opportunities	**2.1.2.i1:** Staff solicited agency-wide feedback via a meeting and written feedback through email.
	2.2. Increase peer support and training opportunities for CoC and ESG Providers to increase the quality of service delivery and Project Applications	2.2.1 Provide an annual training calendar for continued learning and practice opportunities for CoC and ESG grantees	**Planning team** to develop and implement annual training calendar; ensure it is publicly posted, broadly available, includes feedback and evaluation and ties into long-term gap analysis of training needs and provider support. **Engagement, Systems Change, and Data teams** identify additional training opportunities in their respective areas, with opportunities for feedback, and cross-promote CoC training opportunities.		2.2.2.i1 Training calendar published **Baseline:** No training calendar yet published 2.2.2.i2 # of trainings and # of participants **Baseline:** No trainings or participants yet established	**2.2.2.i1:** Objective completed. **2.2.2.i2:** Staff conducted internal planning and coordination meetings for the September 2, 2026 Coordinated Entry Refresher Training. Staff collected input on training needs from CoC General Members in connection to the Fall CoC General Membership meeting through two opportunities: 1) the meeting registration form and, 2) the in-person meeting survey. Additionally, the final three sessions of the Person-Centered Case Management Training series were held this quarter; specific topics included: Property-Owner Engagement, Self-Care, and Trauma-Informed Supervision. Staff created an ESG training video on Emergency Shelter.
	2.3 Conduct Quarterly Performance Reviews consistent with the CoC monitoring strategy to use as a baseline for performance improvement	2.3.1 Partner with agencies in quarterly performance reviews to listen to gaps and barriers and offer needed supports	**Planning team revises and refines** QPSC utilizing provider input and evolving performance targets, and conducts performance reviews with support from **Data and Systems Change teams** as needed.		2.3.1.i1 # of quarterly performance reviews completed **Baseline:** No quarterly performance reviews yet completed	**2.3.1.i1:** Staff did not conduct a quarterly performance review due to the ongoing CoC Competition.
		2.3.2 Apply person-centered monitoring practices that engage program participants and frontline staff insight to improve performance	**Planning team** design and implement monitoring practice in consultation with **Data, Systems Change, and Engagement Teams**, including identifying pathways for participant and front-line staff engagement to inform monitoring practices. **Planning team** ensures monitoring results feed into other activities and larger CoC strategy (i.e. training needs, development of LHC-level strategy, updates to LHC data portfolios)		2.3.2.i1 # of monitoring activities completed **Baseline:** No monitoring activities yet completed	**2.3.2.i1**: Staff reviewed 1 agency's spending report.
Priority 3) Person-Centered Implementation: Support best practice through education, coordinated planning and person-centered implementation	3.1. Develop new Coordinated Entry Assessment & Prioritization (CEAP) processes and identify strategy to select CE region(s) that could pilot the new processes.	3.1.1 Engage people with lived experience of homelessness and frontline staff to co-develop updated processes for coordinated entry, including a person-centered training curriculum and mechanisms for continuous quality improvement	**Systems Change team** devise a strategy, use an inclusive process to update all priority documents and CES processes with the help of TA, and identify ways this content area overlaps and/or can be supported through other 2026 action items (e.g. coordination with Planning team monitoring in person-centered ways)	Coordinated Entry and Prioritization processes are person-centered and ready for implementation and ongoing evaluation	3.1.1.i1 Updated CE Assessment & Prioritization standards are drafted **Baseline:** A prioritization scheme has been selected. Potential CE Assessment questions have been drafted and undergone review. 3.1.1.i2 A strategy has been developed to pilot the updated Assessment & Prioritization Standards: **Baseline:** Staff requested support for HUD Technical Assistance on Pilot planning and development.	**3.1.1.i1:** Staff met with the Texas Network of Youth Services' Young Adult Leadership Council three times in July and August to solicit input ensuring that the assessment will be appropriate and accessible for youth and young adults. Staff then applied feedback to the drafted assessment questions where applicable. The CEAP Workgroup convened once this quarter and discussed outstanding question scoring decisions. **3.1.1.i2:** Staff received a pilot guide from Homebase TA in July outlining high-level decisions still to be made prior to the pilot, and received guidance on three potential piloting methods in August. Staff presented a broad overview of the three pilot methods to the CEAP Workgroup in August and received initial feedback on pilot needs and potential measures of success.
	3.2 Utilize data to provide community education about housing gaps and the realities of homelessness in the Texas Balance of State CoC.	3.2.1 Solicit input from PIT and LHC Leads on training/technical assistance needs regarding how to use PIT/HIC data as a tool for community education on housing gaps and realities of homelessness.	**Engagement team** develops a strategy to collect, analyze, and apply feedback from PIT and LHC Leads regarding training and technical assistance needs on utilization of PIT and HIC data as a community education tool.	More informed public and community leaders who will support specific community initiatives to end homelessness	3.2.1.i1 A feedback strategy is developed **Baseline:** A strategy does not exist. 3.2.1.i2 An analysis of PIT and LHC responses is completed **Baseline:** An analysis has not been completed for 2026.	**3.2.1.i1:** Staff scheduled a meeting for February 2027 to collect feedback from LHC Leads on what training and TA they need to use the HIC and PIT as community education tools. CoC General Members were provided an open opportunity to provide feedback on CoC operations, local needs, and to address the CoC at the Fall General Membership meeting in September. During this meeting, the Lived Experience Committee received a suggestion that the LEC develops a guide for LHCs on including persons with lived experience in the PIT Count. Additionally, staff included specific questions on data collection and utilization, including PIT and HIC data, as well as needed resources to improve data utilization in an LHC-facing survey that will be distributed to prioritized LHCs. **3.2.1i1.**: Staff conducted the first-ever Summer HIC with the goal of improving accuracy of housing inventory and data in HMIS, and will utilize lessons learned to improve processes for 2027. However, no official analysis of PIT and LHC responses has been conducted; this analysis will occur following February 2027 meeting for LHC Leads.

		3.2.2 Distribute CoC Gaps Analysis findings to LHCs and the broader CoC. Identify and communicate recommendations on how to use this data locally to support coordinated planning.	**Planning Team** generates a CoC Gaps Analysis outcomes reports and a recommendations on how to apply or use findings locally. **Planning Team** solicits feedback from **Engagement, Systems Change, and Data teams** and coordinates with teams for distribution of information .		3.2.2.i1 A Gaps Analysis outcomes report is developed. **Baseline:** No Gaps Analysis outcomes report yet developed.	**3.2.2.i1**: Objective completed.
	3.3 Enhance person-centered practices through the Balance of State by increasing the participation and centering of people with lived experience of homelessness	3.3.1 Support LHCs to include lived expertise and strategize means for appropriate compensation and support as needed.	**Engagement, Planning, Systems Change, and Data Team** identify strategies to meaningfully engage persons with lived experience at LHC-level in their respective areas, and ensure these strategies are reflected in 1.1.1.	A more person-centered CoC	3.3.1.i1 % increase of LHCs with lived expertise membership **Baseline:** 15 of 31 LHCs (48%) have at least one member with lived expertise (number generated based on data collected in early 2025).	**3.3.1.i1**: Staff continued to plan a meeting for LHC Leads in November to discuss inclusion of persons with lived experience. The Lived Experience Committee identified that developing a guide for LHCs to meaningfully engage persons with lived experience as a priority action-item of the committee. Further, two LEC members completed an initial brainstorming process of what this guide might include. Staff developed an LHC-facing survey that incorporated questions about lived experience engagement at the LHC-level and the role of lived experience within the LHC; this survey will be distributed to prioritized LHCs to understand support opportunities to better integrate persons with lived experience.
		3.3.2 Support the Lived Experience Committee to identify ways to make the CoC more person-centered.	**Engagement team** facilitates a planning session with the LEC to identify how they fit into advancing the 2026 CoC Action Plan items directly (possible actions: developing a session at the THN conference, identifying ways to support person-centered learning engagement and evaluation, etc., across committees in the CoC). **Engagement team** requests specific feedback from LEC on the proposed strategies that are developed in response to 3.3.1. **Planning, Systems Change, and Data team** strategically request input from LEC in connection to 2026 Action Plan activities.		3.3.2.i1 A 2026 LEC plan with areas of influence and activities is developed **Baseline:** A LEC plan in connection to the 2026 CoC Action Plan has not been developed.	**3.3.2.i1:** The LEC provided feedback on LHC-level strategies and LHC-level prioritization factors in connection to the CoC Action Plan. The LEC presented at the Fall General Membership meeting where they reviewed activity and goals for the first 4 years of LEC implementation and solicited feedback on priorities for year 5 from CoC General Members.