



A HOME WITHIN REACH

An Achievable Plan to End Chronic Homelessness

Nashville-Davidson County Continuum of Care | 2027-2030 action period

2036 functional-zero horizon | PUBLIC REVIEW DRAFT | AUGUST 2026

We can do this together.

Nashville already has committed people, strong organizations, public investment, housing tools, and a community that cares. This plan brings those assets into one measurable effort. Every partner contributes to housing, progress is visible, and missed milestones lead to decisions and corrective action.

Prepared for the Nashville-Davidson County Homelessness Planning Council and Continuum of Care

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This public review draft draws from HUD requirements, Nashville's Unified Housing Strategy, current CoC policies and performance reports, the 2023-2026 plan and tracker, the 2026 All Chairs strategic plan review, the 2026 HPC retreat, public planning input, and strategic plans from ten peer communities. Complete citations appear in Appendix E.

How to read this plan

The primary 2036 goal is to end chronic homelessness. The plan still reports broader homelessness measures because prevention, youth and family response, victim safety, HUD performance, and public-system accountability cannot be managed through the chronic count alone. When this document says that Nashville will 'end' homelessness, it refers specifically to functional zero for chronic homelessness unless the sentence states a broader measure.

This document serves two purposes. First, it gives Nashville a clear public direction through 2030 and a ten-year path to functional zero by 2036. Second, it establishes the working rules needed to carry out that direction. The public strategy should remain stable, while a rolling twelve-month implementation plan is updated each year with current owners, budgets, deadlines, risks, and corrective actions.

The plan distinguishes among requirements, local policy, stakeholder guidance, and peer practice. That distinction matters. HUD requirements establish rules the CoC must follow. Metro and UHS documents establish local policy direction. The HPC retreat, committee review, tracker, public planning input, and lived expertise identify problems that Nashville must solve. Peer plans show methods that can be adapted, but they do not replace local judgment.

Voice marker	What it means in this plan
FEDERAL REQUIREMENT	HUD statute, regulation, notice, HMIS, Coordinated Entry, Point-in-Time, Housing Inventory Count, or System Performance Measure requirements.
METRO / UHS	Direction from Nashville's Unified Housing Strategy, Metro housing policy, Office of Homeless Services, or other public-system commitments.
HPC / COMMITTEES	Ideas raised by Homelessness Planning Council members, committee chairs, the retreat, the strategic-plan review, or adopted CoC governance documents.
COMMUNITY / LIVED EXPERIENCE	Themes from public comments, public meetings, authorized CoC planning input, grassroots partners, providers, volunteers, and people with lived experience. These are role-based syntheses, not quotations.
PEER / EVIDENCE	Relevant practices from ten peer communities and established evidence on prevention, Housing First, supportive housing, system flow, and public accountability.

How the baselines will work

The latest certified local sources available for this draft are the 2025 PIT and HIC and the FY2024 HUD System Performance Measures. The June 2026 HMIS report provides a more current operational view, but it measures a different population and time period. Within 90 days of adoption, OHS will publish one baseline workbook that preserves these distinctions, adds finalized 2026 measures when available, and documents every definition and revision. Any change that would weaken a target must be explained publicly and approved by the HPC.

Contents

The contents are organized in the order implementation must occur: define the promise, establish the starting line, agree on counting rules, choose actions, set the roadmap, assign delivery, and begin the first 90 days.

Part	Purpose
1. The promise	Vision, mission, north star, and what success means
2. Starting line	Local conditions, baselines, strengths, and constraints

The remaining sections move from strategy to execution and give readers quick access to the operating appendices.

Part	Purpose
3. One public dashboard, one trusted view of chronic homelessness	Definitions, datasets, and public data rules
4. Six strategic priorities	Actions, owners, deadlines, and 2030 outcomes
5. Ten-year roadmap	Annual housing, performance, financing, and mortality milestones
6. Delivery system	Governance, dashboard, committee work, accountability, and funding
7. First 90 days	Immediate work that turns adoption into implementation
Appendices	Metric dictionary, engagement on-ramps, action register, source register, references, glossary, and peer CoC benchmark

Executive summary

Nashville can end chronic homelessness and make every episode of homelessness rarer, briefer, safer, and less likely to recur. The goal is ambitious because the need is urgent, but it is not based on hope alone. It rests on a practical sequence: prevent avoidable entries, stop public systems from discharging people into homelessness, move people to permanent housing faster, build and preserve deeply affordable and supportive housing, help people remain housed, and hold every responsible institution accountable for results (HUD, n.d.-a; OHS, 2024a; Metro Nashville, 2025a).

The work will succeed only if housing, services, data, public policy, philanthropy, development, and community participation move in the same direction. The CoC cannot appropriate money, issue every voucher, build every apartment, or control another institution's discharge practices. It can establish a shared direction, assign responsibility, organize decisions, measure progress, and make barriers visible.

Government agencies, providers, funders, developers, landlords, health systems, public institutions, neighborhoods, volunteers, and people with lived experience must then carry out their part of the work.

The 2027-2030 action period builds the capacity needed for a longer horizon. It aligns with the Unified Housing Strategy, including 20,000 additional deed-restricted affordable homes by the end of 2035, stronger priority for households at 0-30% AMI, and Action 29's call for a strategy that supports annual creation of 900 permanent supportive housing opportunities. It also uses HUD's system measures for duration, returns, first-time homelessness, income, permanent housing exits, and housing retention (Metro Nashville, 2025a, pp. 136, 146-147; OHS, 2024a).

The 2030 checkpoint

Using the latest baselines available to this draft, the provisional 2030 checkpoint is a PIT total of 1,308 or fewer, an unsheltered PIT count of 361 or fewer, an active chronic list of 790 or fewer, and an operational average of 60 days or fewer from HMIS entry to permanent housing. Nashville will also place at least 1,950 new PSH opportunities into service by 2030, maintain a documented pipeline of 900 additional PSH commitments each year, assemble at least \$800 million in cumulative housing capital, and secure at least \$30 million in recurring annual rental assistance and support services. The 90-day baseline and cost model will validate or strengthen these provisional floors.

The six priorities

1. Prevent chronic homelessness before it begins and stop public systems from discharging people into it.
2. Make every episode brief, safe, dignified, and relentlessly focused on permanent housing.
3. Build and preserve the deeply affordable and supportive housing Nashville needs.
4. Help people remain housed through health, income, choice, and responsive support.
5. Mobilize the whole community through an Every Member Contributes compact.
6. Govern as one transparent, learning, accountable system.

The operating commitments

- The same scorecard will be used by the HPC, committees, OHS, providers, funders, and public partners. Each measure will show its definition, baseline, target, owner, update schedule, and limitations.
- Every action will have one accountable institution and one named executive sponsor. Committees may recommend and monitor work, but they will not be used as a substitute for an owner with authority.

- Every CoC member will make a measurable housing contribution each year. The contribution may involve units, land, money, services, data, volunteers, public leadership, or another action that directly supports housing outcomes.
- People with lived experience, including youth, will be compensated, prepared, supported, and given defined decision rights. Participation will extend beyond testimony.
- The dashboard will be reviewed monthly. A red measure will require a written corrective action within 15 days and a decision by the responsible body within 30 days.
- Goals, workplans, committee materials, action registers, funding assumptions, decisions, and progress will be public unless privacy or law requires protection.

Source and design basis: Metro Nashville (2025a, Actions 28-29); HPC (2023, 2024, 2025, 2026a, 2026b); OHS (2024a); and the peer plans listed in Appendix E. Ownership deadlines, correction thresholds, and targets are proposed Nashville decisions.

1. The promise

The measures and machinery in this plan serve a human outcome: functional zero for chronic homelessness and a system that makes every episode rarer, briefer, safer, and less likely to recur.

Vision

The vision keeps permanent housing and human dignity at the center of every later target.

**Every person in Nashville-Davidson County has a safe, stable, affordable home.
Homelessness is rare, brief, and nonrecurring.**

Success will be measured by whether people reach and keep housing, how quickly the system responds, whether fewer people become homeless, and whether the community reduces preventable deaths. Activity alone will not count as progress.

Mission

The Nashville-Davidson County Continuum of Care will align prevention, outreach, shelter, permanent housing, health, income, public systems, philanthropy, community action, and lived expertise around one measurable pathway from homelessness to home.

North star

Nashville will reach and sustain functional zero for chronic homelessness by December 2036. During the same period, the community will reduce all forms of homelessness and report youth, veteran, family, domestic violence, unsheltered, encampment, and education-related homelessness in ways that respect their different legal definitions.

What functional zero means here

The long-term aim is zero. Functional zero gives the community an operating test that can be measured before every episode of homelessness has been prevented. Nashville will report that it has reached functional zero for chronic homelessness only after all of the following conditions have been met for at least three consecutive months and independently validated:

- The verified number of people actively experiencing chronic homelessness is no greater than the system's demonstrated capacity to place people in permanent housing within 30 days.
- The average time from the adopted active-start point to verified move-in is 14 days or fewer. The dashboard will also report the median and the 90th percentile for completed move-ins. The 90th percentile is the number of days within which 90 percent of people who moved into housing did so; the remaining 10 percent took longer. To keep unresolved cases from disappearing from the statistic, the dashboard will separately show everyone still waiting in 0-14, 15-30, 31-60, 61-90, and more-than-90-day bands, together with the barrier and assigned owner.
- No newly identified person remains chronically homeless because a permanent-housing resource, appropriate support, or accountable handoff was unavailable.
- Returns to homelessness remain at or below the adopted threshold, and the result is sustained across race, age, disability, veteran status, gender, family type, and other protected or priority groups.

A short average by itself is not enough. The active count, placement capacity, speed, long-wait distribution, returns, and equity results must tell the same story. The dashboard will show all of them together.

Design basis: HUD's rare, brief, and nonrecurring framework and veteran system-flow practice. The 14-day goal and Nashville functional-zero test are proposed local standards and require validation through the 90-day baseline workbook (HUD, n.d.-a).

Seven principles

These principles are decision rules. They explain how Nashville will pursue ambitious targets without sacrificing rights, choice, equity, transparency, or the knowledge of people most affected.

Principle	Commitment
Housing First	Permanent housing is the platform for recovery and stability; services are voluntary, accessible, and matched to need.
Nothing about us without us	Lived expertise changes priorities, design, selection, evaluation, and correction. Its role extends beyond testimony.
Equity by result	Disparities are measured at entry, assessment, referral, placement, retention, and return; corrective action follows.
Prevention is housing work	Avoided homelessness counts as a housing outcome and receives real resources and accountability.

Principle	Commitment
Public work by default	Plans, progress, definitions, and decisions are visible in plain language and accessible formats.
One system, many doors	People can enter through trusted partners without being bounced between institutions or forced to retell trauma.
Learning over blame	Missed targets require prompt diagnosis, a named correction, and support. Escalation follows if performance does not change.

2. The starting line

Nashville is not starting from nothing. The community has experienced providers, committed volunteers, Coordinated Entry, HMIS, federal and local funding, a growing permanent housing inventory, the Unified Housing Strategy, and people with lived experience who are willing to help lead. The 2026 HPC retreat also identified strengths in technical knowledge, partnerships, government support, and a shared desire to end chronic homelessness. The retreat's strengths section described strong technical and institutional knowledge, a collaborative network, local-government leadership and buy-in, and a shared goal of ending homelessness; its accomplishments section also noted increased emphasis on chronic homelessness (HPC, 2026b).

The same retreat and the All Chairs strategic plan review described why progress has been difficult. They reported limited funding and staffing, inconsistent communication, silos, resource guarding, gatekeeping of knowledge, overlapping responsibilities, and tension between agency-specific missions and broader system goals. They also identified unclear ownership, insufficient interpretation of data, uneven public understanding, dormant lived-experience bodies affected by the lack of compensation and staff support, and provider burnout. Taken together, the findings show a need for a common operating structure that connects agency work, committee work, decisions, and public accountability (HPC, 2026a; HPC, 2026b).

The 2023-2026 strategic plan established sound values and named many of the right subjects. Its tracker helped by recording whether work was on track, off track, on hold, or still needed definition. That candor is worth keeping. The tracker also showed that several objectives still needed SMART tasks, targets, interpretation, ownership, or clearer completion rules. A tracker cannot supply decisions that the underlying plan leaves open. This replacement moves the baseline, target, owner, budget, evidence, and correction rule into the strategy itself, then uses the dashboard to manage those commitments in public (HPC, 2023; HPC, 2025; HPC, 2026a).

Certified and operational baselines

A target is credible only when the starting point is dated, defined, and traceable. The table separates certified annual measures from operational reporting so the public can see what each number means and where it came from.

Measure	Current baseline	How it will be used	Source
2025 PIT	2,180 people: 1,578 sheltered and 602 unsheltered	This is the certified one-night planning baseline. The total increased 4.1% from 2024, while the unsheltered count decreased 17%. It is not an annual unique count.	OHS 2025 PIT Infographic, p. 1
2025 unsheltered profile	48% chronic; 74% reported a disabling condition; 43% stayed in encampments	Outreach, health, housing, and encampment policy must be planned together. Population characteristics will be updated with each PIT methodology note.	OHS 2025 PIT Infographic, p. 1
2025 housing inventory	1,780 emergency shelter beds; 492 transitional beds; 1,340 PSH beds; 918 other permanent housing beds; 602 RRH beds	Utilization was 70%, 66%, 92%, 95%, and 100%, respectively. Availability, eligibility, vacancy, match time, and data quality will be shown separately.	OHS 2025 HIC Infographic, pp. 1-3
FY2024 HUD duration	59 days in ES/SH; 96 days in ES/SH/TH	These federal measures will remain separate from Nashville's operational days-to-housing measure.	OHS 2024 SPM Report, p. 1
FY2024 first-time homelessness	2,651 people	The measure increased by 235 from FY2023. Prevention and discharge work will be judged partly by whether this number falls.	OHS 2024 SPM Report, p. 1; YoY, p. 2
FY2024 two-year returns	14.75% overall	Returns will be reported at 6, 12, and 24 months and by program type and population.	OHS 2024 SPM YoY Report, p. 1
FY2024 housing outcomes	36% of street outreach exits and 45% of ES/SH/TH/RRH exits went to permanent housing; PH retention was 96%	Nashville will increase permanent exits without sacrificing the strong retention rate.	OHS 2024 SPM Report, p. 1
FY2024 income growth	44% of stayers and 22% of leavers increased total income	Income and benefits support stability, but housing will not be made conditional on income growth.	OHS 2024 SPM Report, p. 1
June 2026 HMIS operations	3,108 people in the month; 13,352 unique people in the prior 12 months; 1,316 chronic; 132 housed in June; 1,839 housed in the prior 12 months; 127 average days to housing	This is a dynamic operational report from 48 participating providers. It is not equivalent to PIT or SPM data, and the Rescue Mission import was still under review.	OHS June 2026 HMIS report, presented to HPC July 8, 2026
June 2026 race reporting	49.5% of people in the monthly HMIS report were Black and 41.2% were White	The dashboard will compare access, referral, housing, retention, and return outcomes by race and other protected or priority characteristics.	OHS June 2026 HMIS report, presented to HPC July 8, 2026

Safety and mortality baseline

The monthly remembrance of neighbors who died requires more than memorial language. A reconciled baseline is necessary to connect loss to prevention actions, accountable owners, and a measurable commitment to zero.

Measure	Current baseline	How it will be used	Source
Deaths while homeless	A reconciled baseline is not yet published	The first 90 days will establish a de-identified 2024-2026 baseline and a consistent monthly and rolling twelve-month method.	HPC monthly memorial practice; reconciled source baseline pending

Source note: OHS (2024a, 2024b, 2025a, 2025b, 2026). The June 2026 figures were presented to the HPC on July 8, 2026 and must remain labeled as meeting-reported until the underlying public report and extraction are verified. PIT, HIC, SPM, HMIS, and mortality records cover different populations and periods and must not be merged into one total.

The housing reality

Chronic homelessness cannot be ended faster than Nashville can produce, preserve, subsidize, and connect people to housing they can afford. The UHS estimates that Davidson County has 15,300 more renter households earning \$50,000 or less, roughly 50% AMI, than rental homes affordable to them. It reports about 77 affordable homes for every 100 renter households in this income range and shows that the shortage is deepest at the lowest incomes, including 0-30% AMI (Metro Nashville, 2025a, pp. 146-147).

The UHS calls for 20,000 additional deed-restricted affordable homes by the end of 2035, with stronger priority at 50% and 30% AMI. It estimates a need for about 9,000 net new homes per year across all incomes, and Action 29 calls for a PSH strategy that supports annual creation of 900 units. At the same time, Nashville has approximately 20,000 deed-restricted affordable homes, and the UHS estimates that affordability protections on about 30% may expire within ten years. Applying that percentage to the current inventory means that roughly 6,000 homes require early review for preservation risk. The 6,000 figure is a planning calculation, not a separately reported UHS total (Metro Nashville, 2025a, pp. 111, 136, 146-147).

15,300 renter-household affordability gap through about 50% AMI	20,000 deed-restricted affordable homes in Nashville today	about 6,000 homes needing early preservation-risk review
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Source: Metropolitan Government of Nashville and Davidson County, Unified Housing Strategy (2025), pp. 111 and 146-147. The roughly 6,000 figure is a planning calculation: 30% of approximately 20,000 homes.

These figures change the order of work. Projects that need three to six years to reach occupancy must begin now. Each project needs site control, predevelopment, zoning and permits, capital financing, rental or operating subsidy, supportive service funding, a referral path, and a realistic occupancy date. New construction, acquisition, conversion, master leasing, and preservation will be counted separately. A project will count as committed only after the required evidence is posted (Metro Nashville, 2025a, action timelines on pp. 123-136).

Source and design basis: Metro Nashville (2025a, Actions 28-29; 2025b); Coalition for the Homeless of Houston/Harris County (2021); ECHO (2018); Maricopa Association of Governments (2022); Community Shelter Board (2022); Regional Task Force on Homelessness (n.d.). Nashville's project thresholds and targets remain proposed local decisions.

Affordability projection and annual housing test

The UHS provides the best available starting point, but a production goal alone does not guarantee that affordability will improve. Population growth, rent and income trends, construction cost, interest rates, expiring restrictions, and loss of naturally occurring affordable housing can widen the gap even while units are added. The UHS itself calls for market monitoring, preservation tracking, and a centralized housing dashboard. Within 90 days, the Metro housing delivery executive will therefore publish a reproducible 2026-2036 affordability model and update it before each annual capital plan and budget (Metro Nashville, 2025a, pp. 111, 146-147).

Scenario	Planning assumption	Required response
Baseline	UHS production proceeds on schedule; rent and income conditions follow the adopted housing model; known expirations and preservation risks are included.	Deliver at least the UHS pace while directing a published share to 0-30% AMI and PSH. Replace every lost affordable home in addition to planned new production.

Investment scenarios

One forecast cannot anticipate every change in rent, funding, construction cost, or federal policy. Three scenarios allow Nashville to protect the goal while changing the tools when conditions change.

Scenario	Planning assumption	Required response
Adverse	Rents, costs, displacement, or expirations exceed the baseline, or household incomes lag; federal subsidy or production falls short.	Activate acquisition and preservation reserves, local rental subsidy, public land, bridge financing, tenant protections, and accelerated approvals; publish the added funding and unit gap.
Accelerated action	Metro secures additional recurring revenue, vouchers, land, state/federal support, and lower-cost acquisition or conversion opportunities.	Advance projects, deepen affordability, preserve more homes, and move the functional-zero date forward without reducing service quality.

Each annual scenario will report households and homes needed at 0-30%, 31-50%, and 51-60% AMI; rents and income thresholds; cost-burdened households; new production; preservation; acquisitions and conversions; expiring restrictions; estimated loss of naturally occurring affordability; net affordable supply; PSH need; capital cost; rental or operating subsidy; service cost; and the remaining gap. PSH will be shown as its own line so a broad affordability total cannot hide the needs of people leaving chronic homelessness.

What stakeholder input requires

The local review record matters because it explains why sound values did not consistently become coordinated action. The following table shows how the proposed plan responds to the All Chairs review and the HPC retreat without pretending that adoption alone resolves capacity or political constraints.

Issue identified locally	Response in this plan
Ownership was unclear and responsibilities overlapped.	Every action has one accountable institution, one executive sponsor, supporting partners, a due date, a budget, and a correction rule. Committees recommend and monitor; they do not replace executive ownership.
Committee work was fragmented, some advisory bodies became dormant, and chair coordination lacked structure.	Annual committee charters, a monthly All Chairs dependency review, paid CAB and youth participation, staff support, and a common calendar connect committee work to plan actions.

Issue identified locally	Response in this plan
Metrics, definitions, and data interpretation were inconsistent.	A public metric dictionary, baseline workbook, data quality report, flow analysis, and source notes explain what each number means and what decision it should inform.
Housing, land, funding, service, and access inventories were incomplete.	The first 90 days produce verified inventories and gaps. They are then maintained in the dashboard and tied to owners and budget decisions.
Prevention and institutional discharge work lacked enough capacity and measurable goals.	A Housing Stabilization Fund, discharge compacts, an eviction prevention pathway, school coordination, and quarterly inflow analysis create a funded prevention system.
Silos, gatekeeping, public confusion, and weak communication reduced trust.	The working documents hub, public action log, plain-language communications, grievance routes, community on-ramps, and report-back requirements make information easier to find and use.
Funding volatility, political change, housing costs, inequity, and burnout threaten delivery.	The plan uses three financial scenarios, recurring local funding targets, a government action compact, equity correction thresholds, preservation tools, workforce indicators, and pre-agreed risk responses.

3. One public dashboard, one trusted view of chronic homelessness

The dashboard is the first operating tool in this section because shared action requires a shared view of the facts. It will not force unlike numbers into one total. PIT measures one night; HMIS measures people served by participating providers over a stated period; HUD System Performance Measures follow federal specifications; schools use the broader McKinney-Vento education definition; and victim service providers protect survivor information in comparable databases. The dashboard will place these measures side by side, identify the source and date, explain why they differ, and connect each measure to the decision it can support (HUD, n.d.-a; OHS, 2024a; NCHE, n.d.; OHS, 2025c).

Core definitions

Shared definitions prevent meetings from becoming arguments about unlike numbers. They also protect eligibility, privacy, survivor safety, youth visibility, and the integrity of public reporting.

Term	Working definition and counting rule	Source
HUD literal homelessness	People in places not meant for habitation, emergency shelter, transitional housing, and other categories defined by federal law. Eligibility must follow the governing program rule; the dashboard will not imply that every count is an eligibility determination.	HUD, 24 CFR Part 578
Chronic homelessness	HUD definition: a person with a qualifying disability who has been continuously homeless for at least 12 months, or on at least four occasions totaling 12 months in three years, in qualifying locations, with applicable institutional-stay rules. Report both persons and households.	HUD, 24 CFR Part 578
McKinney-Vento education homelessness	A broader education definition for children and youth who lack a fixed, regular, and adequate nighttime residence, including many doubled-up and motel situations not captured in HUD PIT/HMIS counts. Report separately and never use the difference to discredit either system.	NCHE, McKinney-Vento definition
PIT count	A one-night January estimate of sheltered and unsheltered homelessness. It is a trend and planning tool, not the number of unique people who experience homelessness during a year.	HUD; OHS 2025 PIT Infographic
HIC	A point-in-time inventory of dedicated beds and units by project type. Report inventory, availability, utilization, eligibility restrictions, and data coverage separately.	HUD; OHS 2025 HIC Infographic
HMIS active list	A dynamic operational list governed by documented activity and inactivity rules. Publish the active definition, deduplication logic, coverage, data-quality status, and change log.	OHS 2025 Coordinated Entry Manual

Term	Working definition and counting rule	Source
Youth homelessness	Report at minimum: minors under 18, young adults 18-24, parenting youth, and unaccompanied youth. Pair HUD/HMIS data with McKinney-Vento education data and youth-provider information without merging unlike measures.	HUD; NCHE
Veteran homelessness	Report self-identified and verified veteran status separately where relevant; use VA and community benchmarks and a veteran by-name process while protecting privacy.	HUD and VA program guidance
Domestic violence	Victim service providers must use a VAWA/FVPSA-compliant comparable database rather than entering personally identifying information into HMIS. Publish only safe aggregate measures aligned to the common metric dictionary.	HUD HMIS and VAWA rules
Encampment	Count both unique sites and people observed at a defined interval. Record openings, closures, re-formations, housing exits, and involuntary displacement separately. Do not treat a cleared location as a housing outcome.	Proposed local reporting rule
Length of time homeless	Keep federal SPM duration distinct from the local operational measure of days from HMIS entry/active identification to permanent-housing move-in. Publish median and distribution as well as average.	OHS 2024 SPM Report
Permanent housing	A lease, occupancy agreement, or stable permanent arrangement consistent with the governing program definition. Referral, voucher issuance, document readiness, and housing navigation are milestones rather than placements.	HUD; OHS 2025 Coordinated Entry Manual
Death while homeless	A reconciled, de-identified count of people who died while experiencing homelessness, with cause/manner categories where legally available. Publish methodology and revision dates; names remain part of memorial practice, not the dashboard dataset.	Proposed local reporting rule

Data rules the public can trust

Public trust depends on being able to trace a number from the dashboard back to its definition and source. For that reason, every published number will include the source system, reporting period, last refresh date, numerator, denominator where relevant, known limitation, responsible data steward, and link to the governing method. This rule responds directly to local requests for better interpretation and to HUD's emphasis on complete, accurate HMIS and performance data (OHS, 2024a, p. 2; HPC, 2026a; HPC, 2026b).

- No one is counted twice inside one measure. Cross-system matching uses privacy-preserving procedures, minimum necessary data, consent and legal review where required.
- HMIS participation and data quality are reported by system coverage. They are not presented as a public ranking that punishes programs serving high-risk populations.
- Victim service provider results receive equal weight through safe comparable-database aggregates.
- Race and other equity results are shown at every major decision point, with small-number suppression and anti-reidentification rules.
- Baseline, method, or code changes appear in a public change log. Historical values are restated when possible and clearly flagged when not comparable.
- Stories accompany data only with meaningful consent, compensation where appropriate, and a clear purpose. No one must disclose trauma to earn influence or help. Look for the “why”.

Source basis: HUD CoC Program and HMIS requirements; OHS (2024a, 2025a, 2025b, 2025c); Nashville CoC Written Standards (2024); NCHE (n.d.); HPC (2026a, 2026b). The local publication and correction rules are proposed additions.

How the monthly flow measures work together

A community can house many people and still see homelessness grow when new entries and returns exceed permanent housing exits. Nashville will therefore report the flow of the system, not housing placements by themselves.

The operating equation

Change in active homelessness equals new entries plus returns, minus permanent housing move-ins and other verified resolutions. To reduce the backlog, permanent housing outflow must exceed inflow and returns over time.

Question	Measure	Accountable use
How many people need a housing resolution now?	Active list and backlog, separated by chronic status, population, barrier, and waiting-time band	OHS and the CE Lead use the result to set case conferencing, unit, subsidy, and service requirements.
How many people are entering or returning?	New active entries, returns to active homelessness, federal first-time homelessness, and prevention failures	The prevention administrator and discharge partners retarget funds and revise pathways each quarter.
How many people reach housing?	Verified permanent housing move-ins, destination, subsidy, program, and time to move-in	The housing delivery executive and provider leaders remove unit, voucher, documentation, and service barriers.
Are people staying housed?	Retention, returns at 6, 12, and 24 months, lease losses, and voluntary move-on	Funders and providers adjust tenancy support, health care, income help, and crisis response.
Is the system reducing inequity?	Access, assessment, referral, placement, time, retention, return, and mortality results by population	The HPC requires a correction whenever a material disparity persists without a documented response.

4. Six strategic priorities

The six priorities form one sequence. Prevention reduces inflow. Faster, safer resolution shortens each episode. Housing production and preservation create the exits needed to reduce the backlog. Health, income, and tenancy support reduce returns. Community participation brings additional capacity and public will. Transparent governance keeps the work aligned. Each action below identifies an accountable lead role, a deadline, and public proof. Within 30 days of adoption, the action register will add the name of the responsible executive and the approved budget or funding gap.

Priority 1: Prevent chronic homelessness and stop institutional discharge

Chronic homelessness is easier to end when Nashville reduces avoidable entry and intervenes before a housing crisis becomes prolonged. This priority assigns prevention and discharge responsibilities to the institutions that can act before someone reaches the street or shelter.

What will change

Fewer people will enter homelessness for the first time. Publicly funded institutions will plan a safe housing handoff instead of treating a shelter, encampment, or street location as a discharge destination.

Source basis: OHS (2024a, Measure 5); Metro Nashville (2025a); HPC (2026a, 2026b). The fund, compact deadlines, and 2030 targets are proposed implementation decisions.

ID	Action / accountable lead	Timing	2030 proof
P1.1	Create a flexible Housing Stabilization Fund for rent arrears, utilities, deposits, transportation, documentation, landlord resolution, and rapid problem-solving. Lead: OHS-designated prevention administrator.	Design 90 days; launch Q2 2027	At least 80% of assisted households avoid literal homelessness at 6 months; results disaggregated.
P1.2	Execute discharge compacts with hospitals, behavioral health, corrections, foster care, schools, and veteran systems. Each compact names a 24/7 contact, data rule, housing pathway, and dispute escalation. Lead: accountable executive in each system; OHS convenes.	First 5 compacts by Q3 2027	Zero known discharges to unsheltered homelessness; all exceptions reviewed within 7 days.
P1.3	Build a coordinated eviction and homelessness-prevention screen with courts, legal aid, schools, utilities, landlords, and 211. Lead: OHS-designated prevention administrator; partners own their referral and response commitments.	Pilot Q2 2027; scale 2028	First-time homelessness falls to 1,600 or fewer annually by FY2030.
P1.4	Create a crosswalk between McKinney-Vento education data and housing pathways, using privacy-safe aggregate planning and consent-based referrals. Lead: school homeless-education liaison + OHS.	Protocol by Q2 2027	Youth/family dashboards show education and HUD measures side by side; warm-handoff completion tracked.
P1.5	Use quarterly inflow analysis to retarget prevention dollars by geography, household type, race, income shock, and prior institutional contact. Lead: Data & HMIS Committee recommendation; OHS executive owner.	First analysis Q2 2027	Quarterly resource shifts documented when preventable inflow exceeds target.

Illustrative pathway: prevention before discharge

This is a composite example, not a case history. A hospital identifies that a medically fragile neighbor meets the chronic-homelessness definition and has no safe discharge destination. The discharge compact triggers a housing navigator, a named hospital contact, flexible funds for documents and move-in costs, a voucher or unit match, and a health-support commitment. The dashboard records the referral, owner, deadline, barrier, move-in, and retention result. If a decision is late, the item becomes red and moves onto the responsible executive's agenda.

Priority 2: Make every episode brief, safe, and housing-focused

When prevention does not succeed, every day matters. This priority makes access, outreach, shelter, assessment, case conferencing, and encampment response part of one path to permanent housing.

What will change

People will be able to enter through trusted organizations and receive a timely, trauma-responsive path to permanent housing. Unsheltered homelessness and time homeless will fall every year.

Source basis: HUD CoC Program requirements; OHS (2024a, 2025c); HPC (2026b). The access, handoff, and correction targets are proposed local standards.

ID	Action / accountable lead	Timing	2030 proof
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ID	Action / accountable lead	Timing	2030 proof
P2.1	Operate one quality-controlled active list with clear activity, inactivity, deduplication, prioritization, and match rules. Replace any unsupported assessment practice through a transparent, equity-tested process. Lead: OHS HMIS/CE executives.	Rules by Q2 2027; quarterly audit	95%+ required-data completeness; referral-to-move-in and disparity results public.
P2.2	Publish a one-front-door/many-trusted-doors map, expand mobile access, and require warm handoffs with closed-loop confirmation. Lead: CE lead agency.	Map in 60 days; scale 2027	90% of accepted handoffs confirmed within 2 business days.
P2.3	Adopt a housing-centered encampment protocol: outreach continuity, notice, belongings protection, health response, verified destinations, and post-action tracking. Lead: Metro-designated encampment executive.	Adopt Q1 2027	No closure reported as success without verified safe destination; housing exits rise quarterly.
P2.4	Create shelter flow standards for diversion, documentation, housing navigation, health access, and case conferencing while preserving low-barrier access and survivor safety. Lead: OHS Director owns system adoption; participating shelter executives own implementation.	Standards Q2 2027	Federal duration is 60 days or fewer by 2030; operational entry-to-housing average is 60 days or fewer.
P2.5	Maintain specialized, connected pathways for veterans, youth, families, survivors, medically fragile adults, and people with high service needs. Lead: designated population leads.	Pathway maps Q2 2027	Population results and inequities visible; veteran and youth functional-zero criteria reported separately.
P2.6	Use weekly case conferencing for people with the longest episodes and monthly executive barrier review for units, documentation, benefits, or service gaps. Lead: CE executive.	Begin Q1 2027	No unresolved system-level barrier remains without an owner for more than 30 days.

Priority 3: Build and preserve deeply affordable and supportive housing

The backlog will not fall without enough exits to housing. This priority turns the UHS direction into a visible pipeline with sites, sponsors, money, subsidy, services, deadlines, and occupancy dates.

What will change

A reliable three-to-six-year pipeline will produce, acquire, convert, lease, and preserve enough deeply affordable and supportive housing to reduce the chronic homelessness backlog.

Source basis: Metro Nashville (2025a, pp. 136, 146-147); HPC (2026a, 2026b); Coalition for the Homeless of Houston/Harris County (2021); ECHO (2018); Maricopa Association of Governments (2022). The 1,950-unit checkpoint and financial floors are proposed local targets.

ID	Action / accountable lead	Timing	2030 proof
P3.1	Designate one Metro housing-delivery executive for the annual 900-PSH commitment and publish a unit-by-unit pipeline by stage: concept, site control, financing, construction/rehab, lease-up, occupied. Lead: Mayor-designated housing executive with OHS/MDHA coordination.	Owner in 30 days; pipeline in 90	900 PSH opportunities committed each year; at least 1,950 placed in service cumulatively by 2030.
P3.2	Create a PSH capital, operating, rental-assistance, and services plan with annual gaps, named funding sources, and backup scenarios. Lead: Metro housing delivery executive with Metro Finance, OHS, the Housing Division, and MDHA.	Initial stack in 90 days	\$800M cumulative housing capital committed by 2030; \$30M recurring annual rental and service resources.
P3.3	Build a public land, acquisition, conversion, and preservation pipeline; flag expiring affordability at least 36 months early. Lead: Metro housing lead.	Inventory Q2 2027	No preventable loss of deeply affordable units; preserved and new units reported separately.
P3.4	Use UHS tools as an integrated package. These tools include project-based vouchers, homelessness preference, incentives, the Low Barrier Housing Collective, the Barnes Fund, expedited review, master leasing, and landlord partnership. Lead: tool-owning agencies with housing-delivery executive.	Tool matrix in 60 days	Every funded project shows subsidy, service, referral, accessibility, and lease-up commitments.

ID	Action / accountable lead	Timing	2030 proof
P3.5	Adopt common PSH quality and fidelity expectations: Housing First, voluntary services, tenant rights, accessibility, reasonable accommodation, health partnership, and retention support. Lead: Standards of Care recommendation; funder adoption.	Standards Q3 2027	PH retention ≥96%; two-year returns ≤10%; quality reviews published in aggregate.
P3.6	Expand move-on options for residents who choose less intensive support, without forcing transition or sacrificing affordability. Lead: housing authorities, providers, and funders.	Pilot 2028	At least 10% of participating tenants transition by choice, freeing PSH while maintaining 12-month stability.

Illustrative pathway: a supportive housing project from idea to home

This is a composite example, not a project announcement. Metro identifies suitable land, a nonprofit developer secures site control, philanthropy funds predevelopment, Metro and state or federal sources close the capital gap, a housing authority commits project-based vouchers, and a health or service partner funds long-term support. Community engagement begins before controversy. The dashboard shows each stage, the remaining gap, the next decision, and the occupancy date. Years later, the ribbon cutting is not the first public sign of progress because the public has been able to follow the project from the beginning.

Priority 4: Sustain housing through health, income, choice, and support

Ending chronic homelessness requires more than a move-in. This priority protects housing stability and addresses health, disability, income, aging, and crisis risks before they lead to eviction, return, or preventable death.

What will change

People will keep their homes, gain income and well-being on their own terms, and receive health and housing support before a preventable crisis becomes fatal.

Source basis: OHS (2024a, Measures 2, 4, and 7); Metro Nashville (2025a); HPC (2026a, 2026b). The mortality-review structure and reduction targets are proposed local commitments.

ID	Action / accountable lead	Timing	2030 proof
P4.1	Create multidisciplinary tenancy-sustaining teams linked to PSH and high-risk affordable housing, including behavioral health, primary care, substance use care, benefits, legal aid, and peer support. Lead: Metro Public Health and OHS executive sponsors with participating health systems and providers.	Model Q2 2027	Two-year returns are 10% or less; preventable lease losses decline each quarter.
P4.2	Standardize rapid re-engagement after missed contact, hospitalization, jail, rent issue, or crisis. Require warm handoff and no punitive service termination. Lead: funded providers.	Standard Q2 2027	90% of high-risk alerts contacted within 2 business days; resolution tracked.
P4.3	Integrate benefits and employment pathways without making income a condition of housing. Lead: workforce/benefits collaborative.	Launch Q3 2027	Income increase: ≥55% stayers and ≥35% leavers by FY2030.
P4.4	Establish a Homelessness Mortality Review with public health, Medical Examiner, hospitals, outreach, emergency response, and lived expertise. Publish de-identified trends and prevention actions. Lead: Metro Public Health + OHS.	Baseline and charter in 90 days	Annual deaths decline by at least 12 and preferably 24 versus prior year, with zero by 2036.
P4.5	Create a medically fragile and aging pathway spanning shelter, recuperative care, accessible housing, home health, hospice, and long-term care. Lead: health-housing executive table.	Gap analysis Q2 2027	Zero known discharges from medical settings to unsheltered homelessness; wait times visible.

Priority 5: Mobilize the whole community

No single agency can create all of the housing, trust, funding, and welcome this plan requires. This priority gives every organization and resident a specific way to contribute and a public way to show what was completed.

What will change

Every CoC member and partner will be able to identify a measurable contribution to housing. Residents, businesses, faith communities, and civic groups will have practical and trustworthy ways to help.

Source basis: HPC (2026a, 2026b). Peer plans also support cross-sector commitments and public participation (Maricopa Association of Governments, 2022; ECHO, 2018). The member compact and campaign targets are proposed Nashville mechanisms.

ID	Action / accountable lead	Timing	2030 proof
P5.1	Adopt the Every Member Contributes compact. Each member chooses one primary contribution and one supporting contribution from housing, money, services and capacity, data and referrals, volunteers and community engagement, or public leadership. Lead: HPC owns adoption; each member executive owns delivery.	Commitments within 60 days; annual renewal	100% of active members have a quantified commitment and quarterly progress.
P5.2	Launch a plain-language “How to Help Your Neighbor” platform with vetted actions, neighborhood and faith pathways, landlord participation, donation guidance, volunteer roles, and progress stories. Lead: OHS communications + community partners.	Beta in 90 days	Quarterly volunteer, landlord, donor, and referral yield reported, rather than impressions alone.
P5.3	Create a Corporate, Philanthropic, and Faith Housing Cabinet with specific requests for units, land, capital, flexible funds, jobs, furnishings, transportation, and professional services. Lead: campaign chair named by the Mayor and HPC within 30 days.	Launch Q2 2027	At least \$75M in new or renewed locally controlled commitments by 2030, included within the financing roadmap.
P5.4	When legally and federally permissible, add local grant-scoring points for cross-CoC collaboration, paid lived-experience leadership, public/community engagement, public-official participation, volunteer/capacity plans, data quality, and a quantified housing contribution. Lead: Performance Evaluation Committee recommendation; HPC adoption.	Rubric in 60 days	All local competitions use published criteria and conflict-of-interest rules; DV comparable data receives equivalent credit.
P5.5	Hold quarterly public progress sessions in accessible locations and formats; combine metrics, decisions, lived-experience insight, project demonstrations, and concrete next actions. Lead: HPC Chair + OHS.	Begin Q1 2027	Participation and completed actions grow; public questions and responses posted.

Priority 6: Govern as one transparent, learning system

Coordination becomes real when the same action, owner, deadline, and evidence appear in committee workplans, executive decisions, HPC agendas, and the public dashboard. This priority creates that common operating structure.

What will change

The public will be able to see what each committee is working on, who owns every strategic action, whether Nashville is on target, which decisions are blocked, and what will happen next.

Source basis: HPC (2024, 2025, 2026a, 2026b) and Nashville's 2026 strategic-planning requirements. The dashboard deadlines and correction rules are proposed local operating standards.

ID	Action / accountable lead	Timing	2030 proof
P6.1	Publish the CoC Delivery Dashboard and Working Documents Hub with the scorecard, data dictionary, action register, committee workplans, agendas and minutes, decision log, housing pipeline, funding stack, and revision history. Lead: OHS Director assigns an accountable data and performance executive.	Beta 60 days; live 90 days	Monthly refresh is on time; accessibility, translation, and plain-language standards are met.
P6.2	Adopt an annual committee charter and workplan contract tied to plan actions. Relaunch, combine, or reconfigure dormant and duplicative bodies. Establish compensated CAB and youth advisory pathways. Lead: Governance Charter Committee recommends; HPC decides.	Within 90 days	100% of bodies have a scope, chair, staff support, deliverables, meeting cadence, and public status.
P6.3	Create an All Chairs forum with structured monthly coordination, decision routing, dependency review, and shared calendar. Lead: HPC Chair.	Within 30 days	Cross-committee conflicts resolved or escalated within one meeting cycle.
P6.4	Use a monthly What Changed review at HPC meetings. Each review covers human impact, metric movement, lived expertise, decisions needed, owners, deadlines, barriers, and red-item corrections. Lead: HPC Chair and OHS Director.	First meeting after adoption	Every meeting produces a public decision and action log within 5 business days.
P6.5	Commission an annual independent data and implementation review, including equity, privacy, lived-experience power, and financial integrity. Lead: HPC Executive Committee through independent reviewer.	First report Q2 2028	Findings, management response, and corrective actions public.
P6.6	Maintain a rolling twelve-month implementation annex and adopt the next year's annex and budget by December. Lead: OHS; HPC approval.	First annex at plan adoption	All actions have owner, cost, funding, due date, metric, dependency, and correction rule.

5. The ten-year roadmap

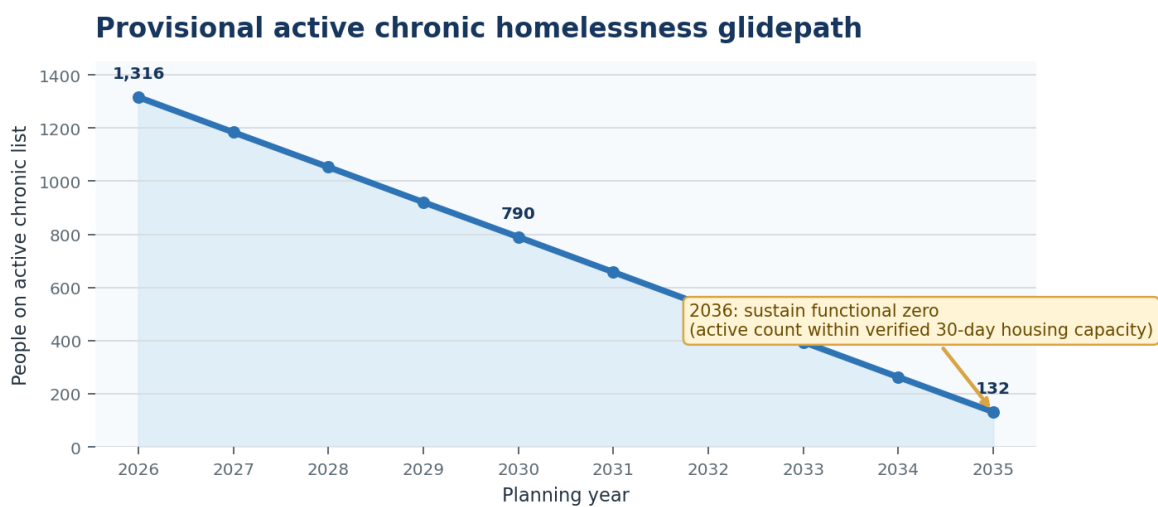
The roadmap states the minimum pace of progress needed to reach the 2036 functional-zero horizon for chronic homelessness. It is a management tool, not a forecast. PIT targets are provisionally anchored to the certified 2025 count. Active chronic and time-to-housing targets use June 2026 figures presented to the HPC on July 8, 2026 and must be verified in the 90-day baseline workbook. The workbook will preserve the source, period, denominator, and method for each measure. A stronger baseline may tighten the path. Any proposal to reduce ambition requires a public explanation, independent review, and an HPC vote (OHS, 2025a; OHS, 2026).

Annual outcome glidepath

The glidepath translates the ten-year promise into annual tests. It is intentionally demanding, but it remains provisional until the 90-day baseline workbook verifies the source data and recalculates the path in public.

Year	PIT total	Unsheltered PIT	Active chronic	Avg. days to PH	PSH committed that year	PSH placed in service that year
Baseline	2,180 (2025)	602 (2025)	1,316 (Jun 2026)	127 (Jun 2026)	Reconcile in 90 days	Reconcile in 90 days
2027	≤1,962	≤542	≤1,184	≤105	900	150
2028	≤1,744	≤482	≤1,053	≤90	900	300
2029	≤1,526	≤421	≤921	≤75	900	600
2030	≤1,308	≤361	≤790	≤60	900	900

Year	PIT total	Unsheltered PIT	Active chronic	Avg. days to PH	PSH committed that year	PSH placed in service that year
2031	≤1,090	≤301	≤658	≤52	900	900
2032	≤872	≤241	≤526	≤45	900	900
2033	≤654	≤181	≤395	≤38	900	900
2034	≤436	≤120	≤263	≤30	900	900
2035	≤218	≤60	≤132	≤21	900	900
2036	0 stretch goal	0 stretch goal	Functional zero	≤14	900	900



Baseline is meeting-reported June 2026 HMIS data. Later values are proposed targets, not forecasts.

Figure 1. Provisional active chronic homelessness glidepath. Baseline source: OHS June 2026 HMIS Monthly Report, as presented to the HPC on July 8, 2026. All later values are proposed management targets and will be reconciled within 90 days.

Source and status: The annual 900-PSH commitment follows UHS Action 29 (Metro Nashville, 2025a, p. 136). The annual placed-in-service values are proposed planning targets based on a multiyear development ramp, not a UHS forecast. A commitment counts only when the dashboard identifies the site or site-control path, sponsor, capital plan, subsidy, service plan, referral process, and target occupancy date.

2030 federal and system performance checkpoint

The plan must improve the measures HUD evaluates while also reducing chronic homelessness locally. This table pairs the latest available federal baselines with proposed 2030 outcomes and the role accountable for acting on them.

Measure	Baseline	2030 target	Primary accountable role
First-time homelessness	2,651 (FY2024)	≤1,600	Prevention administrator + discharge partners
Comparable outflow-to-inflow ratio	Reconcile in 90 days	≥1.10 for 12 consecutive months	OHS implementation lead + CE and housing executives
Two-year return to homelessness	14.75% (FY2024)	≤10%	Funded housing/service providers + performance lead

Measure	Baseline	2030 target	Primary accountable role
ES/SH/TH/RRH exits to permanent housing	45% (FY2024)	≥60%	Program operators + CE lead
Street-outreach exits to permanent housing	36% (FY2024)	≥55%	Outreach lead + housing delivery table
PH retention	96% (FY2024)	≥96% while scaling	Housing/service providers
Income increase for stayers	44% (FY2024)	≥55%	Benefits/workforce collaborative
Income increase for leavers	22% (FY2024)	≥35%	Benefits/workforce collaborative
HMIS/comparable-data quality	Reconciled in 90 days	≥95% completeness on required fields; safe DV equivalent	HMIS Lead + VSP data stewards

Equity checkpoint

An overall improvement is not sufficient if the system reproduces a major disparity at access, referral, placement, retention, or return. The equity checkpoint makes correction part of performance management.

Measure	Baseline	2030 target	Primary accountable role
Equity	Reconciled in 90 days	No major decision-point disparity >10 percentage points without active correction	HPC decision + accountable action owner

Housing and financing roadmap

Housing delivery requires capital, long-term affordability, rental or operating subsidy, services, and enough implementation staff to move projects from concept to occupancy. The figures below are provisional mobilization floors. They show the scale of the work and create an immediate fundraising and public-budget challenge. The 90-day cost model will replace broad assumptions with project-level costs and sources.

Year	Cumulative PSH in service	Cumulative housing capital committed	Recurring annual rental + support resources	Milestone
2027	150	\$100M	\$12M	Sites, project sponsors, service partners, and subsidy path documented for 900 commitments.
2028	450	\$250M	\$18M	Acquisition/preservation and master-leasing programs scaled; first move-on pilot.
2029	1,050	\$500M	\$24M	First major wave of new-construction projects leasing; preservation pipeline fully active.
2030	1,950	\$800M	\$30M	Annual 900-unit delivery pace achieved; federal performance checkpoint met.
2033	4,650	\$1.4B	\$45M	Housing placements consistently exceed inflow; active chronic list below 400.
2036	7,350	\$2.0B	\$60M	Functional zero sustained; ongoing capacity manages new episodes rapidly.

Source and status: UHS Actions 28 and 29 establish the local direction for homelessness coordination and a 900-unit annual PSH strategy (Metro Nashville, 2025a, pp. 135-136). The capital and recurring-resource figures in this table are proposed mobilization floors, not project cost estimates or appropriations. The 90-day model will replace them with project-level sources, costs, gaps, and anti-double-counting rules.

Mortality roadmap

The names read at HPC meetings represent neighbors, families, and losses that the community should not accept as inevitable. Within 90 days, the Homelessness Mortality Review will reconcile a de-identified 2024-2026 baseline using legally available records from public health, the Medical Examiner, hospitals, emergency response, OHS, outreach, and community partners. Beginning in 2027, the minimum annual target will be 12 fewer deaths than the prior year. The stretch target will be 24 fewer. When the verified baseline falls below 12, the next target will be zero. Monthly reports will show the current month, the same month in the prior year, the rolling twelve-month total, causes or circumstances where legally available, prevention recommendations, owners, deadlines, and completion status.

6. The delivery system

A strategy becomes achievable when decisions move through a repeatable system. This section shows who decides, how committees connect, how meetings use evidence, what the dashboard publishes, and what happens when work is late or off target.

Decision rights and accountability

The Charter gives the HPC authority to guide the CoC and to conduct systematic, data-driven monitoring. That authority does not make the HPC the operator of every program. The plan therefore separates governance, backbone support, committee work, and executive delivery. Each action will be assigned to the institution that has the legal authority, money, staff, property, program, or policy needed to complete it.

Body	Owns	Does not substitute for
Homelessness Planning Council	Adopts policy, plan, annual annex, performance expectations, major corrections, committee structure, and federal CoC decisions.	Day-to-day program management or unnamed collective ownership.
Office of Homeless Services	Backbone coordination, staff support, public dashboard, implementation integration, HMIS/CE responsibilities within its authority, and escalation.	The accountable work of other public agencies, funders, developers, or providers.
Standing committees/workgroups	Develop recommendations, perform assigned oversight, monitor dependencies, engage subject expertise, and elevate decisions.	A named accountable organization and executive for implementation.
CoC members and funded providers	Deliver quantified annual contributions, program outcomes, data quality, collaboration, and corrective action within agreements.	HPC governance or public transparency.

Body	Owns	Does not substitute for
CAB and youth-advisory pathway	Exercise defined influence over design, priorities, evaluation, communications, and correction; identify harms and inaccessible processes.	Unpaid testimony, token representation, or disclosure of trauma.
Cross-system executives	Own discharge, health, justice, school, housing, finance, and other commitments in their agencies.	A referral to the homeless-response system without a closed-loop outcome.

Committee-to-plan alignment

Committees add value when their work is tied to a strategic action and a decision route. The assignments below focus each body on deliverables it can recommend, monitor, or complete without confusing committee participation with executive authority.

Committee / body	Core plan assignment
Nominating & Membership	Every Member Contributes compact; orientation; participation and succession.
Governance Charter	Decision rights; annual committee contracts; charter updates; dormant-body resolution.
Executive	Cross-priority dependencies; red-item escalation; annual annex and independent review.
Data & HMIS	Metric dictionary; data quality; dashboard methods; equity and privacy review.
Coordinated Entry Oversight	Active-list rules; access; prioritization; referral and barrier performance.
Performance Evaluation	Scorecard, grant rubric, performance support, reallocation recommendations where applicable.
Standards of Care	Housing First/PSH quality; shelter flow; service and tenant-centered standards.
Equity & Diversity	Disparity analysis and correction; accessibility; equitable power and participation.

Population and advisory bodies

Population-specific and lived-experience bodies keep a systemwide plan from erasing distinct needs. Their influence must be compensated, supported, connected to decisions, and visible in the public record.

Committee / body	Core plan assignment
Consumer Advisory Board	Paid system-design, evaluation, communication, and corrective-action authority as defined in annual charter.
Shelter & Resource Navigation	Low-barrier access, flow, diversion, navigation, and encampment pathway recommendations.
Housing Opportunities	PSH/deep-affordable pipeline, preservation, landlord tools, funding and unit barriers.
Veterans Workgroup	Veteran by-name results, VA/community coordination, and functional-zero criteria.
Youth Advisory pathway	Youth-specific access, education crosswalk, safety, family response, and paid youth voice; formal status decided within 90 days.

Monthly and annual cadence

A common cadence prevents urgent work from disappearing between meetings. It connects weekly operations, monthly decisions, quarterly corrections, and annual budget adoption.

Cadence	Required practice
Weekly	Case conferencing for longest episodes/highest barriers; housing-pipeline issue resolution.
Monthly	Dashboard refresh; All Chairs dependency review; HPC What Changed review; mortality remembrance and prevention update; public action log.
Quarterly	Formal R/Y/G review; public progress session; finance and housing-pipeline update; equity cut; member-contribution report; corrective actions.
Annually	PIT/HIC and SPM reconciliation; independent review; funding scenarios; committee recharter; next rolling 12-month annex and budget adopted by December.

What every HPC meeting should produce

The public should be able to tell why an agenda item is before the HPC and what changed after the meeting. Routine presentations remain useful when they lead to interpretation or action. Each regular meeting will include the following elements:

How the plan changes meetings into action

The dashboard matters when evidence leads to a decision, an owner, completed work, and public proof.

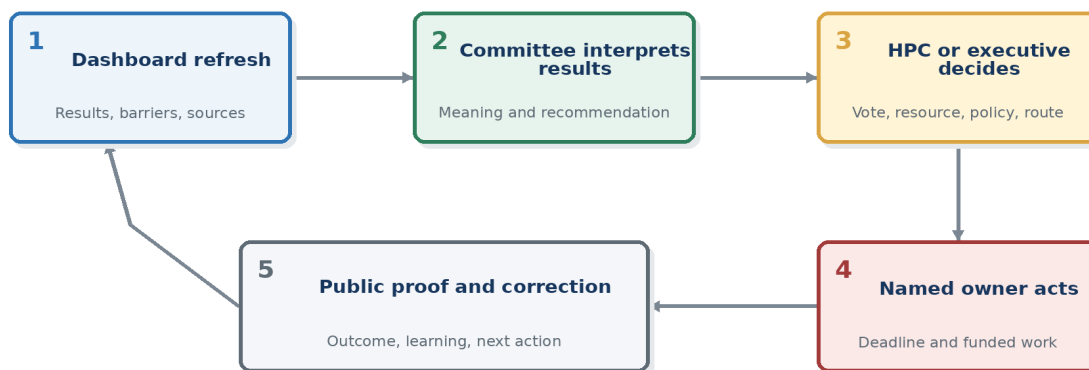


Figure 2. The monthly accountability loop proposed by this plan. Design basis: HPC Charter, All Chairs review, retreat findings, and the tracker (HPC, 2024, 2025, 2026a, 2026b).

1. A brief remembrance and mortality prevention update that links identified patterns to an owner and next step.
2. A What Changed review that presents inflow, outflow, backlog, time to housing, returns, housing delivery, equity, and funding together.

3. At least one clearly noticed decision item with the responsible authority, recommended action, alternatives, fiscal effect, and implementation date.
4. A red and yellow item review that names the barrier, owner, correction, deadline, and support or escalation needed.
5. A committee and community report focused on decisions, dependencies, completed work, and unresolved needs instead of activity alone.
6. A public report-back showing how earlier public comments, questions, or grievances were acknowledged, assigned, acted upon, measured, or closed.

A decision and action log will be posted within five business days. It will list each decision, responsible owner, deadline, barrier, next step, and status. Source basis: HPC (2024, 2026a, 2026b). The monthly dependency review, meeting outputs, and public posting deadlines are proposed operating rules.

The public dashboard and working-documents hub

The dashboard will serve as the shared operating surface for the plan. It will show results, the work behind the results, and the decisions that remain unresolved. The site must work on a phone, support screen readers, provide downloadable data, use plain language, offer priority translations, and explain how residents and partners can take part.

How a dashboard changes an agenda

If average time to housing rises and the unit pipeline is also behind, the dashboard does more than display red numbers. The Data and HMIS body explains the measure, the All Chairs forum identifies which dependencies cross committees, the HPC agenda states the decision required, the responsible executive presents a funded correction, and the action log records the owner and deadline. At the next meeting, the first question is whether the correction changed the result. This is how a public report becomes a community operating system.

Dashboard view	Minimum content
North-star outcomes	PIT, unsheltered, active chronic, inflow, outflow, backlog, duration, returns, permanent exits, retention, income, mortality.
Housing delivery	Projects and units by stage, unit type, AMI, PSH status, accessibility, geography, owner, funding gap, milestone, and expected occupancy.
Funding stack	Capital, rental assistance, operations, services, prevention, source, duration, restrictions, expiration, amount committed/received/spent, and gap.
Committee workspace	Charter, members, chair, staff support, annual workplan, agendas, minutes, working documents, decisions requested, dependencies, and status.
Action register	Action ID, owner organization, accountable executive, partners, cost, funding status, due date, milestone, metric, status, barrier, correction, last update.
Population/equity	Race, age, gender, disability, veteran, youth, family, DV-safe aggregate, geography, and decision-point disparities with small-number protections.
Public action	Vetted volunteer roles, landlord participation, donations, advocacy/public-official asks, community meetings, training, and completed contribution totals.
Trust layer	Data dictionary, methods, coverage, caveats, revisions, privacy rules, source files, meeting recordings, and response to public questions.

How the dashboard improves on the tracker

The prior tracker helped preserve institutional memory and made unclear or delayed work visible. Its limitations came from the plan beneath it. Many tracked items still needed a baseline, measurable target, owner with authority, budget, or definition of completion. The new dashboard keeps the tracker's candor and adds the operating information needed to make a decision.

Prior tracker contribution	Additional dashboard requirement
Listed objectives, activities, committee involvement, and status.	Adds the outcome baseline, target, calculation, accountable executive, cost, funding source, due date, dependency, and correction rule.
Used candid labels such as on track, off track, on hold, and define tasks.	Uses published green, yellow, red, and gray rules that automatically trigger a response and decision deadline.
Helped committees remember unfinished work.	Connects committee workplans to the action register and shows which institution has authority to complete each action.

Additional dashboard requirements

The dashboard must show more than activity. These requirements connect the prior tracker's useful transparency to outcomes, money, housing, decisions, and public working documents.

Prior tracker contribution	Additional dashboard requirement
Reported progress in separate activities.	Shows inflow, outflow, backlog, duration, returns, housing pipeline, funding, equity, and mortality together.
Created a useful internal management artifact.	Creates a public working documents hub with revision history, agendas, minutes, decisions, source files, and responses to public questions.

Status and correction rules

Colors become meaningful only when everyone knows what triggers them and what must happen next. These rules turn status reporting into a deadline for recovery or decision.

Status	Rule	Required response
GREEN	On or ahead of target; owner, funding, and next milestone confirmed.	Continue; document learning and replicable practice.
YELLOW	Within 10% of target, one milestone late, or a dependency/funding risk could cause a miss.	Owner posts mitigation, decision needed, and recovery date within 10 business days.
RED	More than 10% off target; 30+ days late; owner/funding missing; or legal, equity, privacy, safety, or quality threshold breached.	Corrective-action proposal within 15 days; HPC/executive decision within 30 days; monthly status until recovered.
GRAY	Baseline or method not yet valid.	Named data steward and validation deadline; may not be represented as success or failure.

Funding strategy

Ending chronic homelessness requires a balanced funding stack. Capital without operating subsidy and services does not create sustainable PSH. Services without units cannot end homelessness. One-time grants cannot support permanent obligations without an exit or renewal plan.

- Protect and maximize federal resources while planning for NOFO and policy volatility through at least three annual scenarios.
- Create recurring local funding for rental assistance, supportive services, prevention, HMIS/CE, lived-experience compensation, and implementation capacity.
- Use UHS and Metro tools in combination: Barnes Fund, project-based vouchers, homelessness preference, public land, preservation, Low Barrier Housing Collective, incentives, expedited review, and cross-agency capital planning.
- Build philanthropic and corporate pools for flexible costs federal dollars often cannot cover: predevelopment, documents, deposits, bridge funding, furnishings, transportation, technology, and innovation/evaluation.
- Require every funding proposal to show the housing outcome, full lifecycle cost, leverage, operating/service plan, data obligations, equity effect, community role, and sustainability beyond the grant period.
- Publish expiring funds at least 18 months ahead, including replacement owner and decision date. ARPA-era resources receive explicit transition plans.

Government action and political compact

The housing trajectory depends on political and administrative choices. Elected officials and public agencies will need to commit recurring money, land, vouchers, operating support, service funding, expedited approvals, and clear responsibility for discharge and housing delivery. Neighborhood and civic support will also be needed when projects face misinformation or opposition. These are implementation requirements rather than partisan positions. Officeholders may change, but the accountable institutions and deadlines remain.

Decision level	Required decision	Deadline / public proof
HPC / CoC	Adopt the scorecard, annual action annex, grant-scoring incentives, committee contracts, transparent correction rules, and CoC funding priorities aligned to housing outcomes.	At adoption and each December; votes, rubric, annex, and status log posted.
Mayor / executive branch	Name the housing-delivery executive; submit recurring operating, rental-assistance, services, prevention, data, and implementation funding; direct cross-department delivery and discharge accountability.	Executive named in 30 days; first multiyear package with the next budget; quarterly cabinet delivery review posted.
Metro Council	Appropriate recurring local funds; authorize bonds or other lawful capital tools; approve land and legislative actions; monitor results without substituting episodic projects for the adopted pipeline.	Budget-cycle votes and project actions shown on a public legislative calendar; fiscal notes identify units and outcomes.

Decision level	Required decision	Deadline / public proof
MDHA / housing authorities	Commit project-based vouchers, homelessness preferences, lease-up performance, landlord tools, and development/finance participation consistent with governing authority.	Initial allocation and utilization plan in 90 days; monthly issuance, lease-up, attrition, and time-to-housing reported.
Planning, codes, and public land agencies	Create an expedited, predictable path for PSH and deeply affordable housing; inventory suitable land; resolve zoning, permitting, infrastructure, and disposition barriers.	Land/tool inventory in 90 days; service standards by Q2 2027; project delays and decisions visible by address/stage.
State and federal partners	Protect and expand rental assistance, Medicaid/behavioral-health supports, housing capital, discharge coordination, and statutory tools Nashville cannot create locally.	Annual intergovernmental agenda adopted before legislative and federal budget cycles; sponsor, status, and contingency shown.
Public coalition	Support well-designed housing, attend hearings, correct misinformation, welcome neighbors, recruit landlords, and hold institutions to the same published commitments.	Project-specific engagement plan begins before site controversy; support, concerns, responses, and decisions documented.

If a required vote, appropriation, land action, voucher commitment, or approval is 30 days late, the responsible institution must publish the barrier, revised decision date, interim protection for affected households, and a viable alternate tool. The dashboard will distinguish advocacy, introduction, approval, appropriation, commitment, expenditure, construction, and occupancy; political announcements are not counted as housing.

Capacity and care

Implementation capacity must be funded. OHS, HMIS, Coordinated Entry, providers, developers, public partners, committees, and lived-experience leaders need staff time, facilitation, data engineering, project management, training, interpretation, accessibility, and compensation. The annual budget will identify those costs instead of assuming that goodwill can support permanent responsibilities. Vacancies, turnover, caseloads, secondary trauma, and committee attrition will be reported as leading indicators because burnout is a direct risk to housing delivery and continuity of care.

7. First 90 days after adoption

The first 90 days are the credibility test. They do not attempt to solve chronic homelessness immediately; they establish the owners, baselines, funding logic, housing pipeline, committee contracts, and public tools required to begin delivering.

The implementation test

Within 90 days, the public should be able to name every owner, see the baseline workbook, follow the housing and funding pipelines, understand each committee's work, find the political decision calendar, and choose a concrete way to contribute.

By day	Accountable owner	Required deliverable	Public proof
30	HPC Chair and OHS Director	Name the accountable executive for every action, launch the All Chairs forum, post the draft action register, and establish the baseline reconciliation team.	No action is owned by everyone or no one. Missing owners appear red.

By day	Accountable owner	Required deliverable	Public proof
30	Mayor's Office	Name the Metro housing delivery executive and issue the cross-department charge for the housing, finance, land, approval, and political decision calendar.	The executive order or written charge, named lead, authority, and reporting schedule are posted.

Day 30: lived-experience governance

The CAB and youth pathway should not be relaunched as unpaid advisory forums. Their authority, compensation, preparation, accessibility, privacy, and staff support must be co-designed first.

By day	Accountable owner	Required deliverable	Public proof
30	HPC and OHS	Approve a paid co-design process for CAB and youth advisory participation, including compensation, accessibility, preparation, confidentiality, decision rights, and staff support.	Participants help define their authority, safeguards, and workplan before the bodies are relaunched.

By day 60

By day 60, the public should be able to test the definitions, early dashboard, housing model, and grant-accountability proposals before they become permanent operating rules.

By day	Accountable owner	Required deliverable	Public proof
60	OHS data and performance executive	Publish the metric dictionary, baseline protocol, committee workplan template, common calendar, CE access map, dashboard beta, and data quality plan.	The public can test definitions, usability, translation, accessibility, and source links.
60	Housing delivery executive	Publish the preliminary demand, cost, and three-scenario affordability model; the UHS tool matrix; and the first project-level table for 900 PSH commitments.	Each project shows stage, site or site-control path, sponsor, capital, subsidy, services, gap, approval, and occupancy date.
60	HPC and Performance Evaluation Committee	Publish proposed grant scoring for collaboration, community and public-official engagement, data quality, capacity, and measurable housing contributions, subject to governing funding rules.	The rubric, legal review, conflict rules, public comments, and proposed vote date are posted.

By day 90

By day 90, the foundational work must become public and operational. Missing owners, unverifiable baselines, unfunded actions, or dormant bodies should be visible rather than hidden behind general progress language.

By day	Accountable owner	Required deliverable	Public proof
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By day	Accountable owner	Required deliverable	Public proof
90	OHS Director and HPC	Launch the dashboard and working documents hub, publish the reconciled baseline workbook, adopt the 2027 rolling implementation plan and budget, and approve committee contracts with action IDs, deliverables, cadence, staff support, decision routes, and public reporting.	Every action shows owner, cost, funding, due date, metric, dependency, status, and correction rule. Dormant or duplicative bodies are publicly relaunched, redesigned, combined, or sunset.
90	Prevention administrator and partner executives	Execute the first discharge compacts, approve the Housing Stabilization Fund pilot, and publish the coordinated prevention pathway.	The compacts, eligibility, funding, response time, outcome measures, and exception review are public.
90	Metro Public Health and OHS	Charter the Mortality Review and publish the de-identified 2024-2026 baseline, annual reduction target, and first prevention actions.	The memorial practice is connected to owners, deadlines, and prevention decisions.

The 2027 milestone calendar

The quarterly calendar keeps the first year from becoming a long list of intentions. Each checkpoint supplies evidence needed for the next budget, housing, prevention, or governance decision.

Quarter	Minimum milestones
Q1	90-day infrastructure complete; 2027 annex funded; active-list rules adopted; first discharge compacts signed; 900-PSH commitment pipeline documented.
Q2	Prevention fund pilot operating; school/data crosswalk and health-housing pathway launched; land/preservation inventory public; first quarterly public review.
Q3	At least five discharge compacts active; PSH quality standards adopted; corporate/philanthropic/faith cabinet commitments reported; independent-review scope approved.
Q4	150 PSH opportunities placed in service; 2028 annex and budget adopted; annual results and equity review published; missed targets have funded corrections.

Risks and pre-agreed responses

A stretch plan should anticipate the conditions most likely to derail it. Naming indicators and responses in advance allows Nashville to protect the goal while adapting the method.

Risk	Leading indicator	Pre-agreed response
Federal funding or policy shock	Notice, award, or eligibility change; renewal gap	Maintain three scenarios; protect housing continuity; activate local bridge and advocacy plan.
Housing pipeline delay	Site, financing, permit, construction, or subsidy milestone slips 60 days	Executive barrier session; alternate site/tool/funder; publish revised critical path.
Service-capacity shortfall	Vacancies, caseload, response time, crisis events, or turnover above threshold	Reprice contracts; pool workforce; add peer/community capacity; sequence lease-up to safe support.

Risk	Leading indicator	Pre-agreed response
Data failure or distrust	Coverage/completeness drops; unexplained revision; privacy concern	Pause affected public comparison; independent method review; publish correction and change log.
Equity harm	Decision-point disparity >10 points or credible access/safety complaint pattern	Equity review within 15 days; compensate affected participants; modify rule, resource, or process.
Burnout and participation loss	Committee vacancies, missed meetings, PWLE attrition, provider turnover	Reduce low-value workload; fund support/compensation; rotate roles; offer trauma-responsive facilitation.
Community backlash or misinformation	Public opposition, harassment, false claims, project delay	Rapid factual response; trusted messengers; project tours; resident dialogue; safety plan; visible outcomes.

Appendix A: SMART scorecard dictionary

The following measures form the minimum public scorecard. The 90-day baseline workbook will include complete specifications and SQL/report logic where appropriate.

Measure	Numerator / denominator or rule	Refresh	Owner
PIT total / unsheltered	HUD PIT methodology; count and rate of change; annual methodology note	Annual	OHS/HMIS + PIT lead
Active chronic	Unique active people meeting federal chronic definition; activity rule published	Monthly	HMIS/CE lead
Inflow	People newly active or returned to active homelessness in period	Monthly	Data & HMIS
Permanent-housing outflow	Verified move-ins in period; destination and date quality checked	Monthly	CE/HMIS + providers
Backlog	Active people awaiting permanent housing, by priority/barrier and time band	Monthly	CE lead
Operational days to PH	Days from the adopted active-start point to verified move-in; mean, median, and 90th percentile for completed move-ins; unresolved active cases by elapsed-day band	Monthly	Data & HMIS
HUD length of time homeless	Federal SPM 1 definition; report official components separately	Annual + quarterly proxy	HMIS Lead
Returns	Federal SPM 2 cohorts at 6, 12, and 24 months; program and equity cuts	Annual + quarterly proxy	Performance lead
First-time homelessness	Federal SPM 5; pair with local prevention outcomes	Annual + quarterly proxy	Prevention + HMIS
Permanent exits / retention	Federal SPM 7; street outreach and other programs separated	Annual + monthly proxy	Performance lead
Income growth	Federal SPM 4 stayers/leavers; earned and non-earned income	Annual	Providers + HMIS
Prevention success	Households avoiding literal homelessness at 3/6/12 months; safe housing status	Quarterly	Prevention administrator
PSH committed	Meets commitment documentation threshold; report unit type and funding gap	Monthly	Housing-delivery executive
PSH in service	Available/occupied PSH units with subsidy/service pathway operational	Monthly	Housing-delivery executive
Capital and recurring funds	Unique commitments under anti-double-counting rules; received/spent separate	Quarterly	Finance table
Mortality	Reconciled de-identified deaths while homeless; method and revision date	Monthly/quarterly analysis	Public Health + OHS
Equity disparity	Percentage-point and rate-ratio gaps at access, referral, placement, retention, return	Quarterly	Equity + Data

Measure	Numerator / denominator or rule	Refresh	Owner
Member contribution	Completed output against annual quantified commitment	Quarterly	Membership + member executive

Appendix B: Everyone has an on-ramp

Every organization chooses one primary contribution and at least one supporting contribution. Individuals can use the same menu through the public action platform. Contributions must be specific enough to count.

On-ramp	Examples of a countable commitment	Proof
Housing / land / leases	Dedicate units; donate or discount land; master lease; preserve expiring affordability; accept vouchers; provide accessibility modifications.	Units, addresses/project stage, affordability, availability date, placements.
Money / leverage	Capital, flexible prevention funds, rental assistance, service funding, match, bridge loan, predevelopment, emergency gap coverage.	Amount, term, restrictions, leverage, committed/received/spent.

Additional on-ramps

Housing and money are essential, but the system also needs services, data, volunteers, public leadership, and warm handoffs. These on-ramps make those contributions measurable.

On-ramp	Examples of a countable commitment	Proof
Services / capacity	Health, behavioral health, SUD, legal, benefits, employment, tenancy support, transport, documents, project management.	Slots/hours, response time, people served, housing/stability outcome.
Data / warm handoffs	HMIS/comparable participation, quality improvement, consent-based cross-system referral, closed-loop handoff, analytics.	Coverage, completeness, accepted/completed handoffs, barrier resolution.
Volunteers / community	Move-in teams, furnishings, outreach support, landlord recruitment, translation, neighborhood education, event and meeting support.	People/hours, completed outputs, retention, participant feedback.
Public leadership / policy	Champion projects, change agency policy, sign discharge compact, support funding, reduce approval delay, correct misinformation.	Decision made, barrier removed, time/cost saved, units or people affected.

Appendix C: Action register at adoption

The action register is the bridge between the stable strategy and the rolling annual implementation plan. It shows where executive ownership must be confirmed at adoption.

Priority	Action IDs	Adoption-stage accountability
1. Prevention	P1.1-P1.5	OHS Director names the prevention administrator. Executives from hospitals, behavioral health, corrections, foster care, schools, veterans, courts, and utilities own their compact commitments.
2. Brief, safe episodes	P2.1-P2.6	OHS names the CE, HMIS, outreach, shelter-flow, encampment, and population-pathway executives within 30 days.
3. Housing supply	P3.1-P3.6	The Mayor names the Metro housing delivery executive within 30 days. The first project-level 900-unit commitment table is due within 90 days.
4. Housing stability	P4.1-P4.5	Metro Public Health and OHS name the health-housing and mortality owners. Providers and benefit partners own funded retention and income actions.

Remaining priority assignments

The final two priorities establish community mobilization and transparent governance as operational work with accountable institutions, not optional communication activities.

Priority	Action IDs	Adoption-stage accountability
5. Community mobilization	P5.1-P5.5	The HPC owns the member compact and grant policy. OHS owns communications. The Mayor and HPC name the external campaign chair.
6. Transparent governance	P6.1-P6.6	The HPC Chair and OHS Director own decision flow and public reporting. The HPC owns committee contracts, corrections, and annual adoption.

The rolling implementation plan expands every action into a complete public record. It will show the accountable institution and executive, supporting partners, deliverable, start and due dates, cost, secured and prospective funding, dependencies, output and outcome measures, status threshold, corrective action owner, public document link, and last update.

Appendix D: Source and voice register

This register shows whether a major requirement or idea came from federal rules, Metro policy, local governance, public planning input, performance data, or peer practice.

Source family	Documents / voices considered	Plan influence
Federal requirements	HUD CoC Program framework; PIT/HIC and HMIS guidance; Coordinated Entry; System Performance Measures; chronic-homelessness definition; DV comparable-database requirements; McKinney-Vento education definition.	Definitions, eligibility boundaries, measures, privacy, performance, governance.
Metro / UHS	Unified Housing Strategy Full Report; Moving Forward Implementation Plan; Metro housing and Barnes Fund implementation materials; current CoC strategic planning requirements.	20,000-home horizon; 60% AMI and 0-30% focus; 900 PSH opportunities annually; UHS tools; dashboard and implementation requirements.
CoC governance and operations	CoC Charter (2024); Written Standards; Coordinated Entry Manual (Sept. 2025); Grievance Procedures (Apr. 2026); Funding Reallocation Policy; glossary/acronym dictionary.	Decision rights, committees, CE/HMIS, standards, complaints, funding accountability.

Source family	Documents / voices considered	Plan influence
Performance data	2025 PIT infographic; 2025 HIC infographic; FY2024 System Performance Measures and year-over-year report; June 2026 operational HPC report.	Starting baselines, targets, dataset distinctions, dashboard design.
HPC and committee records	2023-2026 Strategic Plan and tracker; CoC Strategic Plan Review Feedback; HPC Retreat Summary; current public committee and planning materials.	Ownership, transparency, committee performance, collaboration, public access, capacity, mortality, and actionable milestones.
Community and lived expertise	Public comments, public meetings, the HPC retreat, authorized planning feedback, and public or organizational input from providers, grassroots groups, volunteers, and people with lived experience.	Plain language, meaningful influence, concrete asks, warm handoffs, community capacity, dignity, choice, and housing as the central outcome.
Peer communities	Houston, Charlotte, Columbus, Maricopa, Atlanta, Austin, Kern, Dallas, San Diego, and Portland strategic-plan practices.	Flow management, annual operating plans, regional governance, cost/gap models, public clarity, equity and accountability cautions.

Selected official links

- [Nashville Office of Homeless Services: Continuum of Care](#)
- [Nashville Homelessness Planning Council](#)
- [Nashville Unified Housing Strategy](#)
- [Nashville HMIS Monthly Data Reports](#)
- [Nashville CoC strategic-planning RFP](#)
- [HUD Annual Homeless Assessment Report resources](#)
- [National Center for Homeless Education: McKinney-Vento definition](#)

Appendix E: References

The references below support the factual baselines, definitions, legal requirements, local diagnosis, housing assumptions, and peer practices cited in the plan. Proposed targets and operating rules are identified as proposals in the text and are not attributed to a source that did not adopt them.

Bakersfield-Kern Regional Homeless Collaborative. (2025). Strategic plan to address homelessness [Final draft]. [Source](#)

Coalition for the Homeless of Houston/Harris County. (2021). The Way Home community plan, 2021-2026. [Source](#)

Community Shelter Board. (2022). A place to call home: Columbus and Franklin County community framework. [Source](#)

Ending Community Homelessness Coalition. (2018). Austin-Travis County action plan to end homelessness. [Source](#)

- Homelessness Planning Council. (2023). Metro Government of Nashville and Davidson County Homelessness Planning Council strategic plan, July 2023-June 2026. [Source](#)
- Homelessness Planning Council. (2024). Nashville-Davidson County Continuum of Care charter, approved July 2024.
- Homelessness Planning Council. (2025). Continuum of Care strategic plan tracker, updated August 2025. [Source](#)
- Homelessness Planning Council. (2026a). CoC strategic plan review feedback [All Chairs work product].
- Homelessness Planning Council. (2026b). HPC retreat summary.
- Joint Office of Homeless Services. (2023). Portland-Multnomah OR-501 action plan, 2023-2024. [Source](#)
- Maricopa Association of Governments. (2022). Pathways Home: Regional homelessness action plan. [Source](#)
- Metropolitan Government of Nashville and Davidson County. (2025a). Nashville Unified Housing Strategy. [Source](#)
- Metropolitan Government of Nashville and Davidson County. (2025b). Unified Housing Strategy: Moving Forward implementation plan.
- Metro Dallas Homeless Alliance. (2020). D-ONE plan. [Source](#)
- National Center for Homeless Education. (n.d.). McKinney-Vento definition. [Source](#)
- Nashville-Davidson County Office of Homeless Services. (2024a). 2024 HUD system performance measures.
- Nashville-Davidson County Office of Homeless Services. (2024b). Nashville's HUD system performance measures, 2024: Year-over-year comparison.
- Nashville-Davidson County Office of Homeless Services. (2024c). Continuum of Care written standards, approved July 2024.
- Nashville-Davidson County Office of Homeless Services. (2025a). Nashville-Davidson County Point-in-Time Count 2025 [Infographic].
- Nashville-Davidson County Office of Homeless Services. (2025b). Nashville-Davidson County Housing Inventory Count 2025 [Infographic].
- Nashville-Davidson County Office of Homeless Services. (2025c). Coordinated Entry policies and procedures manual, approved September 2025.
- Nashville-Davidson County Office of Homeless Services. (2026). June 2026 HMIS monthly report [Presented to the HPC July 8, 2026; public-source reconciliation required]. [Source](#)
- Partners for HOME. (2023). Community plan to reduce and end homelessness, 2023-2028. [Source](#)
- Regional Task Force on Homelessness. (n.d.). Regional community action plan to prevent and end homelessness. [Source](#)
- United States Department of Housing and Urban Development. (n.d.-a). Continuum of Care Program, 24 C.F.R. Part 578. [Source](#)

United States Department of Housing and Urban Development. (n.d.-b). HMIS guides and data standards. [Source](#)

United Way of Greater Charlotte. (2023). A Home for All implementation plan. [Source](#)

Appendix F: Plain-language glossary

Plain language is part of accountability. These definitions help committee members, providers, public officials, residents, and new partners understand the same plan without requiring technical background.

Term	Plain-language meaning
AMI	Area median income; a benchmark used to set housing affordability levels. People experiencing homelessness generally need housing affordable at the lowest income levels plus subsidy.
CAB	Consumer Advisory Board: a body of people with lived experience intended to influence CoC decisions.
CE	Coordinated Entry: the shared process for access, assessment, prioritization, referral, and housing connection.
CoC	Continuum of Care: the local planning and funding system responsible for coordinating the homeless response under HUD's framework.
HMIS	Homeless Management Information System: the local shared data system used by participating homeless-service programs. DV victim service providers use a comparable database.
HPC	Homelessness Planning Council: Nashville-Davidson County's governing body for the CoC.
Housing First	An approach that helps people enter permanent housing without preconditions such as sobriety, treatment, or income, then offers voluntary supports.
HIC	Housing Inventory Count: the one-night inventory of dedicated homeless-system beds and units.
PIT	Point-in-Time count: a one-night January estimate of people experiencing sheltered and unsheltered homelessness.
PSH	Permanent supportive housing: permanent affordable housing paired with voluntary services for people who need ongoing support.
RRH	Rapid rehousing: time-limited assistance and services intended to help people move quickly into permanent housing.
SPM	System Performance Measure: a HUD measure of system outcomes such as duration, returns, first-time homelessness, income, and permanent-housing outcomes.
UHS	Unified Housing Strategy: Nashville's ten-year framework for housing affordability and stability.
YAB	Youth Advisory Board: a youth-led or youth-centered body that informs decisions affecting youth homelessness.

Appendix G: Peer Continuums of Care reviewed

The ten communities below formed a benchmark set, not an official HUD ranking. They were selected because their public plans offered useful lessons for a growing, housing-constrained region. No single plan was copied. Nashville's proposal combines transferable strengths while correcting the gaps that appeared across the peer plans. Full citations and links appear in Appendix E.

Peer community / CoC geography	Plan and planning body reviewed	Primary lesson carried into Nashville's proposal
Houston and Harris County	The Way Home Community Plan, Coalition for the Homeless	System flow and capacity modeling; housing-authority integration
Charlotte-Mecklenburg	A Home for All Implementation Plan, United Way of Greater Charlotte	One theory of change linking prevention, housing, services, and public-private roles
Columbus and Franklin County	A Place to Call Home, Community Shelter Board	Rolling annual implementation plan, quarterly milestones, and backbone accountability
Maricopa region	Pathways Home, Maricopa Association of Governments	Regional commitments, jurisdiction roles, and a government action compact
Atlanta	Community Plan to Reduce and End Homelessness, Partners for HOME	A concise public narrative, memorable priorities, and housing navigation
Austin and Travis County	Action Plan to End Homelessness, ECHO	Intervention costing, housing-gap estimates, funding roles, and annual recalibration
Bakersfield and Kern County	Strategic Plan to Address Homelessness, BKRHC	Monthly inflow, outflow, backlog, time-to-housing, and intervention-gap logic
Dallas and Collin area	D-ONE Plan, Metro Dallas Homeless Alliance	Landlord engagement, common system standards, navigation, and cross-system data
San Diego region	Regional Community Action Plan, Regional Task Force on Homelessness	Geographic and population-specific gap reporting using shared definitions
Portland and Multnomah County	OR-501 Action Plan, Joint Office of Homeless Services	Governance boundaries, equity, funding fragmentation, and accountability cautions

Selection basis: public plan availability, outcome orientation, strategic completeness, housing realism, operating discipline, governance value, and relevance to Nashville. This appendix documents the comparison set; it does not endorse every policy or claim in a peer plan.

A closing compact

The goal is demanding, but Nashville has many of the assets needed to reach it. The community has technical knowledge, strong service organizations, public and private partners, people ready to volunteer and give, local housing tools, and residents with lived experience who understand where the system works and where it fails. The next step is to align those assets around one direction and sustain the work long enough for the housing pipeline to mature.

This plan asks the community to prevent the homelessness it can prevent, respond quickly when prevention fails, build and preserve enough housing to reduce the backlog, support people after move-in, and learn openly when results fall short. It also asks every institution to accept a clear part of the responsibility. No neighbor should disappear between systems because ownership was unclear or a decision was delayed.

The compact

Government will align its tools and make timely decisions. Providers will strengthen capacity and improve housing outcomes. Funders will support the full cost of housing, services, prevention, and implementation. Developers and landlords will create and open doors. Hospitals, corrections, schools, foster care, and other public systems will prevent unsafe discharge. Residents, businesses, faith communities, and civic groups will contribute time, trust, advocacy, land, money, and welcome. People with lived experience will share decision-making power. The HPC will name owners, make decisions, publish progress, and correct course. Everyone contributes to housing. By 2036, the aim is that no names remain to be read in monthly remembrance. The work begins now.