



Help & Hope

Tracking the \$50M
Investment in
Addressing Nashville
Homelessness



OFFICE OF
HOMELESS SERVICES

Overview

Total Investment : \$50 million in Homelessness



Temporary Interim Housing-RS 2022-1698-\$9M to Homeless Impact Division, temporary interim gap housing



Gap Financing for Permanent Supportive Housing-RS 2022-1696-\$25M to Metro Development and Housing Agency for low-cost loans for affordable housing units



Housing First Supportive Services-RS 2022-1697-\$9M to Metro Homeless Impact Division for Housing First Supportive Services



Low Barrier Housing Collective and Competitive Grants-RS 2022-1699-\$7M to Homeless Impact Division for Low Barrier Housing Collective & Competitive Grants



Tracking the \$50 Million Investment in Homelessness

<https://www.nashville.gov/departments/office-homeless-services/data>

February Report Highlights

Highlights:

- Colby's Army increasing services with 10 Peer Support referrals made the first week of February.
- March 7 th Housing First Event

Monitoring of the funded agencies has begun with virtual pre-meetings and in-person visits.

Over the next couple of months, each funded service provider will be monitored. The intent is to evaluate processes and procedures in order to provide guidance and assistance as we all strive to take our performance to the highest level in our fight to end homelessness.

186 of the community's most vulnerable individuals assisted through the Encampment Surge.

Of the 186 only a 10% recidivism rate.

Challenge: Seeking opportunities for MHNC to decrease barriers to assist with housing the most vulnerable and connecting them to services and permanent housing swiftly.

\$9M Interim Gap Housing RS 2022-1698

UPDATE: February 2024

	Community Care Fellowship	The Salvation Army
Number of Sites	5	1
Total Number Served	219	140
Total Number Exited	155	44
Average Length of Stay	85 Days	205 Days
Chronically Homeless	62.6%	85.0%
Veteran Status	3.7%	3.6%
At Least 1 Disabling Condition	78.5%	95.0%
2 or More Disabling Conditions	53.0%	69.3%
Has Income at Exit	43.9%	13.6%
Has Non-Cash Benefits at Exit	36.1%	50.0%
Has Health Insurance At Exit	51.6%	54.5%
Entries from Encampment Closures	21.1%	100.0%
Entries from Brookmeade Camp	9	56
Entries from Wentworth Caldwell Camp	10	25
Entries from TA Truckstop Camp	17	20
Entries from Hermitage Camp	0	39
Exits to Permanent Housing	41.9%	75.0%

	Community Care Fellowship	The Salvation Army
Gender		
Man	56.6%	59.3%
Woman	42.9%	40.0%
Transgender	0.0%	0.7%
Identity other than Man, Woman, or Transgender	0.5%	0.0%
Race and Ethnicity		
Black	31.1%	11.4%
White	59.8%	84.3%
American Indian/Native Alaskan/Indigenous	0.9%	0.7%
Hispanic/Latinx	0.5%	0.0%
Multi Racial/Ethnic	7.8%	3.6%
Client Declined to Answer	0.0%	0.0%
Age		
0-17	11.0%	0.0%
18-24	4.1%	1.4%
25-34	11.0%	27.1%
35-44	23.7%	37.1%
45-54	26.0%	27.9%
55-64	20.5%	5.7%
65+	3.7%	0.7%

*All data as of 1/31/24



Spending Update:

	Total Funds	Spending as of 1/31/24	Remaining Funds	Funding End Date
Community Care Fellowship ARP 2	\$4,542,355.00	\$2,422,203.37	\$2,120,151.63	10/4/2024
The Salvation Army	\$4,457,645.00	\$2,658,528.72	\$1,799,116.28	10/31/2024
Total Funding	\$9,000,000.00	\$5,080,732.09	\$3,919,267.91	

*Totals based on all invoices received for expenses occurring through 1/31/24



MDHA Request for Applications (RFA) Status

- The review committee approved 2 applications for the final round of AHGF funding.
- MDHA will seek approval for an amendment to the Council Resolution to extend the obligation date of AHGF funds to March 31, 2024, at the February 20th Metro Council meeting.
- MDHA's Board will approve the final applications at their March board meeting.
- The 2 projects will produce an additional 29 AHGF units and 131 total affordable units.
- Unobligated funds will be remitted to the Barnes Housing Trust Fund for affordable housing projects.

DEVELOPER	UNITS FUNDED WITH AMERICAN RESCUE PLAN FUNDS	TOTAL AFFORDABLE HOUSING UNITS	UNITS COME ONLINE	AWARD AMOUNT	FUNDING ROUND
Urban Housing Solutions	17	165	Aug 2024	\$3 Million (repay)	First
The Clear Blue Company	10	238	Aug 24-May 25	\$2.58 Million (repay)	First
Shelby House	10	195	Jan-Apr 24	\$2.1 Million (repay)	First
Woodbine Community Organization	24	36	Aug 24	\$2 Million (forgivable)	First
Be A Helping Hand	2	4	May 23	\$464,701.63 (forgivable)	First
Woodbine Community Organization	8	39	Feb 24	\$1,506,000 (forgivable)	Second
Be A Helping Hand	2	4	Feb 24	\$191,208.04 (forgivable)	Second
TOTAL	73 34 units: 0-30% of AMI 39 units: Permanent Supportive Housing	681	May 23 – May 25	\$11,841,909.67	

*Units in blue are currently open and online.



- Metro Council approved all agreements for the Housing First Supportive Services
 - **Colby's Army** \$143,629
 - Peer Support Services
 - **Mending Hearts** \$3,000,000
 - Collaborating with Elam Mental Health Center
 - Housing Support Coordination
 - Vital Document Collection
 - Resource Referrals and Connections
 - Physical and Mental Health
 - Substance Use Recovery
 - Benefits and Assistance Programs
 - Employment Resources
 - Essential Items (food, clothing, household items, etc.)
 - **Park Center** \$900,000
 - SOAR Services
 - **Room In The Inn** \$275,000
 - Provide Nutritious Meals to those residing in Interim Housing Programs
 - **Step Up on Second** \$2,499,950
 - Housing Support
 - Vital Document Collection
 - Resource Referrals and Connections
 - Physical and Mental Health
 - Substance Use Recovery
 - Benefits and Assistance Programs
 - Essential Items (food, clothing, household items, etc.)
 - **United Neighborhood Health Services** \$1,961,514.92
 - Street Medicine
 - Medical Clinic Services on site at Interim Housing Program locations
 - Pharmacy Services

\$9M Housing First Supportive Services RS 2022-1697

UPDATE: February 2024

	Mending Hearts	Step Up on Second
Total Number of Individuals Served	62	97
Total Number of Households Served	53	60
Chronically Homeless	79.0%	68.0%
Veteran Status	1.6%	2.1%
At Least 1 Disabling Condition	93.5%	60.8%
2 or More Disabling Conditions	75.8%	29.9%
Services Provided		
Total Number of Services Provided	746	635
Total Clients Received Any Service	61	48
Case Management Services Provided	550	635
Local Bus Fare Services Provided	178	-
Basic Needs	13	-
Mental Health Support	4	-
Substance Use Education/Prevention	1	-

	Mending Hearts	Step Up on Second
Gender		
Man	54.8%	47.4%
Woman	45.2%	48.5%
Nonbinary	0.0%	1.0%
Transgender	0.0%	2.1%
Identity other than Man, Woman, Transgender, or Non-Binary	0.0%	1.0%
Race and Ethnicity		
Black	22.6%	53.6%
White	74.2%	42.3%
American Indian/Native Alaskan/Indigenous	0.0%	1.0%
Multi Racial/Ethnic	3.2%	3.1%
Age		
0-17	1.6%	25.1%
18-24	0.0%	10.3%
25-34	19.4%	13.4%
35-44	21.0%	16.5%
45-54	37.1%	9.3%
55-64	14.5%	19.6%
65+	6.5%	6.2%

*All data as of 1/31/24



\$9M Housing First Supportive Services RS 2022-1697

UPDATE: February 2024

	Colby's Army	Park Center	Room In The Inn
Total Number of Individuals Served	2	122	140
Total Number of Households Served	2	103	118
Chronically Homeless	50.0%	33.6%	85.0%
Veteran Status	0.0%	8.2%	3.6%
At Least 1 Disabling Condition	100.0%	78.7%	95.0%
2 or More Disabling Conditions	50.0%	69.7%	69.3%
Services Provided			
SOAR Engagement and Preparation	-	122	-
SOAR Application	-	0	-
Meals	-	-	16,605

	Colby's Army	Park Center	Room In The Inn
Gender			
Man	50.0%	62.3%	59.3%
Woman	0.0%	34.4%	40.0%
Nonbinary	0.0%	1.6%	0.0%
Transgender	50.0%	1.6%	0.7%
Race and Ethnicity			
Black	50.0%	37.7%	11.4%
White	0.0%	48.4%	84.3%
American Indian/Native Alaskan/Indigenous	0.0%	1.6%	0.7%
Asian	0.0%	0.8%	0.0%
Hispanic/Latinx	0.0%	4.9%	0.0%
Multi Racial/Ethnic	50.0%	1.6%	3.6%
Client Declined to Answer	0.0%	4.9%	0.0%
Age			
0-17	0.0%	0.0%	0.0%
18-24	0.0%	13.9%	1.4%
25-34	50.0%	9.8%	27.1%
35-44	0.0%	27.0%	37.1%
45-54	0.0%	27.9%	27.9%
55-64	0.0%	21.3%	5.7%
65+	50.0%	0.0%	0.7%

*All data as of 1/31/24



\$9M Housing First Supportive Services RS 2022-1697

UPDATE: February 2024

Spending Update:

	Total Funds	Spending as of 1/31/24	Remaining Funds	Funding End Date
Colby's Army	\$143,629.00	\$13,463.84	\$130,165.16	5/31/2026
Mending Hearts	\$3,000,000.00	\$79,516.52	\$2,920,483.48	5/31/2026
Park Center ARP 2	\$900,000.00	\$125,770.93	\$774,229.07	5/31/2026
Park Center ARP 1	\$300,000.00	\$300,000.00	\$0	6/30/2023
Room In The Inn	\$275,000.00	\$154,094.29	\$120,905.71	5/31/2026
Step Up on Second	\$2,499,050.00	\$143,875.33	\$2,355,174.47	5/31/2026
United Neighborhood Health Services	\$1,961,514.92	\$322,204.38	\$1,639,310.54	4/30/2026
Total Funding	\$8,779,193.92	\$838,925.49	\$7,940,268.43	

- Supportive Service Referrals are being processed
- Hosting Bi-Monthly meetings to maximize the collective impact
- Case conferencing referral process
- Sam Tsemberis and other national leaders will train the community

**Totals based on all invoices received for expenses occurring through 1/31/24*



\$7 M Low Barrier Housing Collective and Competitive Grants

UPDATE: February 2024

RS 2022-1699

In addition to the Housing Incentives:

- 204 Sign on Bonuses have been awarded
- 302 Households have been assisted with Furniture Funds
- 51 Households have been assisted with Security Deposits
- 24 Units have been allocated Minor Repair Funds
- 175 properties are participating in the collective.

Low Barrier Housing Collective Housing Incentives	
Chronically Homeless	40.1%
Veteran Status	4.4%
Gender	
Man	47.7%
Woman	51.4%
Transgender	0.3%
Non-Binary	0.1%
Client Declined to Answer	0.5%
Race and Ethnicity	
Black	62.7%
White	23.9%
Asian/Asian American	0.1%
American Indian/Native Alaskan/Indigenous	0.2%
Hispanic/Latinx	3.4%
Native Hawaiian/Pacific Islander	0.1%
Multi Racial/Ethnic	9.4%
Client Declined to Answer	1.3%
Age	
0-17	40.4%
18-24	10.1%
25-34	12.8%
35-44	13.9%
45-54	11.0%
55-64	8.5%
65+	3.1%
Client Declined to Answer	0.2%

*All data as of 1/31/24



UPDATE: February 2024

Spending Update:

Low Barrier Housing Collective (ARP 1 and 2 Funds Combined)*	Total Funds	Spending as of 1/31/24	Remaining Funds	Funding Expensed By Date
Landlord Incentives/Security Deposits	\$950,000.00	\$204,546.82	\$745,453.18	June 2026
Minor Repair Funding	\$700,000.00	\$41,804.33	\$658,195.67	June 2026
Furniture Assistance	\$1,350,000.00	\$276,741.16	\$1,073,258.84	June 2026
Program Operating Costs	\$500,000.00	\$166,260.10	\$333,739.00	June 2026
Total Funding	\$3,500,000.00	\$689,352.41	\$2,810,647.59	

	Total Funds	Spending as of 1/31/24	Remaining Funds	Funding Obligation Date
Competitive Grants	\$4,020,000.00	\$0	\$4,020,000.00	12/31/2024

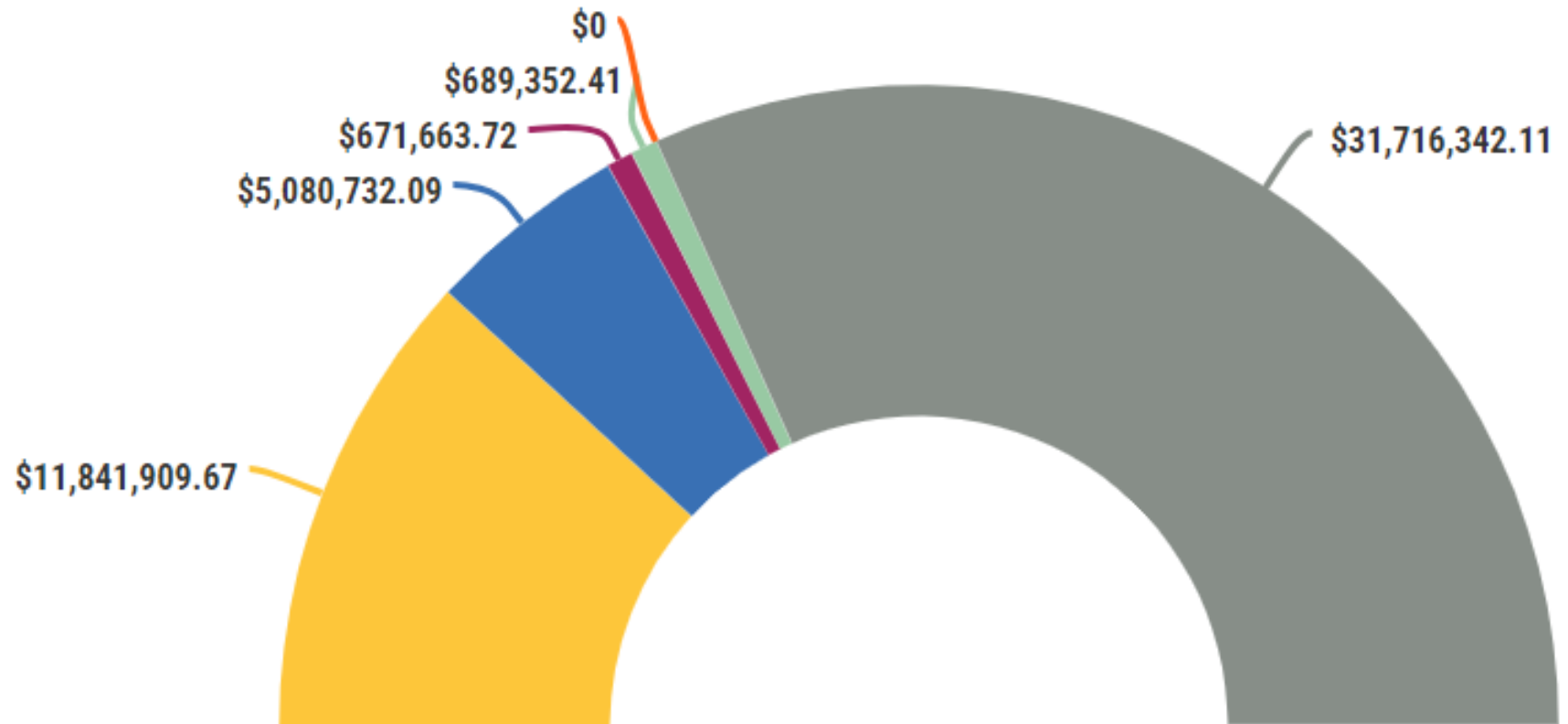
* ARP 1 fund totals are still being tallied and finalized.

Totals based on all invoices received for expenses occurring through 1/31/24



Total Spending Breakdown

UPDATE: February 2024



- Gap Financing for Permanent Supportive Housing
- Temporary Interim Gap Housing
- Low Barrier Housing Collective
- Housing First Supportive Services
- Competitive Grants
- Remaining Funds



Other Homelessness News
UPDATE: February 2024
 Housing Surge
 Updates

1. Raw numbers for camp closures:

Overall (4 camps) 186 people

- 103 are in interim housing (55%)
- 50 have moved into permanent housing (27%)
- 18 have returned to homelessness (10%)
- 6 have been incarcerated (3%)
- 5 people are deceased (3%)
- 2 have gone to some kind of treatment facility (1%)
- 2 have moved into a hotel/other (1%)

2. The next encampment has not been identified by the prioritization team.

- 12/22 Brookmeade Camp: 69 individuals
- 4/23 Caldwell Park: 38 individuals
- 10/23 TA Camp: 40 individuals
- 1/24 Hermitage Camp: 39 individuals

3. Permanent Housing and Housing Navigation Services (Need a community plan for PSH- 0-30% AMI)

- PHS, Voucher Subsidies, MDHA Properties, Private Owners
- Increase Community Capacity with centralized housing navigation
- Effective voucher utilization (EHV, FUP, S+C)
- RFP closed for Metro PSH: Strobel Center, now seeking a singular entity to partner with for management and services

4. Community Partnerships and Priorities

- Family 100 Day Housing Challenge (Total of 121 families housed)
- Chronic Housing Community Priority
- Shelter Support (Family, Covid, Severe Weather Demands)





SAVE THE DATE

Housing First COMMUNITY CONFERENCE

Featuring Special Guest Speakers

March 7th, 2024 • 8:00AM - 1:30PM

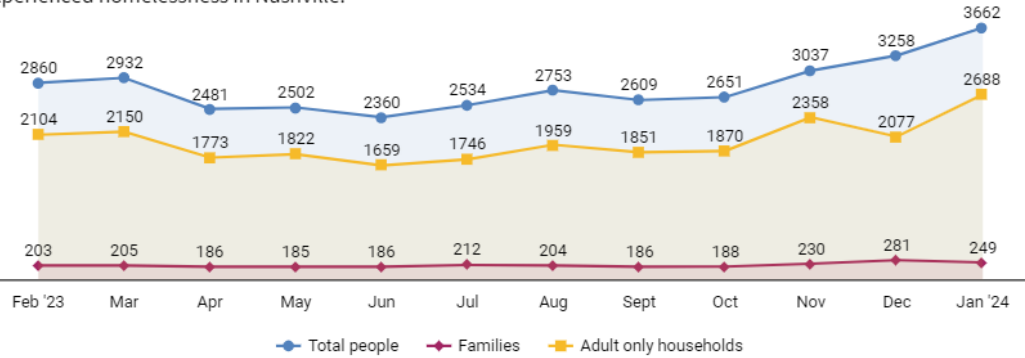


Davidson County Sheriff's Office
1 Jerry Newson Way, Nashville, TN 37201



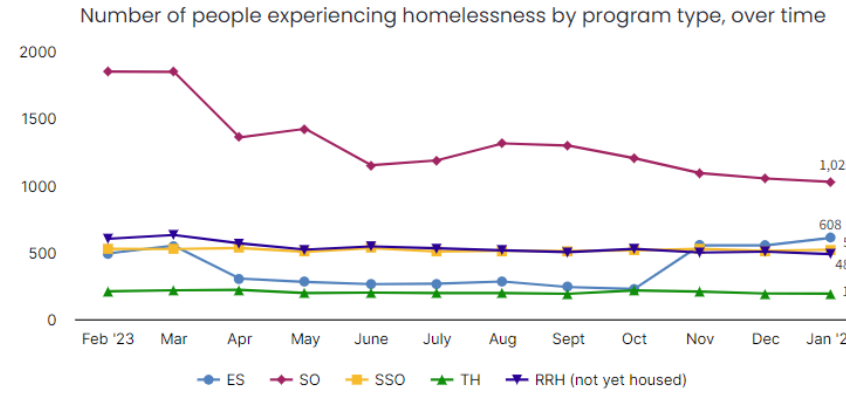
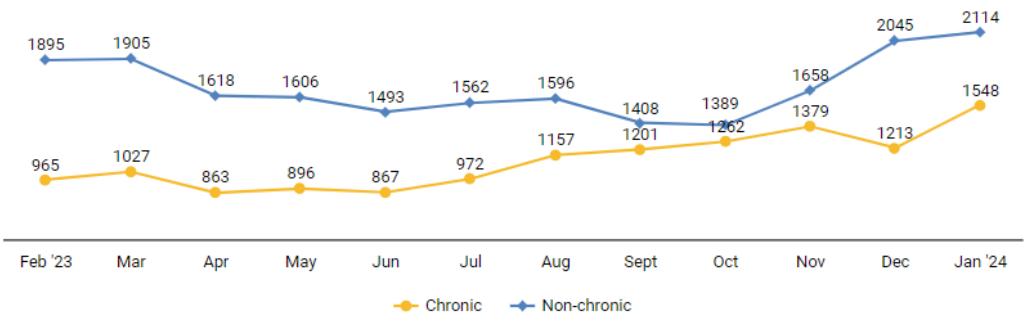
Nashville Homelessness Data

3,662 people experienced homelessness in Nashville in **January 2024**. These 3,662 people were in **2,937 households**; **249 families** and **2,688 adult only households**. Over the past 12 months, **8,411 unique people** have experienced homelessness in Nashville.

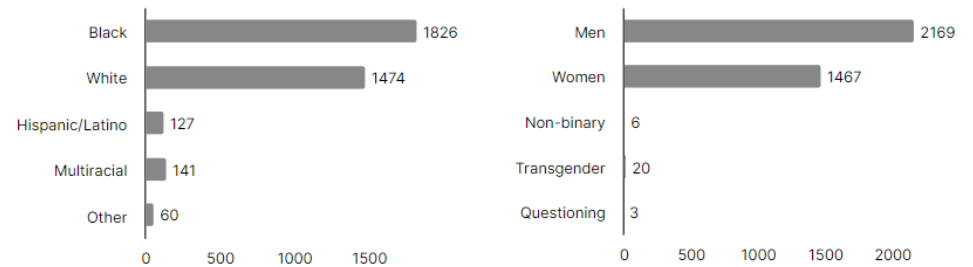


- ↑ **294 (8%)** are veterans
- ↑ **1,548 (42%)** are experiencing chronic homelessness
- ↑ People who live outdoors have been experiencing homelessness for an average of **4 years and 2 months**
- ↑ **271 (7%)** are youth aged 18-24
- ↑ **588 (16%)** were entered into HMIS this month (242 new, 346 returning)
- ↓ People who live in shelter have been experiencing homelessness for an average of **3 years and 8 months**

Number of people experiencing chronic homelessness over time

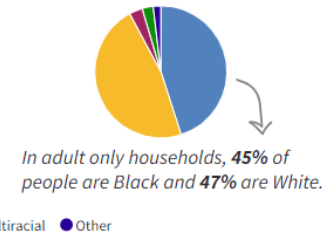
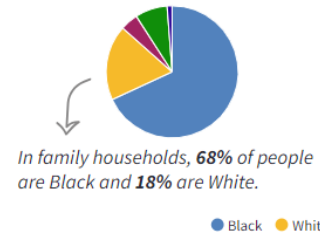


In January, **608** people experiencing homelessness were served in Emergency Shelters, **1,025** in Street Outreach, **191** in Transitional Housing, **520** in Supportive Services only, and **486** in Rapid Re-Housing who had not yet been housed.



In January, **50%** of people experiencing homelessness were Black, **40%** were White, **3%** were Hispanic/Latino, **4%** were Multiracial, and **2%** were other.

In January, **59%** of people experiencing homelessness were men, **40%** were women, **<1%** were non-binary, **1%** were transgender, and **<1%** were other.



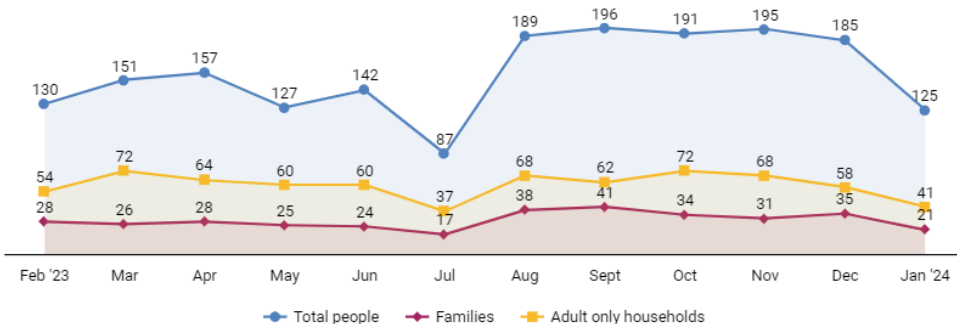
Source: De-duplicated Nashville-Davidson County HMIS data including permanent housing exits and move-in dates from Emergency Shelters, Transitional Housing, Street Outreach, Rapid Rehousing, and Permanent Housing from 2/1/2023 through 1/31/2024. *

*This data does not include information from the Nashville Rescue Mission or the Domestic Violence Coordinated Entry process.



Nashville Homelessness Data

125 people experiencing homelessness were housed in Nashville in **January 2024**. These 125 people were in **62 households**; **21 families** and **41 adult only households**. *Over the past 12 months, 1,875 people have been housed in Nashville.*



Nashville housed 3% of the total people experiencing homelessness in January; 8% of the families and 2% of the adult only households.

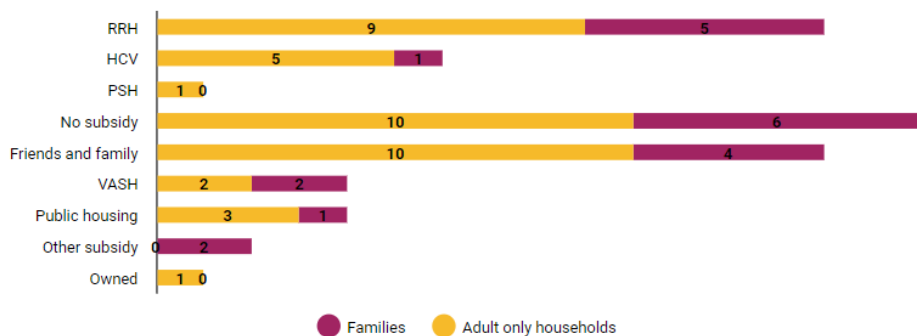
18 (14%) are veterans

28 (22%) were experiencing chronic homelessness

11 (9%) are youth aged 18-24

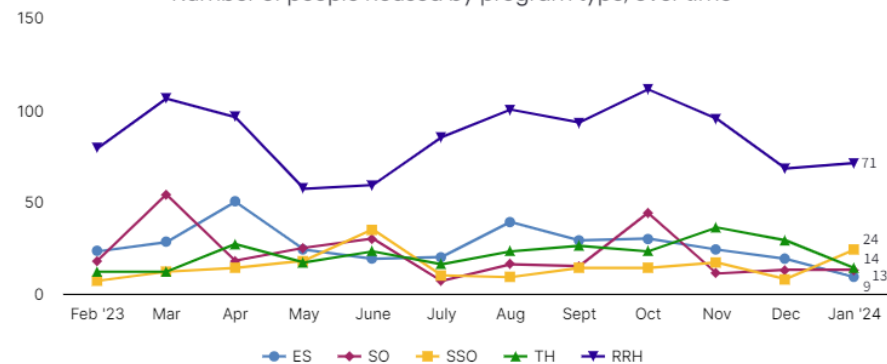
The average length of time from HMIS entry to permanent housing was **203 days**

Number of housing exits by destination (households)

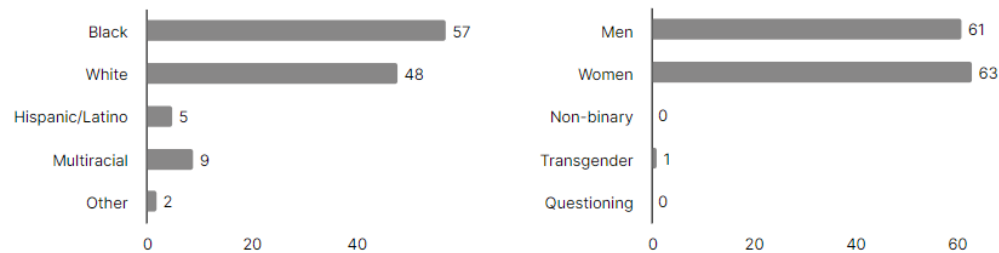


16 households were housed with no subsidy in **January**, followed by **14 households** who were housed with rapid re-housing subsidies, and **14 households** who were housed with family and friends.

Number of people housed by program type, over time

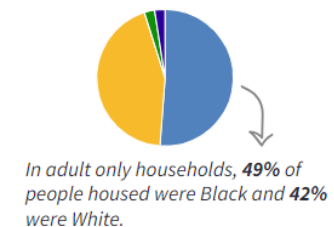
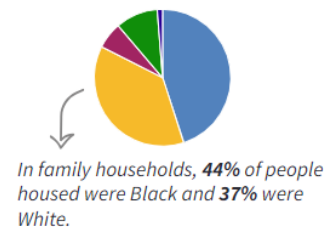


In **January**, **9** people experiencing homelessness were housed from Emergency Shelters, **13** from Street Outreach, **14** from Transitional Housing, **24** from Supportive Services Only, and **71** from Rapid Re-Housing.



In **January**, **46%** of people housed were Black, **38%** were White, **4%** were Hispanic/Latino, **7%** were Multiracial, and **2%** were other.

In **January**, **49%** of people housed were men, **50%** were women, **0%** were non-binary, **1%** were transgender, and **0%** were other.



The top agencies who housed the most households in January were: **The Salvation Army (16)**, **Operation Stand Down (10)**, and **Oasis Center (8)**.

Source: De-duplicated Nashville-Davidson County HMIS data including permanent housing exits and move-in dates from Emergency Shelters, Transitional Housing, Street Outreach, Rapid Rehousing, and Permanent Housing from 2/1/2023 through 1/31/2024. *

*This data does not include information from the Nashville Rescue Mission or the Domestic Violence Coordinated Entry process.

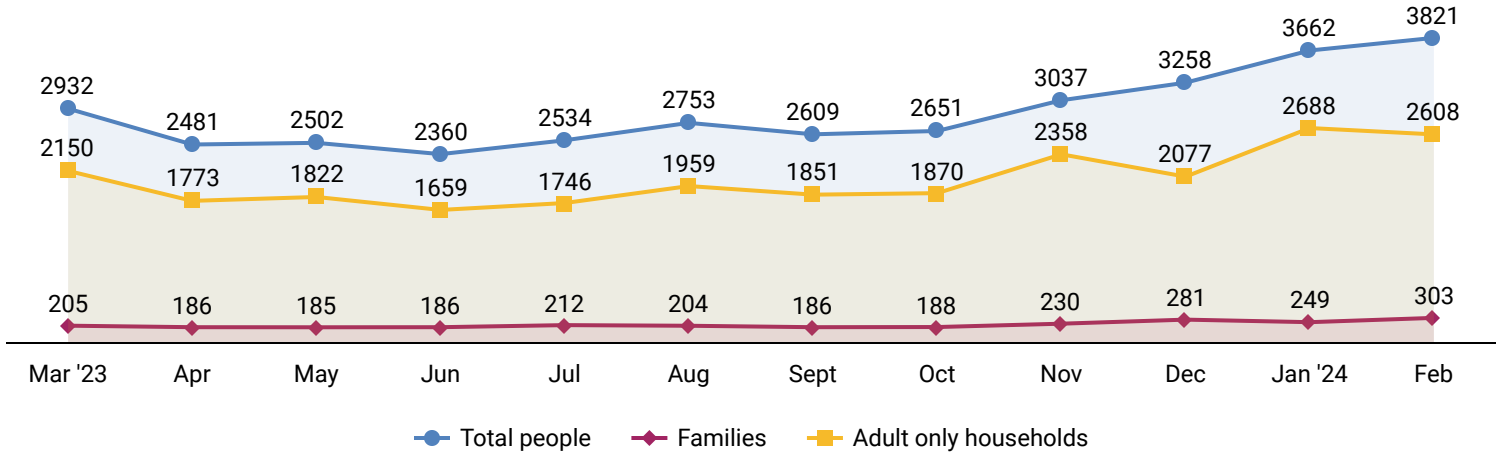
Nashville Homelessness Data, February 2024

Source: De-duplicated Nashville-Davidson County HMIS data including permanent housing exits and move-in dates from Emergency Shelters, Transitional Housing, Street Outreach, Rapid Rehousing, and Permanent Housing.*



*This data does not include information from the Nashville Rescue Mission or the Domestic Violence Coordinated Entry process.

3,821 people experienced homelessness in Nashville in **February 2024**. These 3,821 people were in **2,911 households; 303 families** and **2,608 adult only households**. Over the past 12 months, **7,901 unique people** have experienced homelessness in Nashville.



↓ **267 (7%)** are veterans

↑ **278 (7%)** are youth aged 18-24

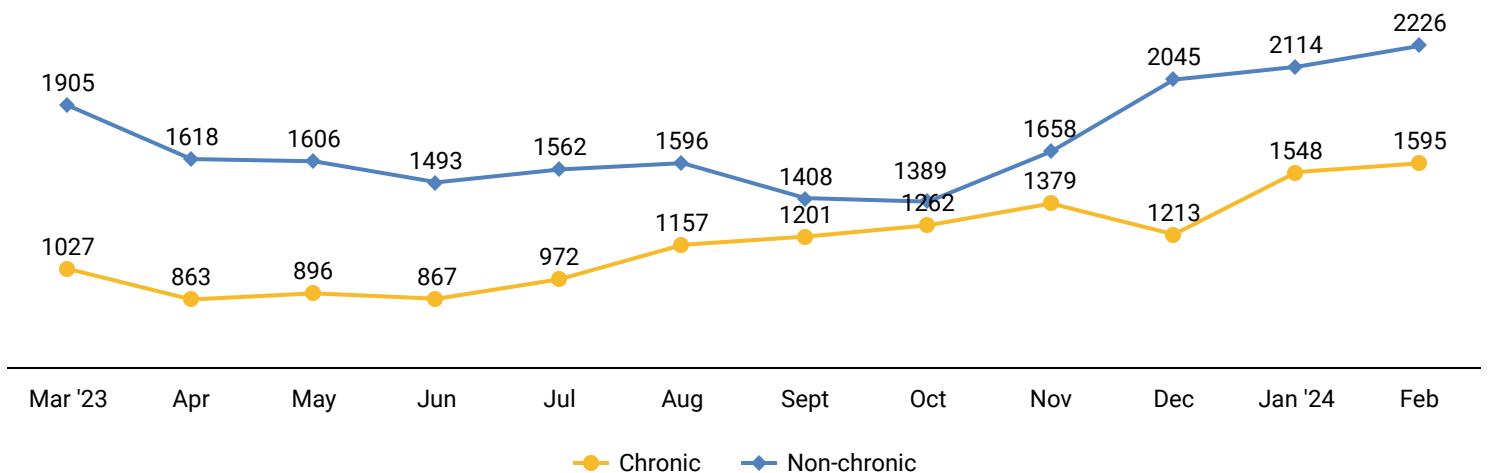
↑ **1,595 (42%)** are experiencing chronic homelessness

↑ **671 (18%)** were entered into HMIS this month (239 new, 432 returning)

↓ People who live outdoors have been experiencing homelessness for an average of **3 years and 7 months**

↓ People who live in shelter have been experiencing homelessness for an average of **2 years and 10 months**

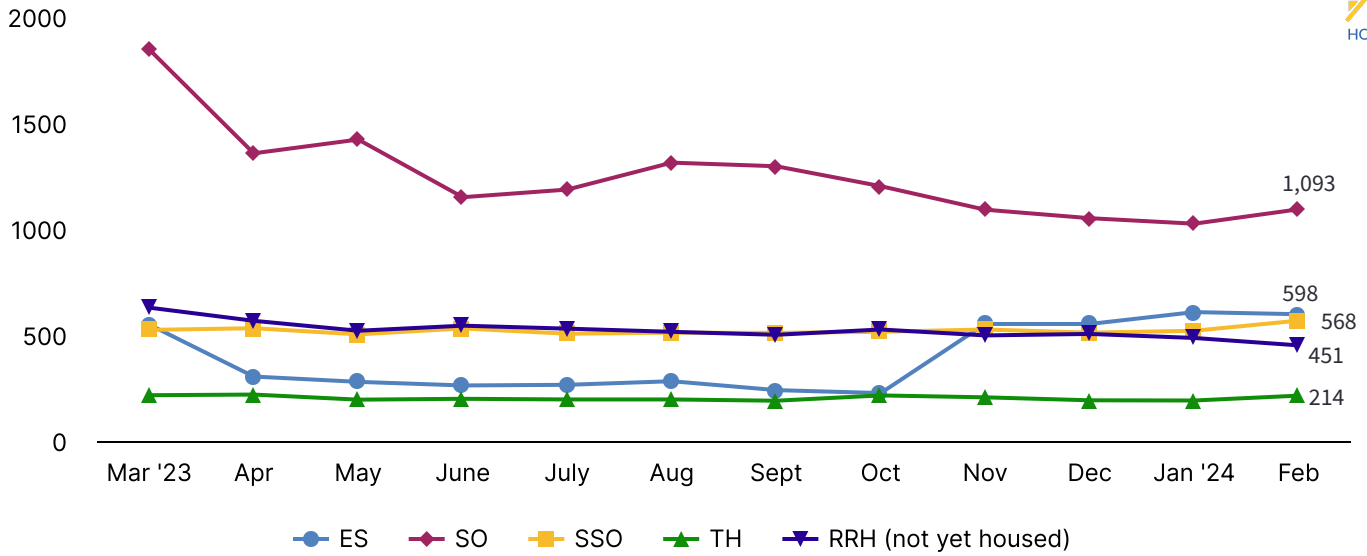
Number of people experiencing chronic homelessness over time



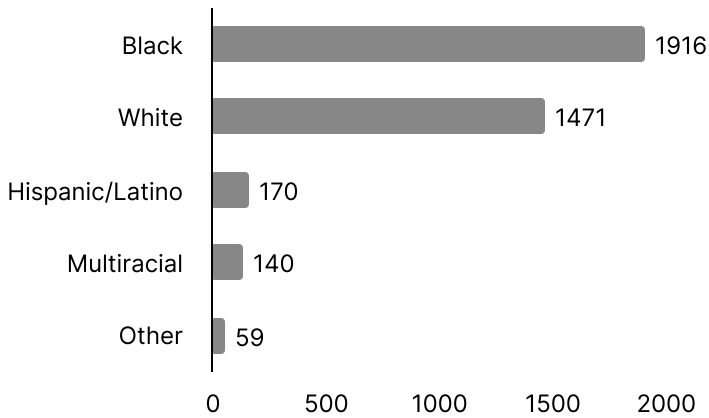
Nashville Homelessness Data, February 2024



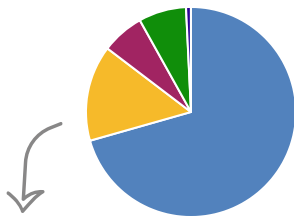
Number of people experiencing homelessness by program type, over time



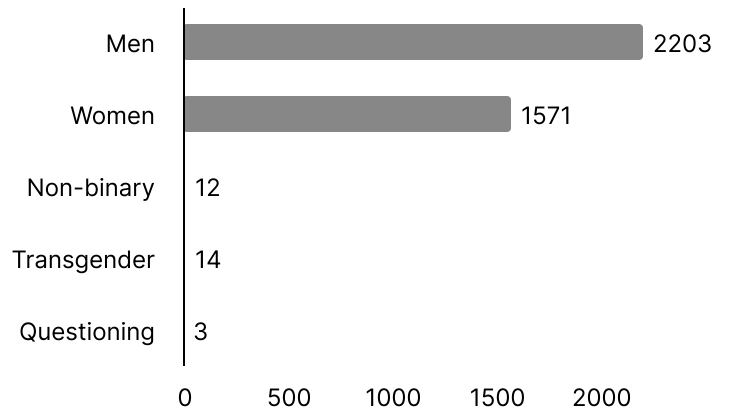
In February, **598** people experiencing homelessness were served in Emergency Shelters, **1,093** in Street Outreach, **214** in Transitional Housing, **568** in Supportive Services only, and **451** in Rapid Re-Housing who had not yet been housed.



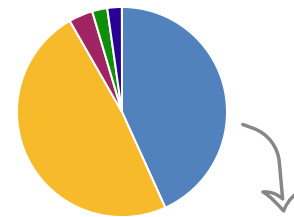
In **February**, **50%** of people experiencing homelessness were Black, **38%** were White, **4%** were Hispanic/Latino, **4%** were Multiracial, and **2%** were other.



In family households, **69%** of people are Black and **14%** are White.



In **February**, **58%** of people experiencing homelessness were men, **41%** were women, **<1%** were non-binary, **<1%** were transgender, and **<1%** were other.

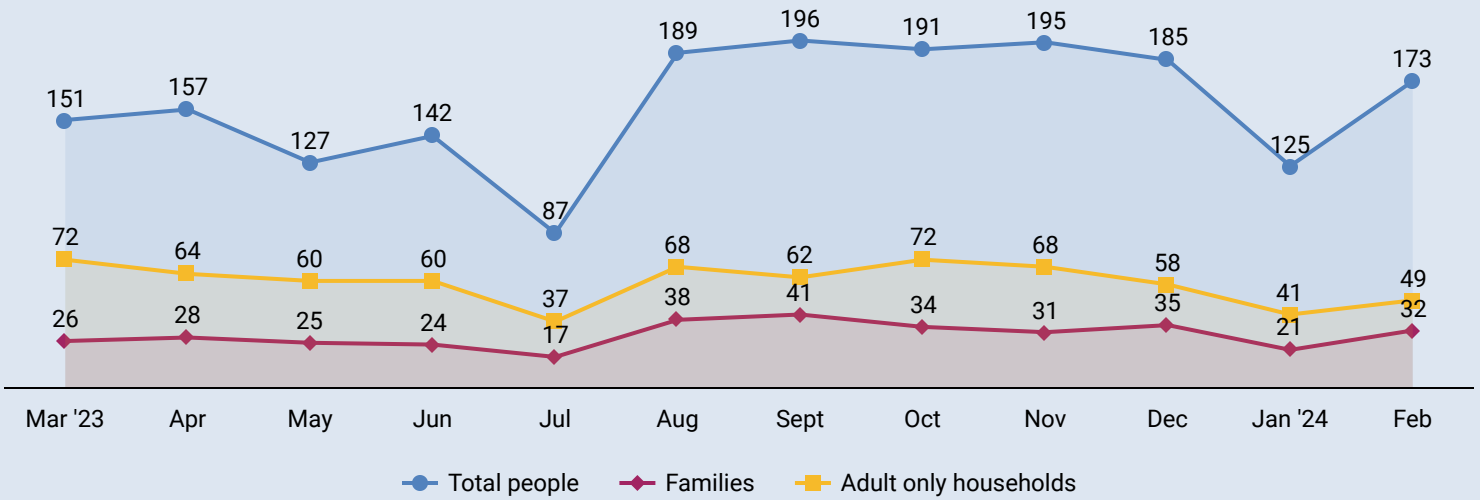


In adult only households, **43%** of people are Black and **48%** are White.

● Black ● White ● Hispanic/Latino ● Multiracial ● Other

Nashville Housing Data, February 2024

173 people experiencing homelessness were housed in Nashville in **February 2024**. These 173 people were in **81 households**; **32 families** and **49 adult only households**. Over the past 12 months, **1,919 people** have been housed in Nashville.



Nashville housed 5% of the total people experiencing homelessness in February; 11% of the families and 2% of the adult only households.

21 (12%) are veterans

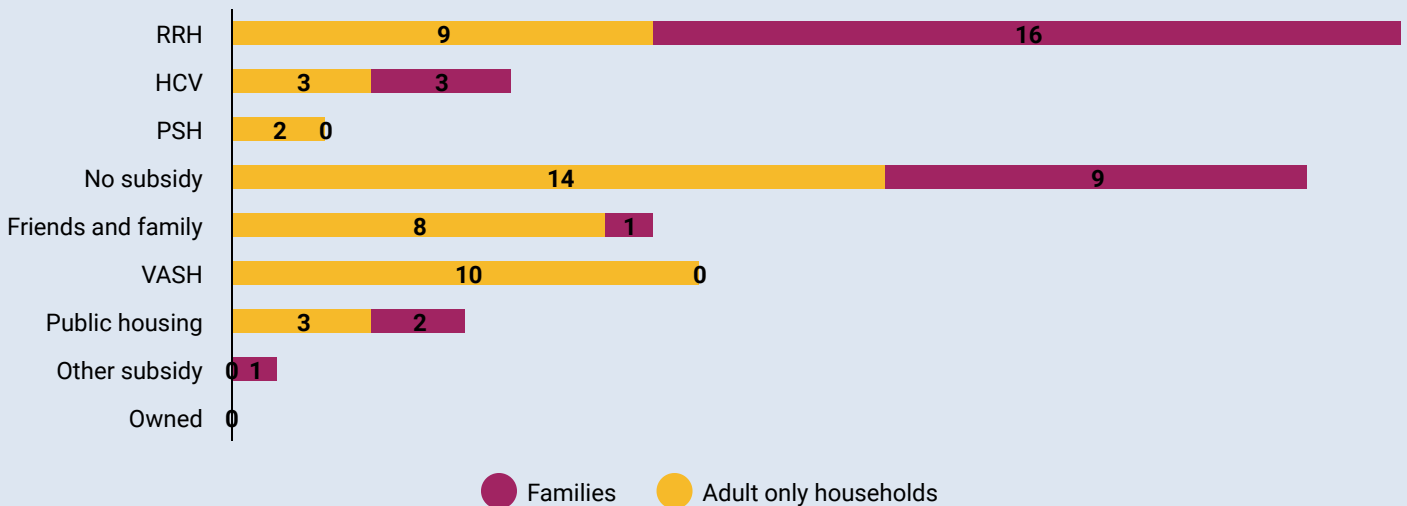
42 (24%) were experiencing chronic homelessness

19 (11%) are youth aged 18-24

The average length of time from HMIS entry to permanent housing was

168 days

Number of housing exits by destination (households)

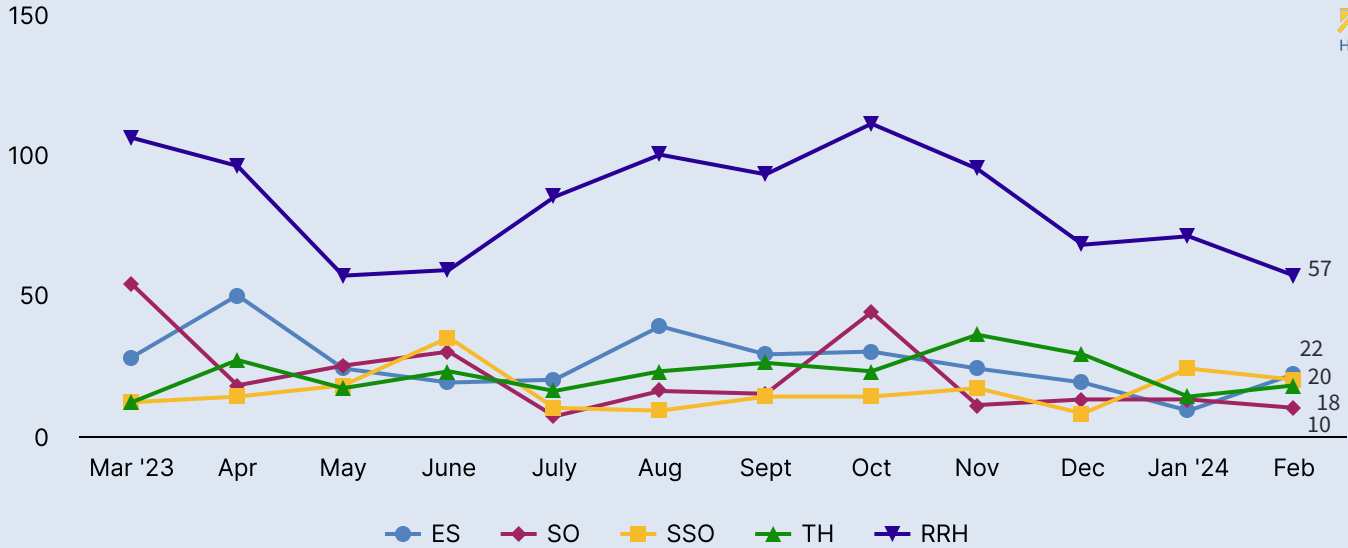


25 households were housed with rapid re-housing subsidies in **January**, followed by **23 households** who were housed with no subsidy, and **10 households** who were housed with VASH vouchers.

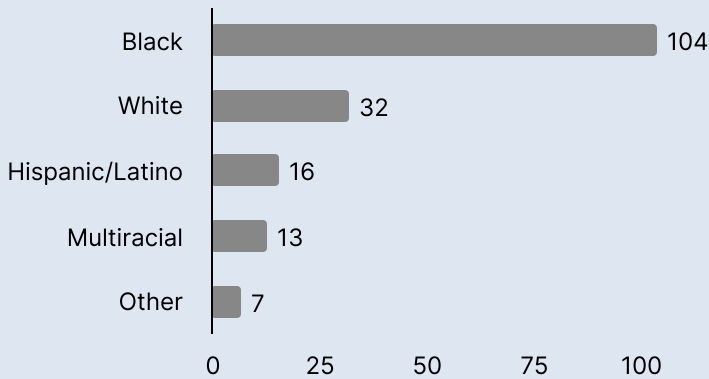
Nashville Housing Data, February 2024



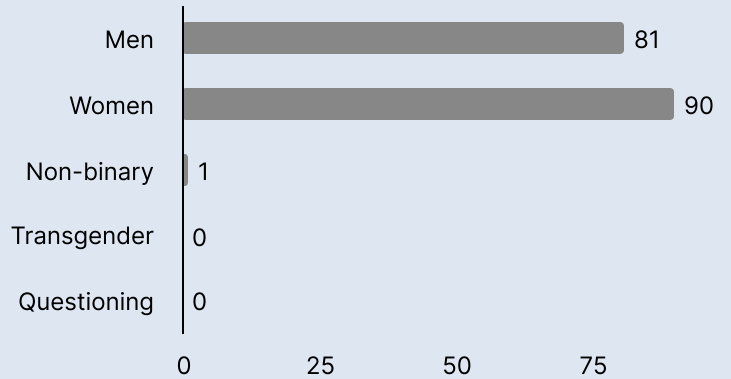
Number of people housed by program type, over time



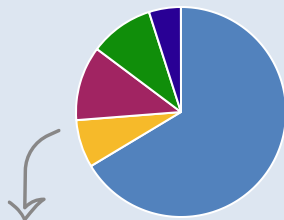
In **February**, **22** people experiencing homelessness were housed from Emergency Shelters, **10** from Street Outreach, **18** from Transitional Housing, **20** from Supportive Services Only, and **57** from Rapid Re-Housing.



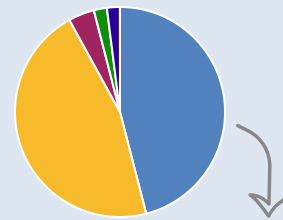
In **February**, **60%** of people housed were Black, **18%** were White, **9%** were Hispanic/Latino, **8%** were Multiracial, and **4%** were other.



In **February**, **47%** of people housed were men, **52%** were women, **1%** were non-binary, **0%** were transgender, and **0%** were other.



In family households, **66%** of people housed were Black and **7%** were White.



In adult only households, **46%** of people housed were Black and **46%** were White.

● Black ● White ● Hispanic/Latino ● Multiracial ● Other

The top agencies who housed the most households in February were: **The Salvation Army (20)**, **Operation Stand Down (17)**, **Safe Haven Family Shelter (13)**, and **Catholic Charities (11)**.

Low Barrier Housing Collective Incentives !!



Sign-On Bonuses

New Landlord members may receive the following sign-on bonus amounts...

Shared Living: \$1000 2 Bedroom: \$3000
Studio: \$1500 3 Bedroom: \$3500
1 Bedroom: \$2500 4 Bedroom: \$4000

New Member Sign-On Bonus amounts are limited to the first 5 units leased-up to a person or persons exiting homelessness.

Existing Member Sign-On Bonus amounts \$1000 per lease-up, ongoing.

Minor Repairs

Landlords may receive up to \$2500 per unit for minor repairs to make a unit move-in ready (maximum of 5 units).

Application fees & Security Deposits

Landlords may receive up to \$500 per household to cover application fees and security deposits.

Furniture Allowance

Clients may be eligible to receive a one-time furniture allowance of up to \$1500 via our local furniture vendor partnership.



1

AGENDA	
Welcome	8:00 am
Progress of Nashville	8:10 am
Dr. Sam Tsemberis	8:30 am
Breakout Session	9:00 am
Q & A	9:30 am
Break	10:00 am
Trudy Hernandez	10:15 am
Mayor Freddie O'Connell	11:00 pm
Housing Division Initiatives	11:20 pm
Goal Planning Warm-Up	11:30 pm
Working Lunch	12:00 pm
Next Steps for Nashville	12:15 pm
Closing	1:15 pm

OFFICE OF HOMELESS SERVICES

2



3

Office of Homeless Services

April Calvin, Director

Dr. Marvin Trotter Assistant Director of Programs	Allison Cantway Assistant Director of Planning & Research	Joseph Marsh Assistant Director of Administration
Hannah Cornejo Nell HMIS Manager	Bill ClenDening Grants Coordinator	Antonia Whitfield Admin Services Manager
Dr. Monte Talley Coordinated Entry Manager	Raquel de la Huerga Continuum of Care Manager	Allison Malone Admin Assistant
Charis Stegall Landlord Engagement Manager		
Joseph Parker Outreach Manager		
Tytiauna Ruffin Shelter Manager		

4

What is the Continuum of Care (CoC)

The Continuum of Care (CoC) Program is designed to:

- **promote communitywide commitment to the goal of ending homelessness;**
- **provide funding** for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness;
- **promote access to and effect utilization of mainstream programs** by individuals and families experiencing homelessness;
- and **optimize self-sufficiency** among individuals and families experiencing homelessness.

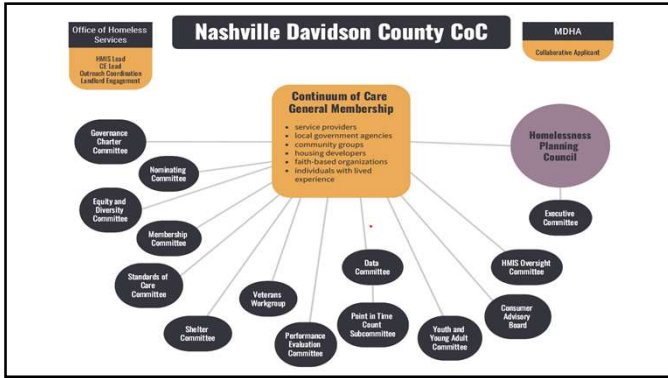
5

Voting CoC Member Organizations

- AGAPE – Morning Star Sanctuary
- Catholic Charities
- Colby's Army
- Community Care Fellowship (CCF)
- The Contributor
- Empower TN
- Mary Parrish Center
- Matthew 25
- Mending Hearts
- Metro Development & Housing Authority (MDHA)
- Mental Health Cooperative
- Metro Public Health Department (MPHD)
- Office of Homeless Services (OHS)
- Metro Social Services (MSS)
- Monroe Harding
- MNPS – HERO Program
- Nashville Cares
- Nashville Downtown Partnership
- Nashville Rescue Mission (NRM)
- Neighborhood Health
- Oasis Center
- Open Table Nashville (OTN)
- Operation Stand Down TN (OSDTN)
- Park Center
- People Loving Nashville (PLN)
- Room in the Inn (RITI)
- Safe Haven Family Shelter
- Step Up on Second
- United Way of Greater Nashville
- UpRise Nashville
- Urban Housing Solutions (UHS)
- Nashville VA Hospital
- Vanderbilt Street Medicine
- The Salvation Army (TSA)
- The Village at Glenclyff
- Welcome Home Ministries
- YWCA

+ 8 Individuals

6



7

Become a Member

Print copies of the Membership Form available upon request

8

Strategic Plan Overview

GOAL #1
URGENT AND RESPONSIVE: Recognizing the urgency, Nashville will employ evidence-based, data-driven decisions to serve and empower individuals experiencing homelessness.

GOAL #2
ALIGNED & ACCOUNTABLE: The Housing Crisis Resolution System (HCRS) will align resources that close the resource gap and have clear lines of accountability.

9

**2024 Nashville CoC
Technical Assistance**

Overall CoC Structure & Planning
Cloudburst

Family and Veterans Work
Built for Zero

Consumer Advisory Board
National Alliance to End Homelessness

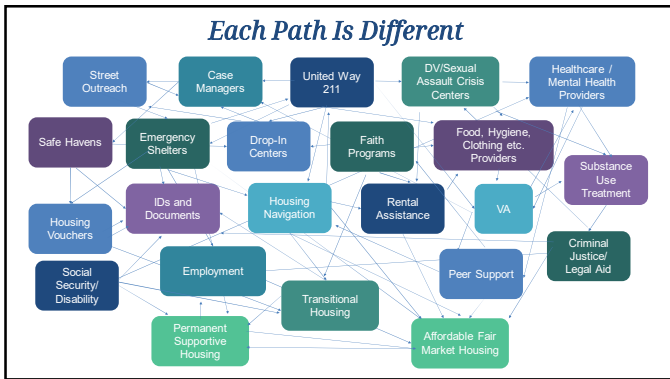
PSH Project Management
Corporation for Supportive Housing

10

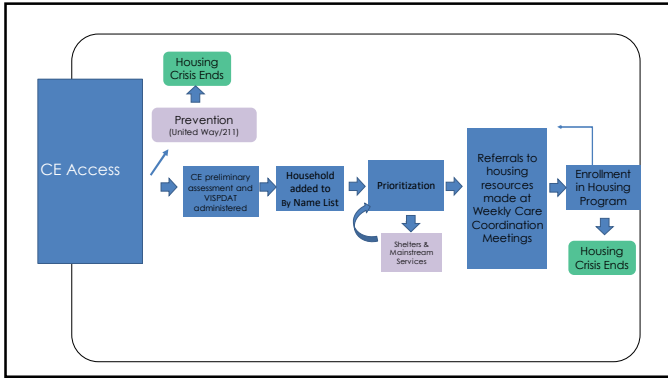
**What does it look
like to get someone
housed?**

April Calvin, OHS

11



12



13

\$50 Million American Rescue Plan Allocation

Bill ClenDening, OHS
April Calvin, OHS


14

\$9M Interim Gap Housing RS 2022-1698
UPDATE: January 2024

Spending Update:

	Total Funds	Spending as of 1/31/24	Remaining Funds	Funding Begin Date	Funding End Date
Community Care Fellowship ARP 2	\$4,542,355.00	\$2,422,203.37	\$2,120,151.63	10/5/2022	10/4/2024
The Salvation Army	\$4,457,645.00	\$2,658,528.72	\$1,799,116.28	11/1/2022	10/31/2024
Total	\$9,000,000	\$5,080,732.09	\$3,919,267.91		


*Totals based on all invoices received for expenses occurring through 12/31/23



15

\$9M Housing First Supportive Services RS 2022-1697
UPDATE: January 2024

- Metro Council approved all agreements for the Housing First Supportive Services
 - **Colby's Army** \$143,629
 - Peer Support Services
 - **Mending Hearts** \$3,000,000
 - Collaborating with Elam Mental Health Center
 - Housing Support Coordination
 - Vital Document Collection
 - Resource Referrals and Connections
 - Physical and Mental Health
 - Substance Use Recovery
 - Benefits and Assistance Programs
 - Employment Resources
 - Essential Items (food, clothing, household items, etc.)
 - **Park Center** \$900,000
 - SOAR Services
 - **Room In The Inn** \$275,000
 - Provide Nutritious Meals to those residing in Interim Housing Programs
 - **Step Up on Second** \$2,499,950
 - Housing Support
 - Vital Document Collection
 - Resource Referrals and Connections
 - Physical and Mental Health
 - Substance Use Recovery
 - Benefits and Assistance Programs
 - Essential Items (food, clothing, household items, etc.)
 - **United Neighborhood Health Services** \$1,961,514.92
 - Street Medicine
 - Medical Clinic Services on site at Interim Housing Program locations
 - Pharmacy Services



16

\$7 M Low Barrier Housing Collective and Competitive Grants RS 2022-1699 6
UPDATE: January 2024

\$3 Million Low Barrier Housing Collective (LBHC):

- 175 properties are participating in the collective.
- Landlords received incentives for housing 171 households experiencing homelessness.

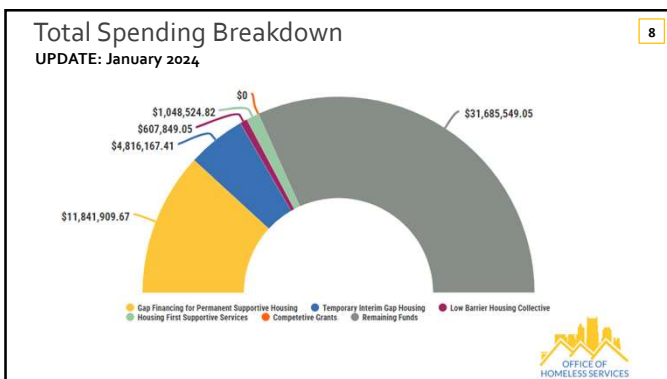
\$4 Million Competitive Grants:

- RFP has been released
- The Application period closed on Friday, October 13th.
- Applications have been reviewed and conditional award letters have been sent to funding applicants.
- Diversifying our funding portfolio with medical providers, re-entry, and community training.

*All data as of 12/31/23



17



18

9

Other Homelessness News

UPDATE: January 2024

Housing Surge Updates

1. Raw numbers for camp closures:
Overall (3 camps) 147 people

- 67 are in interim housing (46%)
- 46 have moved into permanent housing (32.5%)
- 17 have returned to homelessness (11.5%)
- 6 have been incarcerated (4%)
- 4 people are deceased (3%)
- 2 have gone to some kind of treatment facility (1%)
- 3 have moved into a hotel/other (2%)

2. The next encampment was identified by the prioritization team.

- 1/22 Brookside Camp: 59 individuals
- 4/23 Caldwell Park: 36 individuals
- 10/23 TA Camp: 40 individuals
- 1/24 Hermitage Camp: estimated 36 individuals

Permanent Housing and Housing Navigation Services (Need a community plan for PSH-0-30% AMI)

- PHS: Voucher Subsidies, MDHA Properties, Private Owners
- Increase Community Capacity with centralized housing navigation
- Eliminating loss of resources (EHV, FUP, S+C)
- RFP out for Metro PSH: Strobel Center
- Partnering with developers and property managers

4. Community Partnerships and Priorities

- Family 100 Day Housing Challenge (Currently 111)
- Chronic Housing Surge(2021: housing 10 per month, 2022: averaging 35 per month, Nov, 2023: 54 housed)
- Shelter Support (Family, Covid, Severe Weather Demands)
- Encampment Housing Surge: Moving Forward

19



Help & Hope

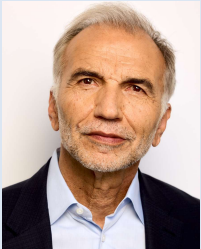
Tracking the \$50M Investment in Addressing Nashville Homelessness

OFFICE OF HOMELESS SERVICES

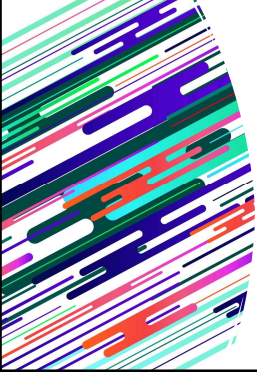
20

DR. SAM TSEMBERIS

Dr. Sam Tsemberis is a clinical-community psychologist who founded Pathways to Housing, Inc., a non-profit organization in New York that originated the Housing First program. Housing First is a highly effective housing and support services model that has been successfully implemented across 300 cities in the United States, as well internationally. Dr. Tsemberis is the Executive Director of the VA-UCLA Center of Excellence for Training and Research on Veterans Homelessness and Recovery, the CEO of Pathways Housing First Institute and a Clinical Associate Professor with the UCLA Department of Psychiatry and Biobehavioral Sciences. Dr. Tsemberis consults with programs addressing homelessness, mental illness, and addiction across the US, Canada, EU, Australia, New Zealand, and South America. He has published more than 100 articles and book chapters, and two books on these topics. He has given more than 500 talks and presentations, including a TEDx talk. He has received awards and recognition from SAMHSA, the National Alliance to End Homelessness, American Psychiatric Association, American Psychological Association, and the Lieutenant Governor of Canada, including an honorary doctorate from the University of Ottawa, Canada.



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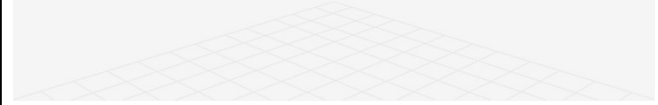
**Housing First:
Coordinating Systems
to End Homelessness**

Sam Tsemberis, PhD
Pathways Housing First Institute
March 7, 2024

22

Reimagining Homeless Services

**COORDINATION & COLLABORATION
TO REDUCE HOMELESSNESS**



23

Housing First Programs & Housing First Approach

- This presentation describes how to implement Housing First programs properly (with high fidelity to the model that guarantees 80% housing retention) and how to design a community's homeless services to adopt the principles and practices of Housing First to improve overall system outcomes.

24

OUTLINE

01	02	03	04	05
1. Myths and Realities About Homelessness?	2. Current Program and System Challenges	3. Housing First: Why We Need a Plan B	4. How Housing First Works ?	5. Housing First as a Community-Wide Approach

25

Reimagining Homeless Services

Who is affected by homelessness?



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WHO IS AFFECTED BY HOMELESSNESS?
A Sandwich Shop, a Tent City and an American Crisis
 by Eli Saslow and photos by Todd Hessler

As homelessness overwhelms downtown Phoenix, a small business wonders how long it can hang on.


- <https://www.nytimes.com/2023/03/19/us/phoenix-businesses-homelessness.html>



27


Sandwich Shop

As homelessness overwhelms downtown Phoenix, a small business wonders how long it can hang on.



28

Tent City:
Averaged 8
police calls a day
in 2022




29

Myth 1: Homelessness affects people experiencing homelessness

Fact: Homelessness affects everyone in the community.

Solution: Use a community-wide service approach.



30

Barriers to Ending Homelessness

INDIVIDUAL PROBLEM	INDIVIDUAL PROBLEM APPROACHES:
<ul style="list-style-type: none"> •Addiction •Mental illness •Lack of motivation •Poor life choices •Want to be homeless •Criminal History 	<ul style="list-style-type: none"> • HOUSING READINESS: Step-by-step programs, treat MI and SA • EMERGENCY CARE: Outreach, food, clothing, shelter programs • ENFORCEMENT POLICIES: summons, arrests, removals • HOSTILE URBAN DESIGN: architecture designed to discourage public use • INVOLUNTARY COMMITMENT: People Dx with MI or Addiction

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Problems with individual characteristics approach


- **SYSTEM PROBLEMS:** (Philosophy and Practice)
- DESIGN: Outreach > Shelter > Transitional > Permanent = too many handoffs, loses continuity of care
- SINGLE POINT OF RESPONSIBILITY: System lacks a single point of responsibility, confusion about roles and responsibilities
- ADMISSION CRITERIA: Multiple admission requirements including sobriety and mental health treatment requirements
- DISCHARGE IS FREQUENT PRACTICE: Relapse, Discharge, Return to homelessness and repeat (institutional circuit)
- LACK OF AFFORDABLE HOUSING
- LACK OF COMMUNITY BASED SUPPORT AND TREATMENT

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ROOT CAUSES: How do people become homeless?

SYSTEMIC FACTORS

- Stigma, prejudice, misunderstanding about homelessness, mental illness and addiction
- Racial bias in housing market
- Discontinuity between hospital discharge/jail release/foster care and community referrals
- Insufficient Affordable Housing



Minority groups are overrepresented in EVERY state

33

Systemic Factors Contributing to Homelessness

Homelessness is a Housing Problem (2022). Gregg Colburn and Clayton Page Aldren.

Analysis of National Data:
No Correlation with Mental illness, Substance Abuse, or Poverty

Significant predictors of homelessness are cost of rent and individual rent burden (% income going to rent), racial bias in housing acquisition/rental

Total People Experiencing Homelessness

Map Key

- Fewer than 1,400
- 2,801 - 6,200
- 6,201 - 10,000
- 10,001 - 13,200
- Over 13,200

34

Housing First: Paradigm Shift

- Designed as alternative for treatment as usual for people who:
 - Cannot stop drinking/using
 - Choose not to take medication
 - Repeatedly try and fail to engage with existing system
- Housing First is based on the belief that housing as a basic human right

35

Psychiatric Rehabilitation:
"Ensure the system is driven by the client's goals, not the systems goals." W. Anthony (2020)

RECOVERY FOCUSED MENTAL HEALTH SYSTEM

- 1) Opportunities for client self-determination (choice)
- 2) Equipping clients with skills
- 3) Modifying the environment*
- 4) Emphasis on client's strengths
- 5) Diagnosis is not the same as functional ability**

Approach Emphasizes:

- Control
- Choice
- Self-determination
- Recovery

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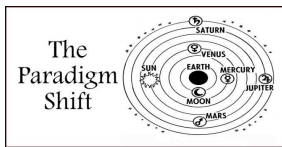
Housing First Begins with Relationship

- Invite input from person served
- Consumer choices and preferences lead the plan
- Type of service type, sequence, and intensity determined by the consumer
- In a Housing First systems approach, all programs in system are committed to supporting consumers using the same or similar practices

37

Shift in philosophy from changing the person to changing the program

- From people changing to comply with programs to programs changing to meet people's needs
- From prescription and compliance to choosing and self determination
- From deficit based to strengths based
- From abstinence based to harm reduction
- From one and done to multiple changes to succeed
- From crisis/relapse resulting in discharge to crisis bringing increased support



38

PROGRAM PRINCIPLES & VALUES
Housing is a basic human right

1. Consumer choice
2. Separation of housing and services
3. Services array must match needs
4. Recovery focused practice
5. Community Integration/Social Inclusion

39

TWO PROGRAM REQUIREMENTS

- 1) Meet terms and conditions of standard lease includes tenants' rights and obligations (e.g., pay 30% of income towards rent)
- 2) Mandatory home visits

Housing First approach

Provides "immediate access to housing" + supports

40

Goals of Housing First Program

- **Housing Stability**
- **Recovery**
- **Community Integration**

Life Satisfaction

41

Choice in Housing

- Consumers participate in every step of the process
- Neighborhood choice (given the realities of the real estate market)
- Housing type, unit selection, & furnishings (this is not placement in ready housing units, this is the person creating their home – sense of ownership)
- Maximizing choice = better retention rates
- Housing support services include lease negotiation, manage rent and utilities, and support for landlords

42

Separating Housing and Treatment

1. There are no prerequisites for treatment or sobriety to obtain housing (must agree to home visits).
2. If the person is separated from housing (evicted, hospitalized, incarcerated) he/she will not be separated from the support services.
3. Program helps **rehouse or relocate**. The person is given additional opportunities to succeed in housing. These practices contribute to the high housing stability rates of the Housing First program.



43

Working with Property Management/ Community Landlords

- Common Goal: decent, well-managed, affordable housing
- Benefits for landlords: guaranteed rent, & responsive support staff
- Communication essential
- Balancing communication and client confidentiality
- Landlord community recognition



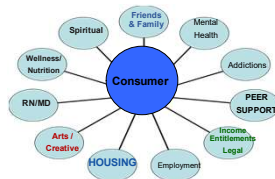
44

EXPAND DEFINITION OF SERVICES

What do the Services in HF Look Like? Match Services to Consumer Needs & These Change Over Time

AGENCY approach consistent with HF approach:

- Welcoming culture
- Trauma competent staff
- No wrong door

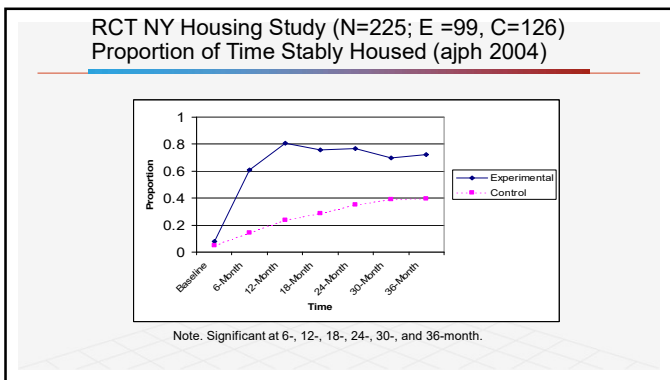


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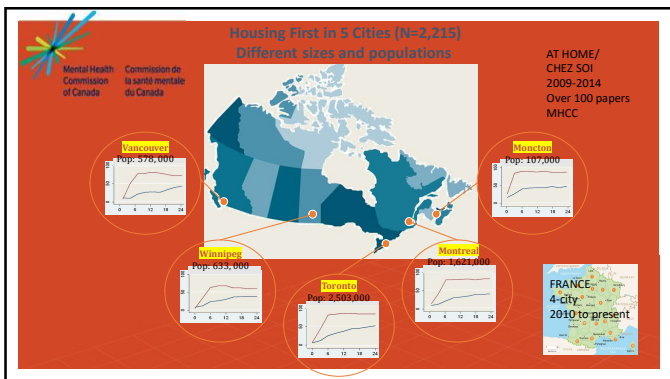
Evidence of Housing First Program Effectiveness

- How do we know this program is effective?
- What is the evidence?

46



47



48

HUD-VASH
SINGLE MOST EFFECTIVE FEDERAL HOMELESS PROGRAM

92 CITIES HAVE ENDED HOMELESSNESS AMONG VETERANS

Source: WWW.USICH.GOV - [interactive map]
Homelessness among veterans 2023 (56% REDUCTION from 76,329)

49

When Housing First Doesn't Work

- The 10-20% who have repeatedly tried and failed in Housing First programs
- Reasons for failure?
 - Client characteristics
 - Program limitations
 - Funding or resource problems

50

Housing First: From Program to System Approach

Coordinating programs to achieve a community wide approach

- Public Introduction of Plan to Community
 - Business leaders
 - Religious Leaders
 - Municipal Services (Transportation, Parks)
 - District Attorney
 - Police Department
- Explain plan to end chronic homelessness
- Education on Housing First and Homeless Outreach
- Initiate Housing First program and plan to secure additional funding to take it to scale

51

Milwaukee County's Chronic Homelessness 2017-2022 PIT Count went from 327 to 17

Introduced HF program 5 years ago:

- 1) Led by Housing Authority: Employed Outreach team and collaborated with Police Department, District Attorney's office, ED, & downtown BID. Also coordinated faith-based providers, local meal sites & medical college.
- 2) Housing navigators: responsible for finding and securing housing units
- 3) Referrals from Centralized: outreach, direct referrals to housing
- 4) Close collaboration with Police, DA, and Courts: e.g., expunge criminal records for crimes related to homelessness and make referrals not arrests

52

Thank You!

We will hold a Q&A Session with Dr. Tsemberis directly following the breakout sessions.

During the breakout sessions, please write down any questions that you have for him and hand them to an OHS staff member.

53

Discussion questions for tables:

Breakout Session

- In what ways do you see Nashville successfully implementing Housing First?
- What other entities should be involved and what resources would they bring to the table?
- Who would be the best contacts to expand this work?

Please take notes for OHS staff to collect at the end of the discussion. This will drive goal setting and next steps at the end of today's session.

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TRUDY HERNANDEZ

Trudy Hernandez is the Director of Performance Management at Housing Forward, the Continuum of Care Lead Agency for Dallas and Collin County, Texas. Trudy has worked in homeless services for the past ten years at various levels ranging from direct practice with persons experiencing homelessness in shelter, managing shelter and outreach programs, and addressing homelessness through system-level performance analysis. She is dedicated to improving the services offered to those who her community serves and is passionate about the inclusion of people with lived experience in evaluating program outcomes and involvement in creating opportunities for improvement. Outside of work, Trudy enjoys road trips and spending time on the beach with her husband and 4-year old son.



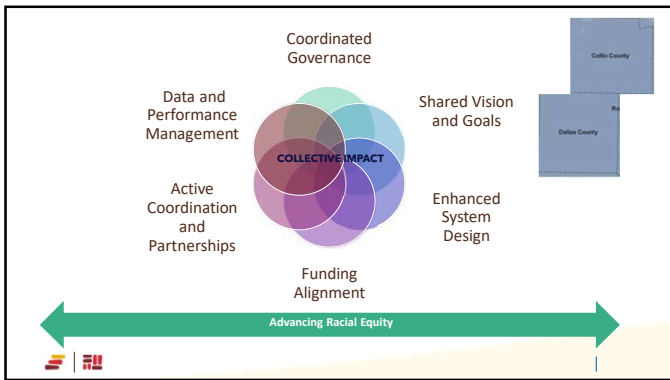
As you have questions for Trudy throughout the presentation, please write them down and hand them to an OHS staff member for the Q&A session directly following this presentation.

57

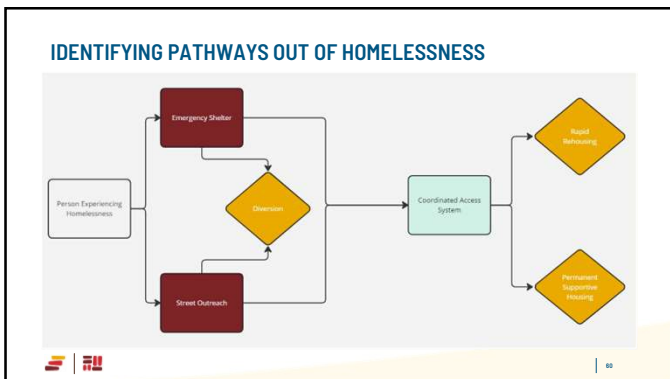
HOUSING FORWARD | **ALL NEIGHBORS COALITION**

TX-600 DALLAS AND COLLIN COUNTY
LESSONS IN IMPLEMENTING HOUSING FIRST PRACTICES

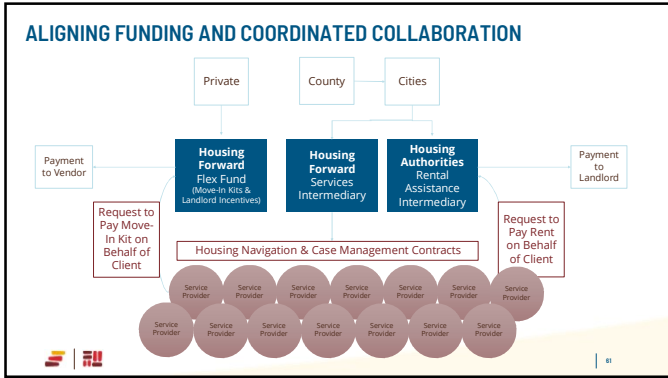
58



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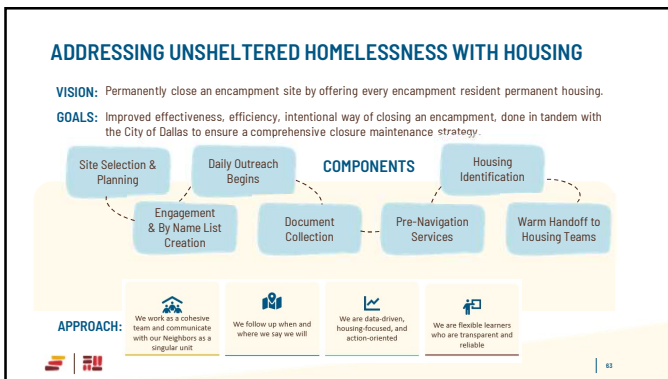


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ALIGNING FUNDING AND COORDINATED COLLABORATION

The infographic features a house icon and a target icon. The text states: "2,700 Unhoused Neighbors Housed by October of 2023" and "Expanded Goal to 6,000 by September of 2025". A photograph of a heart-shaped cookie with the words "HOME SWEET HOME" is also included. The City of Dallas logo and a small square icon are at the bottom.

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ADDRESSING UNSHELTERED HOMELESSNESS WITH HOUSING

Sites Closed: 17

People Housed: 245

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LIMITING INFLOW THROUGH SYSTEM-WIDE DIVERSION

Case Management	Flexible Financial Assistance
<ul style="list-style-type: none"> Screening/Assessment Problem solving (utilizing active listening and motivational interviewing) Mediation, negotiation, and advocacy with family, friends, landlords etc to pursue housing solutions Family reunification Housing search Reducing barriers to housing (credit repair, critical docs, etc) Linkage to community resources, employment 	<p>Expenses directly related to obtaining housing, including but not limited to:</p> <ul style="list-style-type: none"> Credit repair costs Transportation or car repairs Rental arrears or utility costs Move in costs, security deposits, furniture Rental assistance of up to three months Diversion Hotel Stay up to 30 days

65

LIMITING INFLOW THROUGH SYSTEM-WIDE DIVERSION

1,474 Households Served

86% Exited to Positive Destinations
Places other than homelessness

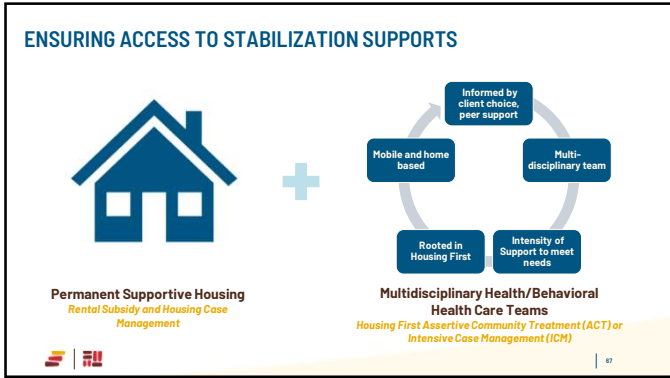
Average Length of Time = 4 Days

8% Needing Financial Assistance

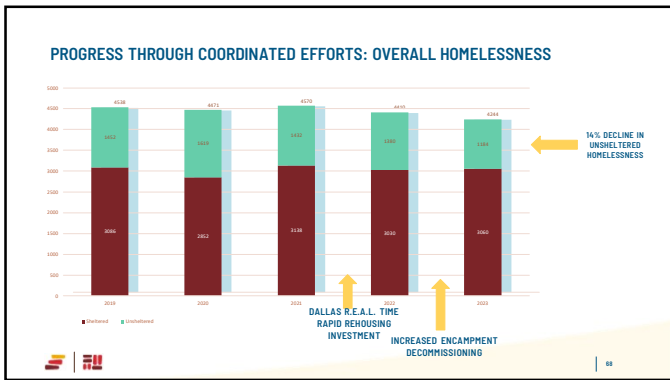
MOST USED FINANCIAL ASSISTANCE:

- SECURITY DEPOSIT
- 3 MONTHS RENT
- TRANSPORTATION
- ADMIN, RISK, OR APPLICATION FEES

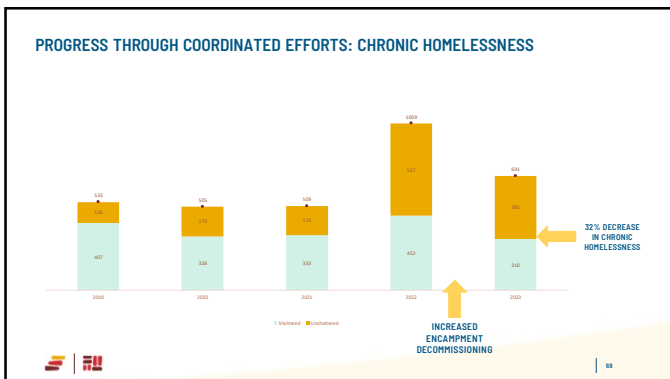
66



67



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69



Trudy Hernandez (she/her)
 Director of Performance Management
 Housing Forward
 Trudy.Hernandez@HousingForwardNTX.org

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Q&A SESSION

71

FREDDIE O'CONNELL

*Mayor
 Metro Nashville-
 Davidson County*

72

ANGIE HUBBARD

*Housing Director
Metro Planning
Department*

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Housing Division Overview: Background

- Metro's 1st stand-alone Housing Division
- Established January 3, 2022
- Recommendation of the 2021 Affordable Housing Task Force Report
- Housed within the Planning Department

January 2022
3 Staff

↓

July 2023
7 Staff

↓

February 2024
9 Staff

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Housing Division Overview: Values

VISION

Every Nashvillian has housing security.

MISSION STATEMENT

Through robust community engagement and current reliable data, align systems and resources to advance resident-centric and neighborhood appropriate housing solutions and address long-standing housing inequities.

GUIDING PRINCIPLES

- Address housing inequities, especially racial inequities.
- Pursue innovative and creative solutions.
- Connect people to each other and to resources and opportunities and make these pathways accessible to all.
- Create resilient solutions to support residents and communities in preparing for and recovering from economic and climate-related shocks and stressors.

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State of Affordable Housing: "Affordable" Defined

State Definitions*

- Affordable housing** = housing that, on an annual basis, costs 30% or less than the estimated median household income for households earning ≤60% of the AMI, adjusted for family size.
- Workforce housing** = housing that, on an annual basis, costs 30% or less than the estimated median household income for households earning more than 60% but not exceeding 120% of the AMI, adjusted for family size.

HUD Definitions

- Affordable housing** = housing where the occupant is paying no more than 30% of gross income for housing costs, including utilities.
- Cost burden** = spending more than 30% of income on housing costs, including rent, mortgage payments, utilities, and other fees.
- Housing Division Application**
- Affordable housing** = housing restricted to households earning ≤80% of the AMI

*E.C.A. S.A. 113 Applies whenever Metro appropriates funds for affordable or workforce housing.

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State of Affordable Housing: Who needs it?

	1-person household	2-person household	3-person household	4-person household
30% AMI	\$21,000	\$24,000	\$27,000	\$30,000
50% AMI	\$34,950	\$39,950	\$44,950	\$49,900
60% AMI	\$41,940	\$47,940	\$53,940	\$59,880
75% AMI	\$52,400	\$59,900	\$67,400	\$74,850
80% AMI	\$55,900	\$63,900	\$71,900	\$79,850
100% AMI	\$69,900	\$79,900	\$89,900	\$99,850
MHI (2022)	\$44,935	\$88,716	\$101,139	\$101,927

Average Monthly Housing Costs
Renters - \$1,500
Owners - \$2,700

1 Person Example		
Hourly Rate	Associated Jobs (Based on Bureau of Labor Statistics Wage Data for Nashville)	Affordable Monthly Housing Costs @ 30% of gross monthly income
\$10.10	Includes anyone working full time (40 hours) earning minimum wage	\$525
\$16.80	Ground Maintenance Worker; Library Tech; Receptionist; Preschool Teacher	\$873.00
\$20.16	School Bus Driver; Highway Maintenance Worker; Hairdresser; EMT	\$1,048.50
\$25.19	Coaches; Community Health Workers; Substance Abuse, Behavioral Disorder & Mental Health Counselors;	\$1,310
\$26.88	Police Officer 1; Fire Fighter 1; Clergy; Paralegal	\$1,397
\$33.61	Dental Hygienist; Respiratory Therapists; Occupational Health & Safety Tech	\$1,747.50
\$21.60	Interpreter/Translator; Office & Administrative Support	\$1,123.38

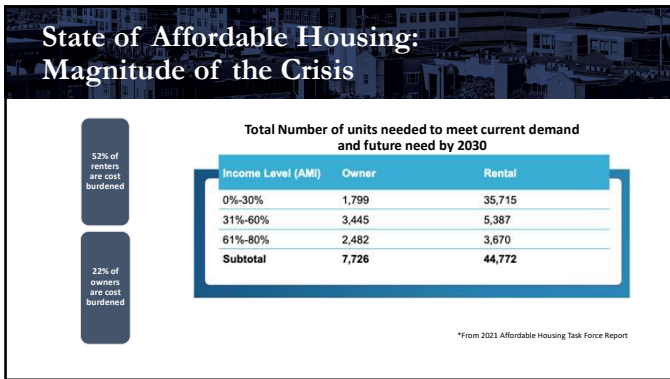
*MHI does not publish a calculation for this AMI target. The calculations for 75% and 100% of the AMI were prepared by the Tennessee Housing Development Agency.

** The Area Median Income (AMI) for Metro Nashville includes a 10-county census. The following counties are included: Davie, Davidson, DeKalb, Gibson, Hamilton, Jefferson, Madison, Meigs, Moorehead, Putnam, Rutherford, Sevier, Trousdale, Williamson, and Wilson.

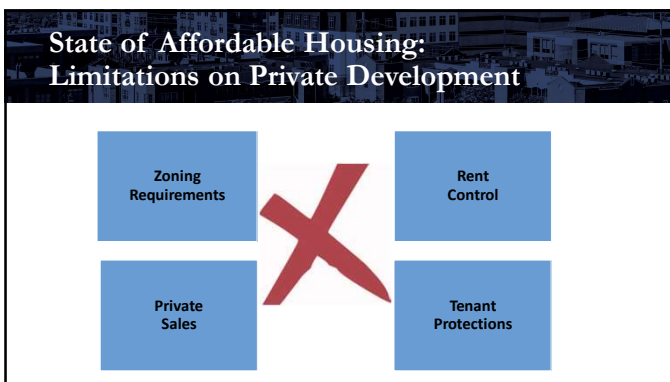
*** The Median household income includes only Davidson County.

	2023 AMI/2022 MHI	2022 AMI/2021 MHI
AMI for all households**	\$102,500	\$49,28
MHI for all households***	\$72,471	\$34.84

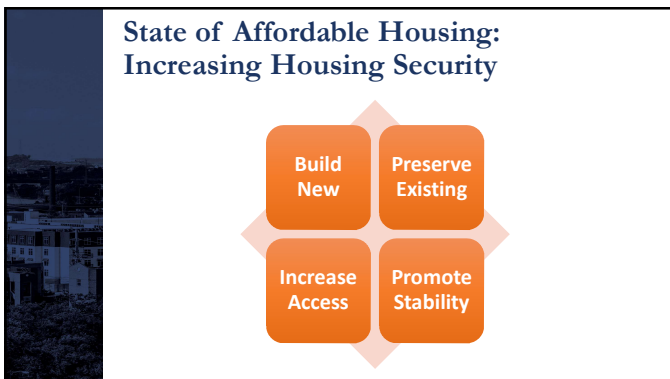
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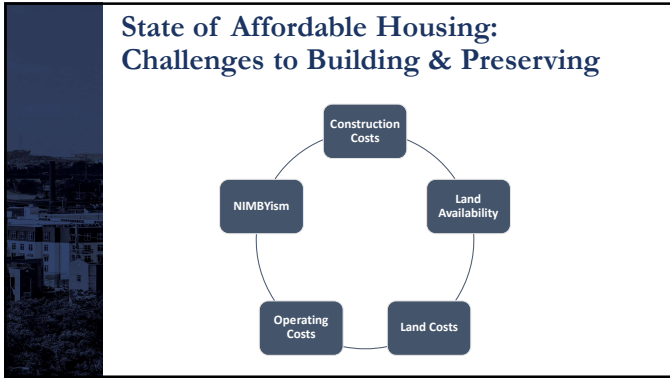
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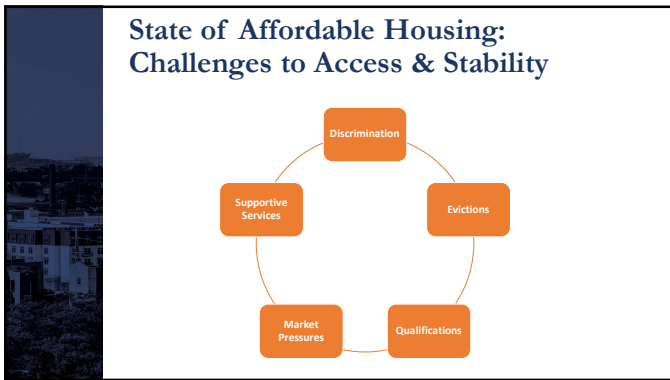
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Development Tools: At-A-Glance

Program	Rental New Construction	Rental Rehab	Homeownership New Construction	Owner - Occupied Rehab**	Rental Assistance	Enhanced Infrastructure Improvements
Barnes Fund	≤60% AMI*	N/A	≤80% AMI*	≤80% AMI	N/A	N/A
CHIP	***	***	***	N/A	N/A	100% units @ ≤80%
Mixed-Income PILOT	≤75% AMI	≤75% AMI	N/A	N/A	N/A	N/A
Permit & Departmental Priority Review	See eligibility criteria.			N/A	N/A	N/A

*Includes funding for acquisition.
 **Includes funding available to organizations to undertake for owner-occupied rehab. This does not indicate assistance available directly to homeowners.
 ***Types of housing projects eligible.

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Development Tools: Special Projects

ARPA Targeted Programs

- Pathways to Equitable Homeownership
- Housing Opportunities for Older Adults
- Innovative Housing Solutions for Families

HUD PRO Housing Grant

- Affordable Housing Accelerator Program (\$1.5M)
- Affordable Housing Finance Program (\$6M)
- Faith-Based Housing Development Initiative (\$500K)
- Missing Middle Housing Policy Development (\$1M)
- Application submitted Oct. 2023 – No award announcements yet

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Development Tools: Catalyst Fund (coming soon)

- Nimble access to capital
- For mission-driven developers (non- and for-profit)
- To preserve existing regulated and unregulated affordable housing and
- To accelerate the creation of high-impact affordable housing

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Progress to Date: Housing Dashboard

Annual Creation & Preservation Pipeline # Homes Funded

2021	1,300
2023	3,500
Annual Goal	5,000

Track our progress at: [State of Housing in Nashville](#) | [Nashville.gov](#)

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Unified Housing Strategy: Objectives & Deliverables

UHS

- Inform local decisions about resource allocation & systems delivery
- Establish targets for housing types, tenure, and affordability throughout the county
- Inform local decisions on land use and other local policies but will not identify geographically-specific or detailed land use or zoning recommendations

Actionable Strategies

1. Expand permanent housing options affordable to Nashvillians at all income levels, thereby reducing the percentage of Nashvillians who are cost-burdened;
2. Increase access to housing for all protected classes by addressing long-standing housing inequities;
3. Support residents with resources and policies to achieve and maintain housing security and stability; and
4. Ensure that Nashville's housing stock and systems are resilient and sustainable.

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Unified Housing Strategy: Timeline

The timeline is represented by a large blue arrow pointing right, with milestones marked by blue circles and text boxes above and below the arrow.

- March:** Engagement (spanning March to July)
- April:** Project Kickoff Initial Analysis
- June:** Market Analysis Ecosystem & Program Analysis Regulatory & Policy Analysis
- August:** Draft Recommendations & Public Review
- September to October:** Final UHS & Implementation Plan

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Unified Housing Strategy: Engagement Strategy

- Stakeholder Interviews
- Roundtables
- Community Listening Sessions



Dedicated Webpage: [Unified Housing Strategy | Nashville.gov](https://www.nashville.gov/unified-housing-strategy)

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**Metro Housing Division:
Contact Information**

Find us on the web:
[Metro Nashville Housing Division | Nashville.gov](https://www.metrohousing.org/)


Email us:
Metrohousing@nashville.gov

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ADRIAN DAVIS

Adrian J.R. Davis is an entrepreneur, author, former state executive, business coach, mentor, motivational speaker, and host of the Momentum Empowerment Conferences and the "Inside the Executive Suite" podcast. He provides coaching and motivation to clients in the way of strategy for innovative thinking and ways of increasing value to their most valued customers. Born and raised in Nashville, TN, Davis worked as the Marketing Coordinator for the non-profit housing agency Citizens for Affordable Housing, Inc (CFAH). His innovation and strong administrative skills helped the organization triple its annual operating budget. As a result, the organization has assisted thousands of families in the state of Tennessee in homeownership and mortgage default assistance. Davis was scouted by Tennessee State Government as an Executive Administrative Assistant to the Assistant Commissioner of the largest state department: The Division of Adult and Family Services. Davis branched into the entrepreneurial world by founding Developmental Resource Group, a real estate investment company, to provide affordable rental homes around the State of Tennessee. Davis also founded Crown Davis Memberships, Inc, a business coaching and leadership training company. His clients range from aspiring entrepreneurs to state and local governments to global company giants such as Nissan, Campbell Foods, Hormel Foods, AbbVie, and Bridgestone. Davis continues to work with communities sharing the knowledge of Personal/ Business Development, budgeting, business management, and taking back personal economy through discipline. He lives by the ideal that "If you can think it, you can do it."



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**Goal Planning
Warm Up**



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Working Lunch

*Please grab a boxed lunch and
return to your seat*

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**Next Steps
for Nashville**

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CLOSING

*April Calvin
Director, Office of
Homeless Services*

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2024 Nashville CoC Technical Assistance

- Cloudburst: Overall CoC Structure & Planning
 - Built for Zero: Family and Veterans Work
- National Alliance to End Homelessness: Consumer Advisory Board

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Cloudburst HUD Technical Assistance

2022 Recommendations

1. **Encampment strategy:** Nashville successfully closed three camps using the Outdoor Encampment Strategy drafted by the community.
2. **Moving the collaborative applicant role to the lead entity on homelessness:** Our community drafted an RFP application process. OHS submitted the only application; the Coc elected OHS in November.
3. **Create Bylaws:** They are being reviewed by the Charter Review Committee. They will go out for public comments at the end of the year.
4. **Downsizing the Homelessness Planning Council board and the number of committees:** Currently reviewing pathways for the recommendations.

2024 Focus Areas

1. Training and retooling our CE process as we acquire new staff and review new assessment tools.
2. HMIS vs HIPAA data compliance
3. Creating a seamless process for transitioning the Collaborative Applicant.

Future needs:

1. DV-centered service delivery, Emergency Transfer Plan and VAWA Compliance.
2. PSH Cost analysis and best practices.

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The Davidson County Continuum of Care Shelter Committee

October 5, 2023

Ms. Jaha Martin, Chairperson
Davidson County Continuum of Care
Homelessness Planning Council Nashville, Tennessee

Dear members of the Homelessness Planning Council (HPC) ,

We, the members of the Shelter Committee of the Davidson County Continuum of Care, represent a variety of organizations tasked with providing shelter to those experiencing homelessness in Nashville. In the course of that work, we are regularly confronted with the reality that Nashville simply does not have adequate housing stock to address the needs of those we serve. This, of course, directly affects our ability to provide shelter to all in need, often leaving individuals and families in temporary housing facilities far longer than they deserve.

It's in that context that we write today to urgently request your immediate assistance and action regarding the following objectives:

- We ask the HPC to organize a campaign to raise sufficient funding to create and preserve a minimum of 2,500 units of permanent supportive housing (to absorb the number of people in the Point In Time count) to be utilized by people in Nashville currently experiencing chronic homelessness or within the 0-30% range of the Area Median Income.
- After this first phase, we are requesting a second campaign to push for 10,000 total units, to absorb the number of people currently on the Section 8 waiting list.
- We strongly urge you to form an Affordable Housing Committee to focus on and prioritize these housing goals. As a Shelter Committee, we bring together shelter operators, case managers and outreach workers together to strategize best practices and goals for Greater Nashville's shelter system. Ideally, an Affordable Housing Committee would be in communication with our committee and would be comprised of realtors, developers, and citizens with knowledge of industry best practices, zoning laws, and tax credit programs.

It is our belief that these efforts in developing adequate affordable housing for our city should be a priority within every committee of the Homelessness Planning Council, and by every partnering agency of the Continuum of Care. We would hope that a coordinated campaign would be endorsed by our elected representatives as we work to achieve our collectively stated goal: to bring Housing First to our most vulnerable neighbors in need. We believe this is in accordance with our Strategic Community Plan and the work of the Mayor's Affordable Housing Task Force as well as supported by the work of nationally renowned researchers such as past HPC member, Dr. Beth Shinn.

We have heard the call and we strongly urge the rest of this illustrious and compassionate body to take up this cause with vim and vigor. We have a strong fundraising plan of attack and respectfully wait for your request to present it to the body for review.

Sincerely,

The Davidson County Continuum of Care Shelter Committee

NASHVILLE-DAVIDSON COUNTY CONTINUUM OF CARE CHARTER

Governance Charter Committee Proposed Draft

Preamble

In 2009, Congress passed the HEARTH Act with the aim of codifying and guiding the process by which local community citizens would plan to address homelessness. At that time, Nashville-Davidson County had two governing structures studying, resourcing, and working to resolve homelessness for residents in need: the Nashville-Davidson County Continuum of Care (CoC); and the Metropolitan Homelessness Commission (MHC).

During the summer of 2017, the US Department of Housing and Urban Development (HUD) and its technical assistance providers worked with stakeholders in Nashville-Davidson County to consider consolidating the MHC and the CoC Governance Board into a single, coherent governing organization to better align resources and avoid duplication of effort. The MHC and CoC Governance convened a joint Working Group in June 2017 to work towards creating a single governance entity. They evaluated various options and recommended that the Metropolitan Nashville City Council create a new, single entity to replace the MHC that would be the CoC governance entity to develop an effective housing crisis resolution system. The Metro Council took up the recommendation on June 5, 2018, and approved the resulting ordinance (BL2018-1199) on July 3, 2018 creating the Nashville-Davidson County Continuum of Care Homelessness Planning Council.

This Charter provides the overarching framework for how the Continuum of Care and the Planning Council will work for the Nashville-Davidson County community. This Charter sets out the composition, roles, responsibilities, and committee structure of the CoC and HPC, whose jurisdiction is Nashville and Davidson County.

Values and Equity Statement

On January 13, 2021, the Homelessness Planning Council approved the CoC Equity and Diversity Committee's Anti-Racism Pledge. An abbreviated version - the CoC Values and Equity Statement – found below- is now a part of all Planning Council, CoC General Membership and committee agendas and meetings. The entire Pledge may be found at the end of this document.

We define racism as racial prejudice plus the misuse of power by systems and institutions (misuse can be intentional or unintentional). We are mindful of the racial inequities across housing, economic mobility, health care, criminal justice, and other systems. These all contribute to racial inequities in homelessness. I pledge to stay mindful of the power and privilege that I bring into every space that I enter and conversation that I have. I pledge to actively and intentionally practice antiracism when participating in CoC Homelessness Planning Council and CoC General Membership meetings, and all related committee meetings, representing the CoC in the community, and in talking about homelessness and housing issues in Nashville.

Glossary of Terms

Below are definitions of terms used throughout the Charter, along with standard abbreviations that will be used hereafter, for the sake of consistency.

Collaborative Applicant (CA)- *The organization designated by the CoC to submit the CoC Registration and CoC Consolidated Application to HUD, and apply for CoC planning funds on behalf of the CoC, during the CoC Program Competition. In November 2023, the CoC General Membership designated the Metro Office of Homeless Services as CA for a five-year period.*

Continuum of Care (CoC)- *A regional or local planning body that coordinates housing and services funding for individuals, families, and unaccompanied youth experiencing homelessness. A CoC creates a collaborative community effort that provides a strategic systems approach that focuses on connecting people to housing and services to end their homelessness.*

Coordinated Entry (CE)- *CE is an important process through which people experiencing, or at imminent risk of experiencing, homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to the appropriate housing and mainstream services within the community or designated region. One of the main purposes of CE is to ensure that people with the most severe service needs and highest levels of vulnerability are prioritized for housing and homeless assistance. The process is designed to facilitate rapid entry into the crisis response system and exit into housing, and support strategic allocation of currently available resources and identification of the need for additional resources.*

Homeless Management Information System (HMIS) - *A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing or at-risk of homelessness. It is used as a tool to evaluate people's needs and assist them more effectively, avoiding duplication of services. To make HMIS functional and effective, our community recently took the first steps to allow agencies to share data within HMIS. In November 2023, the CoC General Membership designated Office of Homeless Services as HMIS Lead, to be responsible for administering an effective community-wide HMIS, until some point in the year 2024, when a process to apply for this role will be developed, and the designated HMIS Lead will be elected by the CoC General Membership.*

Nashville-Davidson County Continuum of Care Homelessness Planning Council (HPC) – *A 25-member board that serves as the Continuum of Care's governance board. It was created in July 2018 to unify our community's efforts to build an effective Housing Crisis Resolution System (HCRS). The board is anchored within Metro government through BL2018-1199. Members consist of 8 mayoral appointees, 3 Council members appointed by the Vice Mayor, and 14 board members elected by the Continuum of Care General Membership.*

Nashville-Davidson County Continuum of Care General Membership (GM)- *Agency staff and other interested individuals who complete a membership application and attend General Membership meetings during the year.*

Section I. Mission and Purpose

A. Mission

The mission of the CoC is to create a collaborative, inclusive, community-based process and approach to planning and managing effective homeless assistance resources and programs (by which Federal, State and local funding resources will be used to fund homelessness assistance needs) to end homelessness in our community, consistent with 24 CFR Part 578, the HUD regulations that guide the CoC program.

B. Purpose

The CoC consists of community partners [GM, HPC, CA, CE Lead, and the HMIS Lead] dedicated to ending homelessness in Nashville. As a system, the CoC is housing-focused, person-centered, data-driven, promotes equity in homeless services and housing, and is committed to the effective use of resources.

The Governance Charter Committee shall annually review and amend this Charter as needed, to be approved by the GM and thereby develop and follow the Charter's expressed governance requirements. In so doing, the GM shall ensure that all of its activities comply with the procedures and policies of federal law and related requirements including, without limitation:

- Subpart B of 24 CFR Part 578 (as amended from time to time);
- The HUD prescribed Homelessness Management Information System (HMIS) requirements; and
- A code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board pursuant to Interim Rule 578.7(a)(5) (as amended from time to time).

Section II. General Membership

A. Membership Application and Expectations

The CA invites new members to join via electronic application in emails distributed to a wide range of stakeholders and members, at least twice each year. The CA posts a link to the CoC Membership Form on its website, and also makes it available in fillable PDF format. Applications are also available in Word, as well as hard copy. At public meetings such as the Homelessness Planning Council, the Membership Committee Chair also extends an invitation.

To become and remain a member of the CoC, an individual or organization must submit a membership application, which provides relevant data and affirms the prospective member's commitment to the following:

- Supporting the implementation of the CoC's HMIS and maintaining (as applicable) an acceptable HMIS data quality rating (established by the HMIS Lead) for all relevant resources connected to the HMIS system.

- Supporting the CoC’s Coordinated Entry (CE) and, if applicable, using CE to receive 100% of referrals for housing resources funded through the CoC, and to maximize the receipt of referrals from non-CoC-funded housing resources.
- Contributing staff capacity (as applicable) to planning and implementing the CoC’s annual Point-in-Time (PIT) counts.
- Creating an effective housing crisis resolution system using evidence-based practices (as applicable).

To retain voting privileges, attend 50% of the GM meetings organized by the CoC, during the 12 months prior to an election.

CoC-funded agencies are strongly encouraged to attend GM meetings, and to support and attend committee meetings. Attendance may be a factor in annual rating. CoC members are also encouraged to support the efforts of individuals appointed to serve on CoC committees.

If an organization, assign one individual to serve as the primary liaison to the CoC, responsible for representing the CoC within the organization, helping to communicate and generally support trainings and CoC stakeholder meetings and informing the organization’s leadership of matters related to the CoC. Organizations must also assign a proxy liaison to vote in case the primary cannot make a vote. Each liaison must complete a conflict of interest disclosure statement. Any changes in either the primary or proxy designee shall be transmitted to Collaborative Applicant staff and the Membership Chair at least 3 days prior to any vote.

B. Member Orientation

Once an individual or organization completes a membership form, the Membership Committee Chair emails a CoC New Member Welcome, copying the Collaborative Applicant, who adds new members to the CoC listserv. The welcome email includes:

- Details on CoC General Membership meetings;
- An overview of the 3 main authorities of the GM (electing 8 members of the HPC, approving the Charter, and designating the HMIS, CE, and CA Leads);
- The expectation that CoC members must attend 50% of the last 12 months’ meetings in order to be eligible to vote;
- The next meeting date and location;
- List of CoC committees and link to interest form
- All committee meetings are open to the public;
- Link to the Metro website for updates/agendas of committee meetings; and
- That the Membership Committee hosts periodic [CoC Member Orientation presentations](#) as a primer for new and current members to learn more and be able to ask questions.

C. Benefits of Membership

CoC members may:

- Apply for funding opportunities passed through the CoC by HUD and other funding bodies (for example, HUD’s CoC and ESG programs);

- Vote at semi-annual stakeholder meetings or at special called GM meetings as appropriate;
- Have staff members appointed to CoC committees as voting members, with the authority to make formal recommendations to the HPC;
- Receive technical assistance from the CA, CE Lead and HMIS Lead agencies and their partners to support the implementation of effective program operations;
- Network and collaborate with other agencies and individuals who are committed to ending homelessness in Nashville;
- Access education and training related to providing direct services to individuals and families experiencing homelessness;
- Engage in the decision-making process of the GM to help advocate for the direction of services in the community; and
- Receive updates from community partners on the latest initiatives and projects.

C. Composition

The CoC strives to have a broad array of membership, including, without limitation, the following:

- Persons with current or past lived experience of homelessness, or who are at-risk of homelessness;
- Interested and concerned members of the community;
- Providers of services to persons who are experiencing homelessness or are at risk of homelessness;
- Housing developers and property management companies;
- Public housing authorities (local and state);
- Mainstream benefit or social services providers;
- Healthcare providers;
- Behavioral healthcare providers;
- Representatives or employees from schools serving children experiencing or at risk of homelessness within Davidson County;
- Representatives of faith communities;
- Funders, foundations, or development specialists;
- Members of the business community;
- Employment agencies and potential employers;
- Public policy experts or advocates;
- Researchers;
- Representatives from State and Metro government agencies, including, without limitation, law enforcement, corrections and judicial systems;
- Organizations focusing on racial justice and equity issues.

D. Roles and Responsibilities

The CoC GM has the authority to adopt, maintain, and update this Charter and any additional bylaws, policies and procedures that will govern the operations of the CoC. Additionally, in accordance with the procedures and provisions established in Section II.C and Section III, the membership shall:

- Elect CoC representatives to the CoC HPC;
- Designate a Collaborative Applicant in accordance with the procedures and provisions established in Section V;
- Designate an HMIS Lead in accordance with procedures and provisions established in Section VI; and,
- Designate a CE Lead in accordance with procedures and provisions established in Section VII.

E. Meetings

To satisfy HUD's requirement, the GM shall meet at least two (2) times a year and the CA shall publish its agenda and minutes on a website accessible to the public. The GM meeting will be facilitated by a member selected by the GM via consensus. The facilitator shall possess the following desired attributes: objective; neutral; good at group process; and a proficient in conflict transformation. The facilitator shall create GM meeting agendas with due consideration to GM input. Regularly scheduled meeting agendas shall be noticed at least five (5) business days in advance. With the exception of special called meetings, all meeting notices and agendas shall cite items that will require a vote, if applicable, and where advanced notice is known. For special called meetings, the advance notice should reasonably describe the purpose of the meeting or the action that is proposed to be taken. In compliance with state and federal law, all HPC and GM meetings of the CoC shall be open to the public. The GM meetings shall be conducted in accordance with relevant Policies and Procedures as enacted by the GM.

To ensure clear lines of communication between the GM and HPC, a standing item on GM meeting agendas will be a report from the HPC. The GM shall appoint a liaison to report at each HPC meeting.

C. Representation and Voting

1. **Quorum:** In order for a vote to occur, a majority of all eligible voters (member agencies/individuals having attended 50% or more of the meetings in the year prior to the vote) must be in attendance. Voting is limited to one designee per member or member organization.
2. **Organizations:** Each member organization shall have one (1) authorized representative who attends and votes at the semiannual membership meetings. The authorized representative for member agencies shall be the person designated as Primary or Proxy on the CoC membership application and/or annual renewal application. Agencies seeking to change their designee must submit in writing the new name of their designee to the Collaborative Applicant no less than five (5) business days before any vote of the General Membership. Each agency/organization/community group/unit of government shall have one (1) vote, to be cast by the authorized representative of that agency as identified in its membership application or as appointed in writing as set forth above.
3. **Individuals:** Individuals are defined as any person not formally associated with an organization. Persons who are experiencing homelessness or have experienced

homelessness are essential to the effectiveness of CoC efforts to end homelessness. Each such individual who submits a membership application shall have one (1) vote.

4. **Homelessness Planning Council Members:** Any person elected by the GM or appointed by the Mayor or Vice Mayor to the HPC will be considered a member of the CoC GM. Each such individual shall have one (1) vote unless the individual is employed by or on the board of an organization that is a member of the CoC and already has a voting representative or designee.

Section III. Nashville Davidson County CoC Homelessness Planning Council

A. Roles and Responsibilities

The purpose of the HPC is to ensure orderly operations of the CoC. The HPC shall have the power to act on behalf of, and in the best interest of, the CoC. The HPC shall conduct the business of the CoC as set forth in Section II B and the HEARTH Act. The HPC shall guide the affairs of the CoC as well as set meeting agendas and timelines for regularly occurring activities of the CoC, including without limitation funding processes, needs assessments, and the annual point-in-time count of people experiencing homelessness.

The HPC is responsible for regular and systematic data-driven evaluation and monitoring of current grantees as well as overall CoC performance. For the transaction of business, and for the acts of the HPC to be considered valid, a majority of seated members must participate in the decision-making process. HPC Members are expected to review materials in advance of meetings in order to actively engage in discussion of agenda topics. The HPC is responsible for approving the methodology for the Point-in-Time Count, which should occur each January, prior to the event.

The HPC shall keep regular minutes of its proceedings and report such proceedings at the next regularly scheduled meeting of the CoC GM. Final adopted minutes of the HPC shall be made available online after approval.

The HPC shall meet a minimum of six (6) times per year or as called by the Chair or membership at-large as provided for in this Charter.

To ensure clear lines of communication between the HPC and General Membership, a standing item on HPC meeting agendas will be a report from the CoC General Membership. The HPC shall appoint a liaison to report at each GM meeting. HPC members and Executive Committee members are encouraged to attend CoC GM meetings and/or join a CoC committee.

B. Composition of Planning Council

The HPC is comprised of the following 25 members who serve staggered terms:

- 14 elected by the CoC Membership,
- 8 appointed by the Mayor, and
- 3 Metro Council members appointed by the Vice Mayor.

The HPC shall have no less than five (5) members (elected or appointed) who shall have current/past lived experience of homelessness. Composition of the HPC shall reflect constituencies that mirror the Nashville community and reflect the guidance provided in the HEARTH Act.

C. Terms

All HPC Members shall serve terms of three (3) years beginning with the first annual meeting of the HPC, which shall follow the start of its operating year, from July 1 to June 30. Individuals may serve up to two (2) consecutive terms on the HPC. After serving two (2) consecutive terms, at least one (1) year must elapse before such former member becomes eligible for nomination to the HPC. If an HPC member must resign prior to serving the full three (3)-year term, they may become eligible for nomination again in the following year. If an individual fills a seat for a partial term of less than 18 months, they may then be eligible to serve two (2) full consecutive terms.

D. Selection of Planning Council Members

The CoC shall adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process shall be reviewed, updated, and approved by the CoC GM at least once every five (5) years in accordance with the CoC Interim Rule 578.7(a)(3). This process shall detail the mechanisms for selection of the HPC members from the CoC GM, Mayoral Appointment, and Metro Council.

1. CoC Representatives: In an effort to maintain a current pool of candidates for anticipated/unanticipated vacancies, the CoC Nominating and Membership Committee is charged with developing and implementing an on-going process of identification, recruitment, and vetting of potential HPC candidates.

Each year, the Nominating and Membership Committee shall solicit among citizens with an array of desired skills and talents that are key to reducing homelessness. The Committee will be deliberate in assuring that nominees for the HPC reflect the Nashville community and a range of relevant experiences. The Nominating and Membership Committee shall:

- Solicit nominations from the CoC listserv;
- Conduct targeted outreach to underrepresented constituencies, especially those emphasized by HUD in the Consolidated Application;
- Communicate HPC responsibilities and expectations to interested candidates;
- Disseminate and collect candidate profile forms to nominated individuals; Conflicts of interest must be noted on candidate profile forms and reviewed by the Nominating and Membership Committee; and
- Collect and present candidate profiles to the GM.

HPC members shall be elected by the GM from a list of candidates prepared by the Nominating and Membership Committee and nominations made from the floor by voting members of the CoC. Nominees must be present during the meeting in which they are nominated or otherwise able to confirm their acceptance of the nomination.

Elections shall occur during the last occurring CoC GM meeting of the fiscal year. If the elections cannot be held during the last occurring CoC GM meeting of the fiscal year, the CoC shall call the election to be held at a special meeting of the voting members, in accordance with quorum expectations outlined in Subsection E.

Vacancies occurring as a result of normal term expiration, resignation, death, or removal for cause shall be filled as soon as practicable by a similar process at a CoC GM meeting unless the circumstances require that a special meeting be called sooner. Such elected members shall serve the remainder of the original term and be eligible for re-election to a full term.

2. Mayoral Appointments: Mayoral appointments to the HPC are made by the Metropolitan Mayor who has the discretion to appoint candidates identified through the CoC's Nominating Committee process or through other channels. If a replacement appointment is not able to be made prior to the end of an HPC member's last term, an HPC member serving by mayoral appointment may continue to serve until they are replaced by the administration. Terms shall be staggered so that at no point shall all seats be up for re-appointment.

Vacancies occurring as a result of normal term expiration, resignation, death, or removal for cause shall be filled by a similar process. Such appointed members shall serve the remainder of the original term and be eligible for re-appointment to a full term.

3. Metro Council Representatives: Metropolitan Council Representative appointments to the HPC are made by the Metropolitan Vice Mayor from the following Metropolitan Council positions: Vice Mayor, At-Large, 1st Term, and 2nd Term. Such appointments shall be made prior to the start of the next fiscal year. If appointments are not able to be made in accordance with this timeline, Metropolitan Council representatives may continue to serve until they are replaced by the Vice Mayor.

Vacancies occurring as a result of normal term expiration, Metropolitan Council term, resignation, death, or removal for cause shall be filled by a similar process. Such appointed members shall serve the remainder of the original term.

E. Meetings, Quorum and Voting

It is expected that a regular and publicized schedule of HPC meetings be kept. All meetings are open to the public.

1. Attendance: All HPC members are required to attend no less than 75% of regular HPC Meetings. Attendance will be tracked by staff at OHS. HPC members missing one (1) meeting will be notified by OHS staff of the attendance requirement. If a Council member misses two (2) meetings, OHS staff will contact the HPC member to notify them of missed meetings and assess their willingness to continue participating, and, if warranted, make a recommendation to the Executive Committee for removal or continuation of term.

2. Quorum: The presence of a majority of the seated HPC members shall constitute a quorum at any regularly scheduled meeting. The act of a quorum of the qualified HPC members present shall be the act of the full HPC membership except as may be otherwise specifically provided by statute or this Charter.

3. Special Meetings: Special meetings not on the regular schedule require the attendance of two thirds (2/3) of the seated members for the purpose of voting or handling any official business of the HPC. Special meetings may be called by the HPC chair with a minimum of five (5) business days' prior notice in writing, fax, mail, or e-mail. Special meeting notices must detail the issue requiring an exceptional gathering of the HPC as well as any potential votes that may occur at the meeting. Whenever practicable, the relevant documents proposed for consideration shall be forwarded to the HPC at least 24 hours in advance.

4. Public Comments: Public comments are welcome at the beginning of HPC meetings, if they relate to Action Items on the agenda, and in accordance with HPC enacted policies. Persons wishing to make comments must sign up at the meeting in advance; personal attendance is essential to be on the list. Individuals are expected to conduct themselves in a courteous and respectful manner.

F. Resignation

Any HPC member, except the Chair, may resign by tendering a written notice to the Chair. The Chair may resign by tendering written notice to the HPC.

G. Removal

The HPC reserves the right to recommend the removal of any officer from their position if it is deemed necessary to serve the best interests of the organization. A vote to remove an officer from their position must occur during a regularly scheduled HPC meeting and requires a two-thirds (2/3) vote of the HPC for passage. Removal as an officer does not automatically remove the HPC member from the HPC.

Pursuant to the Metro Code and Charter, the HPC may recommend to the mayor the removal of an elected or appointed HPC member. Such recommendation must be approved by a minimum two-thirds (2/3) vote of a quorum of the HPC at a regularly scheduled meeting. The following constitute grounds for HPC members to be recommended for removal, including, but not limited to:

- Failure to perform HPC duties
- Failure to meet attendance requirements
- Failure to comply with the Charter and/or applicable policies
- Engaging in conduct that constitutes a conflict of interest
- Engaging in behavior that causes harm to the reputation of the Continuum
- In the event of a vacancy, a successor will be elected or appointed in the appropriate manner as set forth above to hold the seat for the remainder of the term. At the end of the term, the selection process will proceed as set forth herein.

Only the Metropolitan Nashville–Davidson County Mayor has the authority to remove an HPC Member. The vacancy shall be filled in the same manner as the initial appointment.

H. Officers of the Homelessness Planning Council

The HPC shall have two (2) officers to conduct business, comprised of a Chairperson and a Vice Chairperson. Officers shall be elected by the full membership of the HPC for a one-year term and may serve up to two (2) consecutive one-year terms. To avoid the appearance of any conflict when issues are voted upon, the two officers of the HPC should not represent the same type of constituencies. Officers will be elected in the month prior to the beginning of the year in which they will serve and will have voting privileges. The HPC may vote to extend the terms of the officers into the next fiscal year when extenuating circumstances prevent a vote in accordance with the normal timeline.

1. HPC Chairperson

Duties include, without limitation:

- Call meetings and preside at HPC meetings;
- Make appointments of all committees, committee members and committee chairs deemed necessary for the operation of the CoC;
- Serve as a member *ex-officio* of all committees;
- Provide reports to the CoC as needed; and
- Implement all documents, papers, and instruments as directed by the CoC.

No person shall serve in the HPC Chair role if they have a conflict of interest as set forth in Section L.

2. HPC Vice Chairperson

Duties include, without limitation:

- Preside at scheduled CoC HPC scheduled meetings as needed;
- Perform all other such duties usually pertaining to the office of the Chair as determined by the HPC; and
- Serve as primary liaison to CoC committee chairs.

No person shall serve in the HPC Vice Chair role if they have a conflict of interest as set forth in Section L.

I. Planning Council Advisors

The HPC may identify and employ the use of key community advisors for its decision-making process as indicated by issue and/or need. The invitation for participation shall come from the HPC Chair at the request and/or recommendation of the HPC. The HPC may request that the Mayor make available designated employees of departments of Metropolitan Government that frequently interact with individuals at risk of and/or experiencing homelessness for such requests.

Section IV. Committees

The HPC may establish standing committees and ad hoc task forces of the CoC as needed. CoC committees and task forces This Charter governs committees of the HPC, and in the absence of specific guidance, the committees may refer to the current edition of *Robert's Rules of Order* to conduct the business of the committee.

A. Committee Membership

Committee members are responsible for carrying out committee responsibilities and voting on relevant recommendations to the HPC.

Committee members may be added to committees at any time during the fiscal year. Committee members do not have to be members of the HPC or of the CoC GM. Committee members shall be appointed by the HPC Chair based on recommendations from the respective committee chair (or co-chairs). If the HPC Chair disagrees with committee member recommendations from a chair/co-chairs, then the matter shall be decided by the Executive Committee with review of the purpose, role, and function of the committee. Committee members shall disclose any potential or actual conflicts of interest to the committee chair. Committee chairs shall disclose current committee rosters and any potential or actual conflicts of interest to the HPC Chair. Committee chairs may recommend the removal of committee members, with approval from the Executive Committee.

Staff of the CA, HMIS Lead and CE Lead may not serve as committee members, but should serve as support and technical assistance/subject matter experts to committees.

B. Committee Chairs

The HPC Chair shall make appointments of all committee chairs. Chairs of HPC standing committees may resign from their respective committees by tendering a written notice to the HPC Chair. Committee chairs duties include, without limitation:

- Call and preside over committee meetings;
- Facilitate committee meetings in alignment with the CoC Charter;
- Recommend to the HPC Chair individuals interested in joining the committee;
- Recommend the removal of committee members to the Executive Committee;
- Maintain current committee rosters and conflict of interest disclosures;
- Provide reports to the CoC and HPC as needed; and
- Coordinate with support staff to maintain records and execute committee business.

C. Standing Committees

1. Nominating and Membership Committee: Recruits and selects qualified, willing members of the CoC and/or community at-large to serve as HPC members and present the nominees to the CoC GM as requested. Accepts membership applications for the

CoC GM and ensures membership policies and practices are followed. Leads efforts to recruit, retain, and motivate diverse membership participation in the CoC. Tracks attendance at GM meetings for the purposes of voting rights and offering committee support.

2. Governance Charter Committee: Reviews this Governance Charter and makes any recommendations for change or revision at least annually. Develops, recommends and revises as needed any bylaws and/or policies and procedures deemed necessary for the ongoing operation of the HPC and CoC GM.

3. Executive Committee: Made up of the Officers of the CoC HPC and three (3) additional HPC members appointed by the Chair of the HPC. The Executive Committee is responsible for setting the agenda for the HPC meetings and carrying out any specific tasks given to the committee by the HPC. It may also play a role in deciding on new committee member appointments, in the event that the HPC Chair disagrees with recommendations made by committee chairs/co-chairs. The HPC may at any time empower the Executive Committee to attend to urgent business that may arise between regular HPC meetings provided necessary decisions be made in accordance with HPC policies and strategic plans.

4. Data and HMIS Oversight Committee: Improves agency and community-wide data quality, analyzes data to inform CoC system design, annually reports on data driven local funding priorities, oversees Point-in-Time counts and related methodology, and measures progress on community goals and plans to end homelessness. Recommends policy guidance for the CoC HPC on issues related to the implementation and use of the Homeless Management Information System (HMIS). The Committee also ensures that HMIS users adhere to the established policies or requirements.

5. Coordinated Entry Oversight Committee: Recommends policy guidance for the HPC on issues related to the implementation of the Coordinated Entry process. Provides ongoing support and guidance to the designated CE lead. The committee will help update the CE policies and procedures manual, on an annual basis, help determine community priorities for the CE process, ensure adherence to national CE best practices, and will participate in creating solutions to evolving CE needs. The CE committee will be responsible for creating and implementing an annual evaluation of the CE lead and reporting its findings to the GM and HPC for consideration.

6. Performance Evaluation Committee: Conducts local performance evaluation of projects seeking HUD CoC funding, which includes reviewing, rating and ranking project proposals and presenting these to the CoC HPC for approval. In the rating and ranking process, this committee operates under direction from the CoC HPC and a local strategic plan on how projects can best meet local needs and address priorities. Appointments must assure that members are best suited to fairly, thoroughly, and strategically review and rank community projects to garner maximum funding for the city. The Performance Evaluation Committee members are nominated based on the following guidelines:

- May not be currently employed by or affiliated with agencies that currently receive Continuum of Care funding or intend to apply for CoC funding;
- May not have immediate family members or other close ties with agencies that currently receive CoC funding or intend to apply;
- Permissible to have received services from funded entities;
- Ability to use unbiased approach to review and rank local projects, and use a scoring tool that is customized to carry out this scoring activity; and,
- Experience reviewing proposals competing for federal funding.

The PEC committee will collaborate with the CA and relevant stakeholders to set performance measures, assess, and monitor recipient outcomes, and address underperformance.

7. Standards of Care Committee: Ensures policies and procedures are developed for projects funded by HUD CoC and Emergency Solutions Grants (ESG), and aligned with HUD requirements, including community-wide Coordinated Entry.

8. Equity and Diversity Committee: Evaluates and addresses inequities in homeless services by evaluating existing practices, identifying potential biases, and implementing strategies to reduce disparities. This includes developing inclusive policies and leveraging resources to reduce disparities and to ensure unbiased assistance for people experiencing homelessness.

9. Consumer Advisory Board: The Consumer Advisory Board is a group of people with lived experience of homelessness who advise and inform the Nashville-Davidson County Continuum of Care. The CAB strives to ensure that local efforts to end homelessness and support unhoused residents, are centered around the needs, desires, and unique perspectives of those who have experienced homelessness in Nashville-Davidson County.

10. Crisis Response Committee: Coordinates among outreach, shelter, and service providers to ensure people living outdoors have the information they need to access shelter and other vital resources, especially during extreme weather conditions.

11. Veterans Workgroup: Works to create a sustainable systems approach that is capable of meeting and maintaining the federal criteria and benchmarks that effectively end veteran homelessness in Nashville.

D. Ad Hoc Task Forces

The HPC *or* GM may create Ad Hoc Committees as needed for the operation of the CoC. Each Ad Hoc committee is expected to be time-limited and focused on the accomplishment of the task for which it is appointed. Each committee shall have no power to act except such as is specifically conferred by the HPC. Upon completion of the task, the committee shall stand discharged.

E. Committee Activities

Business conducted within established committees shall follow the same rules established herein for the overall CoC activities.

F. Committee Authority

The HPC must approve all recommendations of the Standing Committees and Ad Hoc Task Forces before action may be taken. No standing committee or ad hoc task force has the authority to act on behalf of the HPC and/or the CoC GM beyond duties described in this Charter.

G. Committee Chairs Coordinating Meetings

Committee Chairs, along with the HPC Chair, must meet at least two times each year, to update one another on activities, streamline work and avoid duplication, and report on progress on assignment(s) assumed in Strategic Plan. Committee members can vote to recommend the merger of standing committees to the HPC. Committee mergers shall be proposed to, and approved by, the HPC, after which those committees may meet together until the next annual review of the Charter, when they can be noted as merged.

H. Public Attendance and Conduct at Committee Meetings

While members of the public are always welcome to attend committee meetings, they are not part of the committee deliberations and should refrain from lengthy or non-germane comments that hinder the work of the committee. Committee Chairs may curtail such comments in the interest of completing the committee's work.

Section V. Collaborative Applicant (CA) Lead

The CA is responsible for facilitating the community response to the annual Continuum of Care (CoC) Notice of Funding Opportunity (NOFO) issued by the U.S. Department of Housing and Urban Development (HUD) and providing all relevant operational, staffing, and administrative support for the CoC.

Eligible project applicants for the CoC Program Competition are found at 24 CFR 578.15 and include nonprofit organizations, states, local governments, instrumentalities of state and local governments, Indian Tribes and TDHE [as defined in section 4 of the Native American Housing Assistance and Self-Determination Act of 1996 (25 U.S.C. 4103) (TDHEs)]. Public housing agencies, as such term is defined in 24 CFR 5.100, are eligible without limitation or exclusion. For-profit entities are ineligible to apply for grants and are prohibited from being subrecipients of CoC Program grant funds.

The CA is the eligible applicant designated by the CoC GM to act on behalf of the CoC when applying to HUD for Continuum of Care grants. The Collaborative Applicant is also the only eligible applicant able to apply for CoC Planning funds on behalf of the CoC.

The CA may work/contract with other entities to perform the following duties related to CoC planning. Including, without limitation:

- Design and carry out a collaborative process for the development of an application to HUD;
- Collect and submit the required CoC Consolidated Application information for all projects the CoC has selected for funding;

- Complete program monitoring for all HUD CoC Grantees;
- Conduct an annual Point-in-time count and gaps analysis;
- Participate in the Consolidated Plan for Nashville-Davidson County;
- Ensure operation of, and consistent participation by project sponsors in, a community-wide Homeless Management Information System (HMIS);
- Measure performance across CoC programs;
- To the extent practicable, track and/or measure performance among homelessness assistance programs that are not funded through the CoC process;
- Staff CoC HPC;
- Staff HPC committees listed in the CoC Governance Charter;
- Convene regular CoC meetings;
- Conduct outreach to new CoC members;
- Develop and maintain CoC membership list;
- Coordinate with mainstream and private partners;
- Develop and maintain a homeless CoC website with pertinent information for the community and service providers;
- Keep the CoC informed about relevant policy and research;
- Coordinates with the HMIS and CE lead to strengthen those systems;
- Coordinate service delivery and funding with mainstream agencies;
- Periodically provide training opportunities to the CoC membership to enhance the quality of service delivery in Nashville;
- Coordinate with Metro on winter planning activities and communication;
- Draft and implement written standards for all levels of the CoC; and
- Draft proposed agendas for CoC GM meetings, with input from membership.

Section VI. Homeless Management Information System (HMIS) Lead

The HMIS Lead shall manage operations and provide HMIS project administration functions, including staffing and managing budget and grant requirements.

HMIS Lead has the following responsibilities:

- Develop and revise a privacy plan, security plan, and data quality for the HMIS;
- Develop plans, policies, and procedures for review and approval by the CoC;
- Execute participation and user agreements with every contributing HMIS organization;
- Ensure consistent participation of recipients and sub-recipients in the HMIS;
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD;
- Conduct and coordinate training for all recipients and sub-recipients in the HMIS;
- Provide technical assistance for all recipients and sub-recipients in the HMIS;
- In consultation with the Nashville-Davidson County CoC and CA, develop, follow, and update annually this governance charter. Any amendments must be approved by the CoC Membership;
- Coordinate and support operations related to Coordinated Entry implementation; and
- Undertake additional duties as outlined in an operational agreement between the HPC and the HMIS Lead.

The HMIS Lead shall work with the HMIS Oversight Committee, which will include representation from the CoC, to update and maintain policies and procedures for the designated HMIS database. At a minimum, a review of the HMIS Policies and Procedures will be conducted by this committee every five (5) years in coordination with the HMIS Lead. Any changes will be brought before the HPC and the CoC General Membership for feedback, with the HPC providing final approval.

The HMIS Lead is the only entity that can operate an HMIS Component Project from HUD. Each year, the HMIS Lead will submit an Annual Performance Report covering the specific functions of the HMIS Lead to the HMIS Oversight Committee. Poor overall performance in the annual report may result in rescinding of the HMIS Lead designation prior to the next CoC Program Competition NOFA.

Additional information regarding the HMIS Lead's may be found in the Nashville-Davidson County HMIS Policies and Procedures Manual¹, which set forth the duties and responsibilities of the HMIS lead. Currently, End User fees are not charged to participating agencies. In the future, if this changes, the HMIS Policies and Procedures Manual will be updated.

Section VII. Coordinated Entry (CE) Lead

The CE Lead shall manage operations and provide CE project administration functions, including staffing and managing budget and grant requirements.

The CE Lead has the following responsibilities:

- Facilitate the local CE process;
- Expand participation of services providers in CE;
- Maintain CE policies and procedures for review and approval by the CoC;
- Ensure the CE is administered in compliance with requirements prescribed by HUD as well as local priorities;
- Conduct and coordinate necessary CE trainings;
- Provide technical assistance as necessary related to CE.
- In consultation with the Nashville-Davidson County CoC and CA, develop, follow, and update annually this governance charter. Any amendments must be approved by the CoC Membership.
- Coordinate and support operations related to Coordinated Entry implementation.
- Undertake additional duties as outlined in an operational agreement between the HPC and the CE Lead.

The CE Lead shall work with the Coordinated Entry Oversight Committee, which will include representation from the CoC, to update and maintain policies and procedures for facilitating the local Coordinated Entry process. At a minimum, a review of the CE Policies and Procedures will be conducted by this committee every five (5) years in coordination with the CE Lead. Any changes will be brought before the HPC and the CoC General Membership for feedback, with the HPC providing final approval.

The Coordinated Entry Oversight Committee shall also act as an advisory body that supports and enhances the overall mission of the Nashville-Davidson County CE process by advising CE staff on

policies, procedures, and CE related items. As the governing body for the CoC, the HPC will be responsible for entering into an operational agreement with the designated CE Lead agency. The CE Lead agency, in conjunction with the CE Oversight Committee, will develop and maintain CE policies, procedures and standards related to the CE process.

Additional information regarding the HMIS Lead's may be found in the Nashville-Davidson County CE Policies and Procedures Manual², which set forth the duties and responsibilities of the CE lead.

Section VIII. Designation and Evaluation of CA, HMIS, CE Leads

A. Designation

The GM shall designate lead agencies to manage the CA, HMIS, and CE functions of the CoC on its behalf for five-year terms. In response to negligence or poor performance of the lead, or inability to continue as the lead, the CoC reserves the right to open an RFP process prior to the five-year mark and designate a new lead.

The following steps should be taken before designating a lead agencies:

1. The respective oversight committee shall review past evaluations;
2. The respective oversight committee or an Ad Hoc Task Force shall draft a Request for Applications (RFA);
3. The RFA is distributed to the CoC list serv to open a public comment period of 30 days;
4. Ad Hoc reviews GM feedback to finalize RFA;
5. GM votes to approve and release the RFA;
6. The respective oversight committee or an Ad Hoc Task Force develops a rubric to score applications;
7. The RFA opens and a deadline is announced;
8. The respective oversight committee scores applications and compiles the results into a report that is distributed to the CoC list serv;
9. Respective oversight committee present scoring results at a GM meeting and fields questions; and
10. GM votes to designate lead.

B. Evaluation

A formal evaluation of the Collaborative Applicant, HMIS Lead and CE Lead will be performed annually. Evaluations for each role will be performed by each respective oversight committee:

1. The Performance Evaluation Committee will evaluate the Collaborative Applicant
2. The HMIS Oversight Committee will evaluate the HMIS Lead
3. The CE Oversight Committee will evaluate the CE Lead

² "Section 2: HMIS Lead Agency Roles and Responsibilities". HMIS Policies and Procedures Manual 2019, pages 3 and 4. https://www.nashville.gov/sites/default/files/2023-12/HMIS_Policies_and_Procedures_Manual.pdf?ct=1703859512

³ [INSERT CE POLICY and PROCEDURES CITATION]

Each oversight committee is charged with assuring appropriate tools are procured or developed to effectively evaluate each entity. Results of each entity's performance will be shared with the GM and the HPC on an annual basis. If there are concerns regarding compliance or performance, the respective oversight committee will develop a plan to correct issues identified by the evaluation. If egregious concerns are identified, the GM may decide to initiate the start of an RFP process to select a new entity to fulfill the duties.

Section IX. General Provisions

A. Operating Year

The operating year of the Nashville-Davidson County CoC shall be from July 1 through June 30.

B. Meeting Procedures

All CoC related entities will strive to ensure that participants are able to offer their opinions and perspectives on agenda items that are up for discussion. All CoC related meetings, therefore, will be conducted in a manner that ensures fairness and reasonable participation by members of the HPC, the CoC, and their respective committees. When questions about parliamentary procedure arise, and unless specified in the Charter or Bylaws, each CoC related entity may refer to Robert Rules of Order and other sources of guidance for resolving issues concerning decision-making.

C. Staff Support

The staff of the Collaborative Applicant Lead, HMIS Lead, and the Coordinated Entry Lead shall provide administrative support to the CoC GM, the HPC and the CoC Standing and Ad Hoc committees, and serve as subject matter experts when appropriate. Staff must refrain from such support in cases where a conflict of interest is present, and divulge the conflict in meetings.

D. Code of Conduct

HPC members, CoC members, and members of all CoC committees must exercise care when acting on behalf of the CoC. These individuals must complete the work they have agreed to undertake in a timely manner. In addition, they must attend relevant meetings for their respective membership and be prepared to discuss matters presented for their deliberation. HPC and CoC members are expected to deliberate in a respectful manner at all times.

All participants and attendees of public meetings, including the HPC, GM, and CoC committee meetings, are expected to abide by the following Code of Conduct:

1. Treat all participants with kindness and respect;
2. Value a diversity of views and opinions;
3. Critique ideas, rather than individuals;
4. Refrain from demeaning, discriminatory, or harassing behavior and speech;
5. Refrain from disruptive or disrespectful conduct;
6. Respect the process for meeting participation, including pre-registering to make a public comment;
7. Disclose all potential conflicts of interest when first speaking, in alignment with Section IX Part E; and
8. Adhere to the Continuum of Care Anti-Racism Pledge and abbreviated CoC Values and Equity Statement.

The meeting facilitator will use their discretion regarding whether to issue an individual warning for violations of this code of conduct or to re-state the code of conduct for all attendees. Repeated or persistent uncivil, disruptive, or obstructive conduct during meetings will be grounds for removal from meetings and further corrective or disciplinary action. Failure to act in accordance with the mission or expectations of the CoC, or failure to act in a positive and respectful manner on any matter related to the CoC, will also be grounds for corrective or disciplinary action.

E. Conflicts of Interest

A conflict of interest is an actual perceived or potential conflict that has the effect or intention of advancing one's own interest. A conflict of interest occurs when a HPC or CoC member is affiliated with or has an immediate family member who is affiliated with, an agency that receives CoC funds or otherwise has a relationship with an agency that receives CoC funds that gives rise to the appearance of impropriety. Members shall disclose potential conflicts of interest to the full HPC or CoC GM.

- 1. Disclosure and Recusal Process:** Members of the HPC, GM, CoC committees and task forces, as well as staff of the CA, HMIS Lead and CE Lead must abide by the following rules in order to promote public confidence in the integrity of the CoC bodies and their processes.

Members shall not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefit to:

- Any organization that they or a member of their immediate family represents; or
- Any organization from which they, or a member of their immediate family, derive income or anything of value. If an individual member is receiving services from a particular agency, that person will also need to abstain.

Whenever HPC and/or CoC members or any of their immediate family members have a financial interest or any other personal interest in a matter coming before the HPC or one of its committees, they must:

- Declare whether the interest is personal or financial; and,
- Withdraw from discussing, lobbying, and voting on the matter.

At the beginning of every CoC or HPC meeting, the facilitator shall ask if there are any conflicts of interest or potential conflicts of interest that need to be disclosed before the business included in the meeting's agenda is discussed.

Any matter in which HPC and/or CoC members have an actual or potential conflict of interest shall be decided only by a vote of disinterested individuals. The minutes of any meeting at which such a vote is conducted must reflect the disclosure of HPC members' actual or potential conflicts of interest and their recusal from participation in the decision.

CoC HPC members must sign a conflict-of-interest form annually, affirming that they have reviewed the conflict of interest policy and disclosing any conflicts of interest they face or are likely to face in fulfilling their duties as HPC members.

F. Compensation

1. HPC Members: In accordance with the Metro HPC members receive no compensation as a condition of their membership on the HPC.

2. People with Lived Experience: The CoC recognizes the value and importance of authentically and meaningfully engaging people who have previously or are currently experiencing homelessness. Individuals with lived experience shall be compensated for their time and expertise shared with the CoC.

i. Pay Rate: The current rate of compensation for CoC participants with lived experience is \$20 per hour. This rate may be revised upon a vote by the HPC. As the CoC endeavors to be flexible and meet the needs of all members, CoC participants with lived experience may choose to receive eligible compensation either through a direct deposit (upon completion of a W-9 form and ACH agreement) OR via equivalent gift cards (in accordance with Metro's gift card policy). This compensation shall be drawn from the CoC Planning Grant, which is managed by the Collaborative Applicant.

ii. Applicable Hours: People with lived experience shall be compensated for time spent in CoC general membership meetings, CoC committee meetings (including CAB), and CoC trainings. Participants shall not be compensated for time attending HPC, as this conflicts with law governing Metro Nashville Boards and Commissions. When people with lived experience attend CoC Committee meetings, including the CAB, they may also be compensated for up to 30 minutes of travel time per meeting.

iii. Documentation Requirement: Adequate documentation of compensation shall be maintained by the Collaborative Applicant. This shall include individual time sheets with the names, dates, hours, locations, and descriptions of all billable hours.

G. Dissolution of the Nashville-Davidson County Continuum of Care

In the event the Nashville-Davidson County CoC is dissolved, and the group owns any assets in excess of those needed to discharge fully its obligations, such assets shall be distributed exclusively to independent non-profit human service organizations devoted to the health, welfare, and well-being of citizens of Nashville.

Section X. Adoption and Amendment of Governance Charter

After members of the CoC Charter Committee annually review and, if necessary, recommend revisions to the Charter document in conjunction with the CA and HMIS Lead, the recommended draft must be posted for public review for a 15-day comment period prior to any vote for adoption. Any input resulting in a change in the proposed document shall be offered as an amendment during the discussion/deliberation and prior to a final vote by the CoC GM on the proposed revisions. Changes and amendments adopted during discussion/deliberations during the meeting for which the final vote has been called are not subject to further public notice prior to the final vote.

This Governance Charter may be amended at a regular or special meeting of the CoC membership by a majority affirmative vote of the total number of eligible voting members. Members must be present to vote. Proposals for amendments may be made prior to the presentation of the document to the GM in writing or may be made during the discussion/deliberation from the floor. Any proposed amendment shall be acted upon in accordance with the current edition of Robert's Rules of Order.

This version supersedes any and all previously adopted Charters. Each version of the Continuum of Care Governance Charter and their respective effective dates are outlined below:

- On May 18, 2017, the GM voted unanimously to approve the original version of the Governance Charter.
- On May 17, 2018, the GM voted to approve Version 2 of this Governance Charter as amended.
- On August 15, 2019, the GM voted to approve Version 3 of this Governance Charter as amended.
- On August 20, 2020, the GM voted to approve Version 4 of this Governance Charter as amended.
- On January 21, 2021, the GM voted to approve Version 5 of this Governance Charter as amended.
- On September 16, 2021, the GM voted to approve Version 6 of this Governance Charter as amended.

NASHVILLE CONTINUUM OF CARE ANTI-RACISM PLEDGE

As the Nashville-Davidson County Continuum of Care (CoC) Homelessness Planning Council, we take the following pledge to dismantle racism:

We define racism as racial prejudice plus the misuse of power by systems and institutions (misuse can be intentional or unintentional). We are mindful of the racial inequities across housing, economic mobility, health care, criminal justice, and other systems. These all contribute to racial inequities in homelessness. For example, Black, Indigenous, and People of Color are overrepresented in the population of people experiencing homelessness. Implicit (i.e. subconscious) biases of service providers can result in fewer housing opportunities for Black, Indigenous, and People of Color.

Cognizant of institutional and structural racism as well as the daily realities of all forms of bias, prejudice and bigotry in our own life, our family, our circles of friends, our co-workers and the society in which we live, with conviction and hope:

- We pledge to stay mindful of the power and privilege that we bring into every space that we enter and conversation that we have.
- We pledge to actively and intentionally practice antiracism when participating on the CoC Homelessness Planning Council, representing this council and the CoC in the community, and in talking about homelessness and housing issues in Nashville. While the realities of racism are much larger than us and this council, the decisions we make day-to-day as professionals can literally either open or close doors for people. We have an opportunity to learn and make different choices about how we interact with colleagues and clients, which can in turn directly impact access to and experiences of housing and services, as well as health and economic outcomes of members of our community.
- We pledge to use the knowledge we obtain and differing perspectives to which we are exposed to view each choice we make in our professional and personal lives as an opportunity to move towards racial justice or away from it. And we pledge to move towards it.
- We pledge to educate ourselves individually on racial justice issues.
- We pledge to share what We learn in our own communities: with our family, our partner, our children, our friends, our co-workers and those we encounter on a daily basis, even if and especially when this means challenging people around us in the process.
- We pledge to have difficult conversations and endure uncomfortable interactions in order to deepen our own understanding through this sharing as well as give others the opportunity to come along with us so that we can move together towards justice.
- We pledge to choose being uncomfortable so that others can be safe.

*Drafted by the CoC Data Committee and endorsed by the CoC Equity and Diversity Committee.
Approved by the Homelessness Planning Council on January 13, 2021*

DRAFT

Nashville-Davidson County Continuum of Care Governance Charter Committee

PROPOSED CHARTER REVISIONS AND RECOMMENDATIONS

Proposed Charter Revisions

Pg 1

- Removed the italics in the section explaining the Anti-Racism Pledge.
- Added “The entire Pledge may be found at the end of this document.”

Pg 2

- Added indentation and paragraph spacing to improve readability.
- Replaced “In May 2019, the CoC General Membership designated MDHA as CA for a three-year period” with “In November 2023, the CoC General Membership designated the Metro Office of Homeless Services as CA for a five-year period.”
- Added a definition for Coordinated Entry (CE).
- Added language on the designation of the HMIS lead.

Pg 3

- Added CE Lead to the list of CoC community partners.
- In the second paragraph of Section I Part B, changed “The CoC General Membership shall annually review and amend this Charter as needed...” to “The CoC Governance Charter Committee shall annually review and amend this Charter as needed, to be approved by the GM...”
- Changed the first paragraph in Section II Part A to better reflect current practices for recruiting CoC members.
- In the first bullet point of Section II Part A, removed “(and annual renewal)”.

Pg 4

- Added additional spacing and subsections to improve readability.
- Added “during the 12 months prior to an election” to the bullet point explaining how members can retain voting privileges.
- Added “CoC-funded agencies are strongly encouraged to attend GM meetings, and to support and attend committee meetings. Attendance may be a factor in annual rating.”
- Added “Organizations must also assign a proxy liaison to vote in case the primary cannot make a vote.” and “Any changes in either the primary or proxy designee shall be transmitted to Collaborative Applicant staff and the Membership Chair at least 3 days prior to any vote.” to the bullet point on primary liaisons to the CoC.
- Deleted the bullet point on how the Membership Committee will conduct outreach to those who might be interested in becoming members to the CoC to reduce redundancy.

- Added a paragraph that outlines how the Membership Committee will welcome and orient new members.
- Deleted “voting is limited to one designee per member organization” in the list of benefits of membership to reduce redundancy.

Pg 6

- Added that the GM shall designate the CE Lead and referenced the newly added CE section.
- In the first paragraph, moved “to satisfy HUD’s requirement” to the beginning of the sentence and added that the CA is responsible for publishing agendas and minutes.
- Changed “The GM meeting will be facilitated by a member of the executive committee of the HPC whenever possible or a CoC member appointed by the HPC Chair” to “The GM meeting will be facilitated by a member selected by the GM via consensus”.
- Added the desired attributed for the GM facilitator and that the facilitator is responsible for creating meeting agendas “with due consideration to GM input”.
- Added “The GM meetings shall be conducted in accordance with relevant Policies and Procedures as enacted by the GM.”
- Added “To ensure clear lines of communication between the GM and HPC, a standing item on GM meeting agendas will be a report from the HPC. The GM shall appoint a liaison to report at each HPC meeting.”
- In Part C, added “Voting is limited to one designee per member or member organization.”
- In the paragraph discussing voting for organizations, removed the words “at least” to avoid confusion and contradictory instructions on voting.

Pg 7

- Added “HPC Members are expected to review materials in advance of meetings in order to actively engage in discussion of agenda topics. The HPC is responsible for approving the methodology for the Point-in-Time Count, which should occur each January, prior to the event.” to the second paragraph.
- Removed language around the Tennessee Governor waiving in-person meeting requirements since the Charter already states that meetings are to be held in accordance with state law.
- Added “To ensure clear lines of communication between the HPC and General Membership, a standing item on HPC meeting agendas will be a report from the CoC General Membership. The HPC shall appoint a liaison to report at each GM meeting. HPC members and Executive Committee members are encouraged to attend CoC GM meetings and/or join a CoC committee.”

Pg 8

- In Part D. 1., added a paragraph to outline the process the Nominating and Membership Committee shall follow to solicit, review, and present nominees for the HPC.

Pg 9

- Moved the parts on Resignation and Removal later in the section to create a more linear flow.

- In Part E. 1., added language outlining how OHS will track and notify HPC members of gaps in their attendance.

Pg 10

- Added language outlining the process for signing up and sharing public comments at HPC meetings to reflect the policy that was adopted in July of 2023.
- Rephrased and reordered language in Part G to improve readability.
- Changed the entity that has the authority to remove HPC members from the Metropolitan Council to the Metropolitan Mayor to reflect the Metro Ordinance that established the HPC.
- Added language outlining grounds for recommending the removal of an HPC member.
- Clarified the quorum and voting expectations for the HPC to recommend the removal of a HPC member.
- In Part H, reduced the number of officers from three (3) to two (2) as the Secretary role overlaps with the responsibilities of the Collaborative Applicant when it comes to recording minutes and attendance.

Pg 11

- Deleted “These officers shall be the liaisons between the HPC and the GM. One (1) of these officers shall preside over/facilitate the GM meetings as practicable.”
- Deleted the section outlining the duties of the Secretary to reflect the reduction in the number of officers.
- Deleted Part J, K and L to reduce redundancy and potential contradiction with laws, ordinances, and future bylaws.
- Changed any reference of “ad hoc committees” to “ad hoc task forces”
- Deleted “Unless otherwise specified, all standing and ad hoc committee members shall serve for a term of two (2) years coinciding with the HPC fiscal year.”
- Deleted “The HPC shall specify duties of the ad hoc committees” to avoid any redundancy with Part G.
- Changed the lettering and numbering for Section IV to align with the formatting of other sections.

Pg 12

- Created separate section to outline “Committee Membership” and “Committee Chairs”.
- Added a sentence to explain the role and responsibilities of committee members.
- Added “Staff of the CA, HMIS Lead and CE Lead may not serve as committee members, but should serve as support and technical assistance/subject matter experts to committees.”
- Added duties for committee chairs to reflect current practices.
- Reordered the list of committees to group similar committees together.
- Merged Nominating Committee and Membership Committees.
- For Part B.3. changed the number of additional HPC member from two (2) to three (3) to reflect the reduction in the number of officers and maintain a total number of five (5) Executive Committee members.

Pg 13

- Merged the HMIS Oversight Committee and Data Committees.
- Added “annually reports on data driven local funding priorities” to the responsibilities of the Data and HMIS Oversight Committee.
- Added a “Coordinated Entry Oversight Committee” and outlined relevant responsibilities to align with the oversight expectations outlined in Section VII and VIII.

Pg 14

- Added the Consumer Advisory Board, Shelter Committee, and Veterans Workgroup to the list of standing committees.
- In Part D, added that ad hoc task forces can be established by either the HPC *or* GM.
- Removed the Appeals Committee from the list of standing committees as the panel that reviews funding decisions appeals was determined to be more of a subcommittee of the Performance Evaluation Committee. The Governance Charter Committee instead recommended that the language outlining the appeals process be added to a Collaborative Applicant Policies and Procedures Manual.

Pg 15

- Added Parts G and H to establish “Committee Chairs Coordinating Meetings” and outline expectations for “Public Attendance and Conduct at Committee Meetings”
- In Section V, removed language outlining the designation of the HMIS Lead to avoid redundancy with the newly added Section VIII, which covers the designation and evaluation of the CA, HMIS, and CE Leads.
- Added a paragraph outlining “eligible project applicants”.
- Moved “The Collaborative Applicant is also the only eligible applicant able to apply for CoC Planning funds on behalf of the CoC.” from the list of CA duties to the third paragraph in Section V.

Pg 16

- In Section VI, removed language outlining the designation of the HMIS Lead to avoid redundancy with the newly added Section VIII, which covers the designation and evaluation of the CA, HMIS, and CE Leads.
- Deleted the paragraph outlining the responsibilities for the HMIS Oversight Committee to avoid redundancy with Section IV Part C, which describes the responsibilities for each standing committee.

Pg 17

- Added a section to define and outline the responsibilities of the Coordinate Entry Lead to mirror the existing dedicated section for the Collaborative Applicant and HMIS Leads.
- Added a section to outline the process for designating and evaluation the CA, HMIS, and CE Leads.

Pg 18

- Added Section VIII Part A to outline the process for designating lead agencies to manage the CA, HMIS, and CE functions. Included existing language on the terms for lead agencies and the process for opening an RFP process prematurely in response to poor performance. Added that an RFP can also be opened if the agency lead is no longer able to continue as the lead.
- The steps listed for designating the lead agency came from recommendations created by the ad hoc committee that worked on the recent Collaborative Applicant designation.
- Added Section VIII Part B to outline the process for regularly evaluating the CA, HMIS, and CE lead agencies, which includes the designation of respective oversight committees for all three leads and how performance is to be measured, reported and addressed.

Pg 19

- Added a Staff Support subsection to outline how the lead agencies for CA, HMIS, and CE should provide staff support to the CoC GM, HPC, and committees.
- Added a Code of Conduct subsection to outline expectations HPC, CoC and committee members adapted from the Institute for Clinical and Economic Review (ICER).

Pg 20

- Added a Conflicts of Interest subsection to define conflicts, outline the process for disclosing conflicts, and set expectations for recusal in meetings.
- Added a subsection on compensation to outline how people with lived experience of homelessness can receive compensation for their participation in the Continuum of Care. This section also maintains existing clarification that HPC members cannot receive compensation for participating in the HPC.

Additional Recommendations

1. Ask the Membership Committee to review Section II Part E and work to outline a process for identifying/electing a GM facilitator, expectations for how agendas are drafted, and expectations for how motions can be made during GM meetings.
2. Convene the CoC Committee Chairs to review Section IV Part C to assess the appropriateness of consolidating, redefining, dissolving, and/or establishing standing committees.
3. Ask the Performance Evaluation Committee to draft a Collaborative Applicant Policies and Procedures Manual.
4. Establish an Ad Hoc Task Force to draft Grievance Procedures to be added to the CoC Charter. An initial draft of potential grievance procedures was created by the Governance Charter Committee and can be made available to the Ad Hoc Task Force.
5. Support the Governance Charter Committee in creating a plan for pulling out charter content that could be better served living in CoC bylaws and/or policies and procedures manuals.