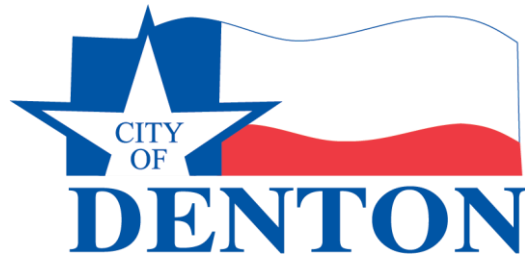




2026-2028

Denton County Housing and Homelessness Leadership Team Strategic Plan

A Collective Impact Project of:



Our Vision

Every person in Denton County has a place to call home that is safe, affordable, accessible and supported by community resources.

Our Mission

The Denton County Housing & Homelessness Leadership Team fosters an effective and coordinated system of homelessness prevention and intervention, resulting in homelessness that is rare, brief and nonrecurring through:

- Community Awareness & Connection
- Data-driven, evidenced-based, fiscally responsible recommendations
- Innovative solutions around affordable housing, access to primary and behavioral health care services, adequate incomes and coordinated services
- Mobilizing, advocating and empowering public-private community-wide collaboration

OUR COLLECTIVE IMPACT APPROACH

Common Agenda

- All participants **share a vision for change** that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.

Shared Measurement

- All participating organizations **agree on the ways success will be measured and reported**, with a short list of common indicators identified and used for learning and improvement.

Mutually Reinforcing Activities

- A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a **mutually reinforcing plan of action**.

Continuous Communication

- All players engage in **frequent and structured open communication** to build trust, assure mutual objectives, and create common motivation.

Backbone Support

- An **independent, funded staff dedicated to the initiative** provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

OUR COLLECTIVE IMPACT APPROACH



DENTON COUNTY HOUSING AND HOMELESSNESS LEADERSHIP TEAM

APPOINTEES

Quasi-governmental, strategic planning body of county leaders

City of Denton	City of Lewisville	Denton County Commissioners Court	Small Cities/Towns	Housing Homelessness Providers	Health Care Providers	Higher Education Institutions	United Way of Denton County	Workforce/ Business Development
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WORKGROUPS

Working Groups determine strategic direction, develop implementation plans, and identify measurement indicators.

The work groups/subcommittees of the DCHHLT are defined by the DCHHLT as deemed appropriate and necessary.

Data	Diversion	Healthcare	Housing	Cross Care Collaborative w/DCBHLT	OTHERS AS NEEDED	OTHERS AS NEEDED
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WHO WE SERVE



PEOPLE EXPERIENCING AND AT-RISK OF HOMELESSNESS ([Department Of Housing And Urban Development or HUD](#))

CATEGORY 1: Chronic/Literal

People who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided.

CATEGORY 2: At-Risk

People who are losing their primary nighttime residence, which may include a motel or hotel or a doubled-up situation, within 14 days.

- May include Cost Burdened Families: Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. An estimated 12 million renter and homeowner households now pay more than 50 percent of their annual incomes for housing. A family with one full-time worker earning the minimum wage cannot afford the local fair market rent for a two-bedroom apartment anywhere in the United States.

CATEGORY 3: Youth

Families with children or unaccompanied youth who are unstably housed and likely to continue in that state.

CATEGORY 4: Domestic Violence

People who are fleeing or attempting to flee domestic violence, have no other residence, and lack the resources or support networks to obtain other permanent housing.

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WHAT WE MEASURE



High-quality data is crucial for assessing community progress in ending homelessness. Performance metrics allow for evaluating the effectiveness of a Housing Crisis Response System in achieving its goals. Implementing a Coordinated Entry System in Denton County will improve data collection on homelessness. Regular monitoring of these metrics will help identify service gaps and focus collective efforts.

SYSTEM PERFORMANCE

- **Number** – Reduce number of people experiencing homelessness
- **Length** – Reduce the length of time households are enrolled in emergency shelter and transitional housing experiencing homelessness.
- **First Time Homeless** – Reduce the number of persons who become homeless for the first time
- **Recidivism** – Reduce the number of people who return to homelessness after receiving permanent housing
- **Barriers** – Increase access to housing through a variety of successful housing placement options
- **Income** – Increase income of homeless adults being served
- **Outreach** – Identify vulnerable populations

WHAT WE HAVE ACCOMPLISHED



✓ Increased doors for Denton County

- Increased portfolio of private landlords to reduce housing barriers, total of 48
- Partnered with Housing Connectors to provide rental protection and risk mitigation for landlords
- Provide Landlord Engagement education and recruitment to GLAR
- Housed 340 individuals and families experiencing homelessness

✓ Diversion progress into the Housing Crisis Response System

- All agencies trained in HMIS Diversion workflow
- \$50,000 new Diversion funding for HPL 0-3 from CCA
- \$10,000 new Diversion funding for shelter and street outreach from City of Denton

✓ Healthcare

- Drafted healthcare rubric to identify system navigation process and to divert from shelter

WHAT WE HAVE ACCOMPLISHED



- ✓ **Supported The Denton County Homeless Coalition**
 - 20th year of completing the Point in Time Count
 - Increased community engagement for volunteerism and State of Homelessness attendance
 - Nonprofit status confirmed, officially coined The Path Home as new name
- ✓ **Cross Care Collaboration**
 - Preliminary data collected high utilizers of multiple systems; law enforcement, court records, and behavioral health

STRATEGIC FOCUS - SWOT ANALYSIS



Strengths	Weaknesses	Opportunities	Threats
<p>Collaboration and networking across all sectors, including committed civic leaders and community engagement.</p>	<p>Limited resources, including housing and data, funding constraints (e.g., federal HUD funding not competitive, agency capacity issues, equity concerns, and unbalanced investments).</p>	<p>Improvement and expansion of services, through training, facilitation process improvements, multi-disciplinary use, and sustainable funding support.</p>	<p>Funding and resource limitations, with expected decreases in federal (HUD- RRH & PSH/SNAP) and state funding, and HUD prioritization for CoC grant funding. Impact to how nonprofit organizations can assist financially.</p>
<p>Resource Communication/ Information sharing, including case manager participation, completed data dashboard, and networking for resources and funding.</p>	<p>Systemic issues, such as staff changes, program changes, systemic concerns regarding capacity, and the need for more competitive federal funding (ESG). Lack of visibility of problem/collaborative benefit to key partners such as health care providers.</p>	<p>Increased engagement and support, leveraging opportunities for increased advocacy at higher levels of government, public awareness, involvement, and demonstrating effective use of funds. Change management of communication during changes</p>	<p>External and environmental challenges, such as population growth exceeding resource accessibility, transportation limitations, and potential for increased demand from economic factors or future disasters. Administration priority changes. Infrastructure challenges; impacts visibility/no where to be homeless. Govt shutdown.</p>
<p>Integration into systems, such as the Housing Crisis Response System and public/private partnerships.</p>	<p>Planning and goal-setting stages still underway for several groups, indicating a lack of current goals or clear direction in some areas.</p>	<p>Strategic planning for growth, including population growth preparedness, disaster planning lessons from COVID, and faith-based organization engagement. Improved communication across agencies for grant/program expansion</p>	<p>Systemic and operational inefficiencies, including financial inefficiencies, program effectiveness concerns, duplication of services, and challenges in communicating unmet needs to the public.</p>
<p>Goal-oriented initiatives, with all workgroups contributing to specific goals and actionable items with metrics.</p>	<p>Housing Stability remains to be a systemic need, funding for supportive services, expansion of wraparound services to decrease recidivism.</p>	<p>Enhancing data and assessment capabilities to inform priorities, structure, and assess the impact of initiatives.</p>	<p>Potential recommendations: Be aware of organizational programs to build together and enhance effectiveness- workgroup of leaders recommendation</p>

EXECUTIVE SUMMARY

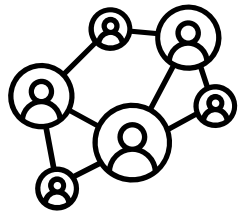


The Denton County Housing and Homelessness Leadership Team's (HHLT) Strategic Plan Draft for 2026-2028 outlines a comprehensive approach to addressing homelessness through a series of goals, objectives, strategies and recommended actions.

These action items are designed to support the overarching mission of fostering an effective and coordinated system of homelessness prevention and intervention, with the vision of ensuring that every person in Denton County has a safe, affordable place to call home.

Strategic Plan for Reducing Homelessness

Community Wide Goals for Measurable Impacts 2026-2028



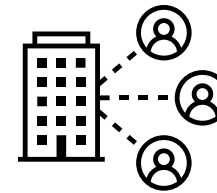
Diversion & Prevention

- Diversion Workflow Training
- Data Dashboard: Diversion
- Continuum of Care expansion: DCMHJDC Pilot



Housing Response

- Update System Mapping
- Integrate Diversion into Case Conferencing
- Increase system users to expand knowledge of resources



Engage & Collaborate

- Increase Public - Private Partnerships
- Evaluating CoC participation
- Create & Implement Advocacy Plan



Housing Supports

- Prepare for HUD reprioritization transition
- Maximize partnerships with organizations that provide stabilizing services
- Integrate advocacy for funding

COMMON TERMS/ABBREVIATIONS



Federal System Structure

- **Balance of State (BoS)** – Texas’s largest CoC. The Texas Balance of State CoC is made up of all service providers, advocates, local government officials, and citizens who work to eliminate homelessness in over 213 counties in Texas outside of most major metropolitan cities. DCHC is a member. Texas Homeless Network (THN) serves as the CoC lead agency, HMIS administrator and the applicant for the HUD Continuum of Care (CoC) Program for the Balance of State.
- **Continuum of Care (CoC)** – CoC’s are authorized by HUD, CoC’s are designed to promote communitywide commitment to the goal of ending homelessness. CoC’s apply to HUD and are awarded CoC grants that then provide funding for efforts by nonprofit providers, state, and local governments to end homelessness.
- **US Department of Housing and Urban Development (HUD)** – One of the many things offered by HUD are grants and programs related to the topic of homelessness.

Grants – List of some grant programs (not all inclusive):

- COD – City of Denton Human Services Grant
- ESG – Emergency Solution Grant
- EFSP – Emergency Food and Shelter Program
- SHP – Supportive Housing Grant
- CoC – Continuum of Care Grants

Programs – List of some homeless program types (not all inclusive):

- **Affordable Housing** – Defined as paying 30% or less than an individual’s income for housing.
- **Coordinated Entry** – Process used in communities to streamline access, assessment, and referral process for housing and other services across agencies in a community. In a coordinated system, each system entry point (‘Front Door’) uses the same assessment/intake tool and makes decisions on which programs families are referred based on a comprehensive understanding of each program’s specific requirements, target population, and available beds and services.

COMMON TERMS/ABBREVIATIONS



Emergency Shelter – Shelter provided to address the immediate needs of homeless persons living on the street by providing temporary housing.

Diversion – Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Housing Inventory Count (HIC) – The Housing Inventory Count (HIC) is a point-in-time inventory of provider programs within a Continuum of Care that provide beds and units dedicated to serve persons who are homeless, categorized by five Program Types: Emergency Shelter; Transitional Housing; Rapid Re-housing; Safe Haven; and Permanent Supportive Housing.

Homeless Management Information System (HMIS) – HMIS tracks the data regarding the homeless and services provided.

Homelessness Prevention (HP) – Short- and/or medium-term rental assistance provided to prevent an individual or family from moving into an emergency shelter or another place not fit for human habitation.

Housing Choice Voucher (HCV) – Formerly known as Section 8 Vouchers; federally funded housing voucher for low-income individuals and families; administered locally by the Denton Housing Authority

Housing Crisis Response System (HCRS) – An effective HCRS identifies all people experiencing or at risk of experiencing homelessness across the community, prevents homelessness whenever possible, provides immediate access through coordinated entry to shelter and crisis services without barriers to entry, as stable housing and supports are being secured, and quickly connects people who experience homelessness to housing assistance and/or services tailored to the unique strengths and needs of households and which enable them to achieve and maintain permanent housing.

Housing First – Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing Priority List (HPL) – List of individuals and families who have been assessed using the VI-SPDAT in HMIS and are waiting to be connected to a permanent housing solution

COMMON TERMS/ABBREVIATIONS



Low-Barrier – Housing solutions that requires a minimum number of expectations of the people who wish to be placed there.

Point-In-Time (PIT) Count – A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

Permanent Supportive Housing (PSH) – Housing for people who need long-term housing assistance with supportive services to stay housed.

Rapid Re-Housing (RRH) – Housing relocation and stabilization services and assistance provided to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing.

Social Security Disability Insurance (SSDI) – Monthly benefit for people who are living with a disability

Supplemental Security Income (SSI) – Monthly benefit program for people with little income who are also living with a disability

Supportive Housing (SH) and Transitional Housing (TH) – Housing that is provided with case management designed to help client achieve self-sufficiency and exit the program over a determined amount of time

Street Outreach – Essential services and outreach provided to unsheltered homeless people on the street

Veteran Affairs Supportive Housing (VASH) – Combination of Housing Choice Voucher rental assistance and individualized case management services for Veterans experiencing homelessness

VI-SPDAT – The VI-SPDAT is a pre-screening, or triage tool that is designed to be used by all providers within a community to quickly assess the health and social needs of homeless persons and match them with the most appropriate support and housing interventions that are available

Wrap-Around Services – Community based, client centered approach to provide other supportive services as available and as needed for clients to maintain housing stability. Wrap-Around Services might include: Health Care, Child Care, Substance Use Treatment, Mental Health Care, Education, Employment, Legal Services, Counseling, Transportation, etc.