GOVERNMENT OF THE DISTRICT OF COLUMBIA INTERAGENCY COUNCIL ON HOMELESSNESS

PROPOSED ICH PRIORITIES (CY24 – 25)

PURPOSE

To provide an overview of the proposed priorities (CY24 – 25) for ICH Standing Committees and Workgroups.

BACKGROUND/ADDITIONAL CONTEXT

Given the outsized impact of opioids, particularly the prevalence of fatalities related to opioid use, the ICH Director is proposing a restructure of the ICH to focus on Health Care, especially Behavioral health by

- Converting the Youth Committee into a Workgroup that reports to the Strategic Planning Committee – consistent with the Family, Single Adults, and Veterans Workgroups;
- Consolidating the Youth Advisory Board and the Consumer Engagement Workgroup into a robust advisory group for lived experience representatives from all subsystems; and
- Creating a Health Care Committee supported by a workgroup specific to Behavioral Health.

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EXECUTIVE COMMITTEE

Description
Forum for ensuring coordination among the standing committees of the ICH and addresses critical items that need resolution between Full Council meetings.

Priorities & Projects
The following priorities align with the roles and responsibilities outlined in the ICH Bylaws.

- **Ensuring coordination across the ICH** by
  - Planning for and tracking efforts to meet locally and federally legislated mandates, including:
    - Comments to the Mayor's Proposed Budget (annual),
    - Strategic Plan (every 5 years) and Updates (annual),
    - Community-wide assessments and inventories – including Key Performance Indicators (KPIs), Point-in-Time (PIT) and Housing Inventory Counts (HIC), and Homeless Youth Census (annual)
    - Input on federally mandated applications and plans (annual), and
    - Winter Plan (Annual)
  - Tracking key issues/concerns surfacing across ICH forums, including:
    - Identifying and reviewing key concerns surfacing across ICH Forums,
    - Triaging the emerging key concerns to the appropriate ICH Forum and alerting the relevant agencies for attention and support, and
    - Following up to ensure that key concerns are addressed within the appropriate timeframes.
  - Supporting essential ICH governance functions, including
    - Issuing an annual call for nominations to identify and rank candidates for expiring or vacant Community Seats on the ICH Full Council
    - Regularly reviewing and updating ICH Bylaws to ensure they track critical shifts in the landscape, including necessary changes to the ICH infrastructure

- **Advancing additional key priorities related to:**
  - Addressing Fiscal Constraints
  - Expanding Employment and Entrepreneurship
  - Regional Coordination and Collaboration

- **Reviewing and integrating the cross-cutting priorities advanced by associated workgroups:**
  - Consumer Engagement
  - Racial Equity and Inclusion

Description
Forum for developing and advancing priorities of consumers with lived experience.

Priorities & Projects
For Review and Integration by the Executive Committee

- **Establishing a comprehensive Consumer Advisory Group (CAG) or Lived Experience Advisory Group (LEAG):**
  - Identify and secure funding to cover stipends for a minimum of 16 constituents with lived experience (4 for each subsystem – family, singles, veterans, and youth)
  - Recruit and onboard the 16 constituents with lived experience once the proposed structure is approved at the appropriate Executive or Full Council meeting – focusing on ensuring continuity between the existing Consumer Engagement Workgroup and SHY Youth Advisory Board members.

- **Mapping client experience and addressing constituent grievances related to homeless services:**
  - Gather and refer the concerns of constituents with lived experience to the appropriate CMTE/WG forums
  - Ensure adequate representation of constituents with lived experience at ICH Forums (Full Council/CMTE/WG meetings) to support the system mapping work underway
  - Identify the priority areas for mapping client experience and addressing constituent grievances across the appropriate CMTE/WG meetings

- **Supporting key projects that are vital in addressing constituent concerns, including:**
  - Advancing Housing as a Human Right,
  - Ensuring dignity in death,
  - Expanding access to food, and
  - Developing and implementing Move-On/Graduation strategies from long-term supportive services

Description

Forum for advancing racial equity across the homeless services continuum informed by objectives outlined in Homeward DC 2.0.

Priorities & Projects

For Review and Integration by the Executive Committee

- **Reviewing System Operations:**
    - Improve racial equity practices, especially related to ICH structure and operations; and
    - Continue to review, annually, progress on closing the gap in performance and outcomes between the single adult and family subsystems

- **Establishing an REI Assessment Tool:**
    - Identify readily available resources that can be tailored to homeless services
    - Tailor most appropriate racial impact assessment tool to our system
    - Develop protocols and pilot provider-level and system-level policies and programming
    - Conduct a baseline review of significant policies and programming to determine impact on different racial and ethnic groups
    - Adopt and promote standards for continuous and ongoing system-level and provider-level examinations

- **Advancing Housing as a Right:**
    - Review the TCP/Urban Institute housing insecurity/instability survey
    - Work with the District's Office of Planning (OP) to integrate findings of the housing insecurity/instability survey and estimate the level of assistance needed to bring insecure households to stability and appropriately relieve rent-burdened households in the District
    - Work with the District Housing Authority (DCHA) to understand the gap between the preliminary estimates obtained from working with the OP and the need that the DCHA can meet given current federal funding levels
    - Work with Federal partners to determine if and how the Federal government can address this gap

Description:
Planning forum responsible for developing and evaluating the implementation of the Winter Plan and coordinating shelter-related topics.

Priorities & Projects
The following priorities align with the roles and responsibilities outlined in the ICH Bylaws.

- **Meeting the legislated mandates relative to the Winter Plan** by
  - Reviewing implementation of the Winter Plan to identify key areas of concerns flagged by constituents (memorialized by a Mid-Season FY24 Hypo Season Review and a final FY24 Hypo Season Review),
  - Working with implementing agencies to identify options for addressing the key concerns,
  - Drafting a Winter Plan that integrates the most effective and efficient options for addressing key concerns, and
  - Finalizing the Winter Plan for adoption.

- **Supporting the development and implementation of a performance management framework** specific to front door services and temporary housing as well as by ICH ERSO CMTE/WGs by
  - Reviewing a proposed outline for:
    - A formal ICH Performance Plan for the Continuum of Care to be utilized by OCA starting FY25 and beyond and
    - Standard Workplans for advancing ICH priorities and projects, complete with deliverables, timelines and metrics, starting CY24 and beyond.
  - Updating the proposed/draft framework or idea by integrating the feedback and
  - Finalizing the proposed/draft framework for adoption

- **Supporting strategic engagement with adjacent systems that impact all subpopulations**, particularly Domestic Violence, and Justice-Involved Populations, by
  - Understanding the demand for temporary housing at the intersection of homeless services and these adjacent systems
  - Supporting discharge planning, not to build a pipeline from adjacent systems to homeless services, but to appropriately support people experiencing homelessness but most familiar with this adjacent system navigate to immediate shelter and temporary housing resources and
  - Mapping these adjacent subsystems with a focus on appropriate points of contact and pathways for escalating concerns to support navigation and care coordination

- **Reviewing the priorities and projects led by the associated workgroups**:
  - Front Door Services,
  - Shelter Capacity, and
  - Shelter Solutions

Description
Forum for planning and coordinating services across the front door, including day/drop-in centers, shelters, and street outreach (all subpopulations).

Priorities & Projects
For Review and Integration by the ERSO Committee

- **Improving service delivery at the Front Door for all populations** (families, singles, veterans, and young adults):
    o Reviewing UIR data regularly to understand constituent concerns related to service delivery and operations.
    o Prioritizing robust housing-focused case management (especially navigation supports/services) and
    o Coordinating care, especially for crisis or complex medical health needs, by mapping the front door of homeless services, identifying appropriate contact points, and establishing protocols/procedures for supporting care coordination that adequately protects our clients from bad actors.

- **Addressing safety/security at the Front Door** (particularly Day Centers & Outreach)
    o Compiling feedback received to date and identifying priorities for immediate action vs longer-term or transformational efforts
    o Engaging constituents with lived experience to ensure their perspectives are adequately captured and accounted for in the priorities identified related to safety/security concerns and
    o Identifying funding sources and options for implementing priority options

- **Transforming the Front Door for Single and Young Adults** by
    o Developing a robust and data-driven understanding of the population served by Day Centers and Outreach teams, including catchment areas;
    o Identifying the role of day centers and outreach teams and how these interventions at the front door can be configured to meet the demands of the population served and
    o Mapping out a comprehensive vision for a day center and outreach services at the Front Door of the Single Adult and Young Adult subsystems for the ideal system (adequate year-round shelter that is available 24/7), including options for how to get there given the reality of existing constraints.

- **Ending/preventing unsheltered homelessness, especially at encampments**, including:
    o Estimating needs (via back-of-the-envelope calculations) for the level of year-round shelter and permanent housing resources, given the lack of reliable data and
    o Improving HMIS data collection and analysis of housing placement rates amongst unsheltered individuals, especially at encampments

Description
Planning forum for shelter-related issues, formerly known as Shelter Conditions Workgroup.

Priorities & Projects
For Review and Integration by the ERSO Committee

- **Improving service delivery and operations for all populations in temporary housing by**:
  - Reviewing UIR data regularly to understand constituent concerns related to service delivery and operations;
  - Prioritizing case management and robust housing navigation supports/services, and
  - Coordinating care, especially during a crisis or for complex medical health needs, by
    - mapping the front door of homeless services,
    - identifying appropriate contact points, and
    - establishing protocols/procedures for supporting care coordination that adequately protects our clients from bad actors.

- Addressing safety/security at temporary housing (particularly shelter, bridge, and transitional housing)
  - Compiling feedback received to date and identifying priorities for immediate action vs longer-term or transformational efforts
  - Engaging constituents with lived experience to ensure their perspectives are adequately captured and accounted for in the priorities identified related to safety/security concerns and
  - Identifying funding sources and options for implementing priority options

- Transforming temporary housing (meaning shelter, bridge, and transitional housing) for Single and Young Adults by
  - Understanding the populations experiencing homelessness and served by temporary housing programs, particularly relative to the vulnerabilities that drive demand for necessary or critical accommodations and services;
  - Identifying the role(s) of different temporary housing programs and how temporary housing interventions can be configured to meet the demands of the populations served; and
  - Mapping out a comprehensive vision for temporary housing serving Single and Young Adults

Description
Forum for discussing shelter capacity and reviewing shelter utilization reports.

Priorities & Projects
For Review and Integration by the ERSO Committee

- Supporting the development of the Winter Plan by
  - Reporting on shelter utilization during hypothermia season and
  - Memorializing shelter capacity recommendations for the Winter Plan

- Addressing gaps in shelter capacity reports reviewed related to
  - Monthly reports for emergency shelter for young adults – including utilization and turnaways
  - Shelter utilization beyond Hypothermia Season – especially for singles and young adults.

- Exploring the short-term potential for expanding shelter capacity during and beyond Hypothermia Season, particularly as it relates to
  - Leveraging under-utilized shelter inventory/resources,
  - Partnership with mission-driven organizations,
  - Retail spaces and
  - Hotel/motel conversions

Description
Forum for tracking progress on strategic planning initiatives.

Priorities & Projects
The following priorities align with the roles and responsibilities outlined in the ICH Bylaws.

- **Meeting the legislated mandates[1] related to the Strategic Plan and Annual Updates** in partnership with the Executive Committee by
    - Planning for and supporting the development of deliverables that meet the legislated mandates;
    - Reviewing the readily available data that emerges from the legislated community-wide assessments and inventories to understand and support system-level planning;
    - Identifying and addressing barriers, challenges, and gaps in meeting legislated mandates; and .
    - Tracking the shifting landscape, including implications across the subsystems.

- **Developing and implementing a performance management framework for work advanced by the Continuum of Care as a whole as well as by ICH Forums** by
    - Proposing a draft framework for:
        - A formal ICH Performance Plan for the Continuum of Care to be utilized by OCA starting FY25 and beyond and
        - Standard Workplans for advancing ICH priorities and projects, complete with deliverables, timelines and metrics, starting CY24 and beyond.
    - Updating the proposed/draft framework or idea by integrating the feedback and
    - Finalizing the proposed/draft framework for adoption

- **Supporting strategic engagement with adjacent systems that impact all subpopulations, particularly Domestic Violence, and Justice-Involved Populations**, by
    - Understanding the demand vs. supply of dedicated housing resources and housing-supportive services for people experiencing homelessness also interacting with these adjacent systems
    - Supporting engagement in CAHP and our efforts to appropriately target and prioritize dedicated housing assistance/services and
    - Mapping these adjacent subsystems with a focus on appropriate points of contact and pathways for escalating concerns to support navigation and care coordination

- **Reviewing the priorities and projects led by the associated subsystem workgroups**:
    - Family System,
    - Single Adult System;
    - Veterans NOW; and
    - Youth System (currently known as the Youth Committee).

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[1] For additional context, legislated mandates relevant to Strategic Planning include: Comments to the Mayor's Proposed Budget (annual); Strategic Plan (every 5 years) and Updates (annual); Community-wide assessments and inventories – including Key Performance Indicators (KPIs), Point-in-Time (PIT) and Housing Inventory Counts (HIC), and Homeless Youth Census (annual); and Input on federally mandated applications and plans (annual).

Description

Forum for advancing strategies to reduce homelessness amongst families.

Priorities & Projects

For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for families by**
    - Understanding demand vs supply of dedicated housing resources
    - Understanding demand vs supply of dedicated housing supportive services
    - Understanding progress, including the impact of shifts in the landscape

- **Targeting and prioritizing housing resources dedicated to ending homelessness by**
    - Reviewing and adopting CAHP prioritization and case conferencing criteria, processes, and procedures, and
    - Leveraging available HMIS and the CAHP data (ideally a CAHP dashboard) to assess inflow, outflow, and general system improvement opportunities for expediting matching and lease-up.

- **Improving service delivery to clients served by dedicated housing resources by**
    - Identifying strategies/options for expediting matching to and delivery of housing navigation services associated with dedicated programs;
    - Mapping dedicated housing resources with a focus on appropriate points of contact and pathways for escalating concerns to support 1) navigation/transition between homeless service programs/interventions/subsystems and 2) care coordination with adjacent systems like Behavioral Health
    - Mapping client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

Description
Forum for advancing strategies to reduce homelessness amongst single adults.

Priorities & Projects
For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for single adults by**
  o Understanding demand vs supply of dedicated housing resources
  o Understanding demand vs supply of dedicated housing supportive services
  o Understanding progress, including the impact of shifts in the landscape

- **Targeting and prioritizing housing resources dedicated to ending homelessness by**
  o Reviewing and adopting CAHP prioritization and case conferencing criteria, processes, and procedures, and
  o Leveraging available HMIS and the CAHP data (ideally a CAHP dashboard) to assess inflow, outflow, and general system improvement opportunities for expediting matching and lease-up.

- **Improving service delivery to clients served by dedicated housing resources by**
  o Identifying strategies/options for expediting matching to and delivery of housing navigation services associated with dedicated programs;
  o Mapping dedicated housing resources with a focus on appropriate points of contact and pathways for escalating concerns to support 1) navigation/transition between homeless service programs/interventions/subsystems and 2) care coordination with adjacent systems like Behavioral Health
  o Mapping client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

Description
Forum for advancing strategies to reduce Veteran homelessness.

Priorities & Projects
For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for single adults by**
  - Understanding demand vs supply of dedicated housing resources
  - Understanding demand vs supply of dedicated housing supportive services
  - Understanding progress, including the impact of shifts in the landscape

- **Targeting and prioritizing housing resources dedicated to ending homelessness by**
  - Reviewing and adopting CAHP prioritization and case conferencing criteria, processes, and procedures, and
  - Leveraging available HMIS and the CAHP data (ideally a CAHP dashboard) to assess inflow, outflow, and general system improvement opportunities for expediting matching and lease-up.

- **Improving service delivery to clients served by dedicated housing resources by**
  - Identifying strategies/options for expediting matching to and delivery of housing navigation services associated with dedicated programs;
  - Mapping dedicated housing resources with a focus on appropriate points of contact and pathways for escalating concerns to support 1) navigation/transition between homeless service programs/interventions/subsystems and 2) care coordination with adjacent systems like Behavioral Health
  - Mapping client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

Description
Forum for advancing strategies to reduce homelessness amongst young adults.

Priorities & Projects
For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for single adults by**
  - Understanding demand vs supply of dedicated housing resources
  - Understanding demand vs supply of dedicated housing supportive services
  - Understanding progress, including the impact of shifts in the landscape

- **Targeting and prioritizing housing resources dedicated to ending homelessness by**
  - Reviewing and adopting CAHP prioritization and case conferencing criteria, processes, and procedures, and
  - Leveraging available HMIS and the CAHP data (ideally a CAHP dashboard) to assess inflow, outflow, and general system improvement opportunities for expediting matching and lease-up.

- **Improving service delivery to clients served by dedicated housing resources by**
  - Identifying strategies/options for expediting matching to and delivery of housing navigation services associated with dedicated programs;
  - Mapping dedicated housing resources with a focus on appropriate points of contact and pathways for escalating concerns to support 1) navigation/transition between homeless service programs/interventions/subsystems and 2) care coordination with adjacent systems like Behavioral Health
  - Mapping client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

Description
Proposed forum for planning for coordinating and integrating health care services within the homeless services system.

Priorities & Projects
The following priorities and projects are recommended to focus the ICH on healthcare concerns, especially those related to behavioral health.

- **Ensuring that families and individuals experiencing homelessness have access to health care and appropriate medical services, including**
  - Supporting Medicaid enrollment and renewal,
  - Understanding the prevalence of healthcare conditions,
  - Identifying and scaling appropriate medical interventions given the prevalence and
  - Supporting care coordination and navigation to appropriate healthcare interventions (and vice-versa), including
    - Embedding or otherwise integrating medical services across homeless service programs/interventions as appropriate and
    - Integrating healthcare data into the existing CAHP framework to improve the reliability of vulnerability assessments and prioritization factors.

- **Leveraging Medicaid to address Social Determinants of Health (i.e., homelessness and at risk of homelessness), including**
  - Renewing the existing 1115 Waiver to ensure maximum flexibility relative to
    - Housing attainment and sustainment services offered at the Front Door, including Temporary Housing
    - One-time or short-term housing assistance, including diversion, homelessness prevention, and rapid-rehousing resources.
  - Expanding the 1915i Waiver to include services rendered under Targeted Affordable Housing, and
  - Exploring In Lieu of Services (ILOS) to incentivize Managed Care Organizations to reduce health disparities and address unmet health-related social needs.

- **Addressing ongoing concerns related to COVID and respiratory illnesses, focusing on preventing transmission.**
  - Preventing transmission, including appropriate protocols and shelter densities
  - Ensuring vaccines are easily accessible/available to our clients and staff
  - Planning for the safety of individuals who are unlikely to vaccinate
  - Supporting providers follow/implement the CDC guidance
  - Tracking the prevalence of COVID-19 in our facilities
  - Understanding vulnerability, including impact of new strains
  - Contingency planning for mass infection events

- **Reviewing the priorities and projects led by the associated workgroup for behavioral health.**

Description
Proposed forum for planning for coordinating and integrating behavioral health care services within the homeless services system.

Priorities & Projects
For Review and Integration by the Healthcare Committee

- **Ensuring that residents experiencing homelessness have access to the appropriate behavioral health services and supports, including**
    o Understanding the demand for behavioral health services/supports
    o Identifying and scaling the appropriate interventions given the prevalence of healthcare conditions and
    o Supporting care coordination and navigation to appropriate behavioral health interventions (and vice-versa), including
        ▪ Embedding or otherwise integrating medical services across homeless service programs/interventions as appropriate and
        ▪ Integrating healthcare data into the existing CAHP framework to improve the reliability of vulnerability assessments and prioritization factors.

- **Supporting effective crisis prevention/intervention, including**
    o Appropriately scaling and expediting the delivery of behavioral health crisis services, including embedding or otherwise integrating the necessary supports into homeless service facilities and programs;
    o Mapping the behavioral health system with a focus on appropriate points of contact and pathways for escalating concerns to support navigation or transition between the two systems of care; and
    o Creating immediate resources, including job aids, to support front-line staff manage challenges as we transform the system.

Flag: all subpopulation workgroups under Strategic Planning CMTE will prioritize mapping sub-systems to support navigation/transition with adjacent care systems. So, those forums will create products allowing behavioral health providers to navigate the homeless service subsystems and vice-versa.

HOUSING SOLUTIONS COMMITTEE

Description
Planning forum for increasing housing stock dedicated to homeless services.

Priorities & Projects
The following priorities align with the roles and responsibilities outlined in the ICH Bylaws.

- Maximizing Utilization/Occupancy of Dedicated Consolidated RFP Units Filled via CAHP
  - Understanding demand, especially for higher levels of need, but significant constraints in taking advancing of these units
  - Monitoring overall utilization and occupancy,
  - Ensuring units are matched via CAHP, and
  - Expediting lease up to minimize vacancies and maximize occupancy

- Expanding the capacity of owners/developers (particularly minority owners/developers and faith-based/mission-driven orgs) to leverage the Consolidated RFP process and create more site-based housing dedicated to homeless services, by
  - Understanding the current state and challenges related to lending/refinancing, insurance and security, and zoning;
  - Integrating findings/observations into our efforts to support developers; including exploring options for moving towards an open and rolling Consolidated RFP Process and incentivizing the creation of new types of dedicated housing, including
    - PSH Plus – which envisions higher levels of care for clients that need more than the Case Management services offered by PSH,
    - Dedicated Deeply Affordable Housing – which envisions minimal services for clients who are scoring for RRH, AND
    - House-sharing
  - Mapping homeless services and ensuring owners/developers understand the programs/interventions and how they are supported, especially related to CAHP and how dedicated units will be filled; and
  - Exploring opportunities to support landlords and partners struggling with tenants that need more than the dedicated case management supports/services delivered.

- Focusing efforts to coordinate with DCHA to this forum, including
  - Understanding baseline data related to the housing process under DCHA's purview;
  - Identifying options for streamlining the housing process under DCHA's purview, including eligibility determination, the new process for determining rent reasonableness, inspections, and lease-up; and
  - Expanding access to housing resources by prioritizing families and individuals experiencing homelessness on the HCVP and Public Housing waitlists, which likely requires supporting
    - Outreach and engagement efforts and
    - Connections to the appropriate community-based supports and services to ensure families/individuals are adequately supported in housing.

- Evaluating opportunities for expanding affordable and fair housing in the District, including
  - Understanding and evaluating the call for Social Housing

- Engaging the Office of Planning related to improve understanding of housing instability amongst DC residents
- Evaluating the impact of COVID and lessons learned as the City focuses on revitalizing Downtown, including Gallery Place/Chinatown, given the proposed move of Monumental Sports and Entertainment, and
- Understanding and supporting efforts to promote Fair Housing and racial equity and inclusion, including.
- Exploring homeownership opportunities for people experiencing homelessness, including leveraging ADU
- Exploring options for updating TOPA to focus on anti-displacement at the lowest income levels.