



GOVERNMENT OF THE DISTRICT OF COLUMBIA INTERAGENCY COUNCIL ON HOMELESSNESS

COMPREHENSIVE ANNUAL WORK PLAN FOR ICH FORUMS

Issued: 09 July 2024

PURPOSE

For the forums that comprise the Interagency Council on Homelessness (ICH), this comprehensive annual work plan establishes the following:

- **Purpose** – identifying concrete roles and responsibilities for each ICH forum,
- **Priorities and Projects** – ensuring each forum is focused on advancing strategic priorities and projects,
- **Schedule** – recognizing the importance of building a responsive but sustainable system by balancing planning and implementing sprints with breaks for resting and recharging across the system, and
- **Structure** – recognizing that the work is relational/intersectional, ensuring a framework for escalating critical concerns to the attention of our Committees and ultimately the Full Council.

BACKGROUND/CONTEXT

The ICH is the governance board for the District’s homeless services Continuum of Care (CoC). Local and federal legislation mandates the ICH to show leadership in planning, policymaking, program development, provider monitoring, and budgeting ([DC Code §4-752.01](#)).

The ICH meets in forums to advance the governance and strategic planning work. On an annual basis, the ICH is expected to establish priorities and projects aligned with the Legislative Mandates, the Strategic Plan to end and prevent homelessness in the District ([Homeward DC 2.0](#)), and the ICH Bylaws. Identifying the components of the Work Plan is an iterative process in ICH forums, initiated in late FY23 and early FY24. Priorities and projects identified have since been updated to account for feedback received during the FY25 Budget Engagement Sessions to ensure alignment with the most salient needs for the coming year.

Pending the approval of the Work Plan components, the ICH will work with ICH Full Council members and the broader community of dedicated stakeholders to establish Leadership Slates for each forum. The Leadership Slates will be responsible for advancing the forum Priorities and Projects, including developing and implementing the Performance Management Framework.

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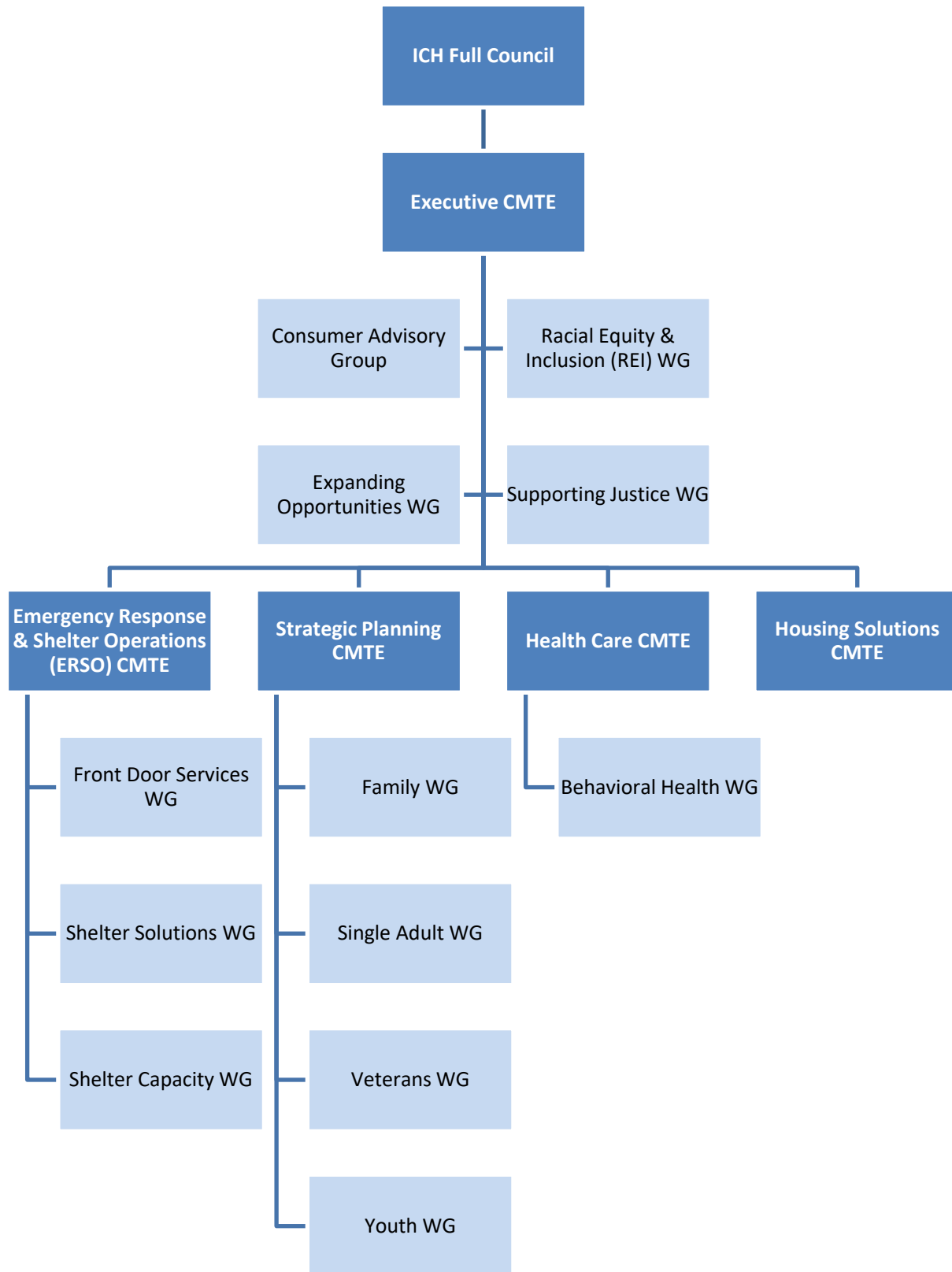
OVERVIEW OF ICH COMMITTEES AND WORKGROUPS

The ICH Organizational Chart below captures the structure of ICH Committees and Workgroups. There are 18 forums, including the ICH Full Council. The Chart highlights Standing Committees and their Workgroups, including proposed forums.

SUMMARY OF PROPOSED CHANGES TO ICH STRUCTURE

Given the outsized impact of opioids, particularly the prevalence of fatalities related to opioid use, the ICH is proposing a restructuring to focus on Health Care, especially Behavioral Health. To create room on the ICH calendar for this critical effort, the ICH Team proposes the following updates and changes:

- Converting the Youth Committee into a Workgroup that reports to the Strategic Planning Committee – consistent with the Family, Single Adult, and Veteran Workgroups;
- Consolidating the Youth Advisory Board and the Consumer Engagement Workgroup into a robust advisory group for lived experience representatives from all subsystems;
- Formalizing the Health Care Committee supported by a workgroup specific to Behavioral Health
- Creating two new cross-cutting Workgroups under the Executive Committee focused on:
 - Expanding Opportunities related to Income, Employment, and Entrepreneurship and
 - Supporting Justice to better serve populations at the intersection of homeless services, victim services, and the justice systems.



PRIORITIES, BY COMMITTEE

The following table provides an overview of Committee priorities. The goal is to focus on 3 priorities, advanced by 3 projects.

Executive Committee			
<ul style="list-style-type: none"> • Planning for and tracking efforts to meet locally and federally legislated mandates, especially related to budget and performance planning • Tracking key issues/concerns surfacing across ICH forums as well as adjacent systems and • Supporting essential ICH governance functions. 			
ERSO CMTE	Strategic Planning CMTE	Health Care CMTE	Housing Solutions CMTE
<ul style="list-style-type: none"> • Seasonal planning, including the annual Winter Plan • Performance planning for relevant activities under HWDC2.0 Implementation and CoC Operations. • Reviewing priorities and projects led by front-door services, shelter solutions, and shelter capacity workgroups. 	<ul style="list-style-type: none"> • Strategic Planning to End Homelessness (5-year), including Annual Updates. • Performance planning for relevant activities under HWDC2.0 Implementation and CoC Operations. • Reviewing priorities and projects led by subsystem (Family, Single, Veteran, and Youth) workgroups and regional coordination efforts. 	<ul style="list-style-type: none"> • Addressing Disparities in Health Care Outcomes for People Experiencing Homelessness by improving access to and delivery of health services • Leveraging Medicaid to address Social Determinants of Health and Transform Homeless Services • Performance Planning for relevant activities under HWDC2.0 Implementation and CoC Operations. • Reviewing priorities and projects led by the Behavioral Health workgroup 	<ul style="list-style-type: none"> • Expanding dedicated housing opportunities, particularly unit/site-based housing • Focusing efforts to coordinate with DCHA • Performance Planning for relevant activities under HWDC2.0 Implementation and CoC Operations.

PRIORITIES, BY WORKGROUPS

The following table provides an overview of Workgroup priorities within the context of the Committees that they support. Again, the goal is to focus on 3 priorities, advanced by 3 projects.

EXECUTIVE COMMITTEE & CROSS-CUTTING WORKGROUPS

Executive Committee			
<ul style="list-style-type: none"> • Planning for and tracking efforts to meet locally and federally legislated mandates, • Tracking key issues/concerns surfacing across ICH forums as well as adjacent systems and • Supporting essential ICH governance functions. 			
Consumer Advisory Group	Racial Equity & Inclusion WG	Expanding Opportunities WG	Supporting Justice WG
<ul style="list-style-type: none"> • Establishing a comprehensive Consumer Advisory Group or Lived Experience Advisory Group • Mapping client experience and aligning the work of ICH forums to center critical constituent grievances • Addressing highest-priority constituent concerns 	<ul style="list-style-type: none"> • Reviewing System Operations, which includes advancing equitable practices and performance management. • Establishing REI Assessment Tool • Advancing Housing as a Right 	<ul style="list-style-type: none"> • Centering employment, entrepreneurship, and other critical sources of expanding income (ex., benefits) with the homeless services CoC • Expanding access to and improving delivery, navigation, and performance management of critical service 	<ul style="list-style-type: none"> • Centering public safety concerns and improving the administration of justice for victims and justice-involved individuals within the homeless services CoC • Expanding access to and improving delivery, navigation, and performance management of critical services.

EMERGENCY RESPONSE & SHELTER OPERATIONS (ERSO) COMMITTEE & WORKGROUPS

ERSO CMTE

- Seasonal Planning, including the annual Winter Plan
- Performance Planning for relevant activities under HWDC2.0 Implementation and CoC Operations.
- Reviewing priorities and projects led by the associated workgroups.

Front Door Services WG

- Improving service delivery at the Front Door (particularly outreach and day centers) for all populations
- Transforming the Front Door for Single and Young Adults
- Ending/preventing unsheltered homelessness, especially at encampments

Shelter Solutions WG

- Improving service delivery and operations for all populations in temporary housing
- Transforming temporary housing (shelter, bridge, and transitional housing) for Single and Young Adults
- Ending/preventing sheltered homelessness, including housing-focused case management

Shelter Capacity WG

- Supporting seasonal planning, including the Winter Plan
- Expanding shelter capacity at the front door for year-round access
- Performance planning, especially relative to improving utilization reports and reviews to support performance planning goals

STRATEGIC PLANNING COMMITTEE & WORKGROUPS

Note: To the extent possible and appropriate, priorities and projects are consistent across subpopulation workgroups reporting up to the Strategic Planning Committee.

Strategic Planning CMTE			
<ul style="list-style-type: none"> • Strategic Planning to End Homelessness (5-Year), including Annual Updates. • Performance Planning for relevant activities under HWDC2.0 Implementation and CoC Operations. • Reviewing priorities and projects led by subsystem (Family, Single, Veteran, and Youth) workgroups and regional coordination efforts. 			
Family WG	Single Adult WG	Veterans WG	Youth WG
<ul style="list-style-type: none"> • Ending and preventing homelessness in the District for families • Targeting and prioritizing housing resources dedicated to families • Improving service delivery to clients served by dedicated housing 	<ul style="list-style-type: none"> • Ending and preventing homelessness in the District for single adults • Targeting and prioritizing housing resources dedicated to singles • Improving service delivery to clients served by dedicated housing 	<ul style="list-style-type: none"> • Ending and preventing homelessness in the District for Veterans • Targeting and prioritizing housing resources dedicated to Veterans • Improving service delivery to clients served by dedicated housing 	<ul style="list-style-type: none"> • Ending and preventing homelessness in the District for young adults • Targeting and prioritizing housing resources dedicated to young adults • Improving service delivery to clients served by dedicated housing

HEALTH CARE COMMITTEE & WORKGROUP

Health Care Committee

- Ending and Preventing Disparities in Health Care Outcomes for People Experiencing Homelessness by improving access to and delivery of the appropriate healthcare services
- Leveraging Medicaid to Address Social Determinants of Health and Transform Homeless Services,
- Performance planning for relevant activities under HWDC2.0 Implementation and CoC Operations.

Behavioral Health WG

- Ensuring that people experiencing homelessness have access to the appropriate behavioral health services and supports,
- Supporting effective crisis prevention/intervention and
- Addressing concerns related to the opioid epidemic, especially the risk of fatality while experiencing homelessness or residing in housing

HOUSING SOLUTIONS COMMITTEE

Note: There are no standing Workgroups reporting to the Housing Solutions Committee.

Housing Solutions Committee

- Evaluating opportunities for expanding and improving affordable housing and housing dedicated to homeless services
- Focusing efforts to coordinate with DCHA to this forum
- Performance planning for relevant activities under HWDC2.0 Implementation and CoC Operations.

WORK PLAN DETAIL, BY ICH FORUM

EXECUTIVE COMMITTEE

FORUM PURPOSE

Ensure coordination among ICH standing committees and addressing 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.

- **Planning for and tracking efforts to meet locally and federally legislated mandates by:**
 - Leading on the following mandates
 - Comments to the Mayor’s Proposed Budget (annual),
 - Comprehensive Performance Management Framework
 - Assigning to the appropriate ICH forum
 - 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
 - Seasonal planning, especially the Winter Plan (Annual)
- **Tracking key issues/concerns surfacing across ICH forums as well as adjacent systems by:**
 - Reviewing work underway across District Government as well as the ICH CMTEs and WGs reporting to it to identify key issues and opportunities,
 - Triaging emerging issues and opportunities to the appropriate ICH forum and alerting the relevant agencies/initiatives 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,
 - Establishing leadership slates that advance racial equity and inclusion so that the ICH creates opportunities for leadership roles and a robust pipeline of future ICH Full Council members, and
 - Regularly reviewing and updating ICH Bylaws to ensure they track critical shifts in the landscape, including necessary changes to the ICH infrastructure.

ANNUAL CALENDAR

- Standard meeting recurrence is 2nd Tuesdays from 1:30 – 3 pm
- The ICH Full Council convenes quarterly in lieu of the Executive Committee

Month	Date	Notes
January	01/09	<i>Break - Due to proximity to New Year holiday and shift in mtg schedules.</i>
February	02/20	<i>Moved to 3rd Tues. from 1 – 2:30 pm to accommodate shift in mtgs.</i>
March	03/12	ICH Full Council Meeting (Quarterly)
April	04/09	Break – Timeslot leveraged for ICH Budget Engagement Sessions.
May	05/14	Break – Timeslot leveraged for Strategic Planning CMTE & PIT Results
June	06/11	ICH Full Council Meeting (Quarterly)
July	07/09	Initial Proposal for HUD CoC.
August	08/13	Break - ICH Team focused on advancing Winter Plan. Break postponed to facilitate decision-making on the HUD CoC NOFO, usually released mid-July, with submissions due in Sept.
September	09/10	ICH Full Council Meeting (Quarterly)
October	10/08	
November	11/12	Break.
December	12/10	ICH Full Council Meeting (Quarterly)

CONSUMER ADVISORY GROUP

FORUM PURPOSE

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

PRIORITIES & PROJECTS

- **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 16 constituents with lived experience once the proposed structure is approved by the Executive CMTE or Full Council – focusing on ensuring continuity between the existing Consumer Engagement Workgroup and SHY Youth Advisory Board members.

- **Mapping client experience and flagging constituent grievances related to homeless services:**
 - Gather and refer the concerns of consumers to the appropriate CMTE and WG forums
 - Ensure adequate representation of consumers across homeless services, including
 - ICH Forums (Full Council/CMTE/WG meetings) to support the system mapping work
 - Representation on solicitation review panels for programs dedicated or adjacent to homeless services
 - Identify the priority areas for mapping client experience and addressing consumer grievances across the appropriate CMTE and WG meetings

- **Addressing the highest priority consumer concerns by supporting key efforts, 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

ANNUAL CALENDAR

- Standard meeting recurrence is 4th Friday of each month from 2:30 - 4 pm.

Month	Date	Notes
January	01/26	Mapping Client Experience & Annual Priorities
February	02/23	Prep for March Full Council Mtg
March	03/22	Full Council month - Debrief on Full Council Mtg
April	04/26	Break – Due to ICH Team prioritizing Comments on the Mayor’s Proposed Budget.
May	05/24	Prep for June Full Council Mtg
June	06/28	Full Council month - Debrief on Full Council Mtg
July	07/26	Break – Due to ICH Team prioritizing 6-Month Review of Annual Update.
August	08/23	Prep for September Full Council Mtg and Winter Plan
September	09/27	Full Council month – Debrief on Full Council Mtg
October	10/25	Break – Due to fiscal year transition.
November	11/22	Prep for Full Council
December	12/27	Break - Due to proximity to Christmas and New Year holidays.

RACIAL EQUITY AND INCLUSION WORKGROUP

FORUM PURPOSE

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 disparity in performance and outcomes between the single adult and family subsystems
 - Review pay equity gaps for people with lived experience and frontline staff
- **Establishing an REI Assessment Tool:**
 - Identify existing 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 preliminary estimates from working with the OP and the need DCHA can meet given current federal funding
 - Work with Federal partners to determine if and how the Federal government can address this gap

ANNUAL CALENDAR

- Standard meeting recurrence is 3rd Wednesday of each month from 1 – 2:30 pm.

Month	Date	Notes
January	01/24	January meeting moved to 4th Wed. due to new year holiday schedule adjustments.
February	02/21	
March	03/21	Break – Due to proximity to Full Council
April	04/17	ICH Team prioritizing Comments on the Mayor’s Proposed Budget – aiming for breaks in all other CMTEs & WGs.
May	05/15	
June	06/19	Break – Due to Juneteenth Holiday.
July	07/17	ICH Team prioritizing 6-Month Review of Annual Update – aiming for breaks in all other CMTEs & WGs.
August	08/21	
September	09/18	Break - Due to proximity to Full Council.
October	10/16	
November	11/20	
December	12/18	Break - Due to proximity to Full Council.

EXPANDING OPPORTUNITIES (INCOME, EMPLOYMENT, ENTREPRENEURSHIP)

FORUM PURPOSE

Advance strategies to increase income for people experiencing homelessness, especially pathways to employment and entrepreneurship.

PRIORITIES & PROJECTS

For Review and Integration by the Executive Committee

- The three (3) distinct priority areas identified are:
 - Employment
 - Entrepreneurship and
 - Other including benefits and education
- Expanding access to and improving service delivery, navigation, and performance management for the three (3) priority areas by
 - Understanding demand versus supply of appropriate services to articulate the unmet need and support planning for the appropriate response, leveraging braided or mainstream resources.
 - Mapping adjacent systems to support navigation/transition between systems, and
 - Performance planning that includes data sharing to inform/improve service delivery and care coordination.
- Coordinating with and supporting DOES, especially related to advancing priorities of the [Poverty Commission](#) given the legislated mandate and projected fiscal constraints.

ANNUAL CALENDAR

To be determined upon approval of the Executive CMTE or Full Council to establish this forum.

SUPPORTING JUSTICE

FORUM PURPOSE

Supporting strategic engagement with adjacent systems, particularly Domestic Violence and Returning Citizens.

PRIORITIES & PROJECTS

For Review and Integration by the Executive Committee

- Centering public safety concerns and improving the administration of justice for victims and justice-involved individuals within the homeless services continuum of care by
 - Understanding demand versus supply of appropriate services to articulate the unmet need and support planning for the appropriate response, leveraging braided or mainstream resources.
 - Mapping adjacent systems to support navigation/transition between systems, and
 - Performance planning that includes data sharing to the extent that it is safe or practical to inform/improve service delivery and care coordination.
- There are several subpopulations impacted significantly by public safety and the administration of justice, including justice-involved, justice-seeking, DV, and returning citizens.

ANNUAL CALENDAR

To be determined upon approval of the Executive CMTE or Full Council to establish this forum.

FORUM PURPOSE

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.

- **Seasonal Planning, including the legislated mandate to develop and adopt a 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

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

ANNUAL CALENDAR

- Standard meeting recurrence is 4th Wednesday every month from 1 – 2:30 pm.

Month	Date	Notes
January	01/31	<i>Pushed to 5th Wednesday due to new year and holiday schedule adjustments.</i>
February	02/28	
March	03/27	
April	04/24	
May	05/22	
June	06/26	Break.
July	07/24	

August	08/28	
September	09/25	Break - ICH Full Council Meeting for approval of Winter Plan.
October	10/23	
November	12/04	One week later than usual cadence to avoid conflict with week of Thanksgiving.
December	12/25	Break - Christmas Day.

FRONT DOOR SERVICES WORKGROUP

FORUM PURPOSE

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 (particularly outreach and day centers) for all populations** (families, singles, veterans, and young adults):
 - Reviewing Unusual Incident Report (UIR) data regularly to understand constituent concerns related to service delivery and operations,
 - Addressing safety/security concerns at the Front Door, particularly day centers and outreach, and
 - System mapping to facilitate care coordination and larger transformation efforts.
- **Transforming the Front Door for Single and Young Adults** by
 - Developing a robust and data-driven understanding of the population served by Day Centers and Outreach teams, including non-DHS funded providers and catchment areas,
 - 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
 - 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:
 - Prioritizing robust housing-focused case management (especially navigation supports/services),
 - 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
 - Improving HMIS data collection and analysis of housing placement rates amongst unsheltered individuals, especially at encampments.

ANNUAL CALENDAR

- Standard meeting recurrence is 1st Tuesday every month from 1 – 2:30 pm.

Month	Date	Notes
January	01/02	Break – Due to proximity to New Year holiday.
February	02/06	
March	03/05	
April	04/02	Break - Due to ICH Budget Engagement Sessions.
May	05/07	
June	06/04	
July	07/02	Break - Due to proximity to July 4 th holiday.
August	08/06	
September	09/03	Break - Due to proximity to Labor Day and September Full Council meeting.
October	10/01	
November	11/05	Logistics flag: Election Day (US Presidential).
December	12/03	

SHELTER SOLUTIONS WORKGROUP

FORUM PURPOSE

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 data regularly to understand constituent concerns related to service delivery and operations, including data from Unusual Incident Reports (UIRs) and the Office of Administrative Hearings (OAH),
 - 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.
- **Transforming temporary housing (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
- **Ending/preventing sheltered homelessness with housing-focused case management by**

- Prioritizing case management and robust housing navigation supports/services, and
- Improving HMIS data collection and analysis of housing placement rates amongst shelter individuals.

ANNUAL CALENDAR

- Standard meeting recurrence is 2nd Thursday every month from 10:30 am - 12 pm.

Month	Date	Notes
January	01/11	Break – End/Start of Year ICH Recess
February	02/08	
March	03/14	
April	04/11	Break – Due to ICH Budget Engagement Sessions and Focus on Comments to the Proposed Mayor’s Budget.
May	05/09	
June	06/13	
July	07/11	Break – Due to ICH Team prioritizing 6-Month Review of Annual Update
August	08/15	One week later than usual cadence.
September	09/12	
October	10/10	Break – To standardize cadence & ensure break before the Hypothermia Season.
November	11/14	
December	12/12	

SHELTER CAPACITY WORKGROUP

FORUM PURPOSE

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
- **Expanding shelter capacity at the front door for year-round access** by exploring the potential for leveraging under-utilized shelter inventory/resources, partnerships with mission-driven organizations, retail spaces and hotel/motel conversions

- Performance planning, especially relative to improving utilization reports and reviews to support performance planning goals, including
 - Monthly reports for emergency shelters for young adults – including utilization and turn away.
 - Shelter utilization beyond Hypothermia Season – especially for singles and young adults.
 - Quarterly review to identify updates to shelter capacity reports.

ANNUAL CALENDAR

- Standard meeting recurrence is the 4th Wednesday of every month from 11 – 12:30 pm.

Month	Date	Notes
January	01/31	January meeting pushed to 5th Wednesday,
February	02/28	
March	03/27	
April	04/24	Break – Due to ICH Budget Engagement Session schedule.
May	05/22	
June	06/26	
July	07/24	
August	08/28	Break.
September	09/25	
October	10/23	
November	12/04	One week later than usual cadence to avoid conflict with week of Thanksgiving.
December	12/25	Break – Due to Christmas Day holiday.

FORUM PURPOSE

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 mandates¹ related to the Strategic Plan and Annual Updates** in partnership with the Executive CMTE by
 - Planning for and supporting the development of deliverables that meet the legislated mandates;
 - Reviewing 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 the housing resources dedicated to ending/preventing homelessness** 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 Work Plans 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

- **Reviewing priorities and projects led by the associated subsystem workgroups** (Family System, Single Adult, Veterans, and Youth) **and regional coordination efforts:**
 - Ending and preventing homelessness in the District for all subpopulations, meaning families, singles, veterans, and young adults. Projects will focus on understanding demand vs supply, managing supply to meet demand, tracking progress.
 - Targeting and prioritizing housing resources dedicated to ending homelessness. Projects will focus on reviewing and updating CAHP Prioritization and Case Conferencing criteria, processes, and procedures.
 - Improving service delivery to clients served by dedicated housing resources. Projects will focus on expediting housing to clients matched via CAHP and quality of housing support services.
 - Track and inform regional coordination and collaboration of homeless services through the Metropolitan Washington Council of Governments (MWCOCG).

ANNUAL CALENDAR

- Standard meeting recurrence is 4th Tuesday every other month from 2:30 – 4 pm.
- Standard breaks throughout the year allow for ICH to finalize reports to meet legislated mandates.
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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).

Month	Date	Notes
January	01/30	Review of FY23 KPIs to Inform FY23 Annual Update Logistics flag: January meeting pushed to 5th Tuesday due to new year and holiday schedule adjustments.
February	02/27	Break – Standard bimonthly.
March	03/26	Performance Management framework for CoC programs and ICH forums
April	04/23	Break – Standard bimonthly.
May	05/14	2024 PIT Results (anticipated) Originally flagged scheduled for 05/28, but normal cadence falls on the day after Memorial Day; leveraged Exec CMTE meeting date/time due to a scheduled break.
June	06/25	Break – Standard bimonthly.
July	07/23	6-Month Review of Annual Update Goal: Integrating 2024 PIT Results & Subpopulation KPI Deep Dives
August	08/27	Break – Standard bimonthly.
September	09/24	
October	10/22	Break – Standard bimonthly.
November	11/19	Moving meeting up one week to 11/19 to avoid conflict with Thanksgiving week.
December	12/24	Break – Standard bimonthly.

FAMILY SUBSYSTEM WORKGROUP

FORUM PURPOSE

Forum for planning across the Family System to end and prevent homelessness for families.

PRIORITIES & PROJECTS

For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for families by**
 - Understanding demand versus supply of dedicated resources, housing and services,
 - Expanding/managing supply of housing and services to meet demand, and
 - 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,
 - Operationalizing and tracking matches made to housing resources throughout the year, 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;

- Mapping the Family Subsystem to support navigation/transition between homeless service programs/interventions/subsystems and care coordination with adjacent systems, including and informed by:
 - process and procedures with a focus on appropriate points of contact and pathways for escalating concerns
 - client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.
- Assessing the utilization, performance, and role of existing transitional housing (TH) and rapid rehousing (RRH) programs to continue the transformation of the Family Subsystem.

ANNUAL CALENDAR

- Standard meeting recurrence is 2nd Wednesday of each month from 10:30 am – 12 pm.

Month	Date	Notes
January	01/17	January meeting pushed to 3rd Wednesday due to New Year.
February	02/14	
March	03/13	
April	04/10	Break. ICH Budget Engagement Sessions.
May	05/08	
June	06/12	
July	07/10	Break. ICH Team Prioritizing 6-Month Review of Annual Update
August	08/14	
September	09/11	
October	10/09	Break for fiscal year transition, following adoption of Winter Plan.
November	11/13	
December	12/11	

SINGLE ADULT SUBSYSTEM WORKGROUP

FORUM PURPOSE

Forum for planning across the Singles system to end and prevent homelessness for individuals.

PRIORITIES & PROJECTS

For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for single adults by**
 - Understanding demand versus supply of dedicated resources, housing and services,
 - Expanding/managing supply of housing and services to meet demand, and
 - 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,
 - Operationalizing and tracking matches made to housing resources throughout the year, 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 the Single Adult Subsystem to support navigation/transition between homeless service programs/interventions/subsystems and care coordination with adjacent systems, including and informed by:
 - process and procedures with a focus on appropriate points of contact and pathways for escalating concerns
 - client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

ANNUAL CALENDAR

- Standard meeting recurrence is 1st Thursday every month from 1 – 2:30 pm.

Month	Date	Notes
January	01/04	Break – Due to New Year holiday.
February	02/01	
March	03/07	
April	04/04	Break - Due to ICH Budget Engagement Sessions.
May	05/09	One week later than usual cadence.
June	06/06	
July	07/04	Break – Due to July 4th holiday.
August	08/08	One week later than usual cadence.
September	09/05	Break - Due to proximity to Labor Day and the September Full Council meeting.
October	10/03	
November	11/07	
December	12/05	Break - Due to New Year holiday.

VETERANS WORKGROUP

FORUM PURPOSE

Forum for planning and advancing strategies to end and prevent Veteran homelessness.

PRIORITIES & PROJECTS

For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for Veterans by**
 - Understanding demand versus supply of dedicated resources, housing and services,
 - Expanding/managing supply of housing and services to meet demand, and
 - 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,
 - Operationalizing and tracking matches made to housing resources throughout the year, 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 the Veteran Subsystem to support navigation/transition between homeless service programs/interventions/subsystems and care coordination with adjacent systems, including and informed by:
 - process and procedures with a focus on appropriate points of contact and pathways for escalating concerns
 - client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.

ANNUAL CALENDAR

- Standard meeting recurrence is 3rd Thursday of each month from 10:30 am – 12 pm.

Month	Date	Notes
January	01/18	Review 2023 Projects, ICH Annual Calendar & Priorities
February	02/15	In person mtg – Establishing BFZ 6-month priority projects
March	03/21	
April	04/18	Break – ICH team to focus on Comments on the Mayor's Proposed Budget.
May	05/23	One week later than the usual cadence.
June	06/20	Break – Proximity to ICH Full Council and offline work to advance project plans. Original proposal to break in July.
July	07/18	

August	08/22	One week later than usual cadence.
September	09/19	
October	10/17	Break – Fiscal year transition, following adoption of Winter Plan.
November	11/21	
December	12/19	

YOUTH WORKGROUP

FORUM PURPOSE

Forum for ending and preventing homelessness amongst young adults aged 18-24.

PRIORITIES & PROJECTS

For Review and Integration by the Strategic Planning Committee

- **Ending and preventing homelessness in the District for young adults by**
 - Understanding demand versus supply of dedicated resources, housing and services
 - Expanding/managingsupply of housing and services to meet demand
 - 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,
 - Operationalizing and tracking matches made to housing resources throughout the year, 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 the Youth Subsystem to support navigation/transition between homeless service programs/interventions/subsystems and care coordination with adjacent systems, including and informed by:
 - process and procedures with a focus on appropriate points of contact and pathways for escalating concerns
 - client experience and addressing constituent grievances related to the matching and housing process, especially concerning the quality of case management services.
 - Assessing the utilization, performance and role of existing transitional housing (TH) and rapid rehousing (RRH) programs to transform the Youth Subsystem.

ANNUAL CALENDAR

- Standard meeting recurrence is 3rd Tuesday of each month from 1 – 2:30 pm.

Month	Date	Notes
January	01/23	January meeting pushed to 4th Tuesday due to proximity to MLK Holiday.
February	02/20	Break – Invite to 02/06 Front Door Services WG
March	03/19	
April	04/16	Break – ICH Budget Engagement Sessions, Comments on the Mayor’s Proposed Budget.
May	05/21	
June	06/25	June meeting pushed to 4 th Tuesday due to Full Council meeting date change.
July	07/16	Note: Youth CAHP breaks in July.
August	08/20	Break – ICH Team prioritizing 6-Month Review of Annual Update
September	09/17	
October	10/15	
November	11/19	Break – breathing room at fiscal year transition, following adoption of Winter Plan.
December	12/17	Note: Youth CAHP breaks in December.

FORUM PURPOSE

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.

- **Ending and preventing disparities in health care outcomes for people experiencing homelessness by improving access to and delivery of health services, including**
 - Supporting Medicaid enrollment and renewal,
 - Understanding the prevalence of healthcare conditions, including COVID and other respiratory conditions, with the intent of
 - Identifying strategies for developing/scaling appropriate medical interventions, and
 - Embedding or otherwise integrating medical services across homeless service programs/interventions as appropriate.
 - Supporting care coordination and navigation to appropriate healthcare interventions (and vice-versa), including
 - Integrating healthcare data into the existing CAHP framework to improve the reliability of vulnerability assessments and prioritization factors,
 - System mapping for health care resources available to and dedicated to homeless services. Ex. Maternal Health and Unsheltered.
 - Improving service delivery through broadband access. Leveraging telehealth and education as an entry point.
- **Leveraging Medicaid to address social determinants of health (leverage Medicaid for homeless services), 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, and
 - 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 (TAH), and
 - Exploring In Lieu of Services (ILOS) to incentivize Managed Care Organizations (MCOs) to reduce health disparities and address unmet health-related social needs.
- **Supporting the development and implementation of a performance management framework** specific to improving health care outcomes for people experiencing homelessness as well as the ICH Health Care CMTE and Behavioral Health WG by
 - Reviewing a proposed outline
 - Updating the proposed/draft framework or idea by integrating the feedback, and
 - Finalizing the proposed/draft framework for adoption.

ANNUAL CALENDAR

- Standard meeting recurrence is 2nd Wednesday every month from 3:30 - 5 pm.
- Breaks are scheduled for the month that the ICH Full Council convenes due to proximity

Month	Date	Notes
January	01/17	Combine with BH WG, leveraging 3rd Wed. to minimize meetings in early January
February	02/21	Combine with BH WG and leverage 3rd Wed. to minimize meetings in Feb., prioritize prep for Performance Oversight Hearings
March	03/13	Break – Due to proximity of March Full Council Meeting.
April	04/17	Break – To allow the ICH to prioritize Comments to the Mayor’s Proposed Budget Original proposal to combine with BH WG so ICH Team can prioritize Comments to the Mayor’s Proposed Budget.
May	05/08	Standard HC CMTE
June	06/12	Break – Due to proximity of June Full Council Meeting. Original proposal to combine with BH WG due to proximity to June Full Council
July	07/10	Standard HC CMTE
August	08/14	Standard HC CMTE
September	09/11	Break – Due to proximity of September Full Council Meeting. Original proposal to combine with BH WG and leverage 3 rd Wed. due to proximity to Full Council.
October	10/09	Standard HC CMTE
November	11/13	Standard HC CMTE
December	12/11	Break – Due to proximity to December Full Council and end of year recess.

BEHAVIORAL HEALTH WORKGROUP

FORUM PURPOSE

Forum for advancing care coordination with the behavioral health system of care.

PRIORITIES & PROJECTS

For Review and Integration by the Health Care Committee

- **Ensuring that people experiencing homelessness have access to the appropriate behavioral health services and supports, including**
 - Understanding the demand for behavioral health services/supports,
 - Identifying and scaling the appropriate interventions given the prevalence of behavioral conditions, and
 - 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 behavioral health data into the existing CAHP framework to improve the reliability of vulnerability assessments and prioritization factors.

- **Supporting effective crisis prevention/intervention, including**
 - 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;
 - 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 informed by client experience; and
 - Creating immediate resources, including job aids, to support front-line staff manage challenges as we transform the system.
- **Addressing concerns related to the opioid epidemic, especially the risk of fatality while experiencing homelessness and residing in housing, by**
 - Crosswalking the [Live.Long.DC.](#) plan to develop an action plan specific to homeless services,
 - Mapping and understanding available resources to ensure access and coordination for individuals served through homeless and/or housing programs, and
 - Establishing data sharing to understand baseline and progress, including analysis of non-fatal and fatal overdoses across homeless services and housing programs.

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

ANNUAL CALENDAR

- Standard meeting recurrence is 3rd Wednesday every month from 3:30 - 5 pm.

Month	Date	Notes
January	01/17	Combine with BH WG, leveraging 3rd Wed. to minimize meetings in early January
February	02/21	Combine with HC CMTE and leverage 3rd Wed. to minimize meetings in Feb., prioritize prep for Performance Oversight Hearings
March	03/13	Break – Proximity of March Full Council Meeting
April	04/10	Standard BH WG Original proposal to combine with HC CMTE so ICH Team can prioritize Comments to the Mayor’s Proposed Budget.
May	05/15	Standard BH WG.
June	06/19	Break – Due to proximity of June Full Council Meeting & Juneteenth Original proposal to combine with HC CMTE and leverage 2 nd Wed. due to proximity to June Full Council.
July	07/17	Standard BH WG. Original proposal to break - ICH Team prioritizing 6-Month Review of Annual Update
August	08/21	Standard BH WG.
September	09/18	Break – Due to proximity of September Full Council Meeting Original proposal to combine with HC CMTE and leverage 3rd Wed. due to proximity to Full Council.

October	10/16	Standard BH WG.
November	11/20	Standard BH WG.
December	12/18	Break – Proximity to December Full Council and end of year recess.

FORUM PURPOSE

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.

- **Evaluating opportunities for expanding and improving affordable housing and housing dedicated to homeless services leveraging the Consolidated RFP process and supporting owners/developers (particularly BIPOC owners/developers and faith-based/mission-driven orgs) by**
 - Understanding the ever-evolving landscape, especially challenges related to lending/refinancing, insurance and security, and zoning;
 - Integrating the understanding into 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 such as PSH Plus, Dedicated Deeply Affordable Housing, House-sharing, and Social Housing.
 - Tailoring system maps developed by the WGs to orient owners/developers to the dedicated programs/interventions, 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 support/services delivered.
 - Understanding and supporting efforts to promote Fair Housing and racial equity and inclusion, including
 - Homeownership opportunities for people experiencing homelessness,
 - Leveraging Affordable Dwelling Units (ADU), and
 - Options for updating TOPA to focus on anti-displacement at the lowest income levels.
- **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.
- **Supporting the development and implementation of a performance management framework** specific to expanding and improving access and utilization of District housing resources, with a focus on **maximizing utilization/occupancy of dedicated site and tenant-based housing resources, including Consolidated RFP Units and LRSP Resources, by:**
 - Monitoring overall utilization and occupancy,
 - Ensuring units are matched via CAHP, and
 - Expediting lease up to minimize vacancies and maximize occupancy.

ANNUAL CALENDAR

- Standard meeting recurrence is 3rd Monday of every month from 2 – 3:30 pm.

Month	Date	Notes
January	01/15	Break due to holiday schedule.
February	02/26	Shift to 4th Monday to accommodate shift from Presidents' Day holiday.
March	03/18	Review of Study on Housing Insecurity in the District.
April	04/15	Break – Leveraging timeslot for ICH Budget Engagement Sessions.
May	05/20	Break.
June	06/17	
July	07/15	Break – ICH Team prioritizing 6-Month Review of Annual Update
August	08/19	
September	09/16	Break – Proximity to Full Council meeting.
October	10/21	
November	11/18	Break.
December	12/16	