

Strategic Planning Committee FY20-21 Work Plan

Committee Overview

Committee Chairs: Kelly McShane (Community of Hope), Tania Mortenson (DHS)

Meeting Frequency: Monthly (Fourth Tuesday from 2:30p-4p)

Distribution List PoC: KMcShane@cohdc.org

Roles/Responsibilities

The Strategic Planning Committee is responsible for:

- Homeward DC Performance Management, including:
 - Review of system-wide performance data;
 - Tracking investments toward the plan;
 - Updates to system modeling (as needed); and
 - Input on annual progress report.
- Coordination and oversight of CAHP system implementation, including:
 - Development of annual prioritization criteria (singles/veterans/families);
 - Developing dashboards and reviewing CAHP system performance; and
 - Monitoring quality control and system efficiency; recommending corrections as needed.
- Continued input on family system reforms (via Family Systems and Medicaid Billing Work Groups).
- Continued input on single adult system housing reforms (via Single Adult System, Medicaid Billing, and Homeless Services & Healthcare Integrations Work Groups).
- Input on HUD CoC competition process and recommendations.
- Monitoring capacity building needs to help improve network of CoC providers, and serving as forum to coordinate with Partnership to End Homelessness (PTEH) on provider capacity building efforts.

Additional Projects/Priorities for FY20-21

- Support development of COVID supportive housing strategy (i.e., modifications to CAHP system protocols and supportive housing service delivery in a pre-vaccine world).
- Identify monthly turnover estimates by voucher funding source¹ based on average annual turnover rate (to aid planning); establish CAHP-system tracker to ensure vouchers/units are coming back to the CAHP system upon turnover.
- Review and update CAHP system partner roles and responsibilities.
- Convene special project team to review system operations through lens of racial equity; issue report to Executive Committee on findings and recommendations.
- Convene special project team to review system operations through lens of trauma; issue report to Executive Committee on findings and recommendations.
- Improve care coordination between healthcare providers and homeless services system.

¹ PSH funding sources include the DHS Permanent Supportive Housing Program (PSHP), HUD CoC Program, HUD-Veteran Affairs Supportive Housing (VASH), and DHCD's Consolidated Request for Proposals (RFP) project-based units.

FY20-21 Work Groups²

- Family System Work Group
Co-Chairs: Courtney Hall (Housing Up) and Noah Abraham (DHS)
- Single Adult System Work Group
Co-Chairs: Adam Rocap (Miriam's Kitchen) and Carmen Hernandez (DHS)
- Medicaid Billing for PSH Services Work Group
Dena Hasan (DHS) and Christy Respress (Pathways to Housing)
- Healthcare & Homeless Services Integration -- TBD³

FY20-21 Special Project Teams

- Racial Equity System Audit
- Trauma Informed Care System Audit
- CoC Project Review & Ranking

² To be designated a Work Group per the ICH Bylaws, the responsibilities and projects assigned to the group are expected to be of an ongoing nature. In contrast, Special Project Teams will be time-limited in nature and convene to complete a specific project.

³ Key staff/partners are currently focused on COVID response. We anticipated this group to be launched in fall of 2020 (or beyond) and will identify priorities at that time.

Estimated Timeline for Review by Committee

Deliverable	Review by SP Committee (Estimated)	Responsible Work Group	HSRA Requirement or Homeward DC 2.0 Strategy?	Notes
PIT Data Results	June	None	HSRA	
CAHP System & Supportive Housing Protocols Under COVID	July	Families & Single Adult System Work Groups	Neither	Work in these parts of our system continued during the emergence of the pandemic, but additional input and guidance is needed to ensure clarity of expectations and consistent systemwide operations moving forward.
CAHP System FY21 Prioritization Criteria*	June or July	Families & Single Adult System Work Groups	HSRA	
CAHP System Turnover Analysis & Targets	August	Families & Single Adult System Work Groups	Homeward DC 2.0 (Strategy 2.2.1)	
CAHP System Partner Roles & Responsibilities Update	August or Sept	Families & Single Adult System Work Groups	Homeward DC 2.0 (multiple	Objective is to review, clarify, and codify (e.g., via written protocol, contracts, MOUs) partner roles and responsibilities, sharing final recommendations with Strategic Planning Committee. Providers and staff training to follow.

			strategies under Goal 2)	
Presentation on service connectivity among clients referred for mental health and substance use services; identify recommendations for improvement.	August or Sept.	None	Homeward DC 2.0 (Strategy 5.3.1)	DBH will need to lead on the analysis; committee members will be asked to help identify strategies for improving connectivity.
Presentation/Discussion on PSH Tiered Billing Framework & Next Steps	TBD	Medicaid	Homeward DC 2.0 (Strategies 7.1.1 and 7.1.2)	
HUD CoC Competition Rating/Ranking Process	TBD/Based on Fed govt timeline	None	HSRA	
HUD CoC Competition Rating/Ranking Recommendations	TBD/Based on Fed govt timeline	Special Project Team	HSRA	
Review FY21 System Performance	October or November	Families & Single Adult System Work Groups	HSRA	ICH to work with TCP to compile data; will review with Work Group members before sharing with full Committee.
Homeward DC Progress Report	December or January	None	HSRA	ICH staff to draft (based on system performance conversations); will share directly with Committee.
Report on Racial Equity – Findings & Recommendations	Spring or Summer 2021 (TBD)	Special Project Team	Homeward DC 2.0 (Strategy 7.5.1)	In 2019, the members of the MWCOG Homeless Services Committee began discussing partnering on a racial equity project for the region. Each jurisdiction has

				now made a financial commitment and we have the greenlight to move forward. We expect to procure a firm to audit each system and develop both individual and collective recommendations. MWCOG will be drafting the procurement this summer (with input from stakeholders in each jurisdiction), and we anticipate the project will launch in the fall.
Report on Trauma – Findings & Recommendations	Spring or Summer 2021 (TBD)	Special Project Team	Homeward DC 2.0 (Strategy 7.4.1)	We are exploring whether this can/should be led by District stakeholders or whether we have resources to hire an outside firm to assist with the audit.
2021 PIT Data Results	May 2021	None	HSRA	
CAHP System FY22 Prioritization Criteria	June or July 2021	Families & Single Adult System Work Groups	HSRA	

Housing Solutions Committee FY20-21 Work Plan

Committee Overview

Committee Chairs: Polly Donaldson (DHCD), Chapman Todd (Jaydot Consulting),

Meeting Frequency: Monthly (Third Monday from 2:00-3:30p)

Distribution List PoC: chapman@jaydot.org

Roles/Responsibilities

- Serve as forum for soliciting feedback and sharing updates from homeless service system partners on the Housing Production Trust Fund Consolidated RFP, with an emphasis on production of site-based PSH.
- Serve as forum for soliciting feedback and providing updates for site-based PSH, identifying process challenges, soliciting feedback from government and community partners, and identifying improvements as appropriate.
- Serve as forum for soliciting feedback and providing updates on landlord engagement strategies—including the landlord risk mitigation fund, systemwide housing navigation specialists, and development of a Central Unit Repository to identify and track housing unit availability.
- Serve as forum for updates from and feedback to the Partnership to End Homelessness (PTEH) regarding its efforts regarding nonprofit developer capacity building.

Additional Projects & Priorities for FY20-21

- Develop mechanism for categorizing and tracking type of site-based PSH in District's housing stock (i.e., scattered site project-based, limited site-based, site-based).
- Convene special project team comprised of developer representatives to map the PSH development process to identify redundancies, inefficiencies, and unnecessary barriers (e.g., permitting issues, council approvals, etc.); issue report on recommendations.
- Identify strategies to improve coordination between property management and on-site service providers with goal of improving services in site-based PSH projects.
- Develop framework/strategies for allies to provide input and support on affordable and supportive housing projects and combat NIMBY opposition.
- Develop framework for intensive site-based PSH model, including target population(s), design considerations, type of services needed onsite (medical, home health aide, case management, etc.), recommendations for paying for those services, case management ratios, etc.
- Support efforts of Office of Planning to develop an affordable housing policy statement that quantified full scope of need in the District and that clarifies the District's position on the role of the federal government in providing housing assistance to all eligible household

FY20-21 Work Groups⁴

- Landlord Engagement
- Site-Based PSH Lease-Up

FY20-21 Special Project Teams

- Intensive Site-Based PSH
- Combatting NIMBY Opposition
- PSH Development

Estimated Timeline for Review by Committee

Deliverable	Review by Housing Solutions Committee (Estimated)	Responsible Work Group or Team	HSRA Requirement or Homeward DC 2.0 Strategy?	Notes
Framework for tracking type of site-based PSH	Fall 2020	Site-Based PSH Lease-Up	Homeward DC 2.0 (Strategy 9.2.1)	Can this be integrated in pipeline tool?
Affordable Housing Policy Statement	November or December 2020	None	Homeward DC 2.0 (Strategy 9.2.1)	ICH will work with OP; draft will be brought to Housing Solutions for feedback
Recommendations/framework for combatting NIMBY opposition	Winter 2020	Special Project Team	Homeward DC 2.0 (Objective 1.3)	To include implementation recommendations
Framework for intensive site-based PSH model	Winter 2020	Special Project Team	Homeward DC 2.0 (Strategy 7.4.1)	To include recommendations for estimating need for intensive model
Report on PSH Development Process – Findings & Recommendations	Spring 2021	Special Project Team	Homeward DC 2.0 (Strategy 1.2.1)	

⁴ The work groups listed here have historically been internal DC government (vs ICH) work groups. While that is not expected to change, they are listed here because key project updates and/or discussions seeking partner feedback will happen in the Housing Solutions Committee..

Youth Committee: FY20-21 Work Plan

Committee Overview

Committee Chairs: Tamara Mooney (DHS), TBD

Meeting Frequency: Monthly (Fourth Thursday from 10:00a-12:00p)

Distribution List PoC: ich.dmhhs@dc.gov

Roles/Responsibilities

- Receive updates and recommendations from the Supporting Hopeful Youth (SHY) Board.
- Receive updates from and monitor progress of work groups.
- Track system-level and program-level performance; monitor for system gaps and identify recommended solutions (e.g., new programs models, additional training, policy changes)
- Promote general collaboration and cross-fertilization among youth-serving agencies, providers, and advocates through regular meetings and communications
- Monitor capacity building needs to help improve network of youth providers; share recommendations with Strategic Planning Committee
- Monitor TAY utilization of adult shelter system; share observations, feedback, and recommendations with ERSO Committee
- Support TCP on the implementation of the annual census, including providing feedback on the survey tool and methodology and reviewing findings to determine implications/recommendations.
- Provider oversight of the youth CAHP system, with a particular emphasis on ensuring efficient and effective matching of youth to available resources and better connection to adult and family CAHP systems
- Support TCP on applications for federal homelessness assistance (CoC Program, Youth Homelessness Demonstration program, etc.) by volunteering on rating/ranking work group, sharing feedback on proposal, etc.
- Troubleshoot issues that arise that are not the purview of an existing work group; assign to work group for follow up if needed.

Additional Projects & Priorities for FY20-21

- Establish quarterly performance scorecard meetings for all youth providers to support real-time evaluation of youth housing programs, and make adjustments to services and models as needed.
- Develop protocols to support intra-system collaboration across the homeless services continuum to ensure services and supports are available to all youth and young adults experiencing homelessness, regardless of whether they are a minor, unaccompanied youth, family, and/or single adult over the age of 25.
- Strengthen inter-system collaboration with youth-serving systems including CFSA, DYRS, DOC, OVSJG, and DBH; track outcomes of transition planning protocol for youth receiving long-term services from, or in the custody of, CFSA, DYRS, DOC, OVSJG or DBH.
 - Execute and analyze data match between homeless management information system (HMIS) data and CFSA and DYRS data to identify youth experiencing homelessness who are or have been served by other systems to better understand the needs of multi-system involved youth and how to better target services.

- Develop partnership with higher education institutions in the District of Columbia to both support youth experiencing homelessness who are pursuing higher education opportunities and evaluate higher education’s ability to provide student housing and/or short-term housing for youth experiencing homelessness.
- Select and launch Youth Homelessness Demonstration Project funded projects; establish performance measures.
- Pilot program between DC-government and community-based internship/mentorship/life coach programs targeting transition age youth.
- Strengthen and grow the Supporting Hopeful Youth (SHY) Board.

FY20-21 Work Groups

- Youth CAHP Policy Workgroup
Co-Chairs: Kevin Bauer, kbauer@chdc.org and Michelle Maringe, Michelle.Maringe@dc.gov
- Youth Street Outreach Workgroup
Co-Chairs: Antwan Gillis, agillis@cchfp.org and TBD
- Youth Data and Quality Assurance Workgroup
Co-Chairs: Pam Lieber and Amy Mack

Estimated Timeline for Review by Committee

HSRA Mandated Deliverables	Review by Youth Committee (Estimated)	Responsible Work Group
Homeless Youth Census Results	February	None
Updated Youth CAHP Manual	Summer 2020	Youth CAHP Policy WG
Monitoring Youth System Complaints	Ongoing	YAB (In Coordination with Shelter Conditions WG)

Emergency Response & Shelter Operations (ERSO) Committee FY20-21 Work Plan

Committee Overview

Chairs: Bill Kuennen (DHS) and Jill Carmichael (National Community Church)

Meeting Frequency: Monthly (Fourth Wednesday from 1:00-2:30p)

Distribution List PoC: jill.carmichael@theaterchurch.com

Roles & Responsibilities

- Develop Winter Plan to ensure adequate shelter availability and coordination of services during the hypothermia season.
- Provide input into the Heat Emergency Plan (HSEMA responsible for developing).
- Monitor, troubleshoot, and coordinate on issues related to: shelter capacity, shelter conditions and facility issues, transportation services, encampments and unsheltered homelessness, and shelter and daytime services, programing and case management.
- Coordinate response to unanticipated problems/emergencies.
- Serve as the formal link to any special efforts on shelter transformation (e.g., 801 East, Harriet Tubman).⁵
- In coordination with Consumer Engage Work Group, identify strategies to increase communication with consumers in shelter and on streets.
- Coordinate outreach services across the community; identify ways to improve service connectivity to MH and SUD services.

Additional Projects/Priorities for FY20-21

- Support development of COVID shelter, outreach, and daytime services re-opening strategy (i.e., how the District will operate in a pre-vaccine world).
- Support development of new program rules for new temporary/specialized shelter beds within the single adult system (e.g., employment-focused beds, beds for seniors, medical respite beds), as well as strategy for prioritization into specialized shelter beds.
- Support improvements to the quality and consistency of case management services in shelter, including (but not limited to): the role of shelter case managers in the CAHP process, identifying new client and delivering problem-resolution/diversion services, routinely connecting clients to employment services, and connecting clients to health benefits and services.
- Support strategy to ensure provision of home health aide services for clients in shelter.
- Support development of central intake pilot for single adults.

⁵ Special Project Teams may be organized to support input into project design if/as needed.

FY20-21 Work Groups:

- Shelter Capacity & Conditions⁶
Chairs: Amanda Chesney (Catholic Charities), Mike Ferrell (Coalition for the Homeless) & Synina Pugh-Jackson (DHS)
- Street Outreach
Chairs: Emily Hill (Pathways) & Jordan Gulley (DBH)
- Shelter Case Management/Programming
Chairs: TBD⁷

Estimated Timeline for Review by Committee

Deliverable	Review by ERSO Committee (Estimated)	Responsible Work Group or Team	HSRA Req or Homeward DC 2.0 Strategy?	Notes
Winter Plan	July	Shelter Capacity (capacity estimates)	HSRA	Addendum to include COVID-related recommendations
COVID operations recommendations for providers	July/August	None	Neither	ICH staff to draft based on stakeholder input; will share directly with Committee for feedback
Recommendations based on review of fair hearings & administrative reviews and shelter monitoring data	Summer 2020	Shelter Conditions	HSRA	
Recommendations re: Program Rules for Single Adult Temporary Shelter models	Fall 2020	None	Homeward DC 2.0 (Strategy 3.2.1)	Key topics have been discussed in the Committee; recommendations to be formulated by fall.
Recommendations re: central intake pilot for single adults	Winter 2020	TBD	Homeward DC 2.0 (Objective 4.1)	

⁶ Due to COVID and staff/stakeholder bandwidth, Shelter Conditions will be on a hiatus during summer 2020, and Shelter Capacity will continue to convene as standalone group. We anticipate these groups to merge in the fall.

⁷ Group will not be formed until late summer/early fall.