

# Interagency Council on Homelessness

Strategic Planning Committee



30 November 2021



- Welcome & Agenda Review (5 mins)
- II. Single Adult Subsystem (SAS) Discussion (60 mins)
  - a) Improving our understanding of the SAS (10 mins)
  - b) Prioritizing, Matching, and Assigning FY22 PSH Resources (10 mins)
  - c) Tracking Slots, Timeline, and Turnover (10 mins)
  - d) Learning from the CARES Pilot (10 mins)
  - e) Supporting individuals not likely to match to PSH (10 mins)
  - f) Coordinating regionally to address inflow (10 mins)
- III. ICH Governance/Staffing Updates (10 mins)
  - a) Staff transitions and impact on priorities/work
  - b) Full Council: Call for Nominations
- IV. Partner Announcements and Reminders (10 mins)
  - a) Vaccine Resistance Presentation (12/03 AU Capstone Presentation)
  - b) COG REI Foundational Learning Sessions
- v. Summary and Adjournment (5 mins)
  - a) No December Meeting: Enjoy the Holidays!
  - b) Next Meeting: January 28, 2022







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# Improving our Understanding of the SAS



## iCAHP dashboard intended to capture:

- \* Active: Clients accessing services during the month via outreach, shelter or TH.
- \* Inflow: All clients "entering" the system in a particular month
  - Newly Experiencing Clients newly accessing services this month, never served since the start date of the dashboard report (October 2019)
  - Returned to Active from Housing Clients confirmed as reexperiencing homelessness from a previously confirmed permanent exit
  - Returned to Active from Inactive Clients seen in a previous month, were not seen last month, but returned to services this month
- Outflow: All clients "exiting" the system in a particular month
  - > Moved to Inactive Clients seen last month, but not seen this month
  - Permanent System Exits: Housing Placements Clients who were confirmed as leasing up/moving into permanent housing during the month. Includes confirmed lease ups through RRH, TAH and PSH as well as successful exits from TH.





# Important Notes/Caveats



## Population:

- I-CAHP dashboard includes non-Veteran clients over age 25+
- 18-24 captured in Youth Dashboard (in progress) & Veterans captured separately

## Data quality:

- Delayed data entry for shelter stays and lease-ups/permanent exits impacts accuracy
- Dashboard data is calculated manually, meaning data clean up efforts once report is generated for a particular month does not help improve dashboard

#### **Trends:**

- Inflow data becomes more accurate with each additional month
- \* Confirms what we know on the ground: more people served during hypothermia seasons and COVID related operations (PEP-V opening/expansion in 2020 and 2021)

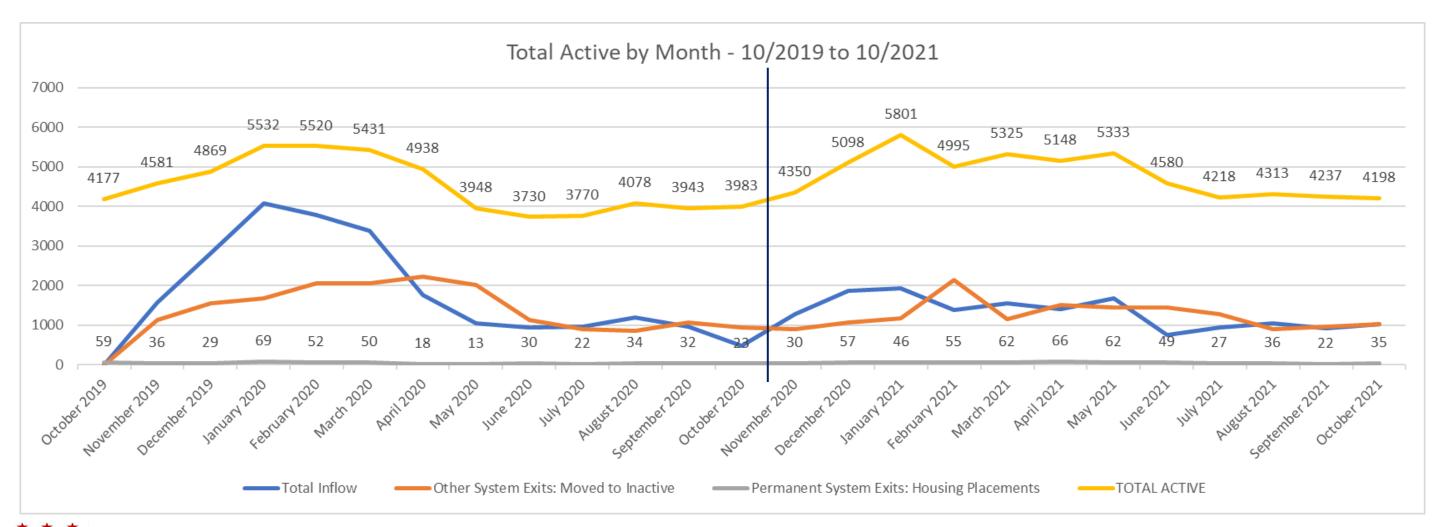




			INFLOW		OUTFLOW				
	TOTAL	N. I	Returned to	Returned to	Other System	Permanent System	TOTAL	NOTE:	
MONTH	ACTIVE	Newly	Active from	Active from	Exits: Moved to	Exits: Housing	ACTIVE	NOTES	
		Experiencing	Housing	Inactive	Inactive	Placements			
								First month, so inflow is not able to be solved for here since	
Oct 2019	4236	N/A	N/A	N/A	N/A	59	4177	there is no previous month to compare it to.	
								Hypothermia Season begins Nov 1st AND delayed shelter data	
Nov 2019	4177	1566	11	N/A	1137	36	4581	entry	
	4504	067		4027	1540	20	4000	Started calculating "Return to Active" field using the beginning	
Dec 2019	4581	967	6	1837	1549	29	4869	of FY20 as the reference point.	
Jan 2020	*4869	1776	7	2303	1672	69	5532	*inflow verification	
Feb 2020	*5532	1689	5	2089	2064	52	5520		
Mar 2020	*5520	1370	3	2012	2061	50	5431	COVID-19 placements into PEP-V and ISAQ begin	
Apr 2020	5431	1278	25	448	2226	18	4938		
May 2020	4938	634	91	317	2019	13	3948		
June 2020	3948	367	176	399	1130	30	3730		
July 2020	3730	509	25	429	901	22	3770		
Aug 2020	3770	528	53	620	860	34	4078		
Sept 2020	4078	530	48	375	1055	32	3943		
Oct 2020	3943	516	46	431	930	23	3983		
Nov 2020	3983	704	59	522	888	30	4350	Hypothermia Season begins 11/1.	
Dec 2020	4350	984	53	832	1064	57	5098		
Jan 2021	5098	1295	64	568	1178	46	5801		
Feb 2021	5801	902	103	379	2135	55	4995		
Mar 2021	4995	936	40	568	1152	62	5325	Hypothermia Season ends 3/31.	
Apr 2021	5325	881	48	464	1504	66	5148	PEP-V Expansion begins	
May 2021	5148	1053	42	589	1437	62	5333		
June 2021	5333	414	37	296	1451	49	4580		
July 2021	4580	290	30	621	1278	27	4218	EHV matches begin	
Aug 2021	4218	524	27	485	905	36	4313		
Sept 2021	4313	452	25	436	967	22	4237		
Oct 2021	4237	522	28	466	1020	35	4198		

## iCAHP Dashboard Visuals



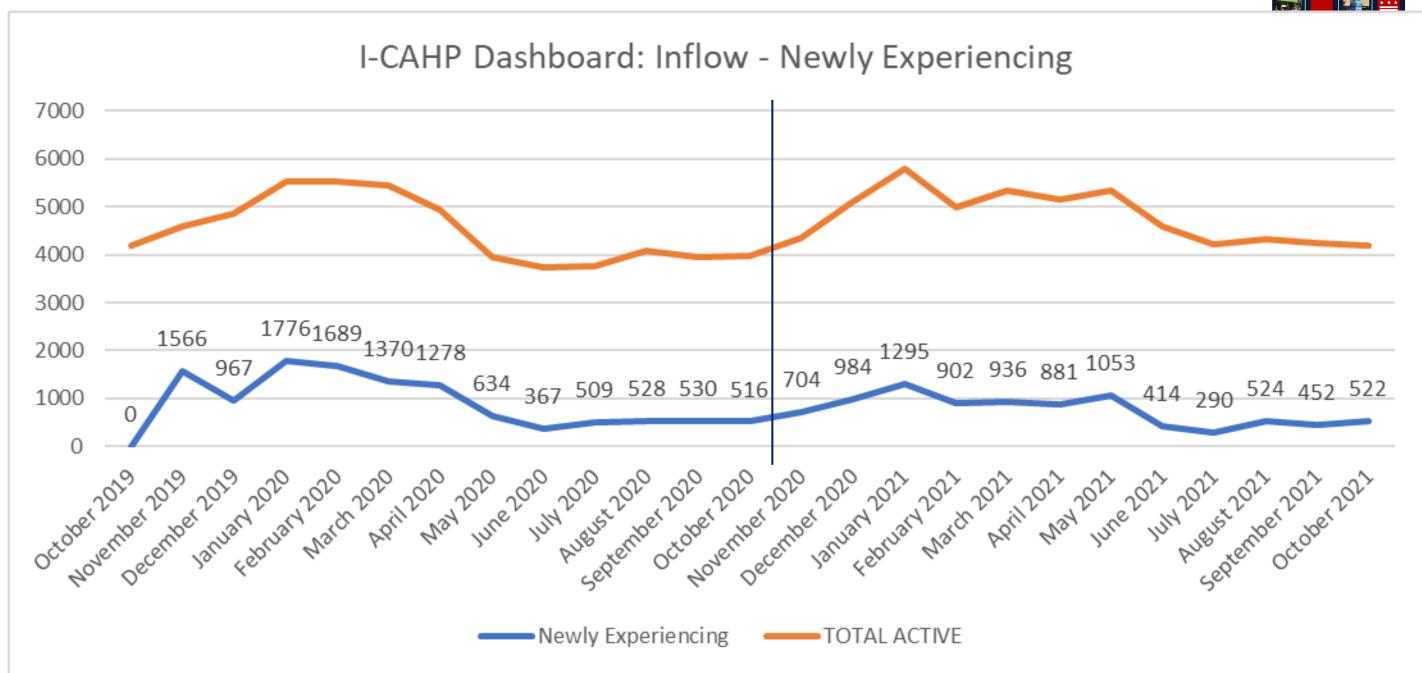






## iCAHP Dashboard Visual





## iCAHP Dashboard: Trends & Averages



## Overall trend/observation:

 Relative to inflow and moved to inactive, housing placements and returns to homelessness from housing placements are nominal

Assessing Averages (unit: individuals/month):

Category	Avg from Oct 2019 (% of total active)	Avg from Nov 2020 (% of total active)	Potential Implications
Total Active	~4,600	~4,800	<ul> <li>More ppl active, likely related to COVID &amp; PEPV expansion</li> </ul>
Newly Experiencing	~860 (19%)	~750 (16%)	<ul> <li>Less people flowing into and out of</li> </ul>
Return from Inactive	~760 (17%)	~520 (11%)	system since 2020, meaning more
Total Inflow	~1,630 (35%)	~1,310 (27%)	<ul><li>ppl stuck in system.</li><li>Does not necessarily mean less</li></ul>
Moved to Inactive	~1360 (30%)	~1,250 (26%)	movement within the system.





## iCAHP Trends Confirmed by PIT Analysis of Inflow



Service Patterns	<b>2021</b> Single Women	<b>2018</b> Single Women	<b>2021</b> Single Men	<b>2018</b> Single Men
Category #1: Previously housed, but returned to the CoC	7%	5%	3%	4%
Category #2: Multiple episodes (services received more than 1 year apart	35%	34%	45%	43%
Category #3: First/only episode, has lasted more than 1 year	35%	28%	36%	31%
Category #4: First/only episode, has lasted less than 1 year	23%	33%	17%	22%





## Potential uses of iCAHP Dashboards



- Identifying medical vulnerability
  - Exploring potential to bump with Dept of Health Care Finance (DHCF) bi-annually to establish who has a documented disability as part of new Medicaid benefit
- Estimating inflow into chronic homelessness
  - Documented disability from DHCF bump plus
  - HMIS/SPDAT data to establish homeless history (calculate number of episodes and length of stay)







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## Prioritization Criteria FY22 PSH Resources



- Match all long stayers 3+ years, regardless of a documented disability, based on Date of ID (approx. 300 clients as of August 2021)
  - This priority group allows us to intentionally offer housing to long stayers in shelter who may have previously refused housing or were otherwise not scoring high on the VI-SPDAT, etc.
- Match all chronically homeless individuals, prioritized by Date of ID and Extreme Medical Vulnerability (EMV)





# **CAHP Matching: Testing New Ideas**



- Piloting location-based provider group meetings based on the individuals on the BNL at those locations
  - E.g. 801 East BNL focused match meeting, Pathways and Friendship Place outreach match meeting
- All matches made, informed by prioritization targets are tentative matches for DHS review and official assignment to a PSH provider
  - > This allows for larger quantities of matching at one time and assignment to a PSH provider when case management slots are available





# CAHP Matching: Mapping out the Process



#### I-CAHP FY-2022 "Bulk" Matching Process Proposal



#### Break Down Matching Meetings Into Smaller Matching Groups

To keep bulk matching manageable the community of CAHP-participating agencies will be broken down into matching groups of similar sub-populations. Our suggestion is to create the following self-contained matching groups:

- Men's Low-Barrier Shelter
- Women's Low-Barrier Shelter
- Transitional Housing
- Street Outreach
   Drop-in Centers
- Medical/MH Providers



#### I-CAHP Coordinator Sends Matches to CAHP Liaisons

Matches, possibly in combination with full assignments, will be sent out to CAHP Liaisons with information on next steps based on their status as either a match or completed assignment.



#### Designate CAHP Liaisons

CAHP-participating agencies will be required to name at least one CAHP-Liaison to participate in Matching Meetings and coordination of CAHPrelated responsibilities once matches are made.

It is recommended that agencies volunteer at least one CAHP Liaison for every 200 clients represented on the By Name List.



#### Schedule Matching Meetings

At the beginning of each FY-2022 matching phase, CAHP Liaisons will work with the I-CAHP Coordinator to schedule at least one quarterly Matching Meetings based on the best availability of meeting participants. Liaisons may invite other members of their agencies to these meetings if they feel it necessary.

Pre-check processes will remain in use so that CAHP Liaisons have time to collect client information relevant to the CAHP



#### Make Tentative Matches

Each group Matching Meeting will be focused on same priority group within a matching phase (likely by quarter).

At the conclusion of each Matching Meeting, attendees will confirm 'tentative' matches from that session with the I-CAHP Coordinator, who will then send the tentative matches to DHS for review and approval.



#### I-CAHP Coordinator Confirms Matches with DHS

With the likelihood that the bulk matching schedule will outpace case management assignments immediately available, there may be periods where matches are scheduled out pending assignment.

DHS will confirm matches and send the official match sheet back to the I-CAHP Coordinator



#### CAHP Liaisons Coordinate Agency-Level Match Resuonsibilities

Once matches are received, CAHP Liaisons within a matching group will delegate who is best equipped to handle next steps in the event the client is engaged with multiple providers.

Liaisons will then return to their agency and circulate match information so that staff working most closely with a matched client can start working toward housing readiness and/or a warm handoff to a housing provider once assignment is made official.



#### DHS Sends Assigned Matches to I-CAHP Coordinator

In the event there is lag between match and assignment, DHS will inform the I-CAHP Coordinator once matches have progressed to official housing provider assignments.

DHS will be working to assign based on factors beyond match date so that provider continuity or options for comfortable fit are preserved within the assignment process.



#### I-CAHP Coordinator Communicates Assignment Details to CAHP Liaisons

In the time between match and assignment, agency staff will work with the client toward collecting documents and other housingreadiness necessities so they can ideally hit the ground running once assigned.

After assignment is finalized, the CAHP Coordinator will provide assignment information to CAHP Liaisons, including direct case management and program monitor contacts



#### CAHP Liaisons Delegate Next Steps to Inner-Agency Staff

CAHP Liaisons will update inneragency staff handling yet-to-be assigned consumers once their assignments are recorded.

Staff engaging with the newlyassigned clients will then be responsible for coordinating next steps toward a warm handoff to the Housing Case Manager who will be expected to take on primary case management responsibilities, though continued involvement with the be warranted in certain instances.



#### Q1 – October 1, 2021 – December, 2021 Q2 – January 1, 2022 – March 31, 2022 Q3 – April 1, 2022 – June 30, 2022 Q4 – July 1, 2022 – September 30, 2022 December '21 through early By Mid-October: Early April January '22 · Finalize prioritization Community-wide CAHP Review priority group · Update tentative matching Planning Meeting on guidelines for implementing schedule lessons learned and new priority group Establish matching groups matching improvements needed and CAHP Liaisons from first two FY quarters Community-wide CAHP Clarify Case Conference Assess match progress and Planning Meeting to prep process troubleshooting for Q2 matching. By early January: Mid-October to early November: Early to Mid-April Pre-checks for "Long-Stayer" Deadline for non-HMIS Schedule Q3 Matching Q4 - Review of priority group sent out to CAHP information submissions to Meetings with Provider groups FY-2022. identify priority group lists . If near the end of matching all Schedule matching meetings chronic individuals, identify · Scheduling Q2 matching Matching Turnover with provider groups next priority groups meetings Resources, and FY-2023 Planning Mid/Late October to/through January through March: April through June · Matching all confirmed chronic · Finish remaining LRSP (DHS Finish matching and assigning through BNL process with Matching EMV + Previously Matched prioritization based on date of PSH) matching Begin matching Long-Stayer ID, attestation, and new priority group groups November through December: Late June to early July Late February to early March · Begin collecting information · Re-assess PSH housing stock Update remaining unmatched on Case Conference-level chronically homeless count. · Prep for potential matching Working priority groups (EMV, SMI, · Community discussion for to turnover/reconciled complex cases) for matching handling matching if chronic list vouchers is cleared. in Q2



# FY22 PSH-I DHS **Assignment Schedule**

December 1, 2021



## **Context and Approach**

- There are 1,924 scattered-site PSH vouchers for individuals
- Our goal is to assign these resources as quickly as possible, with the goal
  of housing as many clients as possible in FY22
- There are currently ~400 PSH individual vouchers that do not have case management slots, due to limited provider capacity

## **Proposed PSH-I Assignment Schedule**

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Individuals	112	208	220	307	317	249	170	170	171	1,924

This aggressive matching schedule matches almost 75% of PSH individual vouchers.

## Timeline for PSH-I Provider Expansion

Month	Oct	Nov	Dec	Jan	Feb	Mar	Q3	Total
CM Slots	112	208	220	307	317	249	121	1534

The matching schedule depends on provider capacity to scale case management. Currently, providers have capacity for 1,534 additional slots, ~400 fewer than needed.



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# Tracking Slots, Timeline, and Turnover



Data pulled for 11/09 Executive Committee Meeting on Nov 8, 2021

Tracking FY22 Voucher Slots (Units: Number of Housing Slots)										
Voucher Type	Total FY22 Vouchers	Available	Matched	Pending w/ DCHA	Voucher Approved	Housed				
EHV	532	97	435	72	148	29				
PSH-I	1924	1877	47	3	0	0				
Total	2456	1974	482	75	148	29				

FY22 Voucher Turnover							
(Units: Number of Housing Slots)							

Voucher	Progre	Total		
Type	Housed	Unhoused	Total	
EHV	0	7	7	
PSH-I	12	6	18	
Total	12	13	25	

#### Tracking Voucher Timelines (Units: Number of Days)

Voucher Type	Assignment to DCHA App Submission	App Submission to Approval	App Approval to Lease-Up	Total Time: Assignment to Lease-Up
FY20 PSH-I	113	75	103 67 <b>35</b> %	290
FY21 PSH-I	108 4%	33 56%	67 35%	208 28%
FY22 EHV	14	14	39	67
FY22 PSH-I	N/A	N/A	N/A	N/A
FY22 EHV/PSH Avg	14	14	39	67



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## **CARES Pilot: NOMA Outcomes**

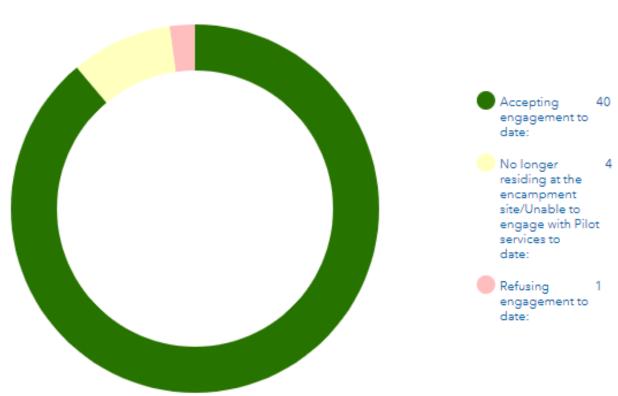


## **BNL** strategy implemented beginning August 23

NoMa By Name List (BNL)

45

Data as of: November 29, 2021



Leased Up

<del>3</del>1

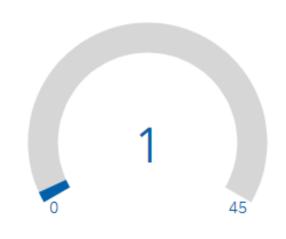
Out of 40 individuals who have accepted engagement.

**Engaged in Housing Navigation** 



Individuals who are actively working with street outreach workers on accessing housing services.

#### Individuals on BNL Still at Site





# CARES Pilot: New Jersey/O St Outcomes

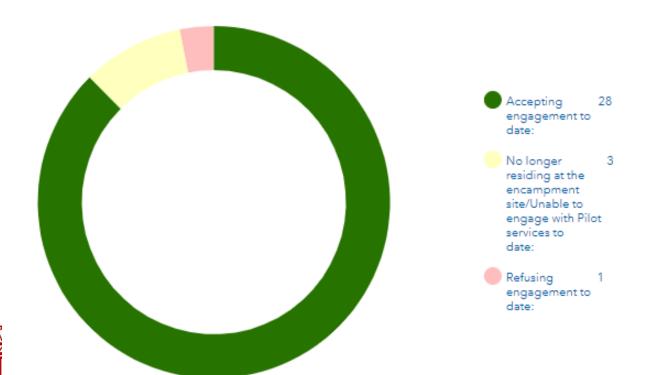


#### BNL strategy implemented beginning September 20

New Jersey and O St By Name List (BNL)

32

Data as of: November 29, 2021







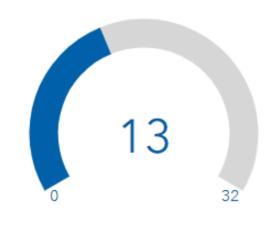
Out of 28 individuals who have accepted engagement.

#### **Engaged in Housing Navigation**



Individuals who are actively working with street outreach workers on accessing housing services.

#### Individuals on BNL Still at Site





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## Supporting Individuals not likely to match to PSH



## \*Concept discussed at 11/15 Housing Solutions Meeting\*

- HOME-ARP funds available (up to \$16.4M)
- \* Funds can be used to establish an operating reserve
  - > Can cover shortfall between rent and operating costs
  - > Cannot cover 1) debt service or 2) supportive services
- Different from site-based PSH development:
  - No long-term housing vouchers, just HOME-ARP funds for establishing an operating reserve
  - > No case management slots/services attached to development





# Potential Models/Approaches



- Pairing with RRH:
  - Offering short-term (12 months) of rental assistance and case management services
  - > If so, leveraging existing 600 RRH slots
- Other suggestions:
  - Pairing w/ DC Flex pilot
  - Workforce housing for employed individuals in SAS
  - Targeting seniors in SAS with fixed incomes who do not need services
  - Piloting a shared housing model in combination w/ workforce housing and/or senior model suggested above
  - Single Room Occupancy (SRO) model



# Vehicle for Funding



- \* For immediate project ideas:
  - > 2021 Consolidated RFP is currently open
  - > Applications can be submitted by Dec 3 or Feb 15

- Separate RFP based on outcomes/feedback from:
  - > 2021 Consolidated RFP
  - ➤ HOME-ARP Allocation Plan public hearing tentatively planned for 6:30 pm on December 15, 2021.





# Questions/Concerns/Ideas to Share



Submit questions via 2021 Consolidated RFP Q&A Process:

https://octo.quickbase.com/db/brp3r63qr?a=showpage&pageid=64

Responses to all questions and comments will be:

- Posted to Consolidated RFP website and visible to all potential applicants/people who sign up to receive notifications.
- Included in HOME-ARP Allocation Plan submission to the US Department of Housing and Urban Development.







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## Establishing the MWCOG Workgroup



- Regional Compact to End Homelessness in January 2021 approved by the 9 jurisdiction members of the Metro Washington Council of Governments (MWCOG)
  - > Focus of compact: data coordination and streamlining coordinate entry
  - > Stimulated discussions on tracking inflow between jurisdictions.
- "Triad" was formed based on data-sharing agreement between District of Columbia, Montgomery County, and Prince George's County (MOU executed in 2017).
  - Coordinated Entry System or CAHP representatives from DC, Montgomery County, and Prince George's County met in April 2021
  - Initiated sharing data from BNLs on a monthly basis to better coordinate housing resources, forming the "Regional Triad" workgroup of the MWCOG.
- Triad completed monthly matches over the summer with Vets BNL and expanded to Singles in November.
  - Matrix comparing how jurisdictions create and manage BNLs developed
  - > Guiding Principles established 1) BNL used to track need and report progress toward functional zero, 2) BNL primary tool for identifying referrals and tracking available housing resources in a jurisdictions and 3) jurisdictions to recognize and honor client choice whenever possible



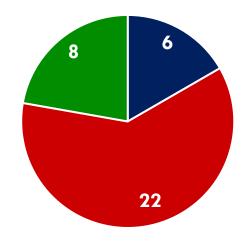


# **Preliminary Outcomes**



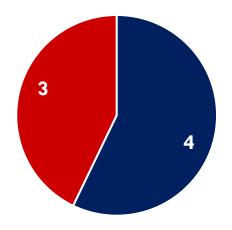
- Charts illustrate overlap between jurisdictions, meaning individual was "active" on both lists.
- Note: matches are also made between jurisdictions where an individual may be "active" on one, but "inactive" on another.

Vets BNL Matches Between Jurisdictions,
May - November 2021



- DC + Montogmery County
- DC + Prince George's County
- Montgomery County + Prince George's County

Singles BNL Matches Between Jurisdictions, November 2021



- DC + Montogmery County
- DC + Prince George's County
- Montgomery County + Prince George's County



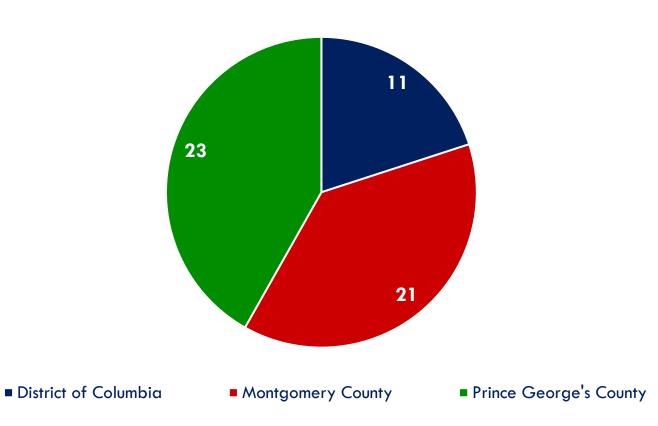


## Regional Triad Collaboration



- In addition to looking at matches for Vets, the Triad also looked at Veterans who were staying in a VA TH or SSVF program and, therefore, in DC's HMIS.
- 55 veterans in these locations were not on any BNL, though they were eligible in various jurisdictions.









## Regional Triad Collaboration



## **Impacts:**

- \* Expands the concept of Coordinated Entry beyond our jurisdictional boundaries; this helps us, as a region, get the most out of limited resources so we can more rapidly and effectively house Veterans and Individuals.
- \* Through the development of the Vets "Protocol Document" for our collaborative work, we have been able to create a shared vision for this work as a region and a roadmap so that we have a better understanding of where we're eventually headed. We will be creating a parallel document for singles work.
- \* We know who the points of contact are in each of the three jurisdictions, and we know that we can call or email each other with questions, and we'll work through next steps on cases together.
- Eventually, deduplication and learning about client preferences will help us have a more accurate understanding of the need for services and housing within the region and gaps in services.





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# ICH Staffing Update



### **Transitions:**

- Lindsay Curtin has new role at DMHHS & Kimberly Waller joining Biden Admin
- 3 new FTEs to hire and onboard

## Impact: ICH is short-staffed as of Nov 2021 thru end of Jan 2022 (at minimum)

- Prioritizing support to Committees & specific FY22 priorities
  - Executive: overall planning & managing Full Council Nomination process
  - **ERSO:** overall planning & monitoring Winter Plan implementation
  - > Housing Solutions: overall planning & expediting lease-up (particularly for singles)
  - > Strategic Planning: overall planning & expanding PSH capacity (particularly for singles)
  - > Youth: CAHP administration & developing Solid Foundations 2.0
- Relying on Work Group co-chairs to <u>plan</u>, <u>lead</u> and <u>follow-up</u> on WG meetings
  - > Until ICH is fully staffed up, will not support Executive & ERSO WGs
  - 🕍 > ICH staff to attend subsystem mtgs under Strategic Planning: Veteran, Singles & Family







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## ICH Full Council Call for Nomination



- Vacant and expiring seats:
  - Provider Seats: 4
  - Advocate Seats: 2
  - Consumers with Lived Expertise Seats: 3
  - Private Sector/Philanthropic Seats: 2
- \*Reminder: no term limits; current members may opt to submit their name for consideration to serve another term

- Nominations due January 11, 2022
- Online form: <a href="https://forms.gle/9Vn3bNZkPiMxCuvaA">https://forms.gle/9Vn3bNZkPiMxCuvaA</a>





## ICH Full Council: Community Representatives



Term expiration dates for current representatives: 2022 or 2023

## **Service Providers**

- Michael Ferrell, Coalition for the Homeless (2022)
- Kelly Sweeney McShane, Community of Hope (2022)
- Jorge Membreño, SMYAL (2022)
- Christy Respress, Pathways to Housing (2023)
- Koube Ngaaje, DASH (2023)
- Ishan Heru, Community Connections (2023)
- Jean-Michel Giraud, Friendship Place (2023)
- Vacant

## **Advocates**

- Kate Coventry, DC Fiscal Policy Institute (2022)
- Adam Rocap, Miriam's Kitchen (2023)
- Debby Shore, Sasha Bruce Youthworks (2023)
  Vacant

## Constituent Representatives

- Qaadir El-Amin (2022)
- Reginald Black (2022)
- Aaron White (2023)
- Vacant

## **Private Sector/Philanthropy**

- Chapman Todd, Development Consultant (2022)
- Catherine Crosland, Unity HealthCare (2022)
- Tonia Wellons, Greater Washington Community Foundation (2023)
- Jill Carmichael, National Community Church (2023)





- Welcome & Agenda Review (5 mins)
- III. Single Adult Subsystem (SAS) Discussion (60 mins)
- III. ICH Governance/Staffing Updates (10 mins)
- IV. Partner Announcements and Reminders (10 mins)
  - a) Vaccine Resistance Presentation (12/03 AU Capstone Presentation)
  - b) COG REI Foundational Learning Sessions
- v. Summary and Adjournment (5 mins)





## Vaccine Resistance: 12/03 AU Capstone Presentation



- Key questions explored:
  - 1. To what extent have staff of DC's homeless services providers been vaccinated?
  - 2. What steps have been taken to encourage vaccination among hesitant staff? What has been most helpful? Are there Best Practices nationally to learn from? What are elements of cultural competency to be considered when making vaccination policies?
  - 3. Are the providers fully staffed? Are they able to comply with their contracts [and safely provide case management]?
- Capstone project for American University, Dept of Health Studies seniors under the guidance of Dr. Melissa Hawkins
- $\star$  Scheduled for Friday 12/03 from 12 12:30 pm.
- Virtual meeting link: <a href="https://american.zoom.us/my/melissahawkins">https://american.zoom.us/my/melissahawkins</a>







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  - a) Vaccine Resistance Presentation (12/03 AU Capstone Presentation)
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## MWCOG RE Equity Foundational Learning Session



Two (2) 90-min Racial Equity Foundational Learning Sessions

#### Session 1

Time: December 8, 2021, 10:30am-12pm ET

- Establish a shared understanding of connections between racism and homelessness
- Provide a general overview of racial equity concepts in practice
- Increase skills to initiate productive conversation about race and racism

#### Session 2

Time: December 15, 2021, 10:30am-12pm ET

- Increase skills to interrogate cultural shifts and white supremacist characteristics within their organization and wider CoC
- Understanding racial and ethnic disparities at a systemic level
- Provide concrete tools for implementing anti-racist practices within ones' spheres of influence

If interested in attending: contact <a href="mwcog@c4innovates.com">mwcog@c4innovates.com</a>







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- III. Single Adult Subsystem (SAS) Discussion (60 mins)
- III. ICH Governance/Staffing Updates (10 mins)
- IV. Partner Announcements and Reminders (10 mins)
- v. Summary and Adjournment (5 mins)
  - a) No December Meeting: Enjoy the Holidays!
  - b) Next Meeting: January 28, 2022







