

**Interagency Council on Homelessness
Performance Oversight Hearing
Responses to Questions from the Committee on Human Services**

1. Please provide a current organizational chart for the ICH.

- a. Please identify the number of full time equivalents (FTEs) at each organizational level and the employee responsible for the management of each program and activity.**

There are three full-time positions that staff the District's Interagency Council on Homelessness (ICH), as shown in the table below. The Executive Director, Kristy Greenwalt, is responsible for oversight and management of the two Policy Advisors (and the consultant, provided through support from philanthropic partners).

Position: Executive Director (Kristy Greenwalt) FTE: 1
Position: Policy Advisor (Theresa Silla) - FTE: 1 Focus: Single Adults
Position: Policy Advisor (Kimberly Waller) FTE: 1 Focus: Family & Youth
Position: Consultant (LaShun Lawson) Landlord Engagement

- b. If applicable, please provide a narrative explanation of any organizational changes made during FY17 and to date in FY18.**

There were two organizational changes made during FY17 and to-date in FY18:

- Policy Advisor Kimberly Waller joined the ICH staff in January 2018. Ms. Waller supports the Executive Director of the ICH with the implementation of Solid Foundations, the City's first-ever strategic plan to end youth homelessness.
- LaShun Lawson, a consultant provided through support from philanthropic partners for FY18, also joined the team and now supports the Executive Director of the ICH with the development and implementation of a system wide landlord engagement strategy.

2. What are the ICH's priorities for FY19? How have such priorities shifted from previous fiscal years?

Each year, the ICH works with partners to review progress on the plan and identify areas of focus for the coming year. The following priorities (organized by committee) have been established for 2018. Much of the work is ongoing. Items that represent substantially new projects are noted with an asterisk.

1) Executive Committee

- a) Establish annual agenda/priorities and determine issues to come before the full council for discussion/resolution

- b) Assign new/unanticipated issues to committee for resolution
- c) Ensure coordination among committees
- d) Oversees ICH governance & reviews ICH functioning on annual basis
- e) Special Projects
 - HMIS Visibility
 - Employment Connections
 - Better align employment services with rapid re-housing programming and shelter work beds*
 - Expand workforce development capacity of homeless services providers*
 - Consumer engagement strategy*

2) Strategic Planning Committee

- a) Homeward DC Performance Management, including:
 - Review of system-wide performance data
 - Tracking investments toward the plan
 - Annual update to system modeling
 - Design process for and provide oversight of HUD CoC competition
 - Produce public progress report (bi-annual)
- b) Continue scaling CAHP systems (standardizing operations and messaging, improving transparency and accountability, etc.)
- c) Serve as forum for updates on/feedback to HSRA regulations
- d) Develop strategy for building capacity among service providers and scaling program models across the system
- e) Development of common PSH case management standards
- f) Development of strategy to leverage Medicaid to pay for supportive services
- g) Alignment of DBH Core Service Agency case management practices with PSH standards*
- h) Follow up on recommendations of special planning initiatives (i.e., Women's Task Force, LGBTQ Listening Sessions)*
- i) Determine homeless services system need for Community Residential Facilities; work with DBH to determine whether capacity exists in existing system to meet need, or if additional inventory is needed.*
- j) Leverage data governance infrastructure to promote transparency/navigation of the homeless services system*

3) Emergency Response and Shelter Operations Committee

- a) Continue real-time monitoring and troubleshooting

- Shelter Capacity, Shelter Conditions, Daytime Services, Transportation
- b) Development of FY2019 Winter Plan
- c) Evaluation and sustainability of (CABHI-funded) street outreach infrastructure*
- d) Implementation of key improvements to the Low Barrier Shelter system for single adults:
 - Increase case management and ensure better coordination w/ CAHP and other services
 - Implement homeless prevention/diversion pilot for single adults*
 - Formalize shelter bed reservation policy*
 - Increase specialized shelter beds*
 - Expand harm reduction efforts in shelter*

4) Housing Solutions

- a) Serves as a forum for sharing updates and soliciting feedback from homeless service system partners on the Housing Production Trust Fund Consolidated RFP
- b) Improve efficiency of lease-up process of PSH units funded through Consolidated RFP*
- c) Enhance tracking of/reporting on low income housing unit availability (e.g., HPTF units, IZ units)*
- d) Develop CoC-wide strategy for landlord engagement and unit identification*
- e) Identify strategies for mitigating unfair tenant screening practices*
- f) Identify strategies to improve efficiency of housing inspection process*
- g) Identify strategies for early identification and intervention of DCHA clients at risk of eviction*

5) Youth Committee

- a) Continue to identify, assess, and, if appropriate, implement new and innovative program models for youth experiencing homelessness in the District
- b) Continue evolution of youth CAHP system, with a particular emphasis on ensuring efficient and effective matching of youth to available resources
- c) Continue to develop/refine youth-focused street outreach protocols
- d) Prepare grant application for U.S. Housing and Urban Development Youth Homelessness Demonstration Program, a federally funded demonstration grant designed to fund innovative and effective ways to reduce youth experiencing homelessness*
- e) Identify youth experiencing homelessness who are served by other systems in order to
 - 1) understand the needs of multi-system involved youth and how to better target services; and
 - 2) develop transition planning protocols for youth receiving long-term services from, or in the custody of, CFSA, DYRS, or DBH*

- f) Engage new partners to join the ICH Youth Committee to ensure that all partners who have a role in preventing and ending youth homelessness have a seat at the table
- g) Engage youth with lived experience to meaningfully engage with and participate in the ICH Youth Committee*

3. Originally, the vision of Homeward DC was to end long-term homelessness in the District of Columbia by 2020. The year has since shifted to 2022 under the amended “Homeless Services Reform Amendment Act”. Please explain the rationale behind the shift.

The goal to end long term homelessness in the District in 2020 remains. The 2022 date refers to the Comprehensive Plan to End Youth Homelessness, Solid Foundations DC. The ICH chose to develop a separate plan for unaccompanied youth that recognizes the unique needs of youth experiencing homelessness. We began this work by improving our understanding of the issue through implementation of an annual youth census and development of a coordinated entry system for youth (in 2015 and 2016). This information was used to build an actionable plan. Solid Foundations was released in May 2017. Solid Foundations was designed to be a five year plan – i.e., we will need minimally five years to implement the new programming envisioned under the plan. Therefore, the HSRA was updated to reflect the scope of the plan developed by the community.

4. To accomplish the vision of Homeward DC, a number of District agencies are involved in specific ways. Please outline each agency’s role in accomplishing the goals of the plan.

The Homeward DC Plan includes over 40 strategies across 5 key objectives. (Note that additional strategies have been added since the plan was launched in March 2015.) The challenges of making a system work stem from programs and services (often operated by different departments or different agencies within the same department) that need to be better aligned and coordinated. For example, different programs may use different or conflicting definitions (often driven by Federal funding sources), have different or conflicting eligibility or documentation requirements, or present unintended barriers for clients, where mitigation actually involves help from another agency (e.g., obtaining ID). Therefore, the work of the ICH, and the strategies in the plan, often lie at the intersection of agencies and involve multiple partners.

Attachment Q4 presents an overview of the strategies we are currently working on, including the primary partners involved in each strategy, as well as the ICH Committee or Work Group to which it has been assigned.

5. Please describe ICH’s progress toward the FY18 priorities it outlined in last year’s oversight, including progress made toward implementing each of the 40 strategies outline in Homeward DC.

Attachment Q4 summarizes major accomplishments and progress on implementing the 40 strategies outlined in Homeward DC, including the FY18 priorities.

6. For FY18, the Council funded the first year of *Solid Foundations DC: Comprehensive Plan to End Youth Homelessness*. Please outline the implementation benchmarks that have been achieved thus far. Any plans for the balance of FY18? Does ICH anticipate full implementation of the first year by September 31, 2018?

The ICH finalized and released *Solid Foundations DC* in May 2017 and has since turned its focus to implementation. In the first few months of plan implementation, the ICH focused on supporting the design of new program models and informing the solicitations that went out in the fall to procure providers to operate these new programs. Although it will be awhile before we have data on the impact of these new programs, the Department of Human Services Youth Division has done an excellent job getting these resources out the door.

Additionally, the ICH has continued work on ongoing priorities – such as administration of the annual youth census (led by The Community Partnership) and evolution of our coordinated entry system for youth, which allows us to eliminate separate waiting lists at different program sites, reduce duplication in our data, more efficiently match youth to available resources, and better understand need relative to our existing inventory.

Finally, in January 2018, the ICH hired a full-time policy advisor to focus on the implementation of *Solid Foundations DC*. With this new staff position, along with the first year's funds beginning to enter the system, the ICH Youth Committee is fully prepared to continue implementation of *Solid Foundations DC*.

7. Please describe how ICH is partnering with youth-serving government agencies (DYRS, MPD, CFSA, etc.) to prevent youth homelessness. What role does ICH view these agencies having in the formation of a system of care?

Youth who are involved in other systems, like DYRS, MPD, and CFSA, are at a greater risk of experiencing homelessness. As discussed throughout *Solid Foundations DC*, youth experiencing homelessness are more likely to be involved with the justice system; many struggle with risky behaviors or survival strategies, such as theft, substance use, and sexual risk behaviors. Similarly, youth who are involved with the child welfare system also experience homelessness at a rate higher than their peers – sometimes as part of a family unit, and sometimes by themselves.

Accordingly, the ICH has designated nine seats for government partner participation on the ICH Youth Committee, including: DHS, DBH, CFSA, DYRS, OSSE, DCPS, MPD, MOLGTQ, and our Federal Collaborative Applicant (TCP). These partner agencies play a critical role in expanding homelessness prevention efforts; outreaching to and identifying all homeless youth, regardless of the system they are in; and providing resources to ensure youth have access to education, employment, and permanent connections. As mentioned above, coordination with these

agencies to better target services is a priority related to Solid Foundations implementation in 2018.

8. How is the District serving LGBTQ youth experiencing homelessness, and how is the ICH working with other jurisdictions to encourage similar programs throughout the region?

Nationally, LGBTQ youth account for 30 – 40 percent of all youth experiencing homelessness but account for only seven percent of the national youth population.¹ In DC, 17 percent of homeless youth self-identify as lesbian, gay, bisexual, or questioning, while seven percent self-identify as transgender.² A core component of *Solid Foundations DC* has been the institution of an annual youth census – similar in function to our annual Point in Time (PIT) count, but administered differently to better account for the way in which youth homelessness manifests. With each year, we are continuing to gather better data to truly understand the need of all vulnerable youth in the District, including LGBTQ youth experiencing homelessness.

All of this data helps guide resource allocation and better target interventions to youth in our community. While the District does have dedicated programming for LGBTQ youth experiencing homelessness (94 beds as of February 2018), our objective is to ensure that all providers are culturally competent and able to serve the needs of any and all youth in need of assistance.

The ICH has been working in partnership with staff from the Metropolitan Washington Council of Government to share information and identify opportunities for collaboration with our regional partners (on all populations – not just LGBYQ youth). In FY17, the District signed a data sharing agreement with Montgomery County and Prince Georges County. This allows us to do system-wide data analysis to better understand movement between systems, and it enables us to do better case coordination regarding specific individuals and families that may be touching multiple systems. Additionally, we appointed members of the ICH (i.e., service provider representatives) that work in multiple communities; they also help with the informal sharing of information and best practices.

That said, the sophistication of homeless service systems across the region varies widely. The District has been fortunate to have much greater levels of investment in homelessness and affordable housing, and we are fortunate to have more direct control over state policy. And, of course, there is no ultimate arbitrator across the region to help establish joint policy and funding priorities. All of these things make multi-state coordination challenging.

¹ The Williams Institute, *Serving Our Youth: Findings from a National Survey of Service Providers Working with Lesbian, Gay, Bisexual and Transgender Youth Who Are Homeless or At Risk of Becoming Homeless* (July 2012). Accessed at: <https://williamsinstitute.law.ucla.edu/wp-content/uploads/Durso-Gates-LGBT-HomelessYouth-Survey-July-2012.pdf>

² UDC Homeless Youth Census Results (2016)

9. Please describe the work ICH is doing to improve landlord engagement. Please provide data including, but not limited to, the following:

A number of steps were taken in 2017 to bolster landlord engagement in Continuum of Care programs. Mayor Bowser launched the Landlord Partnership Fund in October, which is a privately funded initiative that will offer protections to landlords on the condition that they relax their screening criteria (credit score and past evictions). The protections will include the ability to collect reimbursement from the Fund to cover unpaid rent, damages to the rental unit, or other lease charges. Eligible housing programs include Rapid Rehousing and Permanent Supportive Housing. The Landlord Partnership Fund was developed in partnership with the DowntownDC Business Improvement District and the Coalition for Non-Profit Housing and Economic Development (CNHED), and will be administered by CNHED.

Philanthropy partners also contributed funding for a full-time consultant to work with the ICH on developing a system-wide landlord engagement strategy. The ICH interviewed candidates in late summer, with the consultant coming on board in October 2017. This consultant is charged with working with partners to develop a system-wide framework for landlord engagement, unit identification, and relationship management; developing a transition strategy (how we can move from our current system to the more idealized approach); developing standard marketing and education materials; coordinating the development of an IT solution that helps us coordinate landlord engagement across agencies and external partners; and establishing performance metrics to evaluate the initiative.

Because we currently have multiple IT systems with which landlords are engaged, the numbers below are initial baseline estimates. It is part of the work of our consultant to help improve/streamline our data collection so we have more precise data and measure tools for tracking our progress.

a. Number of landlords engaged

The Department of Human Services operates a QuickBase software system, known as Step Tool, to help track unit identification and client lease-up. The Step Tool captures vital information such as:

- Building address
- Landlord contact information
- Client view
- Unit inspection status

Since the tool launched in 2015, approximately 400 landlord partners have been recorded in the Step Tool. In contrast, we know DCHA's universe of landlords is significantly larger (more than 1000). However, not all of DCHA's landlords currently rent to clients experiencing/exiting homelessness. As mentioned above, part of the work we will be doing in the year ahead is identifying an IT solution that can be used across partners to improve/streamline data collection, and thereby improve our ability to manage landlord partnerships.

b. Number of units committed by landlords engaged

FY17 Permanent Housing Placements (Families): 482

FY17 Permanent Housing Placements (Single Adults): 849

c. Average size of engaged units

Across the Continuum of Care (which includes both single adults and family households), the average rental unit size is a 2 bedroom unit.

d. Average rental cost of units

The answer to this question depends on whether one is looking at all rental units in the city, rental units by neighborhood, rental units that qualify for affordable housing program assistance generally, or rental units used by a specific subset of clients (e.g., those receiving rapid re-housing or permanent supportive housing assistance).

Federal and local housing assistance (such as Section 8 housing choice vouchers or Local Rent Supplement Program vouchers) can only be used at units that meet federal Fair Market Rent (FMR) standards. These FMRs are perhaps the best indication of rental prices for clients exiting the homeless services system. FMRs for the District can be found at

https://www.huduser.gov/portal/datasets/fmr/fmrs/FY2018_code/2018summary.odn

e. Number of units for which a lease has been signed by a tenant in FY17 and to date in FY18.

FY17 Permanent Housing Placements (Families): 482

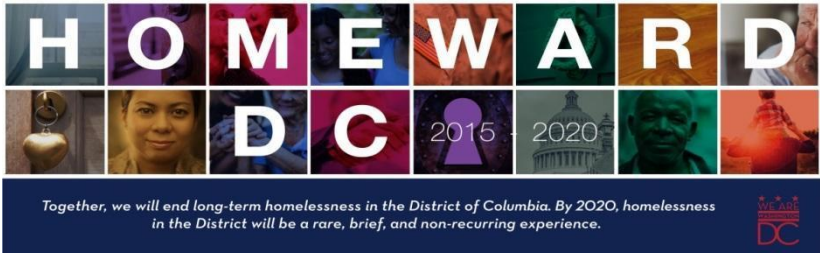
FY17 Permanent Housing Placements (Single Adults): 849

FY18 Permanent Housing Placements (Families): 213

FY18 Permanent Housing Placements (Single Adults): ~375 (Final number pending confirmation)

Homeward DC Implementation Dashboard (through FY17)

This dashboard is intended to quickly convey the level of activity and progress on the strategies associated with Homeward DC.



Strategies ¹	Partners	ICH Committee and Work Group (WG) ²	Priorities ³ & Progress: Key Milestones
OBJECTIVE 1: EFFECTIVE CRISIS RESPONSE			
1a. Develop and implement year round access to shelter for families.	DHS, TCP, Service Providers	Family System Redesign WG (Strategic Planning)	Year-round access to shelter policy adopted and implemented. (September 2015) Interim eligibility framework established. (May 2015) VWFRC operations taken over by DHS. (October 2016)
1b. Capture and incorporate better data in shelter replacement planning discussions on the size, characteristics, and needs of special populations that are not well reflected in current homeless services system data (including, but not limited to, victims of domestic violence, undocumented immigrants and other language and cultural minority groups, and members of the LGBTQ community). Work with stakeholders to ensure programming is culturally appropriate and rooted in best practices (e.g., trauma-informed care).	DHS, TCP, Service Providers	Shelter Conditions WG, (Emergency Response and Shelter Operations, ERSO) Family System Redesign WG (Strategic Planning) Youth WG (Strategic Planning)	Activities undertaken as appropriate to inform strategic planning, shelter operations, and shelter reconfiguration/ redevelopment efforts. For example: <ul style="list-style-type: none">Planned and conducted first homeless youth census (now an annual process), which captures detailed data on number, characteristics, and needs of unaccompanied individuals and families headed by persons under age 25. (September 2015, September 2016)Developed youth strategic plan to account for shelter and housing needs, which includes a disproportionate number of LGBTQ individuals. (Developed FY2016, released in 2017)Held four community listening and planning sessions focused on the needs of the members of the LGBTQ+ community.(September 2017)
1c. Conduct an analysis of the Transitional Housing stock in the community. Identify projects that can be converted to emergency shelter or temporary therapeutic housing; provide technical assistance to help providers with the conversion process.	DHS, TCP, Technical Assistance Providers, Service Providers, Private Funders	Strategic Planning	Analysis of Transitional Housing (TH) stock completed. (September 2015) Technical assistance offered and delivered. (May 2015) Conversions from TH units to Emergency Shelter (ES), Rapid Rehousing (RRH), or Permanent Supportive Housing (PSH) units realized:

¹ Since development and adoption of Homeward DC, some strategies have been added, so this list will appear different than original list in Homeward DC plan.

² Standing committees of the ICH in FY16 and FY17 were Executive, Strategic Planning, Emergency Response and Shelter Operations (ERSO), Housing Solutions, and Data and Performance Management (DPM). Work Groups are designated as WG. Column lists the standing committee and work group relevant to each strategy.

³ Not all strategies can be implemented at once. In this dashboard, we use the following color coding to signify level of priority/activity.

- Green** = significant priority and investment in staff time/resources in FY16 and FY17.
- Yellow** = moderate priority and investment in staff time/resources in FY16 and FY17.
- Grey** = out-year strategy (FY18 and beyond).

			<ul style="list-style-type: none"> • From TH units to ES beds: singles 0, families 0 • From TH units to RRH units: singles 8, families 19 • From TH units to PSH units: singles 89, families 39
1d. Develop a project management plan for each shelter facility replacement project as part of the ICH annual work plan, including a communications strategy and stakeholder engagement process.	DHS, DGS, DMHHS, OCA, Service Providers, Advocates	ERSO	<p>Plan to replace DC General family shelter launched (see https://dmhhs.dc.gov/homewarddc). Key milestones accomplished include:</p> <ul style="list-style-type: none"> • Mayoral appointed commission developed design guidelines (September 2015) • Administration released Plan (including specific sites) to close DC General and began community discussions (February 2016) • City Council modified and approved plan (May 2016) • Board of Zoning Adjustment (BZA) approves plans for Ward 4, 7 and 8 (June 2016). Community Advisory Teams Launched. • DGS Project Managers funded in FY17 budget (September 2016); March 2017 projected hire date • Community Advisory Teams launched in Wards 3, 5 and 6 (September 2016) • BZA approves plans for Ward 6 (March 2017) • BZA approves plans for Wards 3 & 5 (May 2017) • Ground is broken on sites in Wards 4, 7 & 8 (Summer 2017) • Ground is broken on sites in Wards 3, 5 & 6 (Winter 2017/18) • New Ward 1 site is announced and community engagement process begins (December 2018)
1e. Develop written protocol and electronic tracking tools to improve management of shelter facility maintenance requests.	DHS, TCP, DGS, DOES, Service Providers	Shelter Conditions WG (ERSO)	<p>Electronic tracking tool developed and operating. (June, 2016)</p> <p>DHS staff hired to monitor progress and ensure that all outstanding work orders are addressed. (April 2016)</p>
1f. Develop a Daytime Services Center for single adults to serve as a central point of access for our CAHP system, to offer more robust programming and services (e.g., employment, mental health and substance use treatment) and to help bridge the gap until we have 24-hour shelter facilities for individuals.	DHS, DGS, OCA, BID, Community Providers, Developers	ERSO	<p>Temporary daytime service center- Adams Place – opened. (June 2015)</p> <p>Internal search (DGS), and engagement of external partners (Downtown BID), to locate property for new downtown location continues.</p>
1g. Work with healthcare partners to increase the number of medical respite beds within the shelter inventory.	DHS, TCP, DOH, Service Providers, Healthcare partners (Hospitals, FAQHCs)	ERSO HSRA Modernization WG (Executive)	<p>New program created at Patricia Handy Center for Women. (March 2016)</p> <p>Note: Beds could not be utilized until legislative barriers were addressed via emergency amendments to the HSRA. (December 2016)</p>
1h. Clarify and document roles, responsibilities, and protocol related to coordinated assessment and referral procedures for families; ensure protocol provides clear access points (beyond VWFRC) for victims of	DHS, TCP, Service Providers, DV Providers, Advocates	Family System Redesign WG (Strategic Planning)	<p>Interim eligibility protocol developed. (May 2015)</p> <p>Family CAHP system launched:</p>

domestic violence.			<ul style="list-style-type: none"> • Policies and procedures drafted (September 2017) • Matching meetings launched (November 2017)
<p>1i. Implement improvements to the Family Re-Housing and Stabilization Program (FRSP), the District's Rapid Re-Housing Program for families, including:</p> <ul style="list-style-type: none"> • Clarifying roles and responsibilities of different partners with regard to client assessment, housing navigation support, housing inspections and rent payments, case management support, employment support, and landlord liaison support; • Facilitating stronger, more consistent use of a progressive engagement model; • Creating dedicated employment supports for households receiving RRH assistance; • Building capacity of providers to effectively support families in program and regularly monitoring providers to ensure quality of case management services; • Enabling use of a longer-term shallow subsidies for households to help bridge income/housing cost divide; • Developing consistent criteria for program exit; • Creating written policy and protocol to improve transparency; and • Conducting an evaluation to learn more about family housing stability following exit from FRSP. 	DHS, TCP, Service Providers, Technical Assistance Providers	Family System Redesign WG (Strategic Planning)	<p>Increased FRSP case management capacity by securing additional staff support via DHS' Office of Work Opportunity (September 2015)</p> <p>FRSP program guidance and supporting documents developed. (November 2016)</p> <p>Learning collaborative established to facilitate information exchange between providers on best practices and lessons learned, as well as highlight challenges (October 2016 – present).</p> <p>Continued expansion of case management staff capacity to allow assignment of families to case managers upon lease up. (December 2017)</p> <p>Launched a shallow rental subsidy program (DC Flex) to bridge income/housing cost divide. (December 2017)</p> <p>Introduced the Rental Partnership Initiative (RPI), an enhancement to the FRSP payment process which ensures landlords will receive 100% of their payment, and allows for better engagement with clients around planning and budgeting. (November 2018).</p>
1j. Develop protocol for assessing all sheltered and unsheltered single adults who are currently homeless as well as newly identified single adults regardless of how they access homeless services systems. Building systematic approach, starting with Veterans and expanding to address chronically homeless individuals and all other populations.	DHS, TCP, DBH, VA, Service Providers, Outreach Providers,	Singles Coordinated Assessment & Housing Placement (CAHP) WG (Strategic Planning)	<p>Singles CAHP pilot expanded communitywide; Policies and Procedures Manual developed. (October 2014)</p> <p>Policies and Procedures Manual updated to reflect Homeward DC strategies. (October 2015)</p> <p>CAHP Community Round Table, training, and engagement effort launched. (May 2016)</p> <p>Approval and launch of Real Time Registry. (January 2017)</p> <p>CAHP Prioritization Criteria updated to reflect community feedback. (December 2017)</p>
1k. Develop plan to ensure adequate outreach coverage across the District to help with client assessment, location, navigation and matching. Create protocols and procedures for providing documentation related services to ensure that clients are “document ready” for housing as	DBH, DHS, TCP, Outreach Providers	Outreach Policy/Protocol (ERSO)	<p>DBH applied for and won a 3-year, \$9M SAMHSA grant to help the District expand outreach services. (February 2016)</p> <p>Funding allocated to 4 community-based providers who established geographic coverage of all 8 wards in the District. (March 2016)</p>

quickly as possible upon entry into Homeless Services System.			Outreach protocol, provider catchment areas, assessment tools, and referral system finalized. (June 2016)
11. Enhance low barrier shelter (LBS) by <ul style="list-style-type: none"> Increasing case management services and integrating with CAHP system to ensure better coordination; Developing and implementing harm reduction efforts; Increasing specialized beds (work beds, medical respite, elderly/frail, TAY, LGBTQ); and Formalizing bed reservation policy. 	DHS, TCP, DBH, DOES, Service Providers, Outreach Providers, WIC,	Shelter Conditions WG (ERSO)	Pilot to test outcomes for providing case management services during the day time hours at LBS. (December 2016) Case management staff dedicated to providing services during the day at 801 East and New York Avenue LBS, expanding opportunities for coordinating services with CAHP assigned outreach and housing providers. (July 2017) New management contract established with provision to expand case management at low barrier shelters and with enhanced requirements for janitorial, food, and security services. (February 2017)
OBJECTIVE 2: INCREASE SUPPLY OF AFFORDABLE/SUPPORTIVE HOUSING			
2a. Align related portion of the annual Housing Production Trust Fund investments (via the Joint RFP process) to help meet the PSH and TAH inventory needs specified via the Strategic Plan; ensure dedicated production units are filled via the coordinated assessment system and prioritize <i>Housing First</i> PSH approach.	DHCD, DCHA, DBH, DHS, DOH, TCP	Housing Solutions Singles CAHP WG (Strategic Planning)	DHCD developed and issued annual RFPs. (October 2015, June 2016, and June 2017) As a result, 462 PSH Units added to the pipeline.
2b. Complete an analysis of the housing units/slots that are part of the dedicated inventory (as reported through the HIC). Work with funders and providers to ensure all new and turnover opportunities are filled via the CAHP system.	HMIS Administrator (TCP)	Singles CAHP WG (Strategic Planning)	Cleaned Housing Inventory Count (HIC). (March 2015) Singles CAHP Policies and Procedures and Singles CAHP MOU updated. (September 2016) CAHP Community Round Table, training, and engagement effort launched. (May, 2016) Singles CAHP dashboard of assessment coverage, housing placements, housing provider participation, and coordinated entry system improvements drafted. (February, 2017)
2c. Develop common protocol to assist with the identification of individuals and families ready to “move on” from PSH.	DHS, TCP, Service Providers	Strategic Planning	Analysis conducted of challenges related to PSH client move-on. (November 2016)
2d. Conduct an analysis of the Transitional Housing stock in the community. Identify projects that can be converted to help meet the PSH or TAH need, and provide technical assistance to help providers with the conversion process.	DHS, TCP, Technical Assistance Providers, Service Providers, Private Funders	Strategic Planning	Analysis of Transitional Housing (TH) stock completed (September 2015) Technical assistance offered and delivered (May 2015) Conversions from TH units to Emergency Shelter (ES), Rapid Rehousing (RRH), or Permanent Supportive Housing (PSH) units realized: <ul style="list-style-type: none"> From TH units to ES beds: singles 0, families 0 From TH units to RRH units: singles 8, families 19 From TH units to PSH units: singles 89, families 39

2e. Conduct a crosswalk of eligible services under our State Medicaid Plan against needed services in PSH. Identify gaps and, as applicable, needed changes to the State Plan to enable PSH providers to bill Medicaid for services provided.	DHS, TCP, DHCF, Technical Assistance Providers, Healthcare partners (Hospitals, FAQHCs)	Medicaid WG (Housing Solutions)	Developed service standards for PSH providers that align to allowable Medicaid reimbursement (May 2017). In preparation for eventual Medicaid reimbursement, determined which Medicaid reimbursable services could be included in planned modifications to PSH Human Care Agreements (August 2017)
2f. Develop a Comprehensive Housing Affordability Strategy for the District to help stabilize households and slow down the annual flow into the homeless services system.	DHCD, DCHA, DHFA, Advocates, Developers	Housing Solutions	Strategy implemented as opportunities for planning arise. For example, provided data/input to Office of Planning in response to their efforts to update the District's Comprehensive Plan. (June 2017)
2g. Assist with education and outreach to combat "NIMBYism" in our community.	MOCRs, Advocates, Faith Based Community	Housing Solutions	
2h. Training and capacity building on housing development, housing first philosophy, other program models, etc.	DHS, TCP, DHCD, Advocates, Service providers, Technical Assistance Providers,	Data and Performance Management Singles CAHP and Family System Redesign WGs (Strategic Planning) Housing Solutions	Training coordinated and delivered in partnership with the ICH include: <ul style="list-style-type: none"> Orientation to Permanent Supportive Housing and Coordinated Entry Requirements for the Consolidated RFP (March 2017) Requirements Housing First and PSH for Developers/Owners (June 2017)
OBEJECTIVE 3: REDUCE BARRIERS TO SUPPORTIVE AND AFFORDABLE HOUSING			
3a. Ensure the Permanent Supportive Housing programs funded are using a Housing First approach and limiting eligibility requirements to those associated with the funding source.	DHS, DHCD, DCHA, DBH, TCP, Private Funders	Housing Solutions	Requirement added to the Consolidated RFP (and subsequently to contracts awarded) to use a Housing First approach and to accept referrals from the DC CAHP System for all PSH units developed under via the HPTF. (October 2015) Delivered in-person Housing First Training to all PSH providers. (Fall 2016) DHS purchased all-access passes to the Corporation for Supportive Housing (CSH) online training portal for all PSH providers, which includes courses on Housing First. (December 2017) CSH provided Technical Assistance to the DHS PSH team focused on monitoring PSH providers. (December 2017)
3b. Assist clients with addressing barriers related to credit, rental, or criminal histories	Legal service providers, Housing Service Providers	Tenant Barriers WG (Housing Solutions)	Facilitated the launch of the Landlord Partnership Fund, a privately funded initiative that will offer landlords the ability to collect reimbursement to cover unpaid rent or damages to a unit, on the condition that they relax their screening criteria for our clients. (October 2017)

3c. Examine requirements related to credit, income, and criminal history; identify where flexibility can be increased to serve vulnerable individuals and families that are receiving case management support.	DHS, DCHA, TCP, Private Market Landlords	Landlord Outreach WG (Housing Solutions) Singles CAHP and Family Redesign WGs (Strategic Planning)	DCHA passed emergency regulations to relax requirements on LRSP vouchers for all clients referred through homeless services system and attached to services. (March 2016) DCHA reviewed processes/program requirements for compiling eligibility determination documents with DHS staff and DHS providers. (May 2016) DCHA clarified a series of requirements and related forms to reduce the likelihood of incomplete referral packages being submitted. (December 2016) Training on Fair Criminal Record Screening Act for Housing developed/launched. (October 2017)
3d. Coordinate to create a point of entry for obtaining identification documents and streamline application procedures to remove barriers for residents without a permanent address.	DHS, DMV, DOH, DDS	ERSO	Guidance related to DMV no-fee IDs developed/released. (November 2016) No-Fee Birth Certificate Program developed and launched by Department of Health Office of Vital Records. (January 2018)
3e. Develop an outreach plan, including protocols and procedures for identifying landlords across the District in a coordinated way for all populations, housing programs, providers and agencies. Streamline and expedite process for inspecting units to create a pool of pre-inspected units so that lease ups can also be expedited. Organize Meet & Lease events that take advantage of landlord outreach and pre-inspection activities, starting with Veteran specific events and expanding to address chronically homeless individuals and all other populations.	DHS, TCP, DCHA, Private Market Landlords, Service Providers	Landlord WG (Strategic Planning)	Landlord Partnership Fund launched with the partnership of the Downtown DC BID and CNHED. The fund offers landlords the ability to recover unpaid rent or damages to a unit, on the condition that they relax their screening criteria for clients. (October 2017). Landlord resolution portal established to quickly help resolve payment or other program-related issues. (October 2017) Full-time consultant hired and detailed to the ICH to oversee development of a system-wide landlord engagement strategy. (October 2017)
3f. Examine the business process and requirements for using District resources to house individuals experiencing homeless (including PSH, TAH and RRH). The goal is to streamline and expedite the application, documentation review and approval, unit selection, inspection, and lease-up processes	DHS, DCHA, TCP, Service Providers	Executive Committee	Fridays dedicated to DHS voucher lease-up to facilitate expedited lease-ups. (September 2015) Consolidation of landlord rental assistance payments and inspections with DCHA. (November 2016) DCHA business process revised to allow for pre-inspection of units, when and as appropriate. (December 2016) DCHA developed and conducted a series of trainings for DHS staff and DHS vendors on the preparation of client referrals for eligibility determination. (January 2017) DCHA hired mobility counselor to assist families with unit search. (March 2017) Efforts to improve and expand the DHS Step Tool, the IT system used to manage the voucher lease-up process and coordination between partners, is ongoing:

			<ul style="list-style-type: none"> Phase I (Inspections)- established an automated daily update of the Step Tool of inspection results. (January 2017) Phase II (Referral Submission and Tracking) - DHS and DCHA are working on expanding the use of the Step Tool to include the electronic submission of referrals to DCHA, feedback on incomplete referrals, and notification of final eligibility determinations. System for two way communication currently being tested. (January 2017)
OBJECTIVE 4: INCREASE ECONOMIC SECURITY OF HOUSEHOLDS			
4a. Develop and implement strategy for providing targeted job training and placement assistance for individuals and families in the shelter system, with a particular focus on households assessed for RRH assistance.	DOES, DHS, UDC, Employment Services Providers	Executive Committee	<p>Co-location of homeless and employment services piloted at Adam's Place Day Shelter. (March 2016)</p> <p>Representatives from Workforce on Wheels and the Division of State Initiatives onsite at Adam's Place Day Shelter weekly to share information about enrollment in job training and transitional employment programs. (October 2016)</p> <p>Assessment tools for key programs updated to establish baseline data on number of clients experiencing homelessness or housing insecurity. (July 2017)</p> <p>Pilot Transitional Residential Program, launched by DOES Division of State Initiatives (DSI) to provide six months of transitional housing to eight District residents who have participated in DSI programs, and are employed in full-time unsubsidized jobs, but still experiencing homelessness. (December 2017)</p>
4b. Coordinate with the District government during the planning phase of large projects to ensure the District can provide a pipeline of trained/work-ready applicants, including residents at risk of or experiencing homelessness.	DOES, WIC, Developers, Employers	Executive Committee	DOES reports a 50% increase in the number of companies entering into First Source agreements and that all agreements successfully met their goal of ensuring 51% of all new hires were District residents. (Sept 2017)
4c. Provide capacity building support to providers and/or create a dedicated SOAR team to help clients navigate the SSI/SSDI application process.	DBH, DHS, TCP, Outreach Providers	Executive Committee	<p>DHS Coordinated Entry Outreach providers (Community Connections and Pathways) funded to provide SOAR services as part of their scope of work (December 2015). One full-time SOAR specialist on Pathways team and four full time staff who are cross-trained in outreach and SOAR on the Community Connections team.</p> <p>CABHI funded outreach providers (Community Connections, Green Door (now MBI), Miriam's Kitchen, and Pathways) each staffed to include one (1) Certified SOAR Specialist (June, 2016).</p>
4d. Ensure clients in housing are receiving all benefits for which they are eligible.	DHS, TCP, Service Providers	Executive Committee	ICH Data & Performance Management Committee sponsored an income mini-clinic (August, 2016).

OBEJECTIVE 5: INCREASE HOMELESSNESS PREVENTION EFFORTS			
5a. Implement targeted homelessness prevention programming that incorporates the use of predictive analytics tools and strategies.	DHS, TCP, Technical Assistance Providers	ERSO	DHS launched the Homeless Prevention Program (including use of diagnostic tool developed in conjunction with Westat). (February 2016) Over 5000 households have been served with prevention assistance (preventing a shelter stay) since the launch of the program.
5b. Identify tools and procedures to ensure households receiving DCHA assistance that are struggling with housing stability (e.g., nonpayment of rent, lease violations) are connected to existing community-based case management and supportive services.	DCHA, DHS, TCP, Service Providers	Executive Committee	
5c. Conduct analysis of youth aging out of foster care and subsequently experiencing homelessness. Evaluate effectiveness of models like Wayne's Place and Generations of Hope for assisting youth aging out of foster care. Continue expansion of promising models and practices.	CFSA, DHS, TCP, Service Providers	Executive Committee	Implementation referred to Youth Committee (will be tracked as part of Solid Foundations DC implementation).
5d. Implement use of a common assessment tool to identify individuals with behavioral health conditions at greatest risk of homelessness to use as a factor in prioritizing housing resources.	DBH, DHS, TCP	Executive Committee	
5e. Conduct analysis of clients in shelter system with recent history of incarceration. Review client discharge planning process and identify steps to improve process and targeting of assistance.	DHS, TCP, DCHA, ORCA, CSOSA and CJCC Re-Entry Steering Committee	Executive Committee	
OBJECTIVE 6: MONITORING, REPORTING AND PLANNING UPDATES			
6a. Complete census, data analysis, and plan for unaccompanied youth.	DHS, TCP, DBH, CFSA, OSSE, DCPS, Youth Providers	Youth WG (Strategic Planning)	Solid Foundations DC released in May 2017. Tracking of youth strategies now conducted via separate dashboard (to be developed).
6b. Update HSRA	DHS, TCP, Advocates, Service Providers	Executive Committee	ICH launches year-long process to obtain community input on HSRA amendments (May 2016) Bill introduced by Mayor (May 2017) Hearing hosted by Committee on Human Services (June 2017) Council passes amendments (December 2017)
6c. Public communication on progress on implementing Homeward DC.	DHS, TCP, Advocates,	Executive Committee	Developed "roadshow" strategy and materials. (October 2017)

6d. Develop and implement a performance management framework for all program models and providers/agencies participating.	DHS, TCP, Service providers	Data & Performance Management	<p>PQI process designed and launched, including development and distribution of scorecards, organization of mini-clinics, and design of TA process for low performers. (April 2016)</p> <p>Provider scorecards produced and disseminated quarterly since the PQI process launched. (Quarterly/ongoing)</p>
6e. Update Strategic Plan annually, including analysis of gaps in housing resources needed to meet Strategic Plan goals of ending Veteran Homelessness by close of 2015, Chronic Homelessness by close of 2017, and functional zero across all populations by 2020. Gap analysis should include identification of additional resources needed, like security deposits and move-in assistance.	In partnership with TCP	Strategic Planning	Modeling updates completed and reviewed with Strategic Planning Committee. (December 2015, December 2016)
6f. Training and capacity building for Continuum of Care	DHS, in partnership with TCP	Strategic Planning	<p>Training requirements updated in DHS Management Contract. (October 2016)</p> <p>Feedback from providers solicited to identify challenges with existing framework and additional needs/priorities around provision of training and capacity building support. (August 2017)</p>
6g. Leverage and align private/foundation investments in homeless services.	In partnership with area philanthropic/foundation partners		Phase 1 of Private Sector Leveraging Strategy complete, including key informant interviews to identify gaps/investment opportunities, prioritization of needs, and development of initial cost estimates/fundraising targets. (December 2017)