



## RESPONSES TO ICH FY24 PRE-HEARING QUESTIONS SUBMITTED TO DC COUNCIL COMMITTEE ON HOUSING

### GENERAL QUESTIONS

**1. Please provide the agency's mission statement.**

To provide leadership in developing strategies and policies that guide the implementation of the District's policies and programs for meeting the needs of individuals and families who are homeless or at risk of homelessness (§ 4-752.02).

**2. Please list any statutory mandates that the agency lacks sufficient resources to fully implement.**

The ICH is working to implement several statutory mandates for the first time since its inception in 2005. As such, there is an opportunity to implement the mandates within the context of what is reasonable and sustainable for the current staffing levels of the ICH and the members implicated by and required to support the legislated mandates.

**3. Please list all reporting requirements in the District of Columbia Code or Municipal Regulations that the agency is required to complete in FY 23 and FY 24, to date. For each requirement, please list the date the report was required and the date it was produced. If the agency did not produce the report on the mandated timeline, please explain why.**

#### Reporting Requirements

DC Code § 4-752.02 specifies that the Interagency Council on Homeless shall fulfill the following responsibilities:

- At least every 5 years:
  - Prepare and publish a strategic plan for services within the Continuum of Care that takes into account existing data and community input;
- Annually:
  - Coordinate a community-wide needs-assessment and planning process to identify, prioritize, and target needs for services within the Continuum of Care. The needs assessment shall take into account existing data, including the number of homeless youth and the number of LGBTQ

homeless youth in the District, and include input from at least one public hearing, which shall be held at least once each year;

- Prepare and submit to the Mayor an annual update based on existing data and community input that reviews the strategic plan, changes in the landscape, and an assessment of the need for services among subpopulations, and that details the resources and strategies needed to support implementation of the strategic plan prepared pursuant to paragraph (2) of this subsection;
- As part of the annual update, review the efforts of each member of the Interagency Council to fulfill the goals and policies of the strategic plan;
- By September 1 of each year, develop a plan, consistent with the right of clients to shelter in severe weather conditions, describing how member agencies will coordinate to provide hypothermia shelter, identifying the specific sites that will be used as hypothermia shelters, and including protocols on how to provide shelter services for unaccompanied minors;
- Give comments to the Mayor regarding the proposed budget.
- As needed:
  - Direct the Department of General Services to identify vacant public buildings or tax-foreclosed buildings to be used as shelter and transitional housing or permanent housing program facilities;
  - Provide input into the District's planning and application for federal funds for services within the Continuum of Care. All applications for federal funds shall take into account the strategic plan developed by the Interagency Council prepared pursuant to paragraph (2) of this subsection;
  - Regularly review HMIS data to assess program and system utilization and performance;
  - Review reports of the fair hearings and administrative reviews requested or received by clients within the Continuum of Care, which shall include the provider party to the appeal, the subject matter of the appeal, and the final disposition of the appeal.

Reports required during FY23 and FY24 to date are limited to:

- **Annual Update to the Strategic Plan,**
- **Comments to the Mayor's Proposed Budget, and**
- **Winter Plan.**

As indicated above for question 2, the ICH worked to produce an Annual Update and Comments to the Mayor's Proposed Budget for the first time since its inception. The ICH Team completed and submitted the **Comments to the Mayor's Proposed Budget (FY24)** to the ICH Executive Committee via email on April 21, 2023. See the attachment to question 3, titled Comments to Proposed Budget, for a copy of the report.

An **Annual Update for FY23** is still pending. During FY23, the ICH worked to establish a reasonable scope of work and template for Annual Updates. To support planning for this report, the Strategic Planning Committee and its workgroups reviewed readily available data, including FY22 system-level Key Performance Indicators and subpopulation-specific deep dives. The ICH Director outlined a draft report to facilitate quick and easy reporting with FY23 KPI data when that became available. Due to nationwide issues with the canned reports

available in the Homeless Management Information System (HMIS), the system-level FY23 Key Performance Indicators became available for ICH consumption on January 23, 2024. They were immediately distributed and reviewed at the 01/30 Strategic Planning Committee meeting. Due to ongoing limitations in the canned reports available, subpopulation deep dives are still outstanding. It is not clear when they will become available. As such, the ICH Team is exploring options for a simplified Annual Update.

The **FY23 Winter Plan** was adopted on October 11, 2022, and implemented in FY23. The **FY24 Winter Plan** was adopted on October 17, 2023, and is currently under implementation. The FY24 Winter Plan is available online at <https://ich.dc.gov/page/winter-plan>.

### **Open Meeting Act Requirements**

Otherwise, the Interagency Council on Homelessness must comply with the Open Meeting Act for all ICH Full Council and standing ICH Committee meetings. As such, meeting schedules and materials are posted online at ICH.dc.gov.

Specifically, the ICH team plans to host at least 43 Committee or Full Council meetings in FY24. The anticipated schedule for ICH Committees in FY4 is available online by sorting the ICH meeting calendar from [10/01/2023 to 09/30/2024](#). Similarly, the ICH team hosted 41 Committee or Full Council meetings in FY23. The FY23 schedule for ICH Committees is available online by sorting the ICH meeting calendar from [10/01/2022 to 09/30/2023](#).

For your referencing ease, please see the attachment to question 3 titled ICH Meeting Schedule & Materials, which summarizes the information and provides links to the details of each meeting hosted in FY23 and planned for FY24, including meeting materials for those meetings that already took place.

**4. Please list and describe any regulations promulgated by the agency in FY 23 or FY 24, to date, and the status of each.**

N/A

**5. Please explain any significant impacts on your agency of any legislation passed at the federal or local level during FY 23 and FY 24, to date.**

The ICH has included, as an attachment, the list of local and federal legislation that impacts the District's Homeless Services System, also known as the Continuum of Care (CoC).

**6. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY 24.**

The ICH team focuses on supporting the priorities established by the ICH Standing Committees and Workgroups. As noted for question 29 below, the ICH Committees and Workgroups are establishing priorities

and projects for CY 2024 & 2025. The ICH has included, as an attachment to question 29, the Proposed ICH Priorities & Projects (CY 24 – 25).

**7. What are the metrics regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.**

Historically, including during FY23, the ICH reports on the number of ICH Full Council and Standing Committee meetings held to the Office of the Deputy Mayor for Health and Human Services (DMHHS) quarterly. The ICH has included, as an attachment, the data reported for FY23 and FY24 (to date).

Meeting	# of meetings held in FY
ICH Full Council	1
Executive Committee	8
Strategic Planning Committee	6
Housing Solutions Committee	9
Emergency Response and Shelter Operations (ERSO) Committee	12
Youth Committee	5
<b>Total # of Committee Meetings in FY23</b>	<b>41</b>
ICH Full Council	1
Executive Committee	1
Strategic Planning Committee	2
Housing Solutions Committee	1
Emergency Response and Shelter Operations (ERSO) Committee	4
Youth Committee	3
<b>Total # of Committee Meetings in FY24 to date as of 02/12</b>	<b>12</b>

For the future, including FY24, the ICH is updating the performance metrics it uses. In an effort to align with the ICH’s legislated mandates, the ICH worked with the Office of the City Administrator (OCA) and DMHHS to include the following additional performance metrics starting in FY24.

- **Description:** The ICH will continue to advance mandates and initiatives under its enacting legislation and Homeward DC 2.0, the District’s strategic plan to end and prevent homelessness, by mobilizing its Full Council members and network of constituents engaged in the Committees and Workgroups of the ICH.

The ICH will also act to meet annual mandates required by DC Code § 4–752.02, ICH bylaws and Homeward DC 2.0, that include:

- Adopt an Annual HWDC 2.0 Update with proposed priorities and projects for CY24 & CY25;
  - Adopt Work Plans that outline reasonable expectations for priorities and projects;
  - Propose components for a Performance Plan that allow ICH Committees and Work Groups to track accomplishments and outcomes of implementing agencies and providers; and
  - Adopt a formal Performance Plan to be utilized by OCA to track ICH performance starting FY25 and beyond.
- **FY24 Quarter 1 Submission:** The ICH continues to work on meeting the legislated mandates required by DC Code § 4–752.02, ICH bylaws and Homeward DC 2.0. As of the end of Q1 FY2024, the ICH is in the final stages of drafting the Annual Update following review and feedback from the November Strategic Planning Committee and December Executive Committee meetings. In addition, although not yet officially adopted, the ICH has leveraged/is leveraging December 2023, and January, February 2024 meetings to propose Work Plans in each of the ICH Committees and Workgroups. Work Plans are proposed based on the projects and priorities outlined in the Annual Update and to support the completion of the Annual Update moving forward. This includes documenting the needs of subpopulations, mapping system housing and service needs, tracking shifts in the landscape, and overall progress in preventing and reducing homelessness.

**8. Please describe any new initiatives or programs that the agency implemented in FY 23 and FY 24, to date, to improve the operations of the agency. Please describe any funding utilized for these initiatives or programs and the results, or expected results, of each initiative.**

In FY23, the ICH worked to implement several statutory mandates for the first time since its inception, especially related to the Annual Update and Comments to the Mayor’s Proposed Budget. The ICH identified a successful approach to and produced a **Comments to the Mayor’s Proposed Budget (FY24)**. The ICH is still working on an **FY23 Annual Update**.

**9. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.**

Position	Employee
Executive Director (also known as the Director for Ending Homelessness)	Theresa Silla
Deputy Director for Ending Homelessness (MS-15)	Eileen Rosa
Advisors	
Special Advisor (CS-14), Emergency Response & Shelter Operations	Synina Pugh
Special Advisor (CS-14), Integrated Care Strategies	Vacant, Posted

Communications	
Special Advisor (CS-14), Participatory Planning & Strategic Communications	Vacant, Posted
Graphics Designer (CS-11)	Daisean Foster
Grant Funded Positions	
Veterans Project Manager (no CS equivalent)	Jill Carmichael

**10. Please provide a narrative explanation of any changes made to the organizational chart during the previous year.**

There are three significant shifts captured in the organization chart above and explained below.

**Shift to standardize approach for ending and preventing homelessness by subpopulations**

Overall, there are two main subsystems in the District’s homeless services continuum of care: one for families and the other for unaccompanied individuals (better known as single adults). There are additional dedicated interventions and nuances for Veterans and Youth, but these additional dedicated interventions and nuances work within the larger framework of services for families versus single adults.

Previously, the ICH team was organized to mirror the two subsystems with:

- An ICH Policy Advisor focused on Single Adults and Veterans and
- A Special Advisor focused on Families and Youth.

As the ICH works on standardizing the Built for Zero approach and analysis to ending and preventing homelessness across all subpopulations, it makes sense to consolidate the roles and recognize the Policy Advisor leading the charge as the Deputy Director for Ending Homelessness.

**Shift to prioritize the integration of health care, particularly as it relates to behavioral health**

A key lesson learned from the COVID-19 public health emergency is the importance of health care. Additionally, Opioids have inflicted profound harm on communities within Washington, DC, and across the nation, causing staggering mortality rates. Between 2018 and 2022, opioid-related fatal overdoses in the District have more than doubled, from 213 to 461 lives lost per year. The impact on homeless services is significant. Most recently, the OCME shared preliminary data on undomiciled fatalities. Deaths related to intoxication and associated with Opioid use are the leading cause of death by far.

Preliminary Fatality Analysis	FY22	FY23
<b>Total Homeless Deaths</b>	<b>111</b>	<b>102</b>
Count of homeless accidental <b>hypothermia</b> deaths:	3	2
Count of homeless accidental <b>hyperthermia</b> deaths:	0	0

Count of homeless accidental <b>intoxication</b> deaths:	67	78
Count of homeless natural <b>cardiovascular</b> disease deaths:	14	11
<b>Note:</b> In CY2023, 95 cases were investigated by OCME where decedents were identified as undomiciled. Accidental intoxication was determined as cause of death in 65% (n=62) of these cases.		

**Shift to prioritize participatory planning over media relations in communications**

With ~12-14 monthly Committee and Workgroup meetings, the ICH infrastructure is quite robust. Additionally, engagement with constituents with lived experience across all Committee and Workgroup meetings has doubled thanks to the diligence of People for Fairness Coalition (PFFC) and the Rhonda Whitaker Streets to Life DC Women’s Initiative. Supporting the burgeoning participation of constituents with lived experience requires a focus on participatory planning that is not emphasized in the traditional role of the Public Information Officer, which tends to focus on media relations.

**11. Please provide a current Schedule A for the agency, which identifies each position by program and activity, with the salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please indicate if any position must be filled to comply with federal or local law.**

The ICH has included, as an attachment, the portion of the DMHHS Schedule A relevant to the ICH. This data was pulled from PeopleSoft as of 1/31/2024.

**12. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee’s projected date of return.**

N/A

**13. Please provide:**

**a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY 23 and FY 24, to date;**

Since their onboarding, all ICH staff have received cell phones and iPad Pros at agency expense.

**b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned as well as a description of all vehicle accidents involving the agency’s vehicles in FY 23 and FY 24, to date;**

N/A

- c. **A list of travel expenses, arranged by employee for FY 23 and FY 24, to date, including justification for travel; and,**

N/A

- d. **A list of total workers' compensation payments paid in FY 23 and FY 24, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.**

N/A

**14. For FY 23 and FY 24, to date, what was the total agency cost for mobile communications and devices, including equipment and service plans?**

DMHHS is working with OCTO to support the ICH and confirm information regarding the total agency cost for mobile communications and devices, including equipment and service plans. ICH will submit the requested information as soon as it is available.

**15. Please separately list each employee whose salary was \$100,000 or more in FY 23 and FY 24, to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.**

See the table below with context on positions that are currently vacant. This is related to the response to question 11.

There is no overtime or bonus pay available to or received by ICH staff members.

<b>Position</b>	<b>Employee</b>	<b>Salary</b>	<b>Fringe</b>
Executive Director	Theresa Silla	178,809.30	\$30,75520
Advisors			
Policy Advisor (CS-14), Singles and Veterans <i>(Deputy Director, as of February 2024)</i>	Eileen Rosa	120,569	\$20,737.87
Special Advisor (CS-14), Emergency Response & Shelter Operations (ERSO)	Synina Pugh	117,045	\$20,131.74
Special Advisor (CS-14), Family and Youth <i>(Vacant as of February 2024)</i>	Jorge Membreno	141,707	\$24,373.60



Communications			
Public Information Officer (CS-14) <i>(Vacant as of February 2024)</i>	Donna Harris	113,522	\$19,525.78

**16. Please list in descending order the top 25 overtime earners in your agency in FY 23 and FY 24, to date, if applicable. For each, state the employee’s name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned by each.**

N/A

**17. For FY 23 and FY 24, to date, please provide a list of employee bonuses, special pay granted, or separation pay issued, that identifies the employee receiving the bonus, special pay, or separation pay, the amount received, and the reason for the bonus, special pay, or separation pay.**

N/A

**18. Please list and provide a copy of all memoranda of understanding (“MOU”) entered into by your agency during FY 23 and FY 24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.**

The funding for 4 ICH Staff positions are captured in the two (2) MOUs between DMHHS and DHS:

1. FY 23 MOU between DMHHS and DHS, entered 12/07/2022 and ending 9/30/2023 and
2. FY 24 MOU between DMHHS and DHS, entered 12/07/2022 and ending 09/30/2024.

Additionally, to support the administration of the Family Unification Program (FUP), the ICH is a party to a Data Sharing Agreement between CFSA, the DCHA, and TCP. The data sharing agreement allows DCHA and CFSA to leverage the coordinated entry system to identify FUP-eligible youth and families experiencing homelessness. The MOU was entered into on May 25, 2023. It is in effect until terminated or modified by the mutual consent of all parties to the MOU.

Finally, in response to a request from the ICH, DCHA and TCP effectuated a data-sharing agreement to determine the overlap between the DCHA waiting list and households experiencing homelessness. The data sharing agreement was effective April 7, 2023, through September 20, 2023, and shall renew automatically for a maximum of six (6) fiscal years.

**19. Please list each grant or sub-grant received by the agency in FY 23 and FY 24, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.**

While the ICH does not receive any grants or subgrants, several grants supported the work of the ICH during FY23 and FY24 to date. This section lists the PSH Provider Readiness Project funded by the Partnership to End

Homelessness. Under question 20 and 27 below, the ICH lists additional grants made by Community Solutions under the Built for Zero initiative specific to the Large City Last Mile (LCLM) cohort and in support of the work to end and prevent homelessness for Veterans in the District by 2025.

<b>Project</b>	<b>PSH Provider Readiness Projects</b>
<b>Source</b>	The <a href="#">Partnership to End Homelessness</a> (PTEH), leveraging philanthropic funds from a variety of donors
<b>Purpose</b>	To support the transition of PSH providers to billing Medicaid by providing training and technical assistance. CSH delivered technical assistance in 3 phases: <ol style="list-style-type: none"> <li>1) Level setting which included an assessment of current business models, administrative capacity, and knowledge base regarding Medicaid billing</li> <li>2) Building capacity through technical assistance, which included group training and one-on-one technical assistance to implement the necessary steps toward successfully billing Medicaid</li> <li>3) Support in the successful implementation and billing of Medicaid, which included delivering ongoing technical assistance.</li> </ol>
	To provide “Readiness Grants” that assist providers with the costs associated with transitioning to Medicaid Billing. The first allocation is a technology stipend of \$5,000 for new PSH providers initiating a new Electronic Health/Medicaid Record (HER/EMR). The second allocation is a tiered allocation based on the size and demonstrated capacity of the providers: <ul style="list-style-type: none"> <li>• Larger Providers, Fastest Transitions: \$5,000</li> <li>• Newest Providers, Significant Transition Costs: \$10,000</li> <li>• Mid-Tier Group, with Capacity to Scale: \$7,500</li> </ul>
<b>Date(s)</b>	Technical Assistance: January 2022 – December 2022 Readiness Grants: available February 2023
<b>Amount(s)</b>	Technical Assistance: \$70,000 Readiness Grants: \$215,000

**20. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?**

Currently, one ICH staff position depends on grant funding: the role of the Veterans Project Manager.

The Veterans Project Manager position is funded through the Community Solutions Built for Zero Initiative as part of the District’s participation as a Large City Last Mile community. The Veterans Project Manager, although stationed at the ICH, is contracted directly with Community Solutions. The contract started May 30, 2023, with funding expiring in FY25 (June 2025). This role of Veterans Project Manager is purposefully designed as a contract position for two years as intensive support for project implementation and will no longer be needed once proper infrastructure and milestones are accomplished. However, the District may identify that similar project support is needed across the larger CoC, specific to ending homelessness among

single adults or that there is a need to continue the support for sustaining efforts to end and prevent Veteran Homelessness and will pursue additional funding if necessary.

<b>Project</b>	<b>Veteran Project Manager</b>
<b>Source</b>	<a href="#">Community Solutions</a> , leveraging philanthropic funds from Home Depot and MacArthur Foundation.
<b>Purpose</b>	To hire a dedicated project manager to design and implement priority projects to end Veteran homelessness in the District by 2024. This position will be a contract position stationed at ICH but contracted directly by Community Solutions. Funding is provided based on the District’s participation in the <a href="#">Built for Zero</a> , Large City Last Mile initiative to end Veteran Homelessness. Hiring is still in progress. Close date for applications was February 24, 2023 and the Veterans Project Manager was onboarded May 30, 2023.
<b>Date(s)</b>	Date Applied: July 2022 Date Awarded: September 2022
<b>Amount(s)</b>	Amount Committed: \$400,000 over 24 months (2 years)

**21. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to financial liability or will result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success.**

N/A

**22. Please list all settlements entered into by the agency and judgments against the agency (or by or against the District on behalf of the agency) in FY 23 or FY 24, to date, and provide the parties’ names, the amount of the settlement or judgment, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).**

N/A

**23. Please list the administrative complaints or grievances that the agency received in FY 23 and FY 24, to date, broken down by source. Please describe any changes to agency policies or procedures that have resulted from complaints or grievances that were resolved in FY 23 or FY 24, to date.**

As indicated in last year’s performance oversight responses, the ICH received several complaints that are specific to the ICH from a constituent with lived experience.

- **October 2022** email to the ICH, DHS, and The Community Partnership for the prevention of homelessness (TCP), Michael Coleman expressed his “complaint”/concern, that ICH Director Theresa Silla was “creating a toxic environment for anyone who is not a pffc [People for Fairness Coalition] member.” Director Silla referred him to the DMHHS attorney and Ethics Officer, Ms. Sakina Thompson, for follow-up, however, Mr. Coleman has not yet followed up on that invitation.
- **January 2023** email to ICH Director Theresa Silla, Michael Coleman, former ICH member and 2022 nominee in the Homeless or Formerly Homeless category, stated he “intends to file a complaint, or a report” against the ICH consumer engagement working group “for the stipend being so unfair. I am trying to get in touch with the right people.” Director Silla, after several communications explaining the ICH stipend policy and how it's implemented, which did not satisfy Mr. Coleman, referred him to the DMHHS attorney and Ethics Officer, Ms. Sakina Thompson, for follow-up. Ms Thompson reached out to him, offering assistance. However, Mr. Coleman has not yet followed up on that invitation.

***24. Please provide the number of FOIA requests for FY 23, and FY 24, to date, that were submitted to your agency. Include the number granted, partially granted, denied and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.***

There were no FOIA requests for the ICH for FY23 and FY24.

***25. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency that were completed during FY 23 and FY 24, to date.***

No investigations, audits, or reports on the agency or any agency employee are ongoing or completed during FY23 or FY24 to date. However, the District Office of the Inspector General (OIG) engaged the Department of Human Services in an [Audit of the District’s Homeward DC Strategic Plan and Emergency Homeless Shelter Management](#) (engagement letter issued 10/28/2022). The objectives of this audit are to assess: (1) the progress made toward the goal of ending chronic homelessness among individuals and families in the District; and (2) whether the newly constructed shelters increased the availability, equity, and safety of homeless services in the District. The OIG has since also engaged the ICH to provide documentation on how the ICH responsibilities/requirements outlined under DC Code § 4–752.02 were met in FY21 and FY22. The ICH submitted responses to the request on October 19, 2023, and has included the responses as attachments to this question.

***26. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY 23 and FY 24, to date. Please submit a digital copy to the Committee of any study, research paper, report, or analysis that is complete.***

The ICH did not prepare or fund studies, research papers, reports, or analyses during FY23 or FY24 (to date). Here are other deliverables (plans and applications packages) that are relevant to the work of the ICH and may be of interest to the Committee.

**Winter Plan**: The ICH is responsible for developing and adopting a Winter Plan describing how District residents experiencing homelessness will be protected from cold weather injury. The ICH Executive Committee approved the FY23 Winter Plan on October 11, 2022. The FY24 Winter Plan was approved on October 17, 2023, by the ICH Full Council with revisions, which were incorporated and published on October 31, 2023. The Winter Plan is available on the ICH website.

**HUD Continuum of Care (CoC) Notice of Funding Opportunity (NOFO)**: ICH supported TCP as the HUD Collaborative Applicant in response to the annual NOFO for renewal and bonus project applications.

- Participated in the NOFO Ranking Committee to review and prioritize provider project applications.
- Leveraged ICH meeting forums for stakeholder engagement and review of priorities.
- Provided written response to the narrative portions of the application.
- Leveraged ICH meeting forums to explore concerns identified by the NOFO Ranking Committee, including concerns related to Service Costs, Service Delivery Model for Select Renewal Projects, and Supporting Lowest Performing/Ranked Renewal Projects.

**Medicaid**: The ICH coordinates with DHCF and other District Government agencies to advance opportunities to leverage Medicaid, especially for serving households and individuals experiencing homelessness.

- Opportunities/Initiatives:
  - District's application to the 1115 Medicaid Waiver Renewal advanced by DHCF
  - District submission to participate in the [Housing and Services Partnership Accelerator \(HSPA\)](#)
  - Continued implementation of the [Housing Supportive Services \(HSS\)](#) benefit through DHS Permanent Supportive Housing (PSH) Program.
- Functions:
  - Exploring data sharing to understand Medicaid coverage amongst the population experiencing homelessness to demonstrate need and
  - Leveraged ICH meeting forums for stakeholder engagement and review of priorities to inform relevant applications and program design.

**Housing Insecurity in the District of Columbia**: The ICH contributed to the study on Housing Insecurity on the District completed by TCP and Urban Institute by:

- Providing reference and meeting materials from ICH meeting forums and
- Leveraging ICH meeting forums for stakeholder engagement and coordination for surveys, especially the Consumer Engagement and Youth Advisory Board (YAB).

***27. Please list any task forces, committees, advisory boards, or membership organizations in which the agency participates.***

**DCHA STAR Board:** The ICH Executive Director was appointed to the DCHA STAR Board as of January 2023. In that role, the ICH Director sits on two Committees: 1) Capital Projects and 2) Operations and Administrative Services. Additionally, Director Silla supported the ad hoc Executive Search Committee responsible hiring an interim and permanent DCHA Executive Director.

**Familiar Faces Working Group:** Beginning in February 2023, the ICH has attended the Familiar Faces Working Group as led by the United States Attorney’s Office for the District of Columbia. The ICH participates in this forum to advance care coordination and data sharing for individuals at the intersection of behavioral health, justice involved, and homeless services.

**Metropolitan Washington Council of Governments (MWCOCG):** The ICH continues to participate in the monthly meetings for the Homeless Services Committee and associated workgroups (Case Coordination and Data Metrics). Most recently, MWCOCG Homeless Services Committee is advancing on the opportunity to establish regional participation in the Built for Zero initiative (additional details below).

**Built for Zero (BFZ) Initiative:** The District CoC participates in the Built for Zero initiative under Community Solutions as one of the communities in the Large City Last Mile cohort focused on ending Veteran homelessness. Participation in Built for Zero includes technical assistance on measurably ending homelessness by mobilizing the local core team to identify and implement problem-solving strategies. As part of the BFZ movement and the Large City Last Mile (LCLM), the District has access to additional philanthropic funds to support impactful projects to promote progress in reducing homelessness. While the focus is on ending Veteran homelessness, strategies and lessons learned are applicable across all subpopulations. Additionally, funding received through the cases for investment is either direct to the contractor or subcontracted through The Community Partnership (TCP), the District’s HUD CoC Collaborative Applicant, HMIS, and CAHP Lead Agency.

Case for Investment	Description
<b>Funded and Grant Term Complete</b>	
Transitional Housing Conversion to Permanent Housing	<p><b>Project</b> – CHEP Grant Per Diem (GPD) Conversion to Permanent Housing,</p> <ul style="list-style-type: none"> <li>Contracted to TCP, Administered by CHEP</li> </ul> <p><b>Purpose</b> - Funding to cover operational costs in the conversion of 14 transitional housing beds into eight permanent units — fully-furnished one-bedroom apartments available at an affordable, below-market rate to Veterans exiting homelessness including Veterans connected to SSVF or VASH.</p> <p><b>Date(s)</b> – 12/2020 to 12/2022</p> <p><b>Amount(s)</b> - \$250,000</p>
Flex Funds	<b>Project</b> – Veteran Flex Funds

	<ul style="list-style-type: none"> <li>Contracted to TCP, Administered by CHEP</li> </ul> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Pilot funding for Veterans at risk of experiencing homelessness or experiencing homelessness in the District. Funding covers expenses not covered by traditional programs or costs that present a barrier to obtaining housing and exiting homelessness, including but not limited to security deposit assistance, car repairs, utility and rental arrears.</p> <p><b>Date(s)</b> – 03/2021 – 08/2022</p> <p><b>Amount(s)</b> - \$100,000</p>
Prevention	<p><b>Project</b> – Veteran Prevention Fund, Administered by Friendship Place</p> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Funding to prevent homelessness for Veterans at risk of homelessness, but not eligible for other VA funded programs and/or where type of assistance was not covered under VA funded programming.</p> <p><b>Date(s)</b> – 03/2021 – 11/2022</p> <p><b>Amount(s)</b> - \$500,000</p>
Direct Cash Payments	<p><b>Project</b> – Veteran Direct Payments, Administered by TCP</p> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Pilot program to provide cash (check) incentives directly to 50 Veterans moving into permanent housing.</p> <p><b>Date(s)</b> – 10/2021 – 08/2022</p> <p><b>Amount(s)</b> - \$50,000</p>
<b>In Progress</b>	
Veteran Project Manager	<p><b>Project</b> – Veteran Project Manager</p> <p><b>Source</b> - Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Funding for two-year contract staff, stationed at ICH, to build key system infrastructure including projects related to:</p>

	<p>a) streamlining match to move in process with VA housing resources,  b) reducing inflow and stock of transitional housing, and  c) increase participation of persons with lived experience.</p> <p><b>Date(s)</b> – 05/30/2023 – 06/2025</p> <p><b>Amount(s)</b> - \$400,000</p>
Coordinated Entry (CAHP) Administrator	<p><b>Project</b> – Catalytic Funding for CAHP Administrator</p> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Funding to support an additional CAHP Administrator to bolster capacity for quality assurance, performance, system improvement, and to ensure continuity of knowledge. The position is stationed at The Community Partnership (TCP), CoC Collaborative Applicant, HMIS and CAHP Lead Agency.</p> <p><b>Date(s)</b> – 06/2023 – present.</p> <p><b>Amount(s)</b> - \$253,875</p>
Flex Funds	<p><b>Project</b> – Veteran Flex Funds. Administered by Housing Counseling Services (HCS), Inc.</p> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> - Flexible funding for Veterans at risk of experiencing homelessness or experiencing homelessness in the District. Funding covers expenses not covered by traditional programs or costs that present a barrier to obtaining housing and exiting homelessness, including but not limited to security deposit assistance, car repairs, utility and rental arrears.</p> <p><b>Date(s)</b> – 06/01/2023 to 06/01/2025. HCS opened Flex Fund applications 09/01/2023.</p> <p><b>Amount(s)</b> - \$740,000</p>
Stipends for People with Lived Experience of Homelessness	<p><b>Project</b> – People with Lived Experience of Homelessness (PLEH)</p> <p><b>Source</b> – Community Solutions, Built for Zero Case for Investment</p> <p><b>Purpose</b> – Funding to support onboarding and stipends for People with Lived Experience of Homelessness (PLEH) and their participation in ICH including as</p>



	<p>Leadership Slate and Full Council members. If awarded, funding would cover stipends for 16 PLEH for five meetings per month.</p> <p><b>Date(s)</b> – Not yet awarded. Anticipate funding decision by 02/28.</p> <p><b>Amount(s)</b> - \$48,000</p>
<p>Creative Outreach Fund for Veterans</p>	<p><b>Project</b> – Veteran Creative Engagement Outreach Fund</p> <p><b>Source</b> – National Community Church (NCC)</p> <p><b>Purpose</b> – Funds to support Veteran outreach teams in their engagement efforts, especially for Veterans who have previously declined engagement. Funding is flexible and can be used to cover petty cash purchases such as coffee or a meal for the staff and Veteran engagement, metro card, personal hygiene items, etc. This program is intended to support relationship building to facilitate movement to permanent housing.</p> <p><b>Date(s)</b> – 07/01/2023 – 07/01/2024 or until funds are expended.</p> <p><b>Amount(s)</b> – \$5,000</p>

## AGENCY-SPECIFIC QUESTIONS

**28. Please provide a chart of the Interagency Council on Homelessness (ICH) members serving in FY 23 and FY 24, to date. Please include the names and titles of agency designees, term dates, as well as any changes in membership.**

The ICH has included, as an attachment, the members serving in FY22 and FY23 to date.

**29. Please furnish the names and priorities of all ICH Standing Committees and Work Groups for fiscal years 2023 and 2024 to date. Additionally, please include the following details:**

The ICH has included, as an attachment, the Proposed ICH Priorities & Projects (CY 24 – 25).

**a. Co-chairs with their respective organization/agency and position titles;**

Technically, all categories of community seats on the ICH Full Council have expired. However, as of February 2024, nominees from vacant and expiring seats in 2022 are Under Council Review and nominees from vacant and expiring seats in 2023 are under Mayoral review for confirmation.

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

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

The ICH expects MOTA to resolve all outstanding confirmations before June 2024 at the latest. This will allow the ICH to finalize the proposed restructure (including updated Bylaws) and work with community seats to identify co-chairs and leadership or voting slate members for all Committees and Workgroups.

**b. Meeting frequency, specifying days and times; and,**

In compliance with the Open Meeting Act requirements, the annual schedule for all ICH Standing Committees and the ICH Full Council is available online. The FY23 schedule can be accessed by sorting the ICH meeting calendar from [10/01/2022 to 09/30/2023](#). The FY24 schedule can be accessed online by sorting the ICH meeting calendar [10/01/2023 to 09/30/2024](#).

**c. Point of contact for each committee or work group.**

To streamline communications, the ICH Team has a central inbox [ICH.info@dc.gov](mailto:ICH.info@dc.gov). This is the main point of contact for all ICH committees and workgroups.

**30. Has the ICH removed or added any committees or working groups in FY 23 and FY 24, to date?**

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

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

<b>ICH Full Council (meets quarterly)</b>				
<b>ICH Executive CMTE (meets on months the Full Council as appropriate)</b>				
Forums under the Executive CMTE	ERSO CMTE & reporting WGs	<b>*Health Care CMTE* &amp; reporting WG</b>	Housing Solns CMTE	Strategic Planning CMTE & reporting WGs
Racial Equity & Inclusion WG <b>*Lived Experience Advisory Group*</b> <b>*Income, Employment &amp; Entrepreneurship WG*</b>	<b>*Front Door Services*</b> Shelter Capacity <b>*Shelter Solutions*</b>	<b>*Behavioral Health*</b>		Family System <b>*Youth*</b> Single Adult System Veterans NOW
<p>Key to proposed new forums or changes to existing forums are highlighted in <b>*bold*</b> in the table above.</p> <p><b>New</b></p> <ul style="list-style-type: none"> <li>• Income, Employment &amp; Entrepreneurship WG to launch only after the ICH fills vacant positions</li> <li>• Health Care CMTE and an associated Behavioral Health WG to address the challenges flagged by the Hospital specific workgroup piloted in FY22 and FY23.</li> </ul> <p><b>Back from Hiatus</b></p> <ul style="list-style-type: none"> <li>• Shelter Solutions (formerly Shelter Conditions) re-launched as ICH capacity increased last year</li> <li>• Front Door Services (formerly Outreach WG) re-launched as ICH capacity increased last year</li> </ul> <p><b>Right-Sizing/Scoping ICH Forums</b></p> <ul style="list-style-type: none"> <li>• Renaming Shelter Solutions to call for a comprehensive vision for the workgroup, beyond the physical conditions of the District’s temporary housing inventory</li> <li>• Renaming Front Door Services to identify that all interventions have a Front Door component and are welcome to the workgroup to think through how to best engage unhoused constituents.</li> <li>• Renaming the Youth Committee to address unintended consequence of siloing youth and youth providers in the effort to create dedicated interventions for young adults and for consistency amongst forums focused on subpopulations. Effort is to integrate the youth system perspective and voice across all the other forums of the ICH.</li> </ul>				

**31. Please provide a list of all ICH committee and working group meetings for FY 23 and FY 24, to date. Please list the name, title, and agency or organization of attendees and note whether they are a voting member, non-voting member, or non-member of the ICH.**

In compliance with the Open Meeting Act requirements, the annual schedule for all ICH Standing Committees and the ICH Full Council is available online. The FY23 schedule can be accessed by sorting the ICH meeting calendar from [10/01/2022 to 09/30/2023](#). The FY24 schedule can be accessed online by sorting the ICH meeting calendar [10/01/2023 to 09/30/2024](#). Additionally, the attachment to question 5 on ICH Priorities & Projects (CY24 – 25) lists the proposed annual schedule for all ICH Standing Committees and Workgroups.

For every meeting, there is a notes document that includes a participant list. The participant list registers meeting attendees, specifically their names and agency/organization. To date, ICH participant lists do not identify voting and non-voting members or non-members for Standing Committees and Workgroups. Traditionally, the ICH has a unique model for participation and inclusion for our Standing Committees and Workgroups. Before making a decision, Committees and Workgroups seek consensus amongst all meeting attendees regardless of their status as voting members or not, and only call for a vote amongst the members of the voting slate if there is no consensus. In this way, the ICH ensures that concerns and questions from all meeting attendees are carefully vetted and addressed.

Unfortunately, this inclusive model is not sustainable, especially during times of significant staff turnover where a third or more meeting attendees are joining for the first time. So, one significant drawback to seeking consensus amongst all meeting participants is that deliberations can inhibit decision-making as new members take their time to get situated and understand the nuances of taking action.

To solve this, the ICH Director seeks to standardize Leadership Slates for all Committee and Workgroups, including expectations related to attendance. With a Special Advisor on Participatory Planning, the ICH will be poised to foster a committed Leadership Slate and document attendance records.

**32. The ICH has changed its organizational structure. Please detail what prompted this change and where the transition stands today.**

Given the lessons learned about the health-related vulnerabilities of individuals experiencing homelessness and the outsized impact of opioids, particularly the prevalence of fatalities related to opioid use, the ICH Director is proposing to restructure the ICH to focus on Health Care, especially Behavioral Health, by

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

The ICH is advancing Priorities and Projects (CY24 – 25) with this proposed structure in mind. With the adoption of the Priorities and Projects, this new structure will take effect. Ideally, the proposed Priorities & Projects will be adopted at the March ICH Full Council meeting. However, It may also be appropriate to wait until the June meeting when all ICH community seats are filled by appointed and confirmed representatives.

Please also see response to question 30 above.

***33. How has the ICH collaborated with the Office of Migrant Services to monitor trends and address the needs of migrants in FY 23 and FY 24, to date?***

Last hypothermia season, under the FY23 Winter Plan, the Emergency Response and Shelter Operations (ERSO) Committee was designated as the forum for tracking concerns/questions related to the Office of Migrant Services (OMS). As such, Department of Human Services gave monthly updates related to the Office of Migrant Services and was available to field questions. This year, a forum was not specified because representatives of the Office of Migrant service are available upon request and support meetings on an ad hoc basis when questions arise.

***34. In the ICH's FY 23 Performance Oversight responses from February 2023, it was mentioned that DHS is developing a Central Unit Repository set to launch in spring 2023.***

- a. Could you elaborate on the ICH's specific role in the development of the Central Unit Repository and share a link to access it?***

**CUR Link & Launch**

The CUR is available online at <https://cur.dhs.dc.gov/>. Please note that the URL had a limited launch on January 12, 2024 to first recruit landlord participation. The full launch took place a month later on February 12, 2024, with access to providers and Housing Navigators.

**Role of ICH Staff**

ICH Special Advisor Synina Pugh attended bi-weekly leadership meetings focused on the development of the central unit repository. She provided critical thought partnership in the development of the central unit repository, making recommendations on best practices for the engagement of landlords, housing navigators and case workers, leveraging her experience and expertise in property management. Trainings for landlords, case managers and housing navigators took place during the last two weeks of August.

Another area of focus was the continued development of the Landlord Project Fund (LPF) which offer landlords mitigation funds. The leadership team has identified the need for updated reimbursement limits and expanding the eligibility of landlords to include existing landlords.

**Role of the Housing Solutions Committee**

The leadership team regularly updates the ICH Housing Solutions Committee to keep ICH stakeholders abreast of progress. In FY23 and FY24 to-date, landlord engagement updates to the Housing Solutions Committee were provided at the 05/15 and 09/18 Housing Solutions Committee meetings.

### [5/15 Housing Solutions Committee Meeting](#)

Agenda included a 30 minute discussion on Landlord Engagement Initiatives. The updates featured the Landlord Partnership Fund and the Central Unit Repository. Notes on the presentation and discussion are included here.

- **Landlord Partnership Fund Updates**

See slides 23 – 29 for the presentation by CNHED which highlights:

- Purpose of the Landlord Partnership Fund
- Tenant Housing Challenges
- Program Eligibility & Reimbursements
- Landlord Engagement, Partnership Fund Expansion Proposal, and Spend Rate

Comments, Concerns, Questions are captured on slides 30 – 31 and include:

- Expectations for unit quality and requirements for participating landlords
- Tracking trends
- Adding existing landlords to LPF
- Availability of LPF to cover PSH damages and arrears

- **Central Unit Repository Updates**

See slides 15 – 21 for the presentation by DHS which highlights:

- Description of the CUR, including Purpose
- Current Process and Issues (to be solved by the development of the CUR)
- Status of the CUR
- Beta Testing and Screenshots

Comments, Concerns, Questions are captured on slides 22 and include:

- Contact for CUR & process for participating landlords
- Opportunities to link to other portals given existing portals like DC Housing Search
- Availability of CUR for case management and clients in non-DHS funded programs.

### [9/18 Housing Solutions Committee](#)

Agenda included a 15 minute check-in on the Central Unit Repository. Notes on the presentation and discussion are included here.

- **Central Unit Repository**

See slides 9 – 10 for the presentation by DHS which highlighted:

- Propose of the CUR,

- August CUR Training Outcomes, and
- Feedback incorporated

Comments, concerns, questions are captured on slides 11 – 12 and include

- Relationship between the CUR and CAHP
- Availability of CUR utilization data
- Accountability for posting accurate information about unit amenities and features
- Data sharing between CUR and DCHA portal to facilitate transparency/accountability
- Rent Reasonableness and establishing reasonableness for CUR units
- ADU availability and listing

***b. Additionally, as highlighted in the same FY 23 Performance Oversight responses, once the Central Unit Repository is successfully launched, DHS, ICH, and TCP are expected to focus on centralizing Housing Navigation Services. Can you provide details on what this centralization entails and update us on the progress made toward this goal?***

Leadership meetings in FY23 and FY24 to date have focused on the development of the CUR and facilitating quarterly Landlord Advisory Group (LAG) meetings. Planning and development meetings consisted of however, not limited to weekly/biweekly meetings with DHS/OIS, focus groups (i.e., landlords, housing navigators, providers), and CUR trainings.

During this period, the Landlord Engagement Project, Senior Leadership has not prioritized centralizing Housing Navigation Services. Additionally, centralizing housing navigation services has not been elevated as a topic of discussion to the ICH Housing Solutions CMTE.

***35. Last year, DHS, ICH, and TCP designated key senior staff members for bi-weekly meetings in lieu of hiring a landlord engagement project manager. Why did the agency decide to not hire a landlord engagement project manager? Please list the meetings held for this purpose in FY 23 and FY 24, to date.***

### **Project Manager Status Update**

Funding for the Landlord Engagement Project Manager’s position was provided by TCP and was time limited for a year and extended for an additional year and until the resignation of the Landlord Engagement Project Manager.

### **Bi-Weekly Leadership Meetings**

ICH began attending bi-weekly meetings as of January 2023. The dates listed below are the dates on which an ICH representative was able to be in attendance.

- January, 11, 2023
- March 15, 2023
- March 29, 2023
- April 20, 2023

- April 26, 2023
- May 11, 2023
- June 18, 2023
- September 13, 2023
- September 27, 2023
- November 1, 2023
- January 31, 2024

ICH was unable to attend the following scheduled meetings either due to scheduling conflicts or staff was unavailable due to illness or scheduled time off.

- April 12, 2023
- April 20, 2023
- July 9, 2023
- August 16, 2023
- August 30, 2023
- October 11, 2023
- October 19, 2023
- November 8, 2023
- December 13, 2023

***36. How does the ICH foresee the Emergency Housing Voucher Portal contributing to the effective navigation of the housing market for case managers supporting single adults and families at risk of homelessness?***

The ICH is not aware that the Emergency Housing Voucher Portal is currently active. TCP developed the EHV Portal to serve as an additional resource for eligible EHV program participants in their housing search. The EHV portal pre-dates the CUR.

***37. How has the ICH tackled the backlog affecting individuals matched to Permanent Supportive Housing and Targeted Affordable Housing vouchers in FY 23 and FY 24, to date? Additionally, what recommendations has the ICH offered to DHS or DCHA to improve the flow of vouchers and expedite the leasing-up process?***

**Tackling the Backlog at ICH Meetings**

Almost every ICH forum is implicated in the effort to tackle the backlog affecting individuals matched to PSH and TAH, including:

- **Single Adult System Workgroup** – this is the planning forum for advancing the goal of ending/preventing homelessness amongst Single Adults. Given the importance of the backlog in



advancing the goal, every meeting of the Single Adult Subsystem is likely pertinent and includes several key concerns and recommendations flagged by meeting attendees.

One example of recommendations that have emerged from this forum relate to the creation of Operation Make Movement, a DHS team focused on supporting clients through the DCHA housing application process as they wait assignment to a PSH provider and case management support. The Single Adult System Workgroup monitored OMM progress in each monthly meeting, informed by DHS housing match and length of time data. A second recommendation that has emerged is the need to consolidate or eliminate potentially duplicative steps in the housing process, especially as it relates to determining and documenting eligibility as preliminary data indicates that determination/documentation is reviewed several times by Provider and DHS staff before it is transmitted to DCHA for review and approval.

- **Strategic Planning Committee** – all the subpopulation specific workgroups focused on the goal of ending/preventing homelessness report up to the Strategic Planning Committee, including the Family, Single Adult System, Veterans and Youth Workgroups. A significant aspect of the backlog is staffing constraints and capacity, a cross-cutting issue area impacting all subsystems. So, it's also likely that the ICH Team can mine many of the Strategic Planning Committee meeting materials for key concerns and recommendations flagged by meeting attendees.

One example of recommendations that have emerged from this forum relate to the importance of balancing staffing constraints, qualification/standards for case management, and creating pathways for peers to deliver case management services. While not an immediate solution to the backlog, the DHS Peer Case Management Institute is an example of a pilot that strives to strike this balance. It is noteworthy that several ICH forums were instrumental in shaping the Peer Case Management Institute. Specifically, to support the DHS policy team crafting the Peer Case Management Institute, the ICH hosted monthly combined monthly meetings of the Youth Advisory Board and the Consumer Engagement Workgroup.

- **Housing Solutions Committee** – key changes in the housing process, like the newly implemented rent reasonableness process, greatly impacted the backlog. To minimize the number of forums that DCHA staff must track and to focus their attention as well as ICH meeting time, DCHA updates on the housing process are triaged to the Housing Solutions Committee. As such, it is also quite likely that every other Housing Solutions Committee meeting identifies key concerns and recommendations flagged by meeting attendees.

One example of recommendations that have emerged from this forum relates to standardizing rent reasonableness across all programs and connecting the newly launched CUR to [affordablehousing.com](http://affordablehousing.com), the DCHA vendor that supports the DCHA with determining rent reasonableness. This way, clients and providers can be assured that the units in the CUR have been confirmed as rent reasonable to the extent possible

- **Emergency Response and Shelter Operations Committee and associated Workgroups (Front Door Services, Shelter Capacity, and Shelter Solutions)** – these are the planning forum for ensuring that we have a robust crisis response and adequate temporary housing inventory. There is a keen recognition of the importance of supporting unhoused clients (both sheltered and unsheltered) with exits to housing. Two particular areas of recommendations are called out here.

**Housing Focused Services/Supports:** For several years, meeting participants in ERSO Forums have recommended that staffing complements to overflow interventions include case management or, at minimum Coordinated Assessment and Housing Placement (CAHP) Liaisons responsible for supporting clients matched to housing resources navigate the housing process.

**Maximizing Utilization of Family System and Transitional Housing Inventory to Create Year-Round Access to Temporary Housing:** It is inappropriate to expect that the Single Adult Subsystem can both address a housing backlog and expand/contract by ~40% every hypothermia season – especially when simultaneously faced by staffing constraints/scarcity. Additionally, availability of shelter year-round offers consistency in operations for providers and clients, a necessary ingredient to effectively locating, engaging, and housing single adults.

The Shelter Capacity WG regularly highlights

- lower utilization rates of transitional housing resources amongst singles and families, and
- availability of apartment style family shelters that can be repurposed for year round shelter to single adults.

Low utilization of Transitional Housing (TH) resources is an opportunity for realizing year-round shelter for single adults by:

- consolidating family TH resources and repurposing emptied facilities for single adults
- removing barriers to access and improving flow into TH facilities serving single adults.

What is outlined above is just the tip of the iceberg as two or three concrete recommendations emerge in each forum monthly. To facilitate tracking and reporting on options/recommendations that is comprehensive and timely, the ICH Team is hiring a Special Advisor focused on Participatory Planning and Strategic Communications. The Special Advisor will support the ICH Director by generating the following

- Weekly/Monthly Digest of meetings to quickly highlight emerging ideas
- Quarterly/Bi-Annual Briefs that analyze/synthesize emerging ideas into concrete recommendations, especially for those priorities/projects that are cross-cutting. The goal is to set a quarterly/bi-annual cadence for these briefs.

## **Tackling the Backlog at STAR Board and Committee Meetings**

To address the backlog and ensure that the DCHA is focused on adequately supporting resources dedicated to homeless services, the ICH Director has consistently advanced the following at STAR Board and Committee meetings:

- Understanding the overlap between the DCHA waitlist and homeless services
- Prioritizing people experiencing homelessness or at-risk of homelessness on the DCHA waitlist
- Consolidating and eliminating steps that are duplicative or unnecessary, especially related to determining and documenting eligibility for funding dedicated to homeless services
- Identifying key points of contact that can troubleshoot and problem-solve across the organization for each resource dedicated to homeless services (both federal and local)
- Expediting inspections; and
- Transparency around the impact of the rent reasonableness process launched in July 2023.

### ***38. Building on the framework outlined last fiscal year, could you provide tangible updates on the implementation of the collaborative workforce development efforts with the Workforce Investment Council (WIC), the Department of Employment Services (DOES), and the Department of Small and Local Business Development (DSLBD)?***

This framework was not developed further or implemented. The ICH continues to explore ways of advancing this work. The ICH Team is hiring a Special Advisor for Integrated Care Strategies to help connect homeless services to the work of adjacent subsystems, with a focus on addressing health care needs and expanding income for our clients (including employment/entrepreneurship opportunities).

### ***39. One role of the ICH is to work with DGS to direct the Department of General Services to identify vacant public buildings or tax-foreclosed buildings to be used as shelter and transitional or permanent housing. Please provide an update on how the ICH has collaborated with DGS to identify additional capacity.***

The City Administrator, chair of the District's ICH, works with ICH, DHS and DGS to evaluate options for

- Overflow sites to be activated under the Winter Plan during hypothermia season
- Replacement sites as part of our efforts to transform our emergency response system – first for families as part of redeveloping DC General, then for Singles in a bid to modernize our portfolio of Low Barrier Shelters.

This is an exhaustive but internal process because under both those processes, procurement related concerns for purchase or leasing negotiations limit ability to share information publicly. Information that is ultimately shared with ICH CMTE and WG meetings are the options that have been determined feasible and are ready for integration into the Winter Plan or the strategy for redeveloping DC General on the family side, and redeveloping 801 East, NY Avenue, Harriet Tubman and Adam's Place on the Singles side. Another recent initiative is the extensive effort to bring Non-Congregate Shelter (NCS) sites online. While the ICH was instrumental in securing the federal funds, the ICH was not involved in that process for identifying viable sites, but the Office of the City Administrator (the ICH Chair) did work with DGS and DHS to identify feasible options.

Additionally, DHS has identified that the following buildings in their inventory are vacant.

Property Address	Occupant Use	Building Name	Quadrant	Ward	Type of Program
4925 Sargent Road NE 20017	Shelter	Single Family Shelter	NE	5	Vacant
1626 Kramer Street NE 20002	Shelter	Single Family ADA Townhome	NE	6	Vacant
2305 36th Street SE 20020	Shelter	Single Family Shelter House	SE	7	Vacant
107 Wayne Place SE 20032	Shelter	Wayne Place Shelter	SE	8	Vacant
117 Wayne Place SE 20032	Shelter	Wayne Place Shelter	SE	8	Vacant
1701 V Street SE 20020	Shelter	V Street Shelter	SE	8	Vacant
1711 V Street SE 20020	Shelter	V Street Shelter	SE	8	Vacant
2601 Naylor Road SE 20020	Shelter	Family Shelter - Naylor Rd	SE	8	Used for FY24 Hypo
2603 Naylor Road SE 20020	Shelter	Family Shelter -Naylor Rd	SE	8	Used for FY24 Hypo
4304 12th Street SE 20032	Shelter	The Rolark	SE	8	Vacant

**40. Please provide an update on the implementation of the FY 24 Winter Plan, to date. Please include a progress update on changes made to the Overflow Shelter system for individuals.**

**Winter Plan Implementation To Date**

The ICH team is drafting a mid-season review of the FY24 Winter Plan. This preliminary analysis will be distributed at the 02/28 Emergency Response and Shelter Operations (ERSO) Committee meeting. The ICH has included the preliminary mid-season review as an attachment to this question.

**Progress Updates on Changes to the Overflow Shelter System**

At this juncture, the most critical update related to Overflow Shelters is the schedule for closing as Hypothermia Season winds down. To that end, DHS has provided the following schedule:

Women’s Sites	Site Address	Bed Availability	Closing Date
Faith United Church of Christ	4900 10 <sup>th</sup> St. NE	35	03/01/2024
Bradley & Associates	1809 Rhode Island Ave NE	25	03/15/2024
Harbor Lights	2100 New York Ave NE	35	03/31/2024
Naylor Road (2603)	2603 Naylor Rd SE	33	03/31/2024

2-South (CCNV)	425 2 <sup>nd</sup> St. NE	48	04/15/2024
----------------	----------------------------	----	------------

Men's Sites	Site Address	Bed Availability	Closing Date
KBEC – Family Life Center	4100 South Capitol St. SE	40	03/31/2024
Church of the Epiphany	1317 G St. NW	30	03/31/2024
CCNV Drop-In Center	425 2 <sup>nd</sup> St. NW	134	03/31/2024
Salvation Army	3335 Sherman Ave. NW	40	03/31/2024
Federal City (1-North)	425 2 <sup>nd</sup> St. NW	164	03/31/2024
Blair House	1725 Lincoln Rd. NE	72	03/31/2024
Naylor Road (2601)	2601 Naylor Rd. SE	68	03/31/2024
Emery (Overflow)	635 I St. NE	40	04/15/2024
801 East Day Center	2722 Martin Luther King Jr. SE	40	04/15/2024

**41. When does the ICH anticipate the next winter plan being finalized? Can the plan be finalized earlier in the year?**

The legislated deadline for the Winter Plan is specified by [DC Code § 4–752.02](#) as:

*By September 1 of each year, develop a plan, consistent with the right of clients to shelter in severe weather conditions, describing how member agencies will coordinate to provide hypothermia shelter, identifying the specific sites that will be used as hypothermia shelters, and including protocols on how to provide shelter services for unaccompanied minors; and*

The ICH has consistently interpreted this to mean that the Emergency Response and Shelter Operations (ERSO) Committee must approve the plan it is developing for transmittal to the ICH Full Council at the August ERSO CMTE meeting (scheduled for 28 August 2024). This way, the Plan is developed before September 1, even if it is approved and adopted by the ICH Full Council soon after the September 1 mandate at the 09/10 ICH Full Council Meeting.

**42. Please outline the ICH's role and authority in monitoring the demand for medical respite beds and its collaboration with DHS to enhance capacity.**

The authority of the ICH is determined by the District and Federal laws. Per DC Code at § 4–752.01, the Interagency Council on Homelessness was established for the purpose of facilitating interagency, cabinet-level leadership in planning, policymaking, program development, provider monitoring, and budgeting for the Continuum of Care of homeless services (§ 4–752.01(a)). The regulations also identify that the ICH “shall serve as the District's Continuum of Care Governance Board” (§ 4–752.01(d)).

For background and context on why this matters, DC Code § 4–752.01 defines the Continuum of Care, the Governance Board, and medical respite as follows:

**(8)** "Continuum of Care" means the comprehensive system of services for individuals and families who are homeless or at risk of homelessness and designed to serve clients based on their individual level of need. The Continuum of Care may include crisis intervention, outreach and assessment services, shelter, transitional housing, permanent housing programs, and supportive services.

**(8A)** "Continuum of Care Governance Board" means the board established to act on behalf of organizations and agencies in the District that provide services within the Continuum of Care, including nonprofit homeless providers, victim service providers, faith-based organizations, government agencies, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve homeless and formerly homeless veterans and homeless and formerly homeless people, for the purposes of operating the Continuum of Care Program pursuant to 24 C.F.R. Part 578.

**(26A)** "Medical respite services" means time-limited acute and post-acute medical care that is provided in a residential medical facility or shelter to individuals who are:

**(A)** Homeless; and

**(B)** Determined by a qualified medical professional licensed in the District to require medical assistance.

It is clear from the regulations that Medical Respite is a part of the homeless services CoC and within the purview of the ICH. ICH leverages meeting forums to identify concerns and questions related to Medical Respite. ICH then works with DHS to answer questions. ICH and DHS also collect information from providers with expertise such as Unity Health Care regarding the evolving needs for medical respite beds within the context of meeting forums.

Additionally, the ICH has been working with DHCF to leverage the data sharing agreement between DHCF and HMIS, administered by TCP, to innovate a dashboard at the intersection of health care and homeless services. The goal is to use this dashboard to estimate the prevalence of health conditions and diagnostics best suited for Short-Term Medical Respite or a Medically Supervised Shelter supporting sub-acute care needs. Working with Unity, ICH has identified a short list of health conditions and diagnostics and is looking to establish how these health conditions and diagnostics are coded so we can estimate the demand for these services based on the prevalence of the health conditions and diagnostics among people experiencing homelessness.

***43. Please identify which shelters are currently undergoing redevelopment and please provide the expected timeline for the reopening of shelters that are closed for redevelopment.***

Location	Delivery Date
Aston	Summer 2024.
Blair	TBD
E Street	Summer 2024
Greencourt	TBD
Pat Handy Legacy Renovations	Summer 2024
New York Avenue Redevelopment/Replacement	TBD
Madison Women’s Shelter	TBD
Spring Road	TBD

**44. Please provide an update on the current number of homeless youth in FY 23 and the figures for FY 24 to date?**

This data is not available to the ICH Team and the ICH Youth Committee.

- a. Additionally, what specific strategies or initiatives are currently in place to accelerate progress toward the goal of ending youth homelessness, and are there any adjustments being considered based on the observed trends; and**

The ICH, DHS, and its constituents (especially members of the Youth Committee) are collectively reviewing system level data with an increased focus on income increases, length of stay, exits to permanent destinations, and returns to homelessness, primarily through the FY22 System subpopulation analysis. By prioritizing review of system and program data and outcomes, the ICH and community have identified priorities for system improvement and enhanced collaboration. Additional details on this are included in the response and attachment for question 29.

There are few permanent housing resources dedicated to the young adult population experiencing homelessness as the majority of the youth-dedicated resources are transitional housing (TH), resulting in longer lengths of stay without adequate pathways to permanency. The ICH is working closely with DHS and youth system partners to streamline access to all single adult PSH and RRH resources. However, without an increase in permanent housing resources that prioritize young adults, ending homelessness for this population will continue to be a challenge.

The ICH, through the annual and six-month review process for CAHP Prioritization and Case Conferencing Criteria, including data on matching protocols and efficiency, is looking closely at system flow to ensure that youth are quickly moving from shelter to transitional or permanent housing placement while also identifying opportunities to refine procedures, address gaps, and maximize efficiency.

ICH has tracked very specific concerns from service providers and constituents with lived experience of homelessness related to safety and security, substance use and behavioral health concerns. The ICH is prioritizing coordination with health system partners to understand the needs of individuals experiencing homelessness and to ensure their access to appropriate supports, ideally through services embedded in homeless services and housing programs. To achieve this, the ICH is working to formalize the proposed Health Care Committee and Behavioral Health Workgroup at the intersection of homeless services. Additional details on this are included in the response and attachment for question 29.

***b. How can the District better support youth experiencing homelessness?***

To see progress in the reduction of homelessness for young adults, the District must adequately fund permanent housing interventions for all singles. The District has historically invested in permanent housing for chronically homeless single adults and has yet to adequately scale rapid re-housing and homelessness prevention assistance. Young adults are less likely to qualify for permanent supportive housing. Additionally, the majority of the portfolio of resources dedicated to young adults aged 18 to 24 is temporary or transitional housing and market rate rent in the District continues to be unaffordable for young people, such that even using strategies such as shared housing, most youth transitioning from the youth homelessness system are still unable to afford rent. As such there is a tremendous gap in our system and unless the District scales rapid re-housing and homelessness prevention interventions or invests in other housing resources specific to young adults, it is not realistic to expect significant advances in ending/preventing homelessness for young adults.

***c. Please describe any progress made to better meet the needs of LGBTQ homeless youth in FY 23 and FY 24, to date.***

Per DHS, the District has 116 beds dedicated to LGBTQ young people 18- 24. Additionally, DHS reports that they continue to work closely with the Mayor's Office of LGBTQA to offer the Creating Safe Spaces training to youth providers. However, the ICH cannot assess the progress made as data on bed utilization, progress, or outcomes is not currently available to the ICH.

It is likely relevant to mention the additional efforts for all singles, including young adults and individuals identifying as LGBTQ+:

- The ICH, as part of its work to meet legislated mandates, is working to finalize deliverables and metrics for the priorities and projects of each ICH Committee and Workgroup. This is to ensure the ICH has a clear approach to performance management and to document progress as well as other shifts in the landscape.
- The ICH, especially the Shelter Capacity Workgroup, reviews and monitors utilization and system flow. For example, the District's first LGBTQ+ Low Barrier Shelter for Singles has been operating at full or nearly full capacity since its opening in July of 2022. However, according to the Weekly Occupancy Report, several transitional housing (TH) programs dedicated to youth are consistently operating at or below 75% utilization.



- The ICH is committed to advancing equity and inclusion across all programs and levels of the CoC. However, until the Single Adult System is reoriented to adequately support all individuals with appropriate and integrated services and support, the District will likely not see marked progress on special subpopulations.

**45. What is the ICH's role in determining and meeting the need for dedicated beds for women experiencing homelessness, including those with serious medical conditions?**

Similar to what is stated in response to question 42, it is within the scope of the ICH to determine the need for dedicated beds for women experiencing homelessness, including those with serious medical conditions. The ICH regularly reviews population needs and system capacity for women in the following ways:

- **Winter Planning:** The ICH works with DHS and system partners through the ERSO Committee to develop the Winter Plan for hypothermia season November 1<sup>st</sup> to March 31<sup>st</sup>. The planning process includes a review of utilization from the previous hypothermia season as well as relevant recent shelter daily census and temporary housing data detailed in the Weekly Occupancy Report.
- **Annual System Key Performance Indicators (KPIs):** To meet HUD's annual reporting requirements, TCP produces Annual System KPIs for families and single adults. For FY22, TCP also produced additional analysis on sub and special populations including breakdowns by gender, race and ethnicity, and special populations of young adults 18 to 24, youth headed households in the family system, and LGBTQ+. The demographic breakdown of the KPIs were reviewed in the ICH Racial Equity & Inclusion Workgroup. The same analysis is not yet available for FY23.
- **Annual Point-in-Time (PIT) Count:** The results of the annual PIT Count are reviewed in ICH Executive and/or Strategic Planning Committees as soon as it is available. Details on subpopulations are reviewed at the corresponding ICH forums, such as the Single Adult System Workgroup.

Additionally, as stated in response to question 42, the ICH has been working with DHCF to leverage the data sharing agreement between DHCF and HMIS, administered by TCP, to innovate a dashboard at the intersection of health care and homeless services. The dashboard will enable an analysis of different cross sections of the population, by health condition, gender, race, and program to inform system needs.