



ICH FY24 – 25 PRE-HEARING QUESTIONS SUBMITTED TO DC
COUNCIL COMMITTEE ON HUMAN SERVICES

Updated: 04 March 2025

PURPOSE

To respond to the pre-hearing questions from the DC Council Committee on Human Services.

BACKGROUND/CONTEXT

The DC Council Committee on Human Services scheduled a Performance Oversight Hearing on the Interagency Council on Homelessness (“ICH”) for Friday, March 7, 2025, at 9:30 a.m.

To facilitate a productive hearing, the Committee requested the following:

- In-person attendance and participation of the ICH Executive Director
- Written testimony (of approximately 10 minutes in duration) submitted at least 48 hours before the hearing commencement
- Responses to a list of questions provided by the Committee on February 7, 2025, by the start of the business on Friday, February 28, 2025

The questions posed by the Committee and the responses provided here are organized in the following areas:

- General on Personnel, Budget, and Legislation (Questions 1 – 19), and
- Working to End Homelessness in the District (Questions 20 – 40)

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GENERAL QUESTIONS

PERSONNEL

1. PLEASE PROVIDE A CURRENT ORGANIZATIONAL CHART, INCLUDING THE NUMBER OF VACANT, FROZEN, AND FILLED POSITIONS, AT THE ICH. INCLUDE THE NAMES AND TITLES OF ALL PERSONNEL.

| Position Title (Grade) | Status (Filled, Frozen, or Vacant) | Name of Personnel (if Filled) |
|--|---|----------------------------------|
| Executive Team | | |
| Executive Director (ES) | Filled | Theresa Silla |
| Deputy Director (MS 15) | Vacant as of 02/07 Work Underway to Post Position: <ul style="list-style-type: none">• Securing access to QuickBase app for hiring approvals• Submitting request for hiring• Securing OCA and MOTA approval for hiring | N/A |
| Core Team | | |
| Program Support Specialist (CS 11) | Posted as of 02/07 Scheduled to close on 03/07 | N/A |
| Special Assistant – Member Relations (CS 12) | Posted as of 02/10 Scheduled to close on 03/07 | N/A |
| Special Assistant – Plans and Reports (CS 12) | Posted as of 02/10 Scheduled to close on 03/07 | N/A |
| Data Team | | |
| Data and Visualization Analyst (CS 12) | Posted as of 02/07 Scheduled to close on 03/07 | N/A |
| Data Scientist (CS 13) | Posted as of 02/07 Scheduled to close on 03/07 | N/A |

2. PLEASE PROVIDE A NARRATIVE EXPLANATION OF ANY CHANGES MADE TO THE ORGANIZATIONAL CHART DURING THE PREVIOUS YEAR.

Previously, the ICH Director was focused on hiring Special Advisors (Grade 14) with different areas of expertise to facilitate ICH forums and contribute to mandated deliverables.

- Deputy Director – to support the overall management of meeting forums, ICH team, and mandated deliverables, and serve as the ICH subject matter expert on the Homeless Management Information System and the Coordinated Assessment and Housing Placement process.
- Special Advisor (Emergency Response and Shelter Operations) – to focus on seasonal planning and planning for location-based temporary and permanent housing resources.
- Special Advisor (Integrated Care Strategies) – to focus on healthcare, especially behavioral health.
- Special Advisor (Participatory Planning and Strategic Communications) – to manage day-to-day communications for ICH meetings and translate meeting content into mandated plans and reports.
- Graphics Designer – to support system mapping and strategic communications.

The ICH Director is now pivoting to task-oriented Grade 11, 12, and 13 roles that prioritize data-driven analysis, plans, and reports.

- **Deputy Director** – Manage the production of mandated deliverables (including assessments, plans, reviews, input, comments) and the logistics of convening open and participatory ICH forums under the direction of a leadership representative of and accountable to the ICH Full Council, with the support of a Core Team and a Data Team.
- **Program Support Specialist** – Execute the logistics of day-to-day operations and ensure consistent communication across the ICH infrastructure.
- **Special Assistant (Member Relations)** – Follow-up with Member Agencies to support meaningful and timely participation that focuses on
 - Addressing ongoing and emerging constituent concerns and
 - Tracking strategic priorities led by member agencies across the monthly forums
- **Special Assistant (Plans and Reports)**—Write the mandated plans and reports in a way that allows meaningful contributions from the ICH infrastructure without overwhelming it. This will ensure that ICH forums also have time to track progress on ongoing constituent concerns and identify emerging concerns and landscape shifts.
- **Data and Visualization Analyst** – Aggregate and visualize qualitative and quantitative data gathered across ICH forums so that ICH plans and reports highlight the most salient concerns, provide adequate background and context, and offer concrete and actionable recommendations for member agencies to advance.
- **Data Scientist**—Advance data-driven modeling for the annual comprehensive needs assessment and the 5-year strategic plan(s) leveraging readily available data; advance a healthcare dashboard to support comprehensive needs assessments by location or programs, as appropriate.

Organizational updates reflect efforts to standardize operations across workgroups and committees so that the ICH Team can prioritize meeting legislative mandates – the purpose of the ICH.

Standardizing operations is key because the [Draft FY25 Annual Work Plan](#) for ICH Forums includes 17 monthly forums (15 currently meeting and 2 proposed).

- To standardize operations of ICH forums for consistency and efficiency, the ICH team will:
 - Establish a leadership slate that mirrors the ICH Full Council
 - Create a lived experience co-chair role for every forum so ICH leadership is a triad.
Specifically, a triad comprised of:
 - DC Government Agency
 - Lived Experience Representative
 - Other Community Representative (Advocacy, Business Sector, or Service Provider)

Prioritizing the deliverables required by the legislation is key, as local legislation requires the ICH to review existing data and coordinate public input for the plans, reports, and comments listed below.

Plans

- Annual Comprehensive Needs Assessment
 - Can likely be accomplished by the Annual Update below
- 5-Year Strategic Plan
- Annual Work Plan
 - While this is included here, it is not a legislated mandate but a strategic one.
- Winter Plan

Reports/Reviews

- Annual Update that reviews the following
 - Progress on the strategic plan,
 - Member contributions to the strategic plan,
 - For all Member Agencies included in the Strategic Plan(s)
 - Ideally leveraging DC Council Performance Oversight Hearings
 - Thereby minimizing ICH-specific engagements to evaluate contributions and
 - Allowing agencies and community partners to focus on DC Council Performance Oversight Hearings
 - Changes in the landscape,
 - Need for services among subpopulations, including LGBTQ youth as compared to homeless youth in the general population, and
 - Resources and strategies needed to support the implementation of the strategic plan.
- Vacant Public or Tax Foreclosed Buildings for Housing (Temporary or Permanent)
- HMIS Data to assess program and system utilization and performance
- Fair Housing Hearings and Administrative Reviews Requested/Received within the CoC
- Member duties, including
 - Annual audits of designated agencies to approve or allocate grants or contracts for services within the CoC

- Training and technical assistance to employees who directly provide services with the CoC and to providers with which the member agency of its designee contracts to deliver the services
- Data as requested by the ICH to support system planning and performance evaluation efforts
- Consultation with the ICH regarding Homelessness Prevention Program (HPP) administration

Comments/Inputs

- Comments on the Mayor's Proposed Budget
 - For all Member Agencies on the ICH Full Council and Committee Voting Slates
 - Ideally leveraging DC Council Budget Oversight Hearings
 - Thereby minimizing ICH-specific engagements and allowing agencies and community partners to focus on DC Council Budget Oversight Hearings
- Input on planning and applications for federal funds for services within the CoC

3. PLEASE PROVIDE A CURRENT SCHEDULE A FOR THE ICH 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.

See the attached **Schedule A** (titled Attachment to Qxn 03).

4. WHAT IS THE ICH'S HIRING PLAN FOR EACH OF ITS VACANCIES?

See the organizational chart provided under question 1 above.

5. WHEN DOES IT EXPECT ANY VACANCIES TO BE FILLED?

The goal is to expedite hiring during the months of March and April.

6. **FOR** FY24 AND FY25-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.

The following ICH employees received severance pay during FY24 and FY25 to date:

- Daisean Foster: \$2,318.63
- Synina Pugh: \$44,214.85

To pivot towards the new organizational structure, the ICH requested and was approved a Realignment, including a Reduction in Force. The realignment efforts impacted two occupied positions: the Special Advisor (Emergency Response and Shelter Operations) and the Graphics Designer. Every effort was made to minimize displacement, and severance pay was determined by DCHR's guidelines for Reduction in Force.

See the attached details for [FY24 and FY25 Severance Pay](#) (titled Attachment to Qxn 06).

7. PLEASE LIST ALL EMPLOYEES DETAILED TO OR FROM YOUR OFFICE. FOR EACH EMPLOYEE IDENTIFIED, PLEASE PROVIDE THE NAME OF THE OFFICE 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

8. FOR FY24 AND FY25-TO-DATE, PLEASE LIST ANY PURCHASE CARD SPENDING BY THE AGENCY, THE EMPLOYEE MAKING EACH EXPENDITURE, AND THE GENERAL PURPOSE FOR EACH EXPENDITURE.

DMHHS manages the Purchase Card. Spending on behalf of the ICH is for the following applications and costs:

| Subscription/Account | Cost | Billing |
|----------------------|-------------------------------------|-----------------------------|
| Smartsheets | \$1800 (\$25 per user per month) | Annual Auto Renewal – 10/30 |
| Adobe Creative Cloud | \$3,239.64 | Annual Auto-Renewal – 02/08 |

| Rental/Services | Cost | Billing |
|---|--------------------------------|---|
| MLK Location Rental for ICH Full Council Meetings | \$4,400 (\$1,100 per event) | Full Council meetings on 03/12, 06/18, 09/10, and 12/10 |
| A/V Vendor Payment | \$9,024 (\$2,256 per event) | |

9. DOES THE ICH CONDUCT ANNUAL PERFORMANCE EVALUATIONS OF ALL ITS EMPLOYEES, AND IF SO, WHO CONDUCTS SUCH EVALUATIONS? WHAT STEPS ARE TAKEN TO ENSURE THAT ALL OFFICE EMPLOYEES ARE MEETING INDIVIDUAL JOB REQUIREMENTS?

Yes, see the attached [Performance Plan Template](#) (titled attachment to Qxn 09).

The ICH Executive and Deputy Director review the performance plan template as follows:

- As part of onboarding to orient new members and establish expectations
- Quarterly to determine fit and opportunities for tailoring to specific roles/responsibilities
- Annually to establish performance ratings

10. PLEASE PROVIDE A LIST OF TRAININGS THE ICH HAS ALREADY PARTICIPATED IN, OR PLANS TO PARTICIPATE IN, DURING FY24 AND FY25-TO-DATE.

Training and technical assistance opportunities include:

- Built for Zero Coaching and Conferences
 - Jill Carmichael participated in the 2024 Built for Zero Conference in November in Minneapolis.
 - Jill Carmichael receives monthly coaching from Built for Zero as DC is part of Large City Last Mile working to end Veteran Homelessness.
- Regional Homelessness Forum
 - Jill Carmichael assisted in planning, speaking at, and participating in the Regional Homelessness Forum hosted by the Council of Governments (COG) and Kaiser. The forum focused on the regional work under Built for Zero, lessons learned from people with lived experience, staff retention, and self-care.
- Housing and Services Partnership Accelerator (HSPA) Technical Assistance
 - Eileen Rosa participated in monthly meetings to better understand how various states leverage Medicaid to deliver person-centered housing support and expand housing for individuals with complex care needs.
- HSEMA & FEMA-related training and technical assistance to support the District's Joint Information Center (JIC).
 - Previous staff member Kally Canfield participated in HSEMA & FEMA-related trainings to support JIC during the NATO summit and Presidential Inauguration.

BUDGET

11. PLEASE PROVIDE A CHART SHOWING THE ICH'S APPROVED BUDGET AND ACTUAL SPENDING, BY DIVISION, FOR FY24 AND FY25-TO-DATE. IN ADDITION, PLEASE DESCRIBE ANY VARIANCE BETWEEN FISCAL YEAR APPROPRIATIONS AND ACTUAL EXPENDITURES.

| FY2024 | | | FY2025 | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Budget | Expenditures | Available Balance | Budget | Expenditures | Available Balance |
| 635,418.79 | 444,253.80 | 191,164.99 | 663,176.75 | 124,388.62 | 538,788.13 |
| <u>55,303.24</u> | <u>0</u> | <u>55,303.24</u> | <u>98,205.17</u> | <u>41,963.00</u> | <u>56,242.17</u> |
| <u>690,722.03</u> | <u>444,253.80</u> | <u>246,468.23</u> | <u>761,381.92</u> | <u>166,351.62</u> | <u>595,030.30</u> |

12. PLEASE LIST ANY REPROGRAMMING, IN OR OUT, WHICH OCCURRED IN FY24 AND FY25-TO-DATE. FOR EACH REPROGRAMMING, PLEASE LIST THE TOTAL AMOUNT OF THE REPROGRAMMING, THE ORIGINAL PURPOSES FOR WHICH THE FUNDS WERE DEDICATED, AND THE REPROGRAMMED USE OF FUNDS.

N/A

13. PLEASE PROVIDE A COMPLETE ACCOUNTING FOR ALL INTRA-DISTRICT TRANSFERS RECEIVED BY OR TRANSFERRED FROM THE OFFICE DURING FY24 AND FY25-TO-DATE.

Annually, an MOU with DHS accounts for \$526,382.51 in Personnel Services (PS) for the ICH.

14. FOR FY24 AND FY25-TO-DATE, PLEASE PROVIDE THE NUMBER OF CONTRACTS AND PROCUREMENTS EXECUTED BY YOUR OFFICE. PLEASE INDICATE HOW MANY CONTRACTS AND PROCUREMENTS WERE FOR AN AMOUNT UNDER \$250,000, HOW MANY WERE FOR AN AMOUNT BETWEEN \$250,000-\$999,9999, AND HOW MANY WERE FOR AN AMOUNT OVER \$1 MILLION.

ICH-specific contracts are limited to location rentals and audio/visual services for quarterly ICH Full Council meetings reported above in response to question 8.

| Rental/Services | Cost | Billing |
|---|--------------------------------|---|
| MLK Location Rental for ICH Full Council Meetings | \$4,400 (\$1,100 per event) | Full Council meetings on 03/12, 06/18, 09/10, and 12/10 |
| A/V Vendor Payment | \$9,024 (\$2,256 per event) | |

15. PLEASE PROVIDE THE TYPICAL TIMEFRAME FROM THE BEGINNING OF THE SOLICITATION PROCESS TO CONTRACT EXECUTION.

N/A. These are straightforward contracts that are executed as needed.

16. IN CASES WHERE YOU HAVE BEEN DISSATISFIED WITH THE PROCUREMENT PROCESS, WHAT HAVE BEEN THE MAJOR ISSUES AND WHAT CHANGES TO CONTRACTING AND PROCUREMENT POLICIES, PRACTICES, OR SYSTEMS WOULD HELP YOUR OFFICE DELIVER MORE RELIABLE, COST-EFFECTIVE, AND TIMELY SERVICES?

N/A

17. PLEASE PROVIDE A LIST OF ALL STUDIES, RESEARCH PAPERS, AND ANALYSES ("STUDIES") THE ICH REQUESTED, PREPARED, OR CONTRACTED FOR FY24 AND FY25-TO-DATE. PLEASE STATE THE STATUS AND PURPOSE OF EACH STUDY.

N/A

LEGISLATION

18. PLEASE EXPLAIN ANY SIGNIFICANT IMPACTS ON YOUR OFFICE OF ANY LEGISLATION PASSED AT THE FEDERAL OR DISTRICT LEVEL DURING FY24 AND FY25-TO-DATE.

N/A. While the continuum of care is greatly impacted by legislation at the federal and local levels, the legislation establishing the ICH and its responsibilities has not been updated or revised during FY24 or FY25 to-date. Similarly, the federal regulations regarding the governance and operation of the Continuum of Care have not changed during FY24 and FY25 to-date.

19. PLEASE LIST ALL REPORTING REQUIREMENTS IN THE DISTRICT OF COLUMBIA CODE OR MUNICIPAL REGULATIONS THAT THE AGENCY IS REQUIRED TO COMPLETE IN FY24 AND FY25. FOR EACH REQUIREMENT, PLEASE LIST THE DATE BY WHICH THE PROMULGATION OF THE REPORT IS REQUIRED AND THE DATE ON WHICH ANY REPORTS PRODUCED TO DATE WERE PRODUCED. IF THE AGENCY DID NOT PRODUCE ANY REPORT BEFORE THE REQUIRED DATE, PLEASE EXPLAIN WHY.

- Completed:
 - [Comments on the Mayor's Proposed Budget \(FY25\)](#) (May 2024)
 - [FY25 Winter Plan](#) (updated November 2024)
 - Required by September 01 of each year.
 - Approved at 09/11 ICH Full Council Meeting
 - Input on the following HUD CoC applications:
 - FY2024 HUD CoC Notice of Funding Opportunity (NOFO) due September 18, 2024
 - HUD CoC Builds NOFO due October 10, 2024
 - Application submissions, which were managed by The Community Partnership (TCP), are available online at <https://community-partnership.org/for-providers/hud-nofa/>
- Drafted:
 - [FY24 Annual Update](#) (October 2024)
 - [FY25 Work Plan](#) (July 2024)
- Reports/Reviews that were not produced
 - Vacant Public or Tax Foreclosed Buildings for Housing (Temporary or Permanent)
 - ICH assumes that the following efforts take into account the availability of appropriate vacant public or tax-foreclosed buildings as DGS is a critical partner to DHS in soliciting for and identifying appropriate options:
 - Winter Plan: expansion of overflow locations during hypothermia season
 - Expansion of non-congregate bridge housing (example: Aston and E Street)
 - Low Barrier Shelter Replacement/Redevelopment (example: NYA Shelter)
 - HMIS data to assess program and system utilization and performance
 - Input on the HUD CoC applications listed above relies on the review of HMIS Data, with a flag that the review is limited to the projects applying, so it does not review all participating programs.
 - Additionally, The Community Partnership (TCP) presents a deep dive on Key Performance Indicators that are tracked on behalf of DHS Performance Accountability Reports, with a flag that the review aggregates data across all participating programs, so it is a system-level review.
 - Fair Housing Hearings and Administrative Reviews Requested/Received within the CoC

- ICH receives a report of Fair Housing Hearings and Administrative Reviews requested and is working to determine the appropriate Committee/Workgroup for reviewing the data.
- Member Duties
 - ICH has not requested documentation of the following from its member agencies but can start to do so if appropriate:
 - the annual audit of entities that are contracted to approve or allocate any grant or contracts for services within the CoC and
 - training and technical assistance offered to direct service employees and contracted providers

WORKING TO END HOMELESSNESS IN THE DISTRICT

20. HOW WILL THE WORK THAT THE ICH IS DOING AT THE METRO WASHINGTON REGIONAL COUNCIL OF GOVERNMENTS IMPACT THE DISTRICT'S ABILITY TO MAKE HOMELESSNESS RARE, BRIEF, AND NON-RECURRING?

The ICH continues to participate in the monthly meetings for the Homeless Services Committee and associated workgroups (Case Coordination and Data Metrics). Most recently, the MWCOG Homeless Services Committee is advancing on the opportunity to establish regional participation in the Built for Zero initiative. Regional participation in Built for Zero means that the DC Region will have a collective goal of ending homelessness, with shared objectives and strategies to make homelessness rare, brief, and non-recurring. As part of Built for Zero, Community Solutions will provide ongoing coaching and data support to enhance quality data and build a regional dashboard.

21. ICH EXECUTIVE COMMITTEE MEETINGS ARE CURRENTLY HELD IN CLOSED SESSION. PLEASE SHARE THE FOLLOWING REGARDING THE CLOSURE OF THESE MEETINGS:

A. THE REASONS FOR CLOSING THEM;

At the 12/10 ICH Full Council meeting, the ICH approved a call for nominations for:

- Expiring or Vacant Community Seats on the ICH Full Council and
- Leadership Slates consistent with ICH Full Council categories for ICH Committees and Workgroups

As explained at the 12/10 ICH Full Council meeting, the Executive Committee is charged with reviewing nominations for new members and developing the slate of candidates for Mayoral appointment to the ICH Full Council. However, many of the community representatives on the Executive Committee voting slate have expiring terms. Additionally, the proposal to institute leadership slates is relatively new.

To ensure adequate community representation in the evaluation of Nominations for the ICH Full Council and Leadership Slates, the ICH proposed inviting all non-conflicted members of the ICH Full Council to participate in the review of the nominations received for Full Council and Leadership Slates. The proposal was to leverage the monthly meeting times of the Executive Committee in January and February for that review and process. During the discussion, ICH members flagged that leadership nominations are unique in that everyone on the board is expected to participate, so everyone is conflicted. As such, the need to include all community representatives, including those with expiring terms, to review the outcomes of leadership nominations was identified. Therefore, the entire board was invited to participate in the January and February meetings dedicated to reviewing the outcomes of the ICH Call for Nominations.

B. THE CHALLENGES CREATED BY CLOSING THEM;

The ICH received one complaint regarding the closed meetings. In general, the ICH convenes the review panel for the ICH Full Council nominations in place of the ICH Executive Committee annually to minimize the burden of ICH meetings on participating representatives.

C. WHETHER THE CLOSURE OF ICH MEETINGS COMPLIES WITH THE DISTRICT OF COLUMBIA OPEN MEETINGS ACT (D.C. CODE § 2–574 *ET SEQ.*) AND ANY LEGAL ANALYSIS SUPPORTING THE CONCLUSION THAT CLOSURE IS IN COMPLIANCE; AND

The ICH has not conducted a legal analysis but can request it as needed.

Per the Open Meeting Act at § 2–575(b)(10), a meeting or portion of a meeting may be closed to discuss appointment(s). Additionally, per § 2–575(c)(1), before a meeting or portion of a meeting may be closed, the public body shall meet in public session at which a majority of the members present vote in favor of a closure.

The ICH leveraged the standard/monthly times for the January and February Executive Committee meetings in to discuss the process for ranking nominations for the ICH Full Council and nominations for Leadership Slates across Committees and Workgroups. At the 12/10 ICH Full Council meeting, the ICH Full Council voted to invite all ICH Full Council members to review the ICH Call for Nominations (Full Council and Leadership) outcomes at those meetings. The ICH also used the closed meeting to orient ICH Full Council members to the OIG Audit Report on [Homeward DC Strategic Plan and Emergency Homeless Shelter Management \(OIG No. 2023-1-01JA\)](#). The report was issued on 01/02. Upon receipt, the ICH Team shared the OIG Audit report across every ICH Committee and Workgroup meeting scheduled in January, including at the closed meeting of the Executive Committee.

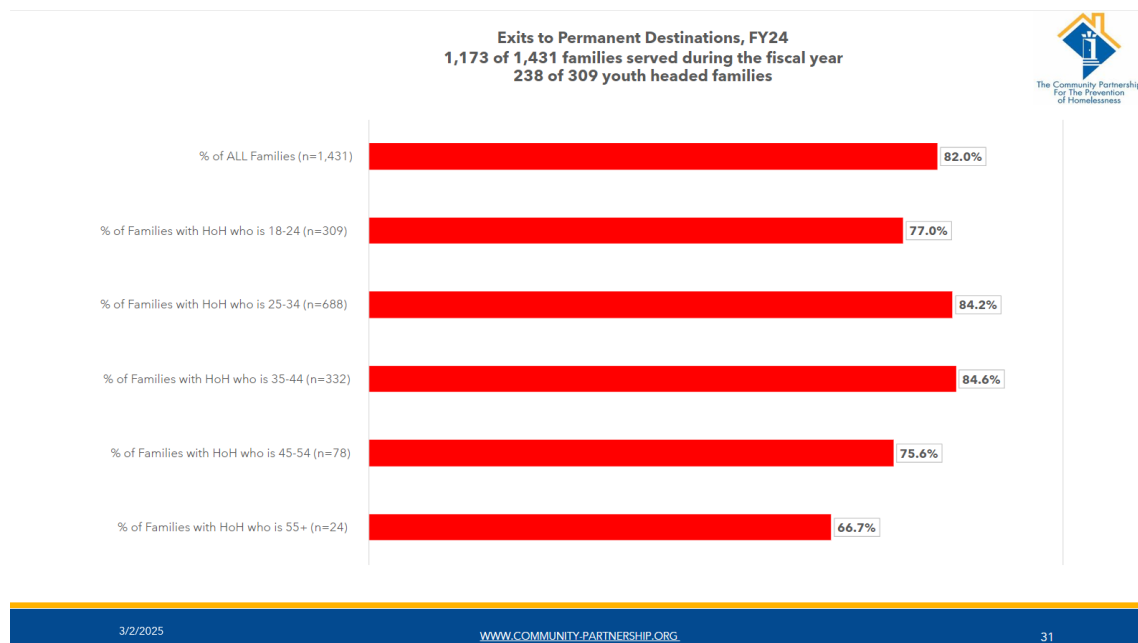
D. WHETHER AND HOW THE CLOSURE OF EXECUTIVE COMMITTEE MEETINGS HAS IMPROVED THE EFFECTIVENESS OF THOSE MEETINGS.

Again, the closed meetings of the Executive Committee in January and February 2025 were specific to evaluating the ICH Call for Nominations. During those meetings, the board was also educated about the OIG Audit Report.

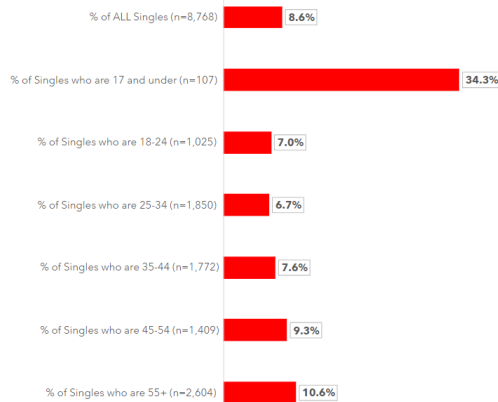
22. IN 2017, THE DISTRICT OF COLUMBIA PUBLISHED ITS FIRST DATA-DRIVEN STRATEGIC PLAN—SOLID FOUNDATIONS DC—TO MAKE YOUTH HOMELESSNESS RARE, BRIEF, AND NONRECURRING. DOES THE ICH PLAN ON PRODUCING AN UPDATED STRATEGIC PLAN TO ADDRESS YOUTH HOMELESSNESS? IF NOT, WHY NOT?

The ICH Director prefers to integrate planning for transition-aged youth and produce one comprehensive Strategic Plan for the following reasons:

- **Outcomes for youth mirror outcomes for homeless services as a whole:** families headed by young adults have greater access to permanent housing resources and exit homelessness at higher rates than young adults who are single and not accompanied by a minor.
 - Exits to Permanent Destinations in FY24 shared at the 01/21/2025 Youth Committee Meeting
 - For families:
 - All families: 82% or 1173 of 1,431 families
 - Families headed by young adults: 77% or 238 out of 309 youth-headed families
 - For single adults:
 - All single adults: 7.6% or 754 out of 8,768 single adults
 - Young adults: 7% or 72 out of 1025 young adults



Exits to Permanent Destinations, FY24
756 of 8,768 individuals served during the fiscal year
72 of 1025 persons age 18-24
37 of 107 persons age 17 and under



3/2/2025

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- **The larger single adult subsystem serves almost half of young adults every hypothermia season and up to 30 percent of young adults outside of hypothermia season:** During hypothermia season, up to 49 percent of young adults are likely accessing the single adult system for immediate shelter needs. Post hypothermia season, that number drops but is still significant at 30 percent of young adults accessing the larger single adult subsystem. Preliminary data suggests these young adults are not adequately connected to the Youth CAHP system. Planning for the subpopulations in different documents will likely exacerbate existing silos.
 - Transition Aged Youth Served During and Post Hypothermia by Gender & Site Type shared at the 08/20/2024 Youth Committee Meeting



Total TAYs Served, During and Post Hypothermia, by Gender & Site Type

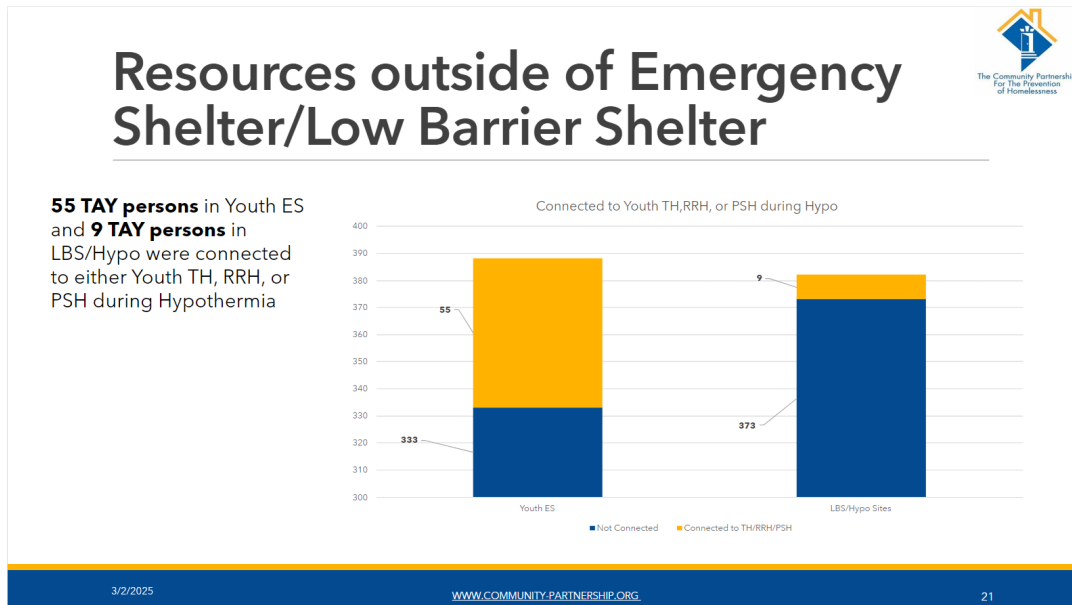
| | Youth ES | Youth in LBS/Hypo | Both | Total | | Youth ES | Youth in LBS/Hypo ** | Both | Total |
|---|------------|-------------------|-----------|------------|--|------------|----------------------|----------|------------|
| Men | 227 | 306 | 17 | 550 | Men | 117 | 66 | 5 | 188 |
| Women | 135 | 57 | 4 | 196 | Women | 75 | 25 | 1 | 101 |
| Other Gender Identity* | 6 | 17 | 1 | 24 | Other Gender Identity* | 12 | 3 | 2 | 17 |
| Totals Persons Served, Hypo FY2024 | 368 | 380 | 22 | 770 | Totals Persons Served, Post Hypo April-July | 204 | 94 | 8 | 306 |

*"Other Gender Identity" includes but is not limited to Transgender, Non-Binary, Questioning, Different Identity, More than One Gender

**Hypo generally ends March 31 but some sites were still serving people in the early part of April so any youth included in those counts are included here as well.

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- Transition Aged Youth Connected to Resources Outside of Emergency Shelter/Low Barrier Shelter shared at the 07/24/2024 Shelter Capacity WG Meeting



In conclusion, the ICH Team is concerned about creating or enforcing existing silos at a time when budget constraints will likely require cross-collaboration and increasing/improving connections between subsystems.

23. HOW HAS THE ICH MEASURED PROGRESS TOWARD THE SEVEN OBJECTIVES IN SOLID FOUNDATIONS?

Overall, the ICH does not operate in a way that allows it to develop and advance practical metrics for the strategic plans that it produces because it is working outside of the established framework for performance management as defined by the Mayor and DC Council and supported by the Office of Budget and Performance Management (Office of the City Administrator).

For example, [Solid Foundations DC](#) (FY18 – FY22) has seven (7) Objectives and 47 Strategies but sets a goal of establishing a performance management infrastructure that includes regular review of provider and system performance:

Following the launch of the plan, ICH – with support from the Youth Subcommittee – will focus on identifying key outcome measures for the program models identified in this plan, generating baseline data, and creating a performance management infrastructure that allows us to regularly review the performance of individual providers as well as the youth system as a whole.

Additionally, to advance the creation of a youth-specific performance management infrastructure and to measure progress on Solid Foundations DC, a mid-implementation review was conducted as part of the

application to the US Department of Housing and Urban Development (HUD) for the Youth Homelessness Demonstration Program (YHDP). The [Coordinated Community Plan](#) (FY21 – FY22) does the following:

- Documents lessons learned from the first three years of implementing Solid Foundations
- Updates the 7 Goals with 20 Objectives and 60 Action Steps, and
- Identifies 66 metrics for tracking.

Unfortunately, the 66 metrics were identified right as the COVID pandemic shifted the focus of homeless services in the District, and the ICH experienced significant staff turnover. Additionally, it is not clear whether these metrics are memorialized or otherwise integrated into the agency-specific performance plans or accountability reports. Of course, the ICH can and will review the Coordinated Community Plan with the Youth Committee in March to determine progress on implementing stated goals and objectives, including any data related to the proposed metrics. However, what can be expected of each agency is unclear if the proposed metrics are never integrated into each agency's performance management infrastructure.

The ICH Director recommends working within the established framework because it is not fair or appropriate for member agencies to respond to several overlapping performance management tools/frameworks and timelines. It is most effective to consolidate and support the overarching framework for accountability and performance in the District. As we advance new Strategic Plan(s), whether that means integrating the youth-specific needs into a comprehensive Homeward DC 3.0 or developing a youth-specific Solid Foundations 2.0, the ICH recommends working with the DC Council and the relevant partner agencies to integrate ICH-specific metrics into the appropriate performance management documents and processes, including:

- Agency Performance Plans,
- Performance Accountability Reports, and,
- ultimately, DC Council Performance Oversight Hearings.

One option for working within the established framework includes the following key steps:

- **Identifying metrics** – ICH can work to identify a menu of concrete metrics for dedicated and critical programs for adoption by member agencies responsible for implementing ICH plans
- **Adopting metrics** – Each agency partner would be responsible for selecting and adopting the most appropriate metrics in its annual performance plans, given budget and staffing constraints
- **Confirming metrics adopted**—ICH can review the annual performance plans once they are released to determine which metrics were successfully adopted and will be tracked by member agencies. It can also learn lessons about metrics that were not reasonable/practical for integration by agency partners.
- **Reviewing performance and progress annually** – Similar to the proposal to leverage DC Council Budget Oversight Hearings in the development of an ICH Comments on the Mayor's Proposed Budget, the ICH team believes it is essential to maximize efficiency and leverage the existing DC Performance Oversight process to review agency contributions to the ICH Strategic Plan(s) annually.

A. WHAT WERE THE METRICS OF SUCCESS BASED ON THE PLAN’S OBJECTIVES AND STRATEGIES? HOW WERE THOSE METRICS MEASURED AND HOW WERE THEY REPORTED TO THE CONTINUUM OF CARE?

As noted above, the [Coordinated Community Plan](#) (FY21 – FY22) does the following:

- documents lessons learned from the first three years of implementing Solid Foundations,
- updates the 7 Goals with 20 Objectives and 60 Action Steps and
- identifies 66 metrics for tracking.

Unfortunately, the 66 metrics were identified as the COVID pandemic shifted the focus of homeless services in the District, and the ICH experienced significant staff turnover. Additionally, whether these metrics are memorialized or otherwise integrated into the agency-specific performance plans or accountability reports is unclear. The ICH can and will review the Coordinated Community Plan with the Youth Committee in March to determine progress on implementing stated goals and objectives, including any data related to the proposed metrics. However, what can be expected of each agency is unclear if the proposed metrics were never integrated into the District’s performance management infrastructure.

Over the last three years, to ensure standard operations across all subsystems, the ICH has been reviewing the following key performance indicators for all subpopulations, including young adults (18 – 24):

- Number served throughout the fiscal year
- Number exiting the CoC for a permanent destination
- Number returning to the CoC within 6 – 12 months of an exit to a permanent destination and
- Number experiencing homelessness for the first time
- Average length of time household/individual experiences homelessness

| Category | FY | Count Served Annually | Count Exiting to Permanent Destination | Count Returning w/in 6 – 12 months of Exit | Count Experiencing homelessness for the first time | Average Length of Time |
|---------------------------------|------|-----------------------|--|--|--|------------------------|
| Families Headed by Young Adults | FY22 | 299 | 213 (71% of 299) | 4 (1.3% of 299) | 122 (41% of 299) | 177 days |
| | FY23 | 291 | 182 (62% of 291) | 6 (2.1% of 291) | 146 (50% of 291) | 141 days |
| | FY24 | 309 | 238 (77% of 309) | 15 (4.9% of 309) | 94 (45% of 309) | 195 days |
| Young Adults | FY22 | 931 | 18 (1.9% of 931) | 0 (0% of 931) | 502 (53% of 931) | 221 days |
| | FY23 | 853 | 79 (9.3% of 853) | 94 (11% of 853) | 336 (39% of 853) | 183 days |
| | FY24 | 1025 | 72 (8.6% of 1025) | 29 (2.9% of 1025) | 495 (48.2% of 1025) | 166 days |

I. IF METRICS WERE NOT BEING TRACKED, WHAT WOULD THE ICH NEED (STAFFING, FINANCIAL, ETC.) TO ANALYZE THE EFFICACY OF SOLID FOUNDATIONS?

Most immediately, the ICH is working to determine the following:

- [Coordinated Community Plan](#) Goals, objectives, and action steps implemented
 - The ICH team will leverage the upcoming 03/18 ICH Youth Committee meeting to review the Coordinated Community Plan to identify goals, objectives, and action steps advanced, even in part.
- Relevant metrics or readily available administrative data tracked by partners
 - Based on feedback from the 03/18 ICH Youth Committee meeting, the ICH team will work with agencies to identify readily available metrics or administrative data to help document progress or outcomes, including Agency Performance Accountability Reports (PARs).

Additionally, the ICH is prioritizing staffing so that the ICH Director is well-supported in analyzing the efficacy of the Coordinated Community Plan, which is the update to Solid Foundations DC. The following staff will be key in advancing a comprehensive review of the Coordinated Community Plan:

- Special Assistant (Member Relations) to work with agency and community partners and identify sources of readily available information for review
- Data and Visualization Analyst to review readily available information and identify key trends for visualization or integration into the model for exit and prevention pathways
- Data Scientist to establish the tools for collecting qualitative and quantitative updates, dashboards for contributions to the process, visualizing trends and progress, and modeling the exits to pathways for each subsystem based on available data.

Otherwise, it may also be critical to consider whether a comprehensive review of Solid Foundations or the Coordinated Community Plan is appropriate. The ICH tends to memorialize Strategic Plans that are a veritable buffet of objectives, strategies, and activities. In this way, they are inclusive and accommodating of as many different perspectives and priorities as possible. This results in the production of strategic plans that help orient all interested organizations and partners to support system transformation but do not prioritize specific actions or metrics for implementation.

B. WHAT SERVICE GAPS FOR YOUTH WERE IDENTIFIED THROUGH EFFORTS TO IMPLEMENT SOLID FOUNDATIONS' OBJECTIVES?

As indicated above, the [Coordinated Community Plan](#) describes and addresses gaps identified in the early implementation of Solid Foundations DC. For example, the opening paragraph of Chapter 3 on Goals, Objectives, and Action Steps describes the following lessons learned:

One early lesson learned under Solid Foundations DC is that how progress is defined for youth may look different than it does for adults. It will likely involve different measures, different timelines, and different considerations. Additionally, as the youth system began standing up programming, it became clear that youth have varying needs and that our system must be flexible so that we can pilot and launch new and different types of programming that were not originally thought of in Solid Foundations DC. For instance, with feedback and guidance from the ICH Youth Committee and the S.H.Y. Board, the District is currently piloting a new program, "Extended Transitional Housing," a housing first housing program that allows for stays of up to 6 years, access to independent living styles with 24-hour staffing available and clinical services as needed, and a progressive engagement case management model. The CoC decided to pilot ETH instead of creating more youth PSH with the goal of giving youth more time in the program to work toward goals of independence, while also giving the system time to better understand which youth residing in ETH will likely qualify for PSH in adulthood.

As such, the updated goals of the Coordinated Community Plan essentially document the gaps and challenges identified in the original implementation:

- Goal 1. Authentic and Impactful Youth Collaboration;
- Goal 2. The community identifies all unaccompanied youth experiencing homelessness;
- Goal 3. The community uses prevention and diversion strategies whenever appropriate, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it;
- Goal 4. The community uses coordinated entry processes to effectively link all youth experiencing homelessness to housing and services solutions that are tailored to their needs;
- Goal 5. The community acts with urgency to swiftly assist youth to move into permanent or non-time-limited housing options with appropriate services and supports;
- Goal 6. The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among youth;
- Goal 7. Inter and Intra-System Collaboration.

I. WHAT STEPS DID THE ICH TAKE TO ADDRESS THOSE IDENTIFIED GAPS?

The ICH has worked with The Community Partnership (TCP) and the Department of Human Services (DHS) to launch and implement the programs funded by the Youth Homelessness Demonstration Program (YHDP). The YHDP is the funding secured by the Coordinated Community Plan and allowed for the pilot of the Extended Transitional Housing programs highlighted in the quote from the Coordinated Community Plan above. That is work completed and documented in prior performance oversight hearings.

Additionally, the [Coordinated Community Plan](#) was adopted right before the COVID pandemic shifted the focus of homeless services in the District. Soon thereafter, there was a shift in the federal landscape and administration. These two factors created significant staffing capacity challenges across homeless services, including at the ICH.

Throughout COVID, new themes have started to emerge across the ICH, including:

- Healthcare needs, due to the prevalence of respiratory illnesses and the vulnerability of individuals with complex health needs,
- Behavioral health challenges and safety/security concerns, especially for young adults

Post-pandemic, we are navigating new shifts in the landscape:

- DC Government budget constraints as resources available during COVID are expended
- Escalating inflation as impacting rental and utility costs
- Federal landscape shifts and impact on District and Continuum of Care

We are now turning back to strategic planning across the continuum and have the opportunity to confirm whether the gaps and challenges identified in the Coordinated Community Plan continue to be salient.

II. HOW WERE THOSE GAPS REPORTED TO THE CONTINUUM OF CARE?

Gaps are regularly identified and escalated throughout the Continuum of Care in monthly ICH forum meetings, which are either dedicated to subpopulation needs or are cross-cutting issues that impact several, if not all, subsystems. ICH meeting times are intended to balance time between the following:

- Systemwide Check-In to on
 - Seasonal Planning or
 - Constituent Concerns and Industry News/Trends to identify shifts in the landscape
- Discussion on
 - Updates on Budget or Performance/Progress
 - Mandated Deliverables (Seasonal Plan, Annual Update, Work Plan, Nominations, etc)

Concerning the Youth subsystem, the ICH Team hosted 11 meetings in FY24 and 3 thus far in FY25. Attached are meeting inventories for FY24 and FY25 that itemize the constituent concerns expressed during the meetings. **These attachments are titled Attachments to Qxn 23.**

III. WHAT STEPS HAS, OR WILL, THE ICH TAKE TO ADDRESS THOSE GAPS IN FY25?

In FY25, the ICH is prioritizing the following:

- A comprehensive review of the Coordinated Community Plan and
- A strategic plan for ending and preventing homelessness for young adults that is either integrated into Homeward DC 3.0 as part of a comprehensive strategy for all subpopulations or stands alone as a Solid Foundations 2.0.

The comprehensive review will confirm whether the gaps identified in the Coordinated Community Plan are still relevant and the new strategic plan will identify the role of the ICH in tackling/addressing those gaps.

24. HOW DOES THE ICH MEASURE THE EFFECTIVENESS OF YOUTH-FOCUSED INTERVENTIONS IN THE ABSENCE OF A FORMALIZED PLAN LIKE SOLID FOUNDATIONS?

A. SPECIFICALLY, HOW IS DATA BEING USED TO IDENTIFY SERVICE GAPS, ADJUST PROGRAMMING, AND INFORM POLICY DECISIONS TO BETTER SUPPORT YOUTH EXPERIENCING HOMELESSNESS?

Over the last three years, to ensure standard operations across all subsystems, the ICH has been reviewing subsystem-specific deep dives of the following key performance indicators:

- Number served throughout the fiscal year
- Number exiting the CoC for a permanent destination
- Number returning to the CoC within 6 – 12 months of an exit to a permanent destination and
- Number experiencing homelessness for the first time
- Average length of time household/individual experiences homelessness

The available data, summarized in the table below, shows that we need more of every kind of housing resource, especially permanent housing for young adults.

| Category | FY | Count Served Annually | Count Exiting to Permanent Destination | Count Returning w/in 6 – 12 months of Exit | Count Experiencing homelessness for the first time | Average Length of Time |
|---------------------------------|------|-----------------------|--|--|--|------------------------|
| Families Headed by Young Adults | FY22 | 299 | 213 (71% of 299) | 4 (1.3% of 299) | 122 (41% of 299) | 177 days |
| | FY23 | 291 | 182 (62% of 291) | 6 (2.1% of 291) | 146 (50% of 291) | 141 days |
| | FY24 | 309 | 238 (77% of 309) | 15 (4.9% of 309) | 94 (45% of 309) | 195 days |
| Young Adults | FY22 | 931 | 18 (1.9% of 931) | 0 (0% of 931) | 502 (53% of 931) | 221 days |
| | FY23 | 853 | 79 (9.3% of 853) | 94 (11% of 853) | 336 (39% of 853) | 183 days |
| | FY24 | 1025 | 72 (8.6% of 1025) | 29 (2.9% of 1025) | 495 (48.2% of 1025) | 166 days |

25. WHAT STEPS IS THE ICH TAKING TO ANALYZE THE FACTORS CONTRIBUTING TO RETURNS TO YOUTH HOMELESSNESS?

The question tracks with the most recent concerns raised upon review of the FY24 key performance indicators at the Youth Committee and Single Adult System Workgroup meetings. Specifically, while the count of returners with 6 – 12 months of exit to a permanent destination looks small relative to the total number of people served, it is pretty high relative to the number of individuals or households exited to a permanent destination over the last two-year fiscal period. See the example for young adults in the table below.

| Category | FY | Count Served Annually | Count Exiting to Permanent Destination | Count Returning w/in 6 – 12 months of Exit | Rolling Sum of 2 FY Count Exiting to Permanent Destination | Percentage of Returning if based on Rolling Sum instead of annual served |
|---------------------------------|----|-----------------------|--|--|--|--|
| Families Headed by Young Adults | 22 | 299 | 213 (71% of 299) | 4 (1.3% of 299) | | |
| | 23 | 291 | 182 (62% of 291) | 6 (2.1% of 291) | 395 | 1.5% vs 2.1 |
| | 24 | 309 | 238 (77% of 309) | 15 (4.9% of 309) | 420 | 3.5% vs 4.9 |
| Young Adults | 22 | 931 | 18 (1.9% of 931) | 0 (0% of 931) | | |
| | 23 | 853 | 79 (9.3% of 853) | 94 (11% of 853) | 97 | 96.9% vs 11% |
| | 24 | 1025 | 72 (8.6% of 1025) | 29 (2.9% of 1025) | 151 | 19.20% vs 2.9% |

This requires further analysis and will be incorporated as a key concern for further investigation as part of reviewing the Coordinated Community Plan and developing a new strategic plan.

26. WHAT TARGETED INTERVENTIONS ARE BEING IMPLEMENTED TO IMPROVE LONG-TERM HOUSING STABILITY FOR YOUTH?

One of the most significant accomplishments under Solid Foundations DC and the Coordinated Community Plan has been the expansion of permanent housing resources for young adults. As reported annually to HUD and included below, the Housing Inventory Count for Youth has expanded significantly since 2020. Unfortunately, the current shift in the federal landscape will likely undermine this progress substantially, given the reliance on HUD Continuum of Care dollars as the mechanism for continued funding to the Youth Homelessness Demonstration Program (YHDP).



HUD 2024 Continuum of Care Homeless Assistance Programs Housing Inventory Count Report

Important Notes About This Data: This report is based on information provided to HUD by Continuums of Care in the 2024 Continuum of Care application and has not been independently verified by HUD. CoCs were instructed to collect data for a point-in-time during the last week of January 2024. The data presented in this report are limited to beds available for occupancy on the night of the count (beds under development are excluded). For inquiries about data reported by a specific Continuum of Care, please contact that jurisdiction directly. CoC contact information can be found on the HUD Exchange web site (<https://www.hudexchange.info/grantees/>). In some cases, a community may have listed a program in the Housing Inventory Count but did not provide sufficient information/detail for HUD to understand the number of beds/units available and the target population served. Those programs have been removed for the purposes of this report.

State: District of Columbia

Summary of all available beds reported, aggregated to the state level:

| | Family Units ¹ | Family Beds ¹ | Adult-Only Beds | Child-Only Beds | Total Yr-Round Beds | Seasonal | Overflow / Voucher | Subset of Total Bed Inventory | | |
|---|---------------------------|--------------------------|-----------------|-----------------|---------------------|------------|--------------------|-------------------------------|---------------------------|-------------------------|
| | | | | | | | | Chronic Beds ² | Veteran Beds ³ | Youth Beds ³ |
| Emergency, Safe Haven and Transitional Housing | 649 | 2,078 | 3,125 | 15 | 5,218 | 495 | 0 | n/a | 156 | 686 |
| Emergency Shelter | 403 | 1,445 | 2,045 | 15 | 3,505 | 495 | 0 | n/a | 0 | 113 |
| Safe Haven | 0 | 0 | 20 | 0 | 20 | n/a | n/a | n/a | 20 | 0 |
| Transitional Housing | 246 | 633 | 1,060 | 0 | 1,693 | n/a | n/a | n/a | 136 | 573 |
| Permanent Housing | 6,200 | 17,537 | 9,650 | 667 | 27,854 | n/a | n/a | n/a | 2,424 | 1,335 |
| Permanent Supportive Housing* | 2,084 | 4,754 | 6,982 | 120 | 11,856 | n/a | n/a | 9,599 | 1,421 | 251 |
| Rapid Re-Housing | 2,806 | 8,853 | 861 | 442 | 10,156 | n/a | n/a | n/a | 259 | 979 |
| Other Permanent Housing** | 1,310 | 3,930 | 1,807 | 105 | 5,842 | n/a | n/a | n/a | 744 | 105 |
| Grand Total | 6,849 | 19,615 | 12,775 | 682 | 33,072 | 495 | 0 | 9,599 | 2,580 | 2,021 |



HUD 2020 Continuum of Care Homeless Assistance Programs Housing Inventory Count Report

Important Notes About This Data: This report is based on information provided to HUD by Continuums of Care in the 2020 Continuum of Care application and has not been independently verified by HUD. CoCs were instructed to collect data for a point-in-time during the last week of January 2020. The data presented in this report are limited to beds available for occupancy on the night of the count (beds under development are excluded). For inquiries about data reported by a specific Continuum of Care, please contact that jurisdiction directly. CoC contact information can be found on the HUD Exchange web site (<https://www.hudexchange.info/grantees/>). In some cases, a community may have listed a program in the Housing Inventory Count but did not provide sufficient information/detail for HUD to understand the number of beds/units available and the target population served. Those programs have been removed for the purposes of this report.

State: District of Columbia

Summary of all available beds reported, aggregated to the state level:

| | Family Units ¹ | Family Beds ¹ | Adult-Only Beds | Child-Only Beds | Total Yr-Round Beds | Seasonal | Overflow / Voucher | Subset of Total Bed Inventory | | |
|---|---------------------------|--------------------------|-----------------|-----------------|---------------------|------------|--------------------|-------------------------------|---------------------------|-------------------------|
| | | | | | | | | Chronic Beds ² | Veteran Beds ³ | Youth Beds ³ |
| Emergency, Safe Haven and Transitional Housing | 1,053 | 3,252 | 3,416 | 19 | 6,687 | 783 | 0 | n/a | 170 | 604 |
| Emergency Shelter | 801 | 2,598 | 2,493 | 19 | 5,110 | 783 | 0 | n/a | 0 | 111 |
| Transitional Housing | 252 | 654 | 923 | 0 | 1,577 | n/a | n/a | n/a | 170 | 493 |
| Permanent Housing | 4,889 | 15,020 | 6,219 | 0 | 21,239 | n/a | n/a | n/a | 1,659 | 159 |
| Permanent Supportive Housing* | 1,682 | 5,100 | 4,858 | 0 | 9,958 | n/a | n/a | 9,657 | 1,589 | 136 |
| Rapid Re-Housing | 1,836 | 5,742 | 230 | 0 | 5,972 | n/a | n/a | n/a | 70 | 23 |
| Other Permanent Housing** | 1,371 | 4,178 | 1,131 | 0 | 5,309 | n/a | n/a | n/a | 0 | 0 |
| Grand Total | 5,942 | 18,272 | 9,635 | 19 | 27,926 | 783 | 0 | 9,657 | 1,829 | 763 |

27. THE ICH FULL COUNCIL RESERVES SEATS FOR CONSTITUENTS WITH LIVED EXPERIENCES OF HOMELESSNESS, BUT DOES NOT CURRENTLY HAVE ANY YOUTH WITH LIVED EXPERIENCE IN THOSE SEATS. WHAT ARE THE BARRIERS TO HAVING YOUTH SERVE ON THE FULL COUNCIL?

There may be a misunderstanding. Currently, there are two lived experience representatives on the ICH who are associated with the youth subsystem or experienced homelessness as a young adult in the District:

- Daniel Rico (term expires in 2026) currently works in the youth subsystem
 - Reginald Black (term expires in 2025) experienced chronic homelessness as a young adult

Before vacating his seat, Aaron White was a third-lived experience representative on the ICH associated with the youth subsystem. This means that at one point, three out of the six lived experience representatives on the ICH Full Council were associated with the youth subsystem.

Finally, as part of the 2024 ICH Full Council Nominations, Reginald Black and Aaron White have nominated themselves for another 2-year term. Two other lived experience representatives associated with the youth subsystem have also nominated themselves.

A. WHAT STEPS DID ICH TAKE IN FY24 TO ALLEVIATE THESE BARRIERS AND RECRUIT AND SUPPORT YOUTHS' SERVICE ON THE FULL COUNCIL?

The ICH team has consistently identified the need to fund a robust consumer advisory board as part of all Committee and Workgroups meetings related to the planning process for the HUD Continuum of Care (CoC) competition, recognizing that the ICH was only able to support a robust Supporting Hopeful Youth (SHY) Youth Advisory Board (YAB) with dedicated funding provided by HUD as part of the Youth Homelessness Demonstration Program (YHDP). Given the landscape shifts on the federal level, it is unclear whether HUD Continuum of Care dollars will be available to support funding for a robust consumer advisory board for all subpopulations, including youth. As such, the ICH also continues to look to philanthropic partners, including Community Solutions and The Community Foundation.

28. THE OFFICE OF THE INSPECTOR GENERAL (“OIG”) RECENTLY COMPLETED ITS AUDIT OF THE HOMEWARD DC STRATEGIC PLAN AND OF EMERGENCY HOMELESS SHELTER MANAGEMENT AND PRODUCED REPORT NO. 23-1-01JA. OIG FOUND THAT THE ICH “DID NOT DESIGN CONSISTENT AND RELIABLE METHODS TO TRACK ITS COMMITTEES’ RESPONSIBILITIES IN [HOMEWARD DC] 2.0’S IMPLEMENTATION AND DID NOT ESTABLISH A PROCESS TO MONITOR ACTIVITIES AND COMPLIANCE REQUIREMENTS. FURTHERMORE, ICH COMMITTEES DID NOT DEVELOP WORK PLANS DESIGNED TO SUPPORT HDC 2.0 IN FY 2022 AND WERE INCONSISTENT IN ALIGNING ANNUAL IMPLEMENTATION PRIORITIES WITH HDC 2.0’S GOALS. [FINALLY], THE ICH DID NOT PROVIDE ITS REQUIRED ANNUAL UPDATES TO THE MAYOR.”

A. PLEASE PROVIDE A DETAILED NARRATIVE STATUS UPDATE FOR COMPLIANCE WITH EACH OF THE FOLLOWING RECOMMENDATIONS FROM OIG:

I. DEVELOPING PROCESSES THAT ENSURE ADHERENCE TO THE STRATEGIC PLAN, INCLUDING THE CREATION OF WORK PLANS;

II. DEVELOPING POLICIES AND PROCEDURES TO ENSURE ANNUAL IMPLEMENTATION PRIORITIES ALIGN WITH THE GOALS, STRATEGIES, AND OBJECTIVES OF THE STRATEGIC PLAN; AND

III. ENSURING THAT THE DIRECTOR SUBMITS ANNUAL REPORTS TO THE MAYOR, AS REQUIRED BY LAW.

The ICH Full Council advises the ICH Team to prioritize products over process. Meaning, instead of developing processes for the creation of a work plan, the ICH Full Council wants the ICH Team to focus on finalizing and adopting the following products within the following timeline:

- 06/10 Annual Update and Work Plan
- 09/09 Winter Plan
- 12/09 Strategic Plan and Policies/Procedures for Work Plan

Additionally, the ICH Full Council is guiding the ICH Team to eschew legislative mandates and simplify the Annual Update, recognizing that the sprawling nature of the current Strategic Plan(s) makes it challenging to conduct an efficient/effective review. The goal of the guidance is to prioritize the practice of working together

as a collective to review and finalize practical and manageable deliverables. The policies/procedures that successfully result in the Annual Update and the Work Plan will be memorialized alongside the development of the Strategic Plan.

Recognizing that the ICH must also deliver Comments to the Mayor’s Proposed Budget, the ICH Full Council proposes to the following approach to tackling the work over the next quarter.

| Month | Activity |
|-------|---|
| March | <ul style="list-style-type: none"> • Budget: <ul style="list-style-type: none"> ○ Preparation for Comments on the Mayor’s Proposed Budget ○ Goal is to minimize the burden on ICH-specific engagements, ideally by leveraging DC Council Budget Oversight Hearings in April. ○ Meaning that the ICH will focus on encouraging ICH members and leadership to submit Comments to the Mayor’s Proposed Budget at the relevant DC Council Budget Oversight Hearings so the ICH Team can consolidate them into comprehensive but digestible Comments to the Mayor’s Proposed Budget. ○ Prep would be limited to defining key questions for integration across all relevant Council Oversight hearings to support with addressing the legislative mandate. • Annual Update & Work Plan <ul style="list-style-type: none"> ○ Request review and feedback by DC government agency partners ○ Scan the relevant strategic plans for completed activities ○ Integrate feedback from DC Government agency partners and the review for completed activities • Seasonal Planning: <ul style="list-style-type: none"> ○ Ideally, Winter Plan close-out and Heat Plan prep ○ The goal is to evaluate shelter capacity post hypothermia season, given shifts in the federal landscape ○ Especially relative to unsheltered residents, including at encampments • Staffing: <ul style="list-style-type: none"> ○ Post Deputy Director position ○ Interview candidates for the ICH Core and Data Team |
| April | <ul style="list-style-type: none"> • No ICH meetings • Budget: <ul style="list-style-type: none"> ○ Draft Comments on the Mayor’s Proposed Budget & Budget Oversight Prep ○ Focus on encouraging ICH members and leadership to submit Comments to the Mayor’s Proposed Budget at the relevant DC Council Budget Oversight Hearings ○ Consolidate comments delivered into a comprehensive but digestible Comments to the Mayor’s Proposed Budget |

| | |
|------|--|
| | <ul style="list-style-type: none"> • Annual Update & Work Plan <ul style="list-style-type: none"> ○ Continue integrating feedback from DC Government partners and the strategic plan reviews from March • Staffing: <ul style="list-style-type: none"> ○ Hire most qualified candidates for the ICH Core and Date Team ○ Interview candidates for Deputy Director Position |
| May | <ul style="list-style-type: none"> • Annual Update & Work Plan <ul style="list-style-type: none"> ○ Review and finalize feedback integrated from DC Government partners ○ Review and finalize contributions from ICH forums • Seasonal Planning: <ul style="list-style-type: none"> ○ Winter Plan Close-Out Analysis of Utilization at Shelter Capacity WG ○ Draft Heat Plan review • Staffing: <ul style="list-style-type: none"> ○ Onboard ICH Core and Date Team ○ Hire the most qualified candidate for Deputy Director Position |
| June | <ul style="list-style-type: none"> • Annual Update & Work Plan <ul style="list-style-type: none"> ○ Adopt the Annual Update & Work Plan • Seasonal Planning: <ul style="list-style-type: none"> ○ Heat Plan Check-In ○ Winter Plan Draft for ERSO Review • Strategic Plan <ul style="list-style-type: none"> ○ Prep for Kick-Off Summit • Staffing: <ul style="list-style-type: none"> ○ Onboard Deputy Director |

29. DOES THE ICH HAVE THE RESOURCES IT NEEDS TO PRODUCE A ROBUST, DATA-DRIVEN SUCCESSOR TO HOMEWARD DC 2.0 THIS FISCAL YEAR?

A. IF NOT, WHAT ADDITIONAL RESOURCES WOULD BE REQUIRED TO DO SO?

If data-driven planning is limited to updating the following aspects of the Strategic Plan, the new staffing structure of the ICH may be sufficient for producing a robust, data-driven successor:

- Updating/reconciling system capacity,
- Estimating annual demand,
- Modeling pathways to permanent housing, and

- Projecting inventory needs based on pathways modeled.

Having said that, it is not clear whether relying on the current system modeling or data for families or single adults makes sense. It is also unclear whether we have sufficient data to model an alternative. For example, for the first time since 2015, the District has started to exit significant numbers of families from rapid rehousing. In sharp contrast, the median length of stay in months modeled in Homeward DC 2.0 for families in rapid rehousing is 22 months.

B. WOULD ADDITIONAL, EVEN TEMPORARY, STAFFING BE REQUIRED?

HUD technical assistance, delivered by Abt Associates, was critical in developing the original model for Homeward DC and Solid Foundations DC and the updated modeling for Homeward DC 2.0. Given the current shifts in the federal landscape, it may be more appropriate for the ICH to engage directly with Abt Associates or another HUD technical assistance provider with similar capabilities.

Additionally, the ICH Strategic Planning Committee recommends that the ICH procure independent facilitators using FY25 vacancy savings.

30. PLEASE PROVIDE A CHART OF THE ICH MEMBERS SERVING IN FY24 AND FY25-TO-DATE. PLEASE INCLUDE THE NAMES AND TITLES OF AGENCY DESIGNEES AND IDENTIFY ANY CHANGES IN MEMBERSHIP.

There are two main categories of ICH members: DC Government and Community Representatives.

DC Government Representatives

Flag: Because the legislation mandates agency participation, we do not track changes in agency designees from year to year.

| Agency | Cabinet Leader/Agency Director | Designee |
|---|--------------------------------|-----------------|
| 1. City Administrator, Chair | Kevin Donahue | Chris Rodreguez |
| 2. Deputy Mayor for Health and Human Services | Wayne Turnage | Ciana Creighton |
| 3. Interagency Council on Homelessness | Theresa Silla | Jill Carmichael |
| 4. Department of Human Services | Rachel Pierre | David Ross |

| | | |
|---|----------------------|-------------------------------|
| 5. Department of Behavioral Health | Dr. Barbara Bazron | Dr. Jean Moise or Jana Burhow |
| 6. Child and Family Services | Tanya Trice | Dedrick Wilson |
| 7. Department of Housing and Community Development | Colleen Green | Shawn Laster |
| 8. Department of Health | Dr. Ayanna Bennett | Robin Diggs |
| 9. DC Housing Authority | Keith Pettigrew | Hammere Gebreyes |
| 10. Department of Corrections | Thomas Faust | Jaqueline Williams |
| 11. Department of Employment Services | Unique Morris-Hughes | Dana McDaniel |
| 12. Office of the State Superintendent of Education | Antoinette Mitchell | Nicole Lee-Mwandha |
| 13. Homeland Security and Emergency Management Agency | Clint Osborn | Danny McCoy |
| 14. Department of General Services | Delano Hunter | Danielle Meadors |
| 15. DC Metropolitan Police | Pamela Smith | Captain Jonathan Dorrough |
| 16. Office of LGBTQ Affairs | Japer Bowles | Gina Rupert |

Community Representative

The Mayor appoints the community representatives in the table below based on a Call for Nominations reviewed by a panel convened by the Executive Committee or ICH Full Council. Terms expire in May.

| Category | Members Serving in FY24 & FY25 To-Date Terms expiring in 2025 and 2026 |
|-------------------------|---|
| Advocates | |
| 1. | Rachelle Ellison (People for Fairness Coalition) – term expiring in 2026 |
| 2. | Deborah Jones (Housing Up) – term expiring in 2026 |
| 3. | Karen Cunningham (Everyone Home DC) – term expiring in 2025 |
| 4. | Kate Coventry (DC Fiscal Policy Institute) – term expiring in 2025 |
| Business/Private Sector | |
| 1. | Tonia Wellons (Greater Washington Community Foundation) – term expiring in 2026 |
| 2. | Tobie Smith (Street Health DC) – term expiring in 2026 |
| 3. | Catherine Crosland (Unity Healthcare) – term expiring in 2025 |

| | |
|------------------|---|
| 4. | Shellon Fraser (National Housing Trust, Inc.) – term expiring in 2025 |
| Lived Experience | |
| 1. | Daniel Rico (Sasha Bruce Youthworks) – term expiring in 2026 |
| 2. | Rico Harris (Community for Creative Non-Violence, CCNV) – term expiring in 2026 |
| 3. | Qaadir El-Amin (People for Fairness Coalition) – term expiring in 2025 |
| 4. | Reginald Black (People for Fairness Coalition, Serve Your City) – term expiring in 2025 |
| Provider | |
| 1. | Christy Respress (Pathways to Housing) – term expiring in 2026 |
| 2. | Adam Roca (Miriam’s Kitchen) – term expiring in 2026 |
| 3. | Lynn Amano (Friendship Place) – term expiring in 2026 |
| 4. | Roxanne Murray (Echelon Community Services) – term expiring in 2026 |
| 5. | Nikilia Smith (Street Sense Vendor) – term expiring in 2026 |
| 6. | Amanda Chesney (Catholic Charities) – term experiencing in 2025 |
| 7. | Kelly Sweeney McShane (Community of Hope) – term expiring in 2025 |
| 8. | Angela Jones Hackley (Covenant Housing Washington) – term expiring in 2025 |

Other Community Representatives

These additional voting and non-voting members are not appointed by the Mayor annually, they are designated by the legislation.

| Category | FY24 | FY25 |
|--|---|---|
| Collaborative Applicant (Voting Member) | | |
| The Community Partnership (TCP) | Sue Marshall | Sue Marshall |
| DC Council (Non-Voting Member) | | |
| Chair, Committee of the Whole | CM Phil Mendelson | CM Phil Mendelson |
| Chair, Committee with Oversight of the ICH | Committee on Housing – CM Robert White | Committee on Human Services – CM Matthew Fruman |
| Administrative Head of Shelter Monitoring Unit (Non-Voting Member) | | |
| Office of Program Review, Monitoring, and Investigation (OPRMI) <ul style="list-style-type: none"> Seating initiated upon a closer review of the ICH legislative mandates in response to the OIG Audit Report | Not Seated. | Christa Phillips |

31. PLEASE FURNISH THE NAMES AND PRIORITIES OF ALL ICH STANDING COMMITTEES AND WORKGROUPS FOR FY24 AND FY25-TO-DATE. ADDITIONALLY, PLEASE IDENTIFY ANY CHAIRS OR CO-CHAIRS, INCLUDING THEIR RESPECTIVE ORGANIZATIONS AND TITLES.

The ICH has drafted an FY25 Work Plan for review and adoption by the ICH Full Council. It is available online at [ICH Annual Work Plan FY25 DRAFT as of 2024 07 09.pdf](#). The table below captures the ICH forums currently meeting, including the names of any designated co-chairs. Not all workgroups and committees have Co-Chairs yet. The ICH is standardizing operations by developing Leadership Slates. Co-chair selections will be finalized as part of mobilizing the leadership slates.

| ICH Forum Name | Name of Co-Chairs (Title, Organization) |
|---|--|
| Executive Committee | Christy Respress (Executive Director, Pathways) Rachel Pierre (Executive Director, DHS) |
| <ul style="list-style-type: none"> Consumer Engagement Workgroup | Reginald Black (People for Fairness Coalition, Serve Your City) Robert Warren (People for Fairness Coalition) |
| <ul style="list-style-type: none"> Racial Equity and Inclusion Workgroup | Chikarlo Leak (Deputy Director, Mayor's Office of Racial Equity) Roxanne Murray (Project Director, Echelon Community Services) Karen Cunningham (Executive Director, Everyone Home DC) |
| Emergency Response and Shelter Operations Committee | Reginald Black (People for Fairness Coalition, Serve Your City) Anthony Newman (Deputy Administrator for Homeless Services, DHS) |
| <ul style="list-style-type: none"> Front Door Services Workgroup | No Co-Chairs at this time |
| <ul style="list-style-type: none"> Shelter Solutions Workgroup | Krysta Aguilar (Program Manager, DHS FSA-Individuals) Amanda Chesney (Executive Director, Homeless and Housing Services, Catholic Charities) |
| <ul style="list-style-type: none"> Shelter Capacity Workgroup | Michael Ferrell (Executive Director, Coalition for the Homeless) |
| Strategic Planning Committee | Kelly Sweeney McShane (Executive Director, Community of Hope) Joe Lippi (Deputy Administrator, Strategic Planning and Data Division, Family Services Administration, DHS) |
| <ul style="list-style-type: none"> Family System Workgroup | Sarah Roenfeldt (Senior Housing Director, Community of Hope) Darrell Cason (Program Manager, DHS) |
| <ul style="list-style-type: none"> Single Adult System Workgroup | Adam Rocap (Deputy Director, Miriam's Kitchen) Carmen Hernandez (Senior Advisor, Permanent Housing Division, DHS) |
| <ul style="list-style-type: none"> Veterans NOW Workgroup | Ilana Marmon (Program Director, VA) Chris Pitocchelli (Division Director, Friendship Place) |

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| Youth Committee | Shelia Clark (Deputy Administrator, Youth Services Division, DHS) No Co-Chairs at this time |
| Healthcare Committee | No Co-Chairs at this time |
| <ul style="list-style-type: none"> Behavioral Health Workgroup | No Co-Chairs at this time |
| Housing Solutions Committee | Colleen Green (Director, Department of Housing and Community Development) Shellon Fraser (Senior Director of Lending, National Housing Trust, Inc) |

32. DURING PERFORMANCE OVERSIGHT LAST YEAR, THE ICH PROPOSED RESTRUCTURING THE ICH TO FOCUS ON HEALTHCARE, PARTICULARLY BEHAVIORAL HEALTH, BY:

- CONVERTING THE YOUTH COMMITTEE INTO A WORKGROUP THAT REPORTS TO THE STRATEGIC PLANNING COMMITTEE;
- 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.

HAS THIS PROPOSED REORGANIZATION OCCURRED? IF SO, PLEASE SHARE A NARRATIVE DESCRIPTION OF ANY INCREASED EFFICIENCIES OR OTHER POSITIVE RESULTS THAT HAVE BEEN ACHIEVED BY THE REORGANIZATION.

Officially, the re-organization has not been adopted by the ICH Full Council. Despite the lack of official action by the ICH Full Council, the ICH Team has had to proceed on the following fronts for a variety of reasons:

- Sunset regularly scheduled bi-weekly meetings of the youth-specific advisory board due to the lack of dedicated funding once the Youth Homelessness Demonstration Program (YHDP) funding for supporting the SHY YAB was fully expended.
- Prepare for integration into the Strategic Planning Committee infrastructure as a workgroup by demobilizing youth-specific outreach meetings and requesting that Youth Committee members join Front Door Services WG to plan comprehensive outreach across all subpopulations and Shelter Capacity WG to review utilization of youth-specific shelter resources and ensure adequate planning for young adults as part of the annual Winter Plan. This move anticipated the need to consolidate services across the two subpopulations for efficient/effective service delivery.
- Establish monthly healthcare and behavioral health meetings to create adequate time to cover the variety of issues flagged at each of the subsystem-specific forums (particularly for Families, Singles, and Youth) and the number of efforts underway to pilot or plan for solutions, including a Section 1115

Waiver Demonstration renewal request for the Whole-Person Care Transformation demonstration. The proposed 1115 waiver is particularly interesting because it will broaden the focus from behavioral health transformation to address social determinants of health and further improve health outcomes by implementing new Medicaid services for justice-involved individuals up to 90 days pre-release and health-related social needs (HRSN) services, specifically housing supports and nutrition supports.

Otherwise, the Youth Committee continues to meet as a standing Committee until the ICH Full Council adopts the FY25 Work Plan.

33. ICH RECENTLY CHANGED ITS MEETING STRUCTURE SO THAT ONLY CURRENT MEMBERS OF THE LEADERSHIP SLATE AND THOSE WHO RECENTLY APPLIED CAN SPEAK AT WORKGROUP MEETINGS. GIVEN THIS CHANGE AND RECENT STRUCTURAL CHANGES, HOW DOES ICH PLAN TO ENSURE THAT YOUTH, VETERANS, AND OTHER SUBGROUPS CAN MEANINGFULLY CONTRIBUTE TO WORKGROUPS?

A. WHAT ALTERNATIVE ENGAGEMENT STRATEGIES ARE BEING IMPLEMENTED TO ALLOW THESE COMMUNITY MEMBERS TO CONTRIBUTE TO THE ICH'S WORK?

B. HOW IS FEEDBACK SUBMITTED VIA THE CHAT OPTION IN CLOSED WORKGROUP MEETINGS INCORPORATED INTO DECISION-MAKING?

There may be a misunderstanding on a couple of different fronts. While the ICH Team has normalized open and participatory workgroup meetings across the ICH infrastructure, this is not the requirement. Per the ICH Bylaws in Section 5.9(d) on page 6, "Workgroup meetings are deliberative and shall not be open to the public." The ICH intentionally normalized open and fully participatory meetings to prioritize tracking by people with lived experience. However, the ICH is at a critical juncture and has lost crucial ICH Team members while securing approval to mobilize leadership slates and standardize operations across the ICH infrastructure. Given that the discussion about mobilizing the leadership slates has been ongoing for more than two years, the ICH temporarily closed the workgroup meeting so that it could convene all the leadership slate nominees and focus on defining the leadership slate's roles and responsibilities as part of advancing the work of monthly ICH forums.

As part of mobilizing the leadership slate for Committee meetings but to recognize and respect that Committee meetings must be open to the public and comply with the Open Meeting Act requirements, the ICH has outlined a public comment portion that allows for the general public to comment on any agenda topic or share their general concerns or questions. The general public can also chat with the ICH Team and the leadership slate during any other meeting component. The expectation that the ICH is socializing is for the

appropriate constituent representative on the Leadership Slate to amplify or highlight the most salient chat messages and ensure that those concerns are appropriately addressed as we move forward with planning.

With regards to ensuring that lived experience representatives can meaningfully contribute to workgroups, the ICH is delighted to report that a variety of lived experience representatives are nominated across all of the leadership slates in the ICH.

| ICH Forum Name | Lived Experience Representatives Nominated to the Leadership Slate |
|--|--|
| Executive Committee | 8 |
| <ul style="list-style-type: none"> Consumer Engagement Workgroup Proposal to convert to Consumer Advisory Group | 12 |
| <ul style="list-style-type: none"> Racial Equity and Inclusion Workgroup | 7 |
| <ul style="list-style-type: none"> *Proposed* Expanding Opportunities Workgroup | 7 |
| <ul style="list-style-type: none"> *Proposed* Supporting Justice Workgroup | 3 |
| Emergency Response and Shelter Operations Committee | 6 |
| <ul style="list-style-type: none"> Front Door Services Workgroup | 3 |
| <ul style="list-style-type: none"> Shelter Solutions Workgroup | 5 |
| <ul style="list-style-type: none"> Shelter Capacity Workgroup | 4 |
| Strategic Planning Committee | 8 |
| <ul style="list-style-type: none"> Family System Workgroup | 5 |
| <ul style="list-style-type: none"> Single Adult System Workgroup | 6 |
| <ul style="list-style-type: none"> Veterans NOW Workgroup | 2 |
| Youth Committee Proposal to standardize to a Young Adult Workgroup | 7 |
| *Piloted* Healthcare Committee | 4 |
| <ul style="list-style-type: none"> *Piloted* Behavioral Health Workgroup | 4 |
| <ul style="list-style-type: none"> *Proposed* Mortality Review Board | 2 |
| Housing Solutions Committee | 10 |

34. HOW DOES THE ICH PLAN TO KEEP MAKING PROGRESS ON VETERANS' HOMELESSNESS AFTER THE GRANT FOR THE VETERANS PROJECT MANAGER ENDS?

The ICH has used lessons learned about the success within the Veterans System to embed those practices and ensure stability beyond the Veterans Project Manager within the full system of Homelessness so that as progress is made towards ending homelessness for all, continued progress is made on ending Veteran Homelessness. Additionally, the Veterans System has been working on establishing the permanency of the activities of the Veterans Project Manager within other agencies. For example, the Veterans Project Manager was facilitating outreach meetings to ensure alliance with overall goals and objectives within the Veterans System. That has now been passed off to a permanent position at TCP which has been trained up and using the same system of aligning goals to the Outreach meeting. An example of a goal alignment is the work being done to better understand Historical Decliners where now there are standard questions, narratives, and data collected during case conferencing of Historical Decliners during Veterans Outreach Meetings to best serve and meet their needs.

Additionally, to continue to build sustainability across the ICH team and within the homelessness system, the ICH has been seeking additional philanthropic funding to maintain the position of the Veterans Project Manager, especially as the ICH staffs up to assist with onboarding and training new staff.

35. WHAT IS THE STATUS OF THE COORDINATED ENTRY (CAHP) ADMINISTRATOR FUNDED BY COMMUNITY SOLUTIONS?

The Community Solutions funds the position of the CAHP Administrator for Singles and Veterans. The Community Partnerships has funds through other grants to support once the Community Solutions funds expire.

36. WHEN DO THE VETERAN FLEX FUNDS FUNDED BY COMMUNITY SOLUTIONS EXPIRE?

A. ARE THERE PLANS TO USE LOCAL FUNDING TO CONTINUE THIS PROGRAM?

The Flex Funds provided by Community Solutions Expired in October of 2024. Here is a [link](#) to an article about the program.

As of March 2025, TCP has launched a new Flex Fund for Veterans to meet the gap left by the previous fund. The Program has a total of \$15,000 available each month, Veterans can apply for up to \$5,000 at a time with a

total of 3 applications or a max of \$15,000 per year. Veterans must be enrolled in a program to access funds such as SSVF, HUD VASH, GPD, Local Vets, and Outreach; because TCP is not able to provide supportive services just funds. The program was announced at the February 20th Veterans NOW Workgroup Meeting and the community is very excited about the additional funding.

37. HAS THE VETERAN CREATIVE ENGAGEMENT OUTREACH FUND GRANT EXPIRED?

A. IF SO, ARE THERE PLANS TO USE LOCAL FUNDING TO CONTINUE THAT PROGRAM?

This fund has not expired; in fact, it just reissued funds to partner organizations in January and February of 2025. The Creative Outreach Fund has given Outreach Teams the flexibility to meet Veterans where they are and continue to build trusting relationships to engage in services and ultimately obtain housing. Examples of how this fund has been used have been purchasing cell phones, cups of coffee or meals, and a unique example of purchasing cat food to sit with a Veteran who enjoys feeding neighborhood cats and chatting to build trust.

38. HOW HAS THE ICH TACKLED THE BACKLOG AFFECTING INDIVIDUALS MATCHED TO PERMANENT SUPPORTIVE HOUSING AND TARGETED AFFORDABLE HOUSING VOUCHERS IN FY24 AND FY25-TO-DATE?

A. ADDITIONALLY, WHAT RECOMMENDATIONS HAS THE ICH OFFERED TO DHS OR DCHA TO IMPROVE THE FLOW OF VOUCHERS AND EXPEDITE LEASE-UP?

DCHA and DHS regularly provide updates to and receive feedback from ICH Workgroups and Committee meeting attendees. Additionally, ICH forums regularly gather, and review readily available utilization data related to PSH and TAH resources at subpopulation-specific forums. Significant feedback is generated during these reviews. Finally, to expedite the lease-up of veterans matched to PSH, ICH joined a boot camp hosted by the VA, HUD, and TAC (a technical assistance provider) specially geared to improve relationships with DCHA. See below for the details of the feedback from constituent comments, including concerns, questions, or recommendations for immediate corrections and system transformation.

Over the course of FY24 and FY25 to-date, areas of improvement noted include the timeline for matching via CAHP, assignments to case management, and the updated DCHA application form. Rent reasonableness is more familiar but remains an area of concern and question. The quality of case management and the lack of baseline data from the DC Housing Authority remain significant concerns.

Comments from Housing Solutions Committee Meetings

| Meeting Date | Agenda Topic | Constituent comments, including concerns, questions, or recommendations. |
|--------------|----------------|--|
| FY25 – 11/18 | DCHA Dashboard | <ul style="list-style-type: none">• Appreciation for the presentation on the process and types of vouchers.<ul style="list-style-type: none">○ Flag to include HUD-funded Continuum of Care dollars for Supportive Housing Programs (SHP) in type of vouchers○ Clarification on the documents that applicants can self-certify for the local voucher program• Frustration that the process is taking longer than 90 days.• Request for the following additional information:<ul style="list-style-type: none">○ Data on the length of time for each step in the process.○ DCHA chain of command, given the personal experience of the delayed process. |

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| | | <ul style="list-style-type: none"> ○ business tools and technology in use to improve the process. • Staffing challenges and accountability: <ul style="list-style-type: none"> ○ “Individuals fall through the cracks because staff are not passionate or understaffed.” ○ Emphasis on hiring people with lived experience. ○ Question on the number of hours spent on each application and breakdown of staff time. |
| FY24 – 08/19 | DCHA Updates | <ul style="list-style-type: none"> • Appreciation for positive changes at DCHA. Gratitude to the Executive Team, including HCVP Director Shaw and DCHA Executive Director Pettigrew. |
| FY24 – 06/17 | DHS Updates | <ul style="list-style-type: none"> • Discussion on the need for providers to scale up to use available PSH vouchers and staffing capacity challenges included the following flags: <ul style="list-style-type: none"> ○ DHS and providers are working together to reduce hiring barriers. ○ Signing and retention bonuses were helpful but unavailable since 2023. ○ Loss of onboarding subsidies previously available impact scaling efforts for smaller providers • Concerns around the billable rate with Medicaid for providers to cover costs. |
| | DCHA Updates | <ul style="list-style-type: none"> • Concerns around the length of time it takes to get inspections done. |
| FY24 – 02/26 | Voucher Application Updates (The Lab@DC) | <ul style="list-style-type: none"> • Overall great feedback about the new application. • Feedback from providers on outstanding formatting issues with requests for adjustments. • Question on whether the new application will update people on the waiting list. Clarification that the application is to determine eligibility for those pulled who have already been selected from the waitlist and/or matched to a voucher. |
| | Rent Reasonableness (DCHA) | <ul style="list-style-type: none"> • Specific to Rental Reasonableness <ul style="list-style-type: none"> ○ Question on how surrounding units rents are verified and if there is a way for landlords to calculate before pursuing a final reasonableness determination. ○ Concerns around the integrity of the unit information landlords submit including size, pricing, amenities, and the structure for accountability. ○ Feedback from providers on discrepancies between affordablehousing.com and rent reasonable determinations. ○ Question on if rent reasonableness rates be locked in for some time, such as 60 days, to avoid losing units? ○ Question on how DCHA is communicating updates beyond ICH Meetings. • Other concerns <ul style="list-style-type: none"> ○ Questions on the number of people housed in 2024. |

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| | | <ul style="list-style-type: none"> ○ Recommendation that one third of rental housing in DC should be made affordable for individuals who are low-income. ○ Question on acceptable documentation for birth certificates. |
| FY24 – 11/20 | Rent Reasonableness | <ul style="list-style-type: none"> • Specific to Rent Reasonableness <ul style="list-style-type: none"> ○ Is there a verification system for what is presented online, and what landlords are reporting? ○ Are there considerations for providing additional funding support for ADA units? ○ How do we address the issue of utility assistance and parking fees? • Other concerns: <ul style="list-style-type: none"> ○ Will there be assistance for security deposits? |

Comments from Family System Workgroup Meetings

| Meeting Date | Agenda Topic | Constituent comments, including concerns, questions, or recommendations. |
|--------------|---|--|
| FY25 – 01/08 | TAH & PSH: FY24 Utilization & FY25 Planning | <ul style="list-style-type: none"> • Overall: <ul style="list-style-type: none"> ○ Appreciation that the timeline is improving. ○ Reflection that 353 days to lease up is still not a great outcome. ○ Flag that as the year goes on, the length of time may increase because people easier to serve may move through the process faster and hard to serve families are stuck. • Discussion on change in the DCHA data system and coordination between DCHA and DHS. <ul style="list-style-type: none"> ○ Request for DHS update to the charts on slide 25 - 26 to confirm the number of people in each step. ○ DHS followed up post-meeting to confirm they will update and share after data clean up and reconciliation with DCHA. • Role of PSH Providers and Case Management <ul style="list-style-type: none"> ○ Question about how PSH providers can do better with assignment to lease up. ○ Concern that PSH providers are not responsive or available to accept assignments. • Accurate Application Submissions <ul style="list-style-type: none"> ○ Positive feedback regarding DHS quality assurance process before application submission, role of housing navigators, and fairs to ensure applications are completed. ○ Question on percentage of incomplete applications when submitted to DHS by provider. DHS followed up to confirm that 63% of applications are returned to providers for incomplete information. |

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| | | <ul style="list-style-type: none"> Leasing in Place <ul style="list-style-type: none"> Flag that families do not want to or cannot remain in the FRSP unit upon voucher receipt. For example, leasing in place is not always possible due to rent reasonableness. Question about FRSP and LRSP payment standards; DHS confirmation that it is the same. Request for support with housing navigation: <ul style="list-style-type: none"> Discussion on high competition for units, with 20 people showing up to view one apartment Concern that some apartments require up to 3x the amount of the rent in income even with the voucher. Concern about voucher expirations and how families will be assisted. Rent Reasonableness <ul style="list-style-type: none"> Question on how voucher holders are being assisted in knowing if units meet rent reasonableness. Question on if the same website can be used for FRSP to determine rent reasonableness. Request for DHS to conduct refresher training for PSH providers regarding the rent reasonableness. |
| FY24 – 06/12 | Deep Dive: Length of Time from Match to Lease Up – DHS PSH | <ul style="list-style-type: none"> Reflection on the difference in length of time between singles and families. Concerns about the impact of staffing, hiring, and retention contributing to longer lengths of time. Concerns about DCHA and length of time to approve different steps. Reflection on the improved length of time, but still too long and very problematic. Flag about demand and competition for units. Requests for quality assurance with the SPDAT process. |
| FY24 – 01/17 | Family CAHP Updates | <ul style="list-style-type: none"> Flag to track utilization of the By Name List (BNL) pre-check forms to improve the matching process. Questions on the need for various bedroom sizes and how determinations are made for vouchers. |
| | Updated LRSP/DCHA Application | <ul style="list-style-type: none"> Flag that the closure of the DCHA landlord portal for two months significantly impacted housing processing, but it is back online as of 01/06. Questions on roll-out of updates and if the new form meets all areas of compliance under the LRSP Eligibility Temporary Amendment Act of 2023. |
| | Annual Priorities and Projects | <ul style="list-style-type: none"> Client escalated personal experience as someone matched in 2021 and still not housed under TAH voucher. Frustration with the expectation to advocate and share feedback on systems that do not seem to change. |

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| FY24 – 11/08 | Community Concerns | <ul style="list-style-type: none"> Continued difficulty with the rent reasonable process and working with landlords to understand and adapt rents. Concerns about the impact the new rent reasonable process is having on clients' mental health when they have to start over so often. Request for something beyond the estimator to assist with rent reasonableness. Clarification sought on the rent reasonable process to assist landlords before the entire application is submitted to DCHA. Request for assistance locating accessible units. |
| FY24 – 10/11 | Community Concerns | <ul style="list-style-type: none"> Clarification sought on documentation needed beyond self report. Multiple concerns about the new rent reasonableness process and how time consuming it is and how often clients have to start the process over. |

Comments from Single Adult Subsystem Workgroup Meetings

| Meeting Date | Agenda Topic | Constituent comments, including concerns, questions, or recommendations. |
|--------------|--|--|
| FY25 – 11/07 | Annual Update | <ul style="list-style-type: none"> Flag that the time it takes from match to lease up is an outstanding challenge. Concerns that we have given up on trying to reduce the time. Call for urgency to address the issue. Frustration that, for several years, DCHA has been one of the biggest issues with little progress. Feedback that it should be no more than 90-120 days for DCHA approval and lease up. Confirmation that DCHA committed to attending the ICH Housing Solutions CMTE. Major concern that many people are still unsheltered but have been matched to PSH since 2022. Flag that it is difficult to work with inflow without capacity being created by flow to housing. <ul style="list-style-type: none"> Concern that direct service staff bear the brunt of delays in the process but continue to support. Recommendation to conduct an exercise with scenarios to determine what is essential versus what is reasonable to reduce. Concern that because DCHA is inefficient, elected officials are less likely to fund new vouchers. |
| FY25 –10/10 | PSH – FY24 Utilization & FY25 Planning | <ul style="list-style-type: none"> Unit Based Opportunities <ul style="list-style-type: none"> DHS and CAHP aim to match 3-6 months in advance of when units are ready, so new units don't sit vacant. Request a deeper dive into the match process for unit-based. |

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| | | <ul style="list-style-type: none"> ○ Request to expedite inspections for new unit-based buildings, which are move-in ready and inspected when the building is approved and open. ○ Concerns about Class A building and units that people should be able to move into and that realtors are using DC Tax dollars. • Need to track the number of turnovers. <ul style="list-style-type: none"> ○ Example: Individuals that pass away. Need to ensure the vouchers are available for others. • Provider performance and quality <ul style="list-style-type: none"> ○ Request for a breakdown by provider and if there are some agencies that are doing better or worse than other PSH providers. ○ Need to track differences between what PSH providers can provide to clients as some providers elect not to provide things like application fees because it becomes a lot to manage administratively. ○ Some providers fundraise to be able to provide additional items to clients too. • Other Concerns <ul style="list-style-type: none"> • Individual experience about a client whose building is being closed by SOME at the end of the month and has to move but isn't getting help. ○ Concern as the weather is getting colder and the need to do something to avoid more homeless people passing away from weather. Clarification that the District is mobilizing to expand shelter capacity for the Winter. |
| FY24 – 08/08 | Improving Service Delivery – Length of Time Deep Dive | <ul style="list-style-type: none"> • Discussion on variability in data representation based on sample sizes. • Clarification on the definition of "unit viewing" and its timing in the process. • Challenges with obtaining historical employment data for LSRP requirements. • Discussion on current matching process, timing with availability of provider case management slots. • Discussion for improving data sharing and communication between DCHA, providers and clients to prevent duplication. • Concerns about rent reasonableness and communication challenges with DCHA. • Inquiry about the timing of when participants should start the unit search relative to LRSP approval. • Inquiry about employing more trained peers to assist in housing navigation and lease-up process. |
| FY24 – 03/07 | CAHP Updates | <ul style="list-style-type: none"> • Reflection on how complex the prioritization, matching and assignment processes are and the impact on client engagement and staff capacity. <ul style="list-style-type: none"> • Clarification on the total number of matches for February, which was 50, includes one pending. • Question on how many PSH clients were assigned to providers in February. |

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| | Single Adult System Mapping | <ul style="list-style-type: none"> • Questions and clarification on the definitions and sub steps for categories of match and lease up process. • Concerns about the length of time from match to lease-up. • Reflection that the surge in housing resources was not matched by a surge in front-line staff to support clients navigating the process. • Question on how budget cuts will impact the number of matches for the rest of the fiscal year. • Concerns about how the system impacts frontline staff and their ability to provide quality services. • Additional reflections on complexity of the process and impact on case managers. |
| FY24 – 02/01 | Constituent Concerns | <ul style="list-style-type: none"> • Concern flagged by consumers with lived experience who are engaging with people enrolled in programs but not adequately supported by case managers, primarily related to recovering from COVID and navigating Medicaid renewals. • Flag for CAHP coordination with People for Fairness Coalition (PFFC) as a consumer-led organization that is now CAHP and HMIS participating. |
| | DCHA Updated LRSP Application | <ul style="list-style-type: none"> • Updated electronic application for the LRSP housing voucher, including feedback from the pilot and development process. • Questions on the impact of the waitlist and availability, what spurred the language change to a lower reading level, and if voucher eligibility is impacted by citizenship or immigration status, given the change in application language. • Clarification that DHS PSH providers are now responsible for completing the LRSP application since DHS Operation Make Movement (OMM) phased out. |
| | CAHP Updates | <ul style="list-style-type: none"> • Flag that clarification on the post-match process is critical. • Need for a workflow to outline transitions in the system, including transfers from RRH to PSH, as process steps are not always clear. • Questions on how to follow up and escalate applications or client cases not advanced through Operation Make Movement (OMM). • Request for visibility and notification on the status of the LRSP application. • Discussion on the ability to adhere to the matching schedule and any anticipated challenges from DHS and TCP CAHP perspective |
| FY24 – 12/07 | Constituent Concerns | <ul style="list-style-type: none"> • Feedback from consumers that the RFTA step in the housing voucher process is challenging. |

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| FY24 – 11/02 | CAHP Prioritization Review | <ul style="list-style-type: none"> Concerns about the difficulty in locating clients once they are matched and how often contact information changes. Question about making 100 matches a month and that not being beneficial because staff have to work to locate all of the people. Recommendation to wait until we have post-tentative match phase capacity for the matches to be made. |
| FY24 – 10/05 | PSH Utilization & Dashboards | <ul style="list-style-type: none"> Excitement on efficiency of I-CAHP matching. <ul style="list-style-type: none"> Clarification that the length of time data only includes individuals who have leased up. Discussion on impact of rent reasonableness on length of time to lease up. Concerns about PSH case management. Feedback on miscommunication at different steps of the housing process. |
| | Priorities & Projects | <ul style="list-style-type: none"> Expediting Exits <ul style="list-style-type: none"> Recommendation for more housing navigators and to identify units in all wards for both RRH and PSH. Continue monitoring and improving Operation Make Movement process. Maintaining Program Quality <ul style="list-style-type: none"> Concerns about the PSH case management quality and provider accountability. For example, high turnover in PSH case managers is frustrating to clients. Emphasis on PSH retention and eviction-prevention. Discussion on building knowledge infrastructure for frontline staff and case managers. |

Comments from Youth Committee Meetings

| Meeting Date | Agenda Topic | Constituent comments, including concerns, questions, or recommendations. |
|--------------|------------------------------------|--|
| FY25 – 10/22 | CFSA Housing Report & Data Sharing | <ul style="list-style-type: none"> Applications that get sent back without clear reasons or were delayed and now income is out of date. Note that CFSA and DCHA share a portal to track applications but providers and clients don't have access. |
| FY24 – 10/23 | Annual Priorities | <ul style="list-style-type: none"> Frustration of the overall housing process length of time and rent reasonable. Discussion on knowledge gaps for people with lived experience as it relates to the housing process and how to improve communication. |

Comments from the Veterans Subsystem

| Meeting Date | Agenda Topic | Constituent comments, including concerns, questions, or recommendations. |
|--------------|-----------------------|---|
| FY25 – 02/20 | Performance Oversight | <ul style="list-style-type: none"> • Meetings have increased with DCHA and Housing Navigators. • Lack of transparency in the entire process and specifically rent reasonableness. • Frustration with the length of time from submission of housing application to lease up. • Lack of data sharing and overall teamwork with the ability to partner together to move people into housing faster. • Working with a TA provider since the bootcamp with the VA and DCHA has proven frustrating. TA provider shares how other PHA's will adjust and adapt but DCHA does not follow suit. • For example the ability to pre-inspect units was only used with the urgency of a GPD provider closing and needing to expedite lease ups. DCHA is reluctant to scale working efficiencies to the broader population. |
| FY25 – 11/21 | Project Plans | <ul style="list-style-type: none"> • SSVF providers trained/certified in HQS standards to complete pre-inspections, but DCHA is not leveraging their experience and expertise. |
| FY24 – 08/22 | Work Plan Updates | <ul style="list-style-type: none"> • Positive update to the LRSP application which was streamlined through a partnership with DC Lab |
| FY24 – 07/18 | Project Plans | <ul style="list-style-type: none"> • Partnership with HUD and the VA to run bootcamps at a local level to encourage stronger partnership between the VA and DCHA. VA, DCHA, Providers, TCP, and ICH attended a bootcamp to streamline the lease up process. |
| FY24 – 01/18 | Reflections on 2023 | <ul style="list-style-type: none"> • Continued barriers and delays from DCHA and across the system. This could account for the low housing placement rate from 2022 to 2023. |

39. ONE ROLE OF THE ICH IS TO WORK WITH THE DEPARTMENT OF GENERAL SERVICES (“DGS”) 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 IN FY24 AND FY25-TO -DATE.

As indicated in question 19 above, the ICH Team assumes that the following efforts take into account the availability of appropriate vacant public or tax-foreclosed buildings as DGS is a critical partner to DHS in soliciting for and identifying appropriate options for the following ongoing efforts:

- Winter Plan: expansion of overflow locations during hypothermia season
- Expansion of non-congregate bridge housing (example: Aston and E Street)
 - Low Barrier Shelter Replacement/Redevelopment (example: NYA Shelter)

However, it may be appropriate to consider whether community-funded initiatives can take advantage of vacant public or tax-foreclosed buildings, so it may be appropriate to request an annual analysis based on parameters that respond to community-funded initiatives.

40. PLEASE PROVIDE AN UPDATE ON THE IMPLEMENTATION OF THE FY25 WINTER PLAN, TO DATE. PLEASE INCLUDE A PROGRESS UPDATE ON CHANGES MADE TO THE OVERFLOW SHELTER SYSTEM FOR INDIVIDUALS.

The ICH Team is tracking the following concerns related to the implementation of the Winter Plan.

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
|---|--|---|
| Hypothermia Close-Out | | |
| Status of Epiphany | <p>Reports of men turned away on 02/20 and 02/21 due to a sudden break in service. Concerns about timely payments and viability of the location.</p> <p>Shelter capacity reports indicate that Epiphany was open as of the 02/26 Shelter Capacity Workgroup and Emergency Response and Shelter Operations (ERSO) Committee meetings. Also, Epiphany is at or near capacity nightly, so it may be that men cannot be accommodated once it reaches capacity.</p> | <p>DHS to provide formal updates via email.</p> <p>Flag that while DHS has yet to provide a formal update via email, but the District Hypothermia Resource Guide for Adults and Young Adults no longer includes Epiphany as an overflow location as of February 28, 2025.</p> |
| Close-out schedule of overflow locations for the remaining months: <ul style="list-style-type: none"> • March and • April | Request for the close-out schedule for all overflow locations mobilized during hypothermia season, as available. | <p>DHS to clarify.</p> <p>Any information available in advance of April will be used to facilitate planning at the following ICH meetings:</p> <ul style="list-style-type: none"> • 03/04 Front Door Services WG focused on outreach and day/drop-in centers • 03/13 Shelter Solutions WG focused on planning for temporary housing |
| Communication strategy for close-out of overflow locations | Request for guidance and resources for directing consumers, especially those newly | Outstanding. DHS to clarify. |

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
|---|---|---|
| | experiencing homelessness as overflow locations close. | <p>Components identified for consideration include:</p> <ul style="list-style-type: none"> • For overflow residents • For community-funded and peer services/supports • At the Front Door for newly experiencing |
| Status of exit interviews | Flag that exit interviews at overflow shelters were initiated in February last year. Also, exit interviews may be a potential tool for estimating the impact of the close-out schedule on overflow residents. | <p>DHS to clarify.</p> <p>Any information available in advance of April will be used to facilitate planning at the following ICH meetings:</p> <ul style="list-style-type: none"> • 03/04 Front Door Services WG focused on outreach and day/drop-in centers • 03/13 Shelter Solutions WG focused on planning for temporary housing |
| Estimating post-hypothermia shelter capacity | Request to estimate the impact of closing overflow locations on shelter capacity. | <p>TCP followed up with back-of-the-envelope projections for shelter capacity if all overflow locations close out at the end of April.</p> <p>Notwithstanding formal updates from DHS, back-of-the-envelope calculations will be used to facilitate planning for the following ICH meetings:</p> <ul style="list-style-type: none"> • 03/04 Front Door Services WG focused on outreach and day/drop-in centers • 03/13 Shelter Solutions WG focused on planning for temporary housing |
| Analyzing utilization during hypothermia season | Request to expedite the analysis of shelter utilization during hypothermia season so capacity estimates can be compared and calibrated by actual utilization. | <p>TCP is scheduled to provide the hypothermia debrief analyzing utilization at the May Shelter Capacity WG meeting, one month after hypothermia season closes.</p> <p>TCP to consider the feasibility of generating a mid-season report for hypothermia utilization from November – January or February for the March Shelter Capacity WG meeting.</p> |

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
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| Tracking the impact of closing overflow shelters on Front Door <ul style="list-style-type: none"> Unsheltered At encampments | Request to quantify the impact of closing overflow locations at the Front Door. | For discussion at 03/04 Front Door Services WG. How do agencies and providers track who is unsheltered or at an encampment? How do we document the impact of opening and closing overflow locations on the number of unsheltered individuals or at encampments? |
| Early/Mid-Season Concerns | | |
| Cold Weather Exposure | | |
| <ul style="list-style-type: none"> Day-Time Hypothermia Alerts | Overflow shelters only operate overnight from 7 pm to 7 am during hypothermia alerts. There are days that the hypothermia alerts are still on after 7 am. | Ideally, constituents identified that overflow locations would be available for 24/7 service, especially during hypothermia alerts. This is not likely not feasible for several reasons, including: <ul style="list-style-type: none"> Budget constraints and Location constraints – not all overflow locations are single-purpose buildings that can be leveraged during the daytime as needed. As such, for daytime respite during hypothermia alerts, our system relies on day/drop-in service centers and public facilities, including recreational centers and public libraries. |
| <ul style="list-style-type: none"> Encampment Protocols/Closures | Request to pause on all encampment protocol/closure activities during cold weather emergencies. | DMHHS rescheduled encampment protocol/closure activities to avoid cold weather emergencies. |
| <ul style="list-style-type: none"> Heat-related concerns | Heat outages were reported at low-barrier and non-congregate shelter locations. | Prompt resolution of heat outages reported. |
| | Uncomfortable ambient temperatures were reported to advocacy partners engaging with consumers/clients at Day/Drop-In Centers. | On the one hand, thermostat settings were confirmed for locations that indicated low temperatures. Conversely, there is a significant disconnect between the original incident, the report to trusted advocacy partners, and flags |

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
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| | | to DHS at ICH meetings. Lived experience representatives insist that the lack of complaints directly to DHS or provider staff indicates a lack of trust in the ability of the system to resolve client complaints adequately. |
| <ul style="list-style-type: none"> Loss of Key Services – Temporary closure of Mt. Pleasant Library. | DCPL identified that the location will close for renovation starting in February. The ANC flagged concerns that the location is an essential resource for people experiencing homelessness in the neighborhood and requested support. | <p>Network of day/drop-in centers and outreach teams notified for situational awareness.</p> <p>Notwithstanding budget constraints, constituents identified that, ideally, the following resources would be mobilized in response:</p> <ul style="list-style-type: none"> Portable toilets (example: Throne Bathroom) Mobile showers |
| Public Service Announcements | | |
| <ul style="list-style-type: none"> Lack of awareness <ul style="list-style-type: none"> Amongst newly experiencing Amongst the general public | Flag that newly homeless may not know how to insulate themselves from the cold overnight, and the general public likely does not understand when they see someone who is not adequately protected and the importance of timely action or call for a safety check. | <p>Before the start of the hypothermia season, DHS developed a one-stop resource for the hypothermia season, available online at https://cold.dc.gov or https://dhs.dc.gov/extremeweather.</p> <p>Also, DHS mobilized additional PSAs, especially in response to cold weather emergencies and during inauguration.</p> |
| <ul style="list-style-type: none"> Metro (Bus and Rail) | <p>Request to prioritize coordination with Metro (Bus and Rail) to highlight the following:</p> <ul style="list-style-type: none"> Weather alerts in effect and Shelter hotline for transport to shelter and safety checks | Planning for PSAs started upon the adoption of the Winter Plan. Due to the demand for PSAs on Metro, one lesson learned is that coordinating with Metro requires longer lead times. For the next hypothermia season, it will be essential to start coordination with Metro well before the Winter Plan is adopted. |
| <ul style="list-style-type: none"> Multiple Languages | Flag that information is needed in multiple languages, especially Amharic and Mandarin. | The links to information in Spanish, Amharic, and French at the bottom of https://cold.dc.gov are general information about accessing DHS services. They are not specific to hypothermia resources. |

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
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| Showers | | |
| <ul style="list-style-type: none"> Cold showers | Similar to the flag about uncomfortable ambient temperatures, cold shower temperatures were reported to advocacy partners engaging with consumers/clients at Day/Drop-In Centers. | On the one hand, DHS can confirm all showers are working as they should at the locations for the complaints. Conversely, there is a significant disconnect between the original incident, the report to trusted advocacy partners, and flags to DHS at ICH meetings. Lived experience representatives insist that the lack of complaints directly to DHS or provider staff indicates a lack of trust in the ability of the system to resolve client complaints adequately. |
| <ul style="list-style-type: none"> Lack of showers at overflow locations | Constituents with lived experience flagged that at least one overflow location does not provide showers. | DHS has yet to provide an accounting of which overflow locations do not offer showers. |
| | Impact on community-funded day center: In January, Thrive DC confirmed they have increased shower slots by 50% by opening earlier and turning showers over faster to accommodate an increase in demand for showers by men. | DHS flags that utilization at DC-funded locations did not see a similar rise in demand for showers or meals. Constituents flagged that Thrive DC no longer receives funding from the DC government but continues to provide excellent support. In particular, constituents with lived experience highlighted services provided by Spanish-speaking counselor(s). |
| Supplies | | |
| <ul style="list-style-type: none"> Food quality and quantity | Constituents with lived experience have flagged that the quality and quantity of food distributed, especially at the Downtown Day Service Center (DDSC), is inadequate. | On the one hand, TCP and DHS confirm that there are no official complaints or suggestions about food by clients/consumers at program sites. Conversely, lived experience representatives insist that the lack of complaints directly to DHS or provider staff indicates a lack of trust in the system's ability to resolve client complaints adequately. |

| Issue | Available Background or Context | Notes on Outcomes, Recommendations, or Next Steps |
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| <ul style="list-style-type: none"> Coordination with Peer Outreach | Constituents with lived experience have flagged that UPO bus drivers would not drop off extra blankets to support peer-led outreach efforts. | DHS and UPO have not identified a point person or a protocol for ensuring peer-led outreach can access supplies. |
| Transportation | | |
| <ul style="list-style-type: none"> Inaccessible vehicles/transportation | Reports that accessible hotline buses are not readily available during scheduled transportation runs. | DHS and UPO have not identified the number of accessible hotline buses and scheduled runs so that providers can coordinate or support clients/consumers. |
| <ul style="list-style-type: none"> Inappropriate driver comportment | Reports of inappropriate driver behavior | Flag to escalate concerns to UPO managers and supervisors as soon as incidences arise. |
| <ul style="list-style-type: none"> Timely on-demand response times | Significant delay related to on-demand response, even outside of scheduled runs | DHS and UPO have not identified a standard for successful pick-ups for on-demand runs |
| <ul style="list-style-type: none"> Timely scheduled runs | Reports that schedule runs are inconsistent | DHS and UPO have not identified a standard for completing scheduled runs on time. |
| Warming Bus Deployment | | |
| <ul style="list-style-type: none"> Communication with <ul style="list-style-type: none"> Peer Outreach and Shelter Transport | Notification that warming buses were mobilized was limited to the Comprehensive Street Outreach Network (CSO) and did not include Peer Outreach or the Shetler Hotline. | DHS has not identified a protocol to ensure peer-led outreach and hotline services are informed of warming bus deployments and locations. |
| <ul style="list-style-type: none"> Locations | The update that warming buses were mobilized did not include location details or utilization data to support planning for future mobilizations. | DHS has not provided location or utilization data tracked relative to the mobilization of warming buses during the Inauguration week. |
| <ul style="list-style-type: none"> Utilization | | |