

901 Home, Together: Strategic Plan to End Homelessness in Memphis/Shelby County
 Implementation Progress Report – Quarter Ending 12/31/2021

Goal 1: Ensure Homelessness is a Rare Experience		
Objective 1.1: Collaboratively Build Lasting Systems that End Homelessness		
Strategies	Benchmarks	Status
<p>1.1a: Work proactively with publicly funded institutions and systems of care to develop and implement discharge policies that help prevent homelessness.</p>	<p>Formalize discharge planning with at least 2 systems of care (e.g. criminal justice, foster care, hospital, and mental health) to ensure as many individuals as possible are not exited from these systems directly into homelessness, or if unavoidable are connected with supports and resources</p>	<p>In Progress</p> <ul style="list-style-type: none"> <p>Criminal Justice: The 901 STARR (Safer Transitions for At-Risk Residents) program was created in response to COVID-19 in partnership with Shelby County Division of Community Services, Public Defender’s Office, and Health Department. The program provides temporary shelter, connection to resources, and COVID-19 testing for individuals exiting the criminal justice system. Efforts will continue to potentially improve and expand the program post-COVID. 12/31/21: Educational materials and information on the negative impacts of the criminalization of homelessness were developed and publicized on the CAFTH website and through direct individual outreach to all City Council members and County Commissioners. Efforts will continue to develop stronger partnerships with all sectors of the criminal justice system.</p> <p>Foster Care/DCS: Continue to build on strong partnership with DCS, including coordinating logistics for the FUP-FYI (Foster Youth to Independence) program, which includes 25 housing vouchers through MHA for former foster youth. 12/31/21: 23 vouchers have been successfully utilized, and planning is underway with MHA to apply for additional vouchers. Additionally, CAFTH and the CoC were successfully awarded funds through HUD’s Youth Homelessness Demonstration Program (YHDP), and youth system planning involving DCS is beginning.</p> <p>Hospital/Medical: Continue working with Regional One Health to participate in Coordinated Entry System to house individuals identified as experiencing homelessness. Continue supporting</p>

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		<p>partners at Room in the Inn with respite program and connecting participants in program to long-term housing through Coordinated Entry System.</p> <ul style="list-style-type: none"> • Mental Health: Continue to build on strong partnerships with AHS and CMI, including active participation in weekly outreach and housing placement meetings for their clients.
1.1b: Improve data sharing agreements	Develop data sharing agreements and conduct regular data imports or direct data entry with at least 2 external partners not currently entering data into HMIS	<p>Planning</p> <ul style="list-style-type: none"> • Exploring potential partners and making improvements to Clarity HMIS system to incentivize non-participating providers to participate directly. Continuing to discuss potential data-sharing partnerships with currently non-participating providers.
Objective 1.2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness		
Strategies	Benchmarks	Status
1.2a: Increase funding and resources for prevention and diversion activities	Develop and formalize an official diversion plan within the CoC including plans for ongoing prevention and diversion funding sources	<p>Planning</p> <ul style="list-style-type: none"> • Potential funding source identified for flexible diversion fund. Planning and consultation with providers to begin in next quarter to begin implementation. • Participated in HUD “Housing Problem-Solving” Technical Assistance community workshop. Beginning planning to gather feedback from stakeholders and implement practices in community.
1.2b: Increase resources and policies to support vulnerable populations including youth, families, domestic violence survivors, and veterans	Formalize lead partners for assisting each population and track progress towards meeting USICH benchmarks for ending homelessness for these populations	<p>In Progress</p> <ul style="list-style-type: none"> • Youth: Successfully awarded \$3.7 million through HUD’s Youth Homelessness Demonstration Program (YHDP), which provides funding for youth system planning and projects to reduce youth homelessness. 12/31/21: The community planning process is underway, and a core planning team is meeting monthly. Efforts in the next

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		<p>quarter will focus on identifying gaps and potential future project types. The final approved community plan will be submitted to HUD by 3/15/22; after approval from HUD, project applications will be accepted from agencies for project funding.</p> <ul style="list-style-type: none"> • Families: Continuing to work with MIFA as lead for families' Coordinated Entry System and discussing possible improvements with MIFA and additional stakeholders. 12/31/21: Most recent subgrant contracts with MIFA have been updated to address identified gaps and service improvement opportunities. • Domestic Violence: Working to gather and meet with stakeholders to strengthen partnerships. 12/31/21: Several agencies serving DV survivors are participating in the Emergency Housing Voucher (EHV) program, including multiple agencies new to participating in the CoC. Relationships will be leveraged to increase collaboration in the next quarter. • Veterans: Continuing to work with VA to conduct weekly veterans' by-name list meetings. 12/31/21: An influx of resources to partnering agencies (including additional SSVF funding to CCWTN) have increased referral opportunities for veterans, and the Veterans By-Name List is consistently at a very small number. Planning is underway to identify remaining barriers to applying for functional zero status of ending veteran homelessness.
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Goal 2: Ensure Homelessness is a Brief Experience		
Objective 2.1: Identify and Engage All People Experiencing Homelessness as Quickly as Possible		
Strategies	Benchmarks	Status
<p>2.1a: Increase street outreach and service coordination programs that allow persons to access needed services quickly and efficiently</p>	<p>Formalize processes surrounding assessment, intake, and diversion for both internal and external CoC agencies, including policies for those who are fleeing domestic violence</p>	<p>Planning</p> <ul style="list-style-type: none"> • Exploring and researching best practices in other similar communities across the country surrounding assessment, intake, and diversion. Participated in HUD “Housing Problem-Solving” Technical Assistance community workshop and beginning planning to gather feedback from stakeholders and implement practices in community. • <i>Domestic Violence:</i> Working to gather and meet with stakeholders to strengthen partnerships.
	<p>Formalize and expand additional entry points into system, especially outside of traditional operating hours</p>	<p>Planning</p> <ul style="list-style-type: none"> • Exploring options for expanding hotline to serve individuals in addition to families experiencing homelessness.
	<p>Assess outreach needs and formalize plan for expanding outreach funding and capacity, including activating an outreach committee to develop plan and further goals</p>	<p>In Progress</p> <ul style="list-style-type: none"> • Outreach committee officially activated and meeting weekly. • Exploring plan and goals for additional needs and capacity.

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Objective 2.2: Provide Immediate Access to Low-Barrier Emergency Shelter or other Temporary Accommodations to All Who Need it		
Strategies	Benchmarks	Status
2.2a: Increase Emergency Shelter with an emphasis on free, low-barrier, equal access shelters	Better track unsheltered populations to determine needs and formalize plan for expanding shelter funding and capacity, including by reducing overall length of time homeless and increasing exits to permanent housing	Planning <ul style="list-style-type: none"> Exploring data visualization options. 12/31/21: Outreach Committee is meeting weekly to better coordinate services and will be leveraged for future planning. Planning for the 2022 Unsheltered Point-in-Time Count is underway, and the Count will begin on January 26, 2022.
	Educate and partner with existing shelters to lower barriers as much as possible and expand capacity	In Progress <ul style="list-style-type: none"> Provided training to shelters and other providers on HUD’s Equal Access rules. Working with Hospitality Hub, Room in the Inn, and other partners developing shelter projects to ensure new projects are low-barrier.
Objective 2.3: Maintain Coordinated Entry System (CES) to Standardize Assessment and Prioritization Processes and Streamline Connections to Housing and Services		
Strategies	Benchmarks	Status
2.3a: Expand CES partnerships to increase and improve entry and exit points and better connect community partners	Formalize partnerships with at least 2 emergency shelters for single adults outside of the current CES to expand intake capacity	In Progress <ul style="list-style-type: none"> Currently working with new shelter projects, including Hospitality Hub and Room in the Inn, to integrate fully into Coordinated Entry System.

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	Formalize process for referring individuals to services while they await housing, including outreach, housing navigation, and mental health or substance abuse resources for those who want them	<p>In Progress</p> <ul style="list-style-type: none"> Added new Housing Navigator to CoC staff team to provide additional services for individuals currently awaiting housing. Exploring additional services and partners to better integrate into Coordinated Entry System.
<p>Objective 2.4: Assist People to Move Swiftly into Permanent Housing with Appropriate and Person-Centered Services</p>		
Strategies	Benchmarks	Status
<p>2.4a: Increase and Maximize Permanent Housing Resources</p>	Develop and formalize a plan to both increase utilization rates of current permanent housing beds and expand permanent housing capacity, including ways to visualize data on permanent housing capacity and availability	<p>In Progress</p> <ul style="list-style-type: none"> 12/31/21: Community Queue within Clarity HMIS fully implemented and rolled out to better track housing openings, referrals, and active enrollments. 12/31/21: Following the 2021 CoC NOFO Competition, the lowest-performing renewal projects have been placed on Performance Improvement Plans to receive additional technical assistance from CAFTH; this includes several projects with consistently low occupancy rates, with goals to increase occupancy to 100% prior to the 2022 CoC NOFO Competition.
	Develop landlord engagement strategy to better partner with flexible and low-barrier private market landlords	<p>In Progress</p> <ul style="list-style-type: none"> 12/31/21: Potential funding source identified for landlord unit damage risk mitigation fund. Policies have been drafted and presented to committee for review. Policies will be presented for approval in the next quarter to begin implementation and deployment. Created Landlord Resources page on CAFTH website and interest form to attract new potential landlord partners Activated Landlords Committee to develop further strategies for

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		<p>engagement.</p> <ul style="list-style-type: none"> • Added Housing Navigator to CoC team to devote additional time to landlord outreach and engagement. • 12/31/21: Individual contacts to landlords being conducted to educate on potential partnership opportunities and determine interest. List of flexible landlord partners is growing and being sent to partnering agencies more frequently.
	<p>Formalize partnerships with at least 2 affordable housing providers outside of the current CES to expand outflow capacity</p>	<p>Planning</p> <ul style="list-style-type: none"> • Exploring potential partners and options. Researching best practices in other similar communities across the country.
<p>2.4b: Provide Training on Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) principles to ensure case managers and housing staff are fully trained on supportive housing services</p>	<p>Develop and formalize new plan and requirements for training new CoC PSH and RRH case managers as well as recurring training and testing to ensure cohesive training across the CoC</p>	<p>In Progress</p> <ul style="list-style-type: none"> • An online training webpage on the CAFTH website has been developed for providers to receive training and request certification after responding to questions about the training at any time on various topics. Over 100 individuals have requested training certifications so far. • New virtual training on serving survivors of domestic violence and requirements of the Violence Against Women Act (VAWA) has been sent to partners for completion; all CoC-funded and/or Coordinated Entry participating agencies are mandated to complete this training annually. • Working with national training partners to explore options and plan to begin scheduling in the upcoming quarter.

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Goal 3: Ensure Homelessness is a One-Time Experience		
Objective 3.1: Prevent Returns to Homelessness through Connections to Adequate Services and Opportunities		
Strategies	Benchmarks	Status
<p>3.1a: Seek and design partnerships with key mainstream service providers to leverage resources and support integrated care</p>	<p>Improve and formalize referral processes between housing providers and mainstream benefit resources, including mental health resources for those who need them</p>	<p>Planning</p> <ul style="list-style-type: none"> • Exploring potential partnerships with Medicaid/TennCare/Managed Care Organizations. Hosted representative from United Healthcare to discuss utilization of TennCare CHOICES benefits at the September CoC Planning meeting. • Formalizing and continuing to improve referral process to AHS’s Housing First Team for individuals in housing and in need of additional supportive services. • Continue to support and evaluate local SOAR processes for individuals to access SSI/SSDI.
Objective 3.2: Increase Opportunities for Meaningful Engagement with Persons with Lived Experiences		
Strategies	Benchmarks	Status
<p>3.2a: Formalize feedback from persons with lived experience, through either focus groups or feedback more routinely collected from clients in existing programs</p>	<p>Develop and formalize a policy to create a Lived Experience Advisory Group within the Homeless Consortium</p>	<p>In Progress</p> <ul style="list-style-type: none"> • Working with H.O.P.E. (Homeless Organizing for Power and Equality) to create formal policies for engagement and consultation on Consortium/CoC policies and practices. • Worked with H.O.P.E. to gather system feedback from nearly 70 individuals currently experiencing homelessness as part of the 2021 Gaps Analysis recently published.

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	<p>Expand Consortium's Governing Council to include additional spots for individuals with lived experience of homelessness</p>	<p>In Progress</p> <ul style="list-style-type: none"> • Added liaison position on Governing Council for H.O.P.E. (Homeless Organizing for Power and Equality). • Exploring additional positions to add and best practices in engaging individuals with lived experience.
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Goal 4: Sustain an End to Homelessness		
Objective 4.1: Sustain Practices and Systems at a Scale Necessary to Respond to Future Needs		
Strategies	Benchmarks	Status
4.1a: Broaden understanding around states of housing insecurity that may factor into future homelessness	Outline goals for meeting a functional zero end to homelessness and how to measure data to ensure that goal can be met in a sustained manner	Planning <ul style="list-style-type: none"> Exploring possible external data sources to better understand all factors impacting housing instability and homelessness locally, including potential work and partnerships with Innovate Memphis.
Objective 4.2: Planning for the Needs of Persons Experiencing Homelessness in Disaster Response and Recovery Efforts		
Strategies	Benchmarks	Status
4.2a: Addressing Response and Recovery From COVID-19 Pandemic	During and after COVID-19 response, develop report on lessons learned and strategies to improve future emergency response efforts	Planning <ul style="list-style-type: none"> Continuing response planning and support and tracking lessons learned informally and through committee and ad hoc group meetings. 12/31/21: Ongoing response work includes continuing vaccination events; since March 2021, over 450 individuals experiencing homelessness have been vaccinated at 13 events.
4.2b: Adaptable Emergency Response Planning for Persons Experiencing Homelessness	Develop and formalize Emergency Response Plan	Planning <ul style="list-style-type: none"> Exploring and researching best practices in other similar communities across the country. Reviewing and assessing HUD resources. 12/31/21: Continuing to build relationships with emergency response partners and determining new potential partners.