



recorded and thematically organized around key priority areas and presented at the March 2017 Board meeting. During that meeting, Board members reviewed and ranked priority areas in order of importance, as follows:

1. Affordable Housing
2. System Planning, Collaboration, and Provider Capacity
3. Data-Driven Planning and Decision-Making
4. Resource Development
5. Employment and Income
6. Emergency Shelter and Services
7. Continuum Operations and Governance

Following the ranking of priorities, the Executive Committee identified potential activities within each area and developed guidance to align the focus and activities of all entities within the Continuum.

Key Priorities

1. Affordable Housing

Goal: Create an organized, innovative strategy and coordinated responses to increase access to and availability of affordable, permanent, and permanent supportive housing options, including dedicated options to address youth homelessness.

- **Elevate Housing as a Continuum Priority:** Establish a Housing Committee to address the full range of activities within this priority. This includes funding for permanent supportive housing, rapid rehousing, and set asides of affordable housing for people experiencing homelessness which typically falls in a lower category of affordability than traditional programs.
- **Increase Permanent Supportive Housing Units:** Identify opportunities to work with Baltimore City Housing Authority and other stakeholders to prioritize units for homeless individuals and utilize existing units more effectively and efficiently.
- **Improve Access to Units:** Increase access to landlord networks and improve access to existing affordable units within the city.
- **Develop Housing:** Work with Baltimore City Department of Housing and Community Development and private developers to identify major new projects and opportunities to increase affordable housing units.



2. System Planning, Collaboration, and Provider Capacity

Goal: Implement system-wide activities and structure to ensure effective operation and fair access to services and improve cross-sector collaboration. Increase the diversity and depth of the provider network and improve the quality and consistency of service delivery.

- **Coordinated Access:** HUD has issued a clear deadline of January 2018 for CoCs to implement Coordinated Entry across all subpopulations. Implementation across all project types must be properly conveyed and adequate resources allocated to meet deadlines; must prioritize clear access points to services and referral processes; need an effective screening and navigator process to ensure appropriate matching; need to streamline inspection processes.
- **Standards of Care:** Need to be approved and implemented with a fully funded and supported training and education effort; need to be adequately monitored to ensure standards are effectively operationalized. Participation requirements need to be embedded in contracts.
- **Cross-Sector Collaboration:** Engage system partners, including health services, and create strong pipelines to services and permanent housing solutions.
- **Provider Capacity:** Enhance program management capacity to develop and institutionalize internal policies and procedures; enhance program evaluation capacity to ensure data quality, database usage, and effective data analysis. Provide robust and reoccurring training opportunities. Identify new organizations and providers to enhance and diversify our system capacity. Develop rapid rehousing program model and capacity with in-depth training to service providers on how to effectuate new model.

3. Data-Driven Planning and Decision-Making

Goal: Establish baseline data and continuous tracking to set strategy and goals, assess performance, and drive decision-making to improve performance based on federal and local priorities.

- **System Performance:** Review and increase shared understanding of HUD's system performance measures and local performance measures; create a strategy for refining local measures and benchmarks; visualize and make data publicly available.
- **Data Quality:** Ensure quality data collection and review data for accuracy.
- **Decision-Making:** Assist programs to identify performance concerns early and develop action plans to proactively address concerns; integrate performance measure and benchmark planning and review with all committees and workgroups.



4. Resource Development

Goal: Conduct an assessment of existing and potential public and private resources and proactively identify opportunities to realign existing resources, increase diversity of funding streams, and decrease reliance on federal HUD funding.

- Launch a Resource Development Committee.
- Review resource alignment across all relevant public and private funding streams.
- Identify foundation, business, and government stakeholders and determine nature of potential requests.
- Set fundraising goals.

Additional Priority Areas

1. Employment & Income:

Develop a system-level approach to connect workforce development and income stability resources and services.

2. Emergency Shelter and Services:

Enhance the capacity and quality of emergency services to increase access and reduce the length of stay.

3. Continuum Operations & Governance:

Implement system-wide activities and governance structures that facilitate the operational aspects of our Continuum with clear roles and responsibilities; improve communication and engagement.

Conclusion

Under the new Continuum governance structure, these priorities guide the efforts of the full Continuum. While the Continuum Board provides leadership, the responsibility to move this work forward belongs to every individual and agency within the Continuum. Many of the key planning and implementation efforts occur within committees and workgroups, coordinating closely with the Mayor's Office of Human Services.

Next steps will include establishing new committees, providing clear guidance to all Continuum stakeholders, and identifying clear indicators and benchmarks. The Continuum Board will periodically review and adjust priorities to reflect the ongoing Continuum recommendations, account for progress on existing priorities, and incorporate new activities and initiatives.