CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs

I. Leveraging Housing Resources – Letter Attachment – No Narrative
  - Development of new units and creation of housing opportunities

  - Landlord Recruitment
    Current Recruitment Strategy:
      - Multiple staff across CoC dedicated to locating units and recruiting landlords. Staff with previous experience in sales and property management. Staff obtained real estate license to have access to multiple listing service and approaches owners of multifamily properties about renting to clients before they hit the market; Development and fostering of individual landlord relationships; Regular attendance at local landlord associations
      - Benefits for landlords: screening of clients; on-time rent; at least monthly case management and home visits; connections to mainstream resources for long term housing stability; mediation between tenant and landlord or neighboring tenants; landlord incentives; Smart Renters - information provided to clients on budgeting, understanding rental agreements, being a good neighbor
      - Utilize small and medium sized landlords who have flexibility in tenant screening criteria
      - Including material with mailed checks asking landlords to refer other landlords
      - Flexible administrative process: Use of Venmo and day-of checks to secure a unit
      - Marketing through newsletter, website, and social media channels
      - Connect to eviction prevention – CoC staff attorney or pro bono providers; new Eviction Protection Program; landlord made aware of resources available should the tenant need additional assistance (ESG, ESG-CV, SSVF)
      - Training for housing locator staff and housing case managers: fair housing/anti-discrimination so staff can recognize when/if landlord is breaking fair housing laws.
      - ==# landlords==
      - CoC Landlord Engagement Working Group: to share resources; will transition to centralized housing access project once funding is secured.

    New Practices:
      - Partnership with Charleston County to use ARPA funds to strengthen landlord engagement.

- Technical Assistance project with HUD to develop centralized housing access program (Nashville model).
- Data – review of placement by race/zip code
- Stability/incremental vouchers (waiting on more information from HUD)
- Utilization of landlord incentives
- Creation/utilization of damage mitigation fund
- Landlord study: create a new position that is the main point of contact for all landlords, streamline so landlord doesn't have contact with multiple people

Use Data to Update Strategy:
- Spring 2022 – CoC used a consultant to conduct a landlord study – plan establish Landlord Advisory group
- Map assets – streamline and define roles for recruitment/engagement, mediation throughout the CoC.
- Working with City and County leaders to utilize the databases they created to administer ERAP funds to recruit landlords.

II. Leveraging Healthcare Resources- Letter Attachments – No Narrative

III. CoCs Current Strategy to Identify, Shelter, and House Individuals and Families Experiencing Unsheltered Homelessness
- Current Street Outreach Strategy
  - Services are person-centered, trauma-informed, low-barrier and voluntary
  - Direct street outreach is coordinated at the community-level, not by individual agencies; CoC's outreach team consists of highly trained staff from local municipalities and organizations that provide Rapid Re-Housing, Permanent Supportive Housing and Veteran-specific services such as Supportive Services for Veteran Families, Grant and Per Diem Program and HUD-VASH (Permanent housing with vouchers provided by HUD/Public Housing Authority and services provided by VA).
  - Outreach efforts are also coordinated among providers who may encounter homeless individuals, including law enforcement, the local child welfare agency, school districts and the faith community.
  - All outreach staff document contacts and housing placements in HMIS and are viewable by all outreach workers.
  - Outreach occurs five days/week (Monday-Friday) and up to 12 hours a day; days, time and locating are coordinated through mapping and assignment of staff to certain areas.

- The goal of outreach efforts is to connect a client to stable housing with voluntary supportive services to meet client need; client is offered any available option (Emergency Shelter/Temporary Housing, Transitional Housing, Rapid Re-Housing, Permanent Supportive Housing); there is no requirement to enter Emergency Shelter/Temporary Housing or Transitional Housing before being permanently housed. CoC providers all utilize a Housing First approach and do not impose preconditions on temporary or permanent housing.
  - Engagement strategies: Outreach staff are trained to utilize a person-centered approach and focus on the client's strengths; attending appointments at other service providers with the client and acting as an advocate. Outreach staff are trained in cultural competence and to respect the customs, preferences and norms of those living unsheltered with respect to age, race, gender identity or cultural preferences; outreach staff utilize housing problem-solving techniques; staff receive regular training in trauma-informed care and take a harm reduction approach when providing services (bringing things clients need immediately like food, water, blankets).
  - Each street outreach worker in the CoC is an access point into coordinated entry; if someone agrees to engage and accept services, they are assessed and prioritized for housing.
  - Recruitment of those with lived experience as outreach workers – recruitment is done by shelter staff and outreach workers who engage with those living unsheltered or in encampments; paid staff positions.
  - Data/Performance: All street outreach workers document client information in HMIS. The CoC utilizes custom reports disaggregated by race and ethnicity to analyze location of client; length of time in the street outreach project; exit destination from street outreach; if a client exits to a PH, which project type – Permanent Supportive Housing or Rapid Re-Housing. This data is used to identify disparities to determine if people of color are over-represented in a specific geography, spend longer amounts of time on the street, are more likely to exit outreach to a temporary destination or if they enter permanent housing, which type do they enter.

- Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness

- CoC outreach staff use a Housing First and harm-reduction approach to helping those living unsheltered access safe accommodation as quickly as possible. Outreach staff and CES access points utilize housing problem solving and diversion methods, facilitate entry to transitional housing, low-barrier shelter, when available, and non-congregate shelter (motels) if no bed is available in a congregate facility or if a motel is a more appropriate option for that household.
- The CoC Lead Agency utilized CARES Act funding to purchase blocks of rooms in motels throughout the geographic area, including booking rooms to be used as staff offices.
- These motels are viewed as an extension of existing low-barrier shelter and do not require service participation requirements. Every effort was made to temporarily house someone in motel that is in their community, but clients are given the option to stay in any motel block with availability. Larger families were provided multiple rooms to accommodate multiple children, ages, and genders.
- After entering the motel, clients are engaged by shelter staff who were re-assigned to work with those in motels to ensure their basic needs are met. Reassigned shelter staff purchase and deliver groceries or prepared meals, clothing, medication, or other emergency supplies needed.
- All motel clients are entered into CE, assessed, and prioritized for housing. Once prioritized for housing, clients are referred to a program with an opening and program staff began providing services for that household.
- For those who may not be immediately referred to a housing program, shelter staff, including a shelter case manager or outreach staff continued to check in with the client at least weekly and help begin gathering documentation they need to secure housing, including IDs, social security cards, birth certificates, income verification and disability documents.
- # with positive exit from Street Outreach to – ES, Hotel, TH
- Prior to the pandemic, the CoC only utilized motels in very limited circumstances. With the need for safety brought on by the pandemic and the availability of funding, the CoC incorporated additional non-congregate shelter options into its range of temporary housing options. Lesson learned: purchasing blocks of rooms worked better than finding rooms as needed. This made motel managers more accommodating and agreeable to working with the CoC Lead and housing those coming straight from the street.

- Current Strategy to Provide Immediate Access to Low-Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness
  - The primary goal of the CoC's outreach strategy is to connect those living unsheltered with permanent housing without the household having to enter emergency or non-congregate shelter or transitional housing first.
  - CoC outreach staff use a Housing First and harm-reduction approach. Services are person-centered, trauma-informed, low-barrier and voluntary.
  - Outreach staff provide for any immediate needs a household may have and begin gathering documentation they need to secure housing, including IDs, social security cards, birth certificates, income verification and disability documents.
  - If a program has an immediate opening, outreach staff continue to work with the household since they have a developed rapport and work with the housing program case manager to transition the client into their own apartment. Once housed, housing program staff provide ongoing services to the client if the client agrees to participate.
  - As access points into Coordinated Entry, outreach staff enter clients into the Coordinated Entry System and ensure they are assessed and prioritized for housing and services – ==Link to Leveraging Housing Resources==
  - # who go from street directly into permanent housing – ==which program participant entered and whether they successfully exited. Compare to number who enter from shelter to demonstrate performance of current strategy==
  - New practices implemented over the past three years and lessons learned: Housing Problem Solving, Shared Housing, PHAs/Emergency Housing Voucherss; landlord incentives. Learned that providing as many options as possible for those experiencing homelessness (Housing Choice Vouchers or project-based vouchers, reunification with family, shared housing, ability to pay landlords incentives to house clients with poor rental histories) maximizes available housing options for those experiencing homelessness.

IV. Updating the CoC's Strategy to Identify, Shelter and House Individuals Experiencing Unsheltered Homelessness with Data and Performance
- Street Outreach

- Data points: PIT Count numbers, location of/ # /demographics (age, family composition, race, gender identity, LGBTQ+, disability status) of those living unsheltered and/or in encampments, # enrolled into the CoC outreach project
- Use this information to target specific outreach workers to specific locations and based on the known demographic of those in a particular area and include additional staff as needed to meet the needs of those on the street or in an encampment – including an attorney for civil legal matters or help obtaining documentation or medical and mental health professionals or a trusted case manager whom the person has worked with in the past.
- Performance Measures: Length of time in the street outreach project; positive and negative exit destinations from street outreach. The CoC utilizes custom reports disaggregated by race and ethnicity to analyze each of these measures to identify disparities (are people of color are over-represented in a specific geography, spend longer amounts of time on the street, or more likely to exit outreach to a temporary destination).
- Best practices: Consistent days/times at specific locations. CoC providers all utilize a Housing First approach and do not impose preconditions on temporary or permanent housing. Outreach staff are trained to utilize a person-centered approach and focus on the client's strengths; outreach staff are trained in cultural competence and to respect the customs, preferences, and norms of those living unsheltered with respect to age, race, gender identity or cultural preferences; outreach staff utilize housing problem-solving techniques; staff receive regular training in trauma-informed care and take a harm reduction approach when providing services. Employment of those with lived experience as outreach workers. Demographics of outreach staff reflective of those being served.
- Coordinated Entry/HMIS - All street outreach workers document client information in HMIS and all outreach workers are access points for the CoC's Coordinated Entry System. If those living unsheltered agree to engage and accept services, they are assessed and prioritized for housing. New assessment tool
- New partners – The CoC currently incorporates partners who do not conduct street outreach or exclusively serve homeless individuals such as food pantries and feeding programs, law enforcement, healthcare providers, school system liaisons and the local child welfare agency. There are two new efforts in the community the CoC is currently involved in. One is the Just Home Initiative. Charleston County is one of four communities selected for participation. The Just Home Initiative is a national program

designed to advance community-driven efforts to break the link between housing instability and jail incarceration and address the racially disparate footprint that the criminal justice system has on the community. As a participant in the Just Home Initiative, Charleston County will have access to funding to acquire and develop housing that meets the needs of justice-involved individuals. CoC staff participate on the Steering Committee for this initiative. Second, a large municipality within the CoC has undertaken a new effort to address homelessness in their community. Staff from this initiative has joined CoC Governing Council and CoC committees. Staff participates in street outreach and is working on a plan with the CoC for encampment resolution in their community.

- Low-barrier shelter and temporary accommodations:
  - Data: Previous living situation to ensure those coming from literal homeless situations are the ones accessing shelter or temporary accommodations; annual review of shelter and temporary housing provider's policies and procedures; review of reason for leaving, exit destination and accompanying notes to ensure shelter is not putting up barriers (primary shelters and transitional housing providers are all HMIS users so the CoC has access to this data).
  - Performance Measures: length of stay in shelter or temporary accommodations; reason for leaving and exit destination; length of stay for both exits to permanent housing and negative exits (exit to temporary or unknown/missing) destinations; rate of returns to shelter or temporary housing. The CoC utilizes custom reports disaggregated by race and ethnicity to analyze these measures to identify disparities (are length of stays longer for people of color, are they more likely to have a positive exit or are they more likely to return to homelessness).
  - Improve access to low-barrier/temporary accommodations: Best practices include low-barrier admission policies (open 24/7 and may remain in the building all day, not requiring an ID, not requiring employment or income, not requiring sobriety or treatment plan adherence, no curfew, providing storage for belongings, sheltering self-identified families/partners together); focus is on housing with quick assessment and referral to housing programs with no pre-prerequisites for entry; voluntary participation in supportive services; recruiting and hiring shelter staff with lived expertise; expectations of shelter clients are related only to safety and criminal activity; no time limit on stay.

- Those with the highest service needs are prioritized for shelter and temporary accommodations
- To expand options for shelter and temporary accommodations, the CoC will use data to determine gaps including quarterly review of coordinated entry data to determine types of temporary housing, permanent housing or the service needs of those living unsheltered. ==New assessment tool detail.== Data will also be used to help shelter and temporary housing providers determine if a reconfiguration of space is needed to accommodate demographic changes in homeless population or needs of the population and to demonstrate to local municipalities the need for funding to expand temporary accommodations such as non-congregate shelter (motels).
- New practices or activities funded through this competition: the provision of supportive services including case management, employment supports, primary healthcare, mental health services and civil legal services to those in shelter or temporary accommodations while they are waiting for a referral to a housing program or for the services they may need in addition to housing (SOAR, assistance obtaining entitlement benefits, prescriptions or medical care, employment referrals or other items needed to obtain employment). Services will ensure that the focus remains on housing and supporting the client with additional voluntary services to help them achieve housing stability.

- Permanent Housing
    - Data: Prior living situation of permanent housing entries (sheltered location vs. unsheltered location); review of permanent housing providers policies and procedures; reason for leaving, exit destination and accompanying notes to ensure negative exits are related only to lease violations.
    - Performance: Length of time homeless; length of time from project entry to housing; type of project entered (Rapid Re-Housing, Permanent Supportive Housing or other housing program); exit destination; zip code of housing placement. The CoC utilizes custom reports disaggregated by race and ethnicity to analyze these measures to identify disparities (is length of time to housing longer for people of color, are people of color more likely to enter Rapid Re-Housing or Permanent Supportive Housing, are people of color more likely to have a negative exit destination or be re-housed in a less desirable location).
    - Best practices to improve the CoCs ability to rapid rehouse people: prioritize people with more challenges ==(new assessment tool),== including those with no income, poor employment prospects,

troubled rental histories, and criminal records; linking participants with community resources that will help them achieve longer-term stability and well-being. Core components of rapid re-housing and permanent supportive housing include assistance locating housing, rental assistance, case management, connection to other mainstream services; helping household secure a voucher for ongoing rental assistance for those that do not need ongoing intensive supports; work with PHAs to target Housing Choice Vouchers, administer Emergency Housing Vouchers targeted to those with prior experience of homelessness, securing Stability Vouchers and providing supportive services, and utilizing a move-on strategy.

- Best practices to expand the CoCs ability to rapidly re-house those living unsheltered: Expanding housing options through landlord recruitment/engagement; targeting vouchers; development of housing affordable to those exiting homelessness; continue to work with PHAs without a homeless preference to establish one; develop a community-wide risk mitigation fund and provide landlord incentives.

V. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness
- The CoC held a Community Planning Meeting on August 25th and presented a draft of this plan. Potential applicants were informed that projects selected for inclusion in the Collaborative Application must support the strategies and utilize best practices detailed in this plan. The Rating and Ranking Tool includes rating factors that will ensure projects selected for inclusion will help the CoC address unsheltered homelessness. To be scored and ranked, certain threshold criteria must be met. These include correctly utilizing a Housing First approach and Low Barrier implementation, 100% participation in coordinated entry and having completed an organizational racial equity assessment. For grantees who receive CoC funding, scored performance measures include average length of time to housing move-in, exits to permanent housing, returns to homelessness, new or increased income, coordinated entry participation and serving high needs populations. For current CoC funded agencies and any new applicants, responses in the Project Application and Supplemental Form must detail how applicants will achieve the CoC's strategy for locating, engaging and quickly re-housing those living unsheltered. Additional scored factors include the following: organization has underrepresented individuals (BIPOC, LGBTQ+) in managerial and leadership positions; organization has a demonstrated method for involving those with lived expertise; organization has the ability to report and analyze data disaggregated by race/ethnicity; how an organization identifies disparities

and develops plans to address them; organization has experience serving people in unsheltered situations/encampments; and organization has partnerships with housing developers, landlords and healthcare providers. If awarded funding, CoC staff, the HMIS System Administrator and Monitoring and Performance Committee will ensure projects adhere to the CoC Plan and to the details set forth in their Project Application. This will be done through implementation monitoring, monthly data review, quarterly review of system performance measures, project participant feedback, coordinated entry data review, and review of disaggregated race/ethnicity data. If areas of concern are identified, CoC staff will work with the organization to provide additional training or assistance in securing technical assistance.

- Program eligibility processes that reduce unsheltered homelessness:
  - CoC Written Standards ensure households are screened in for services and do not put undue burden on those seeking assistance by requiring lengthy eligibility or program entry processes.
  - Programs may not screen out participants because they lack income, do not adhere to medical or mental health treatment, do not maintain sobriety or do not agree to participate in supportive services.
  - Organizations are expected to have partnerships that offer access to healthcare and a variety of housing options with the participant having choice in where they wish to live
  - Programs are expected to accept referrals made through HMIS within XX hours and make initial contact with the participant within XX hours.
  - Coordinated entry processes that reduce unsheltered homelessness
  - All CoC and ESG-funded Permanent Housing projects are required to utilize and adhere to the CoC's Coordinated Entry Written Standards.
  - Ensure this is done by monthly monitoring of program entries and coordinated entry data
  - Outreach teams include positions funded through city government, ESG, SAMHSA's PATH program and SSVF. These teams are coordinated at the community level by the CoC and all outreach staff are access points for coordinated entry.
  - Prioritization takes into account length of time homeless, age, family composition, those living unsheltered and those most negatively impacted by contracting Covid-19 or others infectious disease. The common assessment tool used by all access points – Details here
- Using street outreach to connect those living unsheltered with housing resources

- As access points to coordinated entry, outreach teams' primary goal is to connect those living unsheltered with permanent housing and if an immediate opening is not available, then to connect that participant with shelter or temporary accommodations.
- Outreach staff help meet the basic needs of those living unsheltered while working to engage them and connect them to housing resources through coordinated entry. Outreach staff also help participants begin gathering disability documentation or other documents needed to secure housing. Outreach staff also connect participants with other supports including medical care or civil legal services.
  - Additional steps the CoC is taking to ensure that people who are unsheltered can access housing and other resources in the community, including:
    - Increase access to identification
      - TA project for centralized housing access, vouchers, landlord engagement/incentives, engaging with affordable housing developers, partnering with PHAs
    - Provide housing navigation services
      - Housing-focused staff in shelters/temporary accommodations, housing-focused case management staff, housing locator staff
    - Provide access to healthcare and other supportive service
      - Partnerships with healthcare providers such as MUSC, Roper Healthcare, Fetter Healthcare Network (FQHC), the local mental health center and DAODAS. PATH program is operated by the CoC Lead and the CoC Lead has staff trained in the SOAR process. A CoC partner, the Palmetto Project, conducts outreach at a drop-in center to help homeless individuals sign up for available insurance plans. Healthcare Navigator staff employed by the CoC Lead.

VI. Involving Individuals with Lived Experience of Homelessness in Decision Making – Meaningful Outreach
- Meaningful outreach efforts to engage those with lived experience to develop a working group
  - Recognizing the difficulty in understanding where someone is in their journey and if they are ready to share their ideas and experiences, beginning in 2019, the CoC conducted listening sessions and focus groups and asked those with lived experience and those currently experiencing homelessness to participate.
  - Outreach to homeless and formerly homeless individuals was done through street outreach and homeless service agencies, including housing providers. Information was shared on multiple social

media platforms and outreach was done in shelters and at feeding programs. The CoC centered equity in this process by targeting outreach efforts to engage those who are most affected by homelessness, including BIPOC and LGBTQ+ individuals.

- Food, childcare, transportation, and gift cards were provided to participants and participants could attend as many group discussions as they wanted.
- The CoC's efforts ensured a cross-section of those with lived experience and those currently experiencing homelessness and included male and female Veterans, youth, LGBTQ+, single men, single women, families, and male and female Veterans at these listening sessions and focus groups.
- The CoC used a facilitator with experience working with underserved populations who did not have an affiliation with any homeless service provider in the CoC.
- The groups were informed that we want their input to make changes to how housing and services are provided to better meet their needs. Care was taken to draft simple questions that called on the lived experience rather than asking for their "story." Questions were also designed to encourage attendees to identify flaws in the system rather than personal flaws of individuals and to elicit ideas on improvements that could be made in the system.
- As part of the focus group, attendees were asked if they would like to deepen their involvement, participate in and decision making and evaluate outcomes about housing and service programs in the community.
- How those with lived expertise are meaningfully and intentionally integrated into the CoC decision-making structure
  - The CoC Lead employs and equitably compensates individuals with lived experience
  - The CoC Lead centers equity in its hiring process and job descriptions and encourages those with lived experience to apply
  - Staff are trained to engage in meaningful ways with those with lived expertise and are trained in cultural competence and understanding the impact of trauma histories
  - The CoC Lead provides employee assistance supports to make sure that those with lived expertise are supported physically, mentally and emotionally and accommodates the needs and schedules of those we seek feedback from and supporting them with resources in addition to pay, such as transportation, childcare and meals.

  - Provides opportunities for bi-directional learning between those with lived experience and those without.

- The CoC Lead will explore the opportunity to engage with the National Coalition for the Homeless' Lived Experience Training Academy to support and offer professional development once it launches.
- Those with lived experience participate across various CoC committees and as voting members on the CoC Governing Council to develop, implement or change policies and procedures related to outreach, shelter, coordinated entry, housing programs and supportive services.
- CoC staff seek input and ideas prior to programs being developed; discussing eligible activities under this NOFO and asking for input on types of programs and services that should be included
- CoC and organizational leadership and staff have intentionally committed to being receptive and open to hearing feedback and ideas from those with the expertise

- How the CoC encourages projects to involve those with lived experience of unsheltered homelessness in the delivery of services
    - As part of its ongoing efforts to strengthen provider organizations capacity to better meet the needs of those experiencing homeless, the CoC provides training and technical assistance to CoC providers to encourage them to involve those with lived experience in service delivery, including as paid staff.
    - The CoC has supported organizations by conducting trainings on implicit bias, cultural competence, and trauma-informed care.
    - Technical assistance includes sharing job descriptions; reviewing organizational infrastructure to ensure supports are available for those with lived expertise; sharing ways to gather feedback from those with lived expertise when developing, implementing, and evaluating programs; and guidance on promoting an organizational culture that values the perspectives of those with lived expertise.
    - The CoC also reviews level of involvement from those with lived expertise in service delivery within an organization through its Rating and Ranking process of Project Applications.

Letter Attachment – No Narrative

VII. Supporting Underserved Communities and Supporting Equitable Community Development
- Current strategy to identify populations that have not been served at the same rate they are experiencing homelessness

- Analysis of demographic data through Stella P and data from the PIT Count, coordinated entry, street outreach, 211 and community partners, including organizations who are led by and primarily serve people of color, organizations serving LGBTQ+ and youth populations and organizations serving those with disabilities, enables the CoC to identify underserved communities experiencing homelessness and characteristics shared within or between populations
    - Assessment tool and other prioritization factors
    - An analysis of disaggregated data indicated no disparities in the rate of service for BIPOC or LGBQT+ populations; these populations are being served at a rate comparable to the rate at which they experience homelessness in the community.
- How underserved communities interact with the homeless system, including a description of the populations
    - Interaction with underserved communities occurs primarily through street outreach workers and with other homeless service providers, jail staff, police officers, hospital emergency departments and free health clinics.
    - Characteristics include those with one or more disabling conditions and long lengths of time homeless. 22% (confirm number) of the CoC's homeless population meet the definition of chronic homelessness. Average length of time homeless (#days), mental illness (%), substance use disorders (%) and physical health conditions (%)
- Current strategy to provide outreach, engagement, and housing interventions that serve populations experiencing homelessness that have not been previously served by the homeless system at the same rate they are experiencing homelessness
    - Outreach and engagement: Outreach is coordinated at the community level and tracked in HMIS so that all outreach workers can see locations, dates, times and notes and which outreach staff is working with particular individuals. Teams are trained to be person centered and use culturally appropriate strategies to engage. Outreach strategies are respectful and responsive. Staff are provided training annually to ensure that warm handoffs are made to coordinated entry, shelter or temporary accommodations, and housing providers. Staff focus on the individuals' strengths and resources to engage populations experiencing homelessness and to locate housing and supportive services of the client's choice. Staff receive regular training in trauma-informed care and take a harm reduction approach when providing services (bringing things clients need immediately like food, water, blankets).

- Housing interventions – Assess and prioritize people for the most appropriate housing intervention using a common assessment tool. Ensure housing and service programs are low-barrier.
- Hire people with lived experience as outreach workers and housing program staff and make sure they are reflective of the population served regarding race, ethnicity, age, LGBTQ+ status
- Remove structural barriers and obstacles that prevent people from accessing available resource
  - Where programs are located
  - Requirements and documentation
  - Co-locating outreach
  - Creating One-stop intake centers
  - Multilingual services
  - Facilitate relationships of outreach teams with mainstream agencies