

# **Connections to Affordable Housing Plan**

Greater Richmond Continuum of Care Strategic Plan

2022

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## Background

### Why This Plan is Needed

In July of 2022, 447 neighbors in the Richmond area had no home to call their own.<sup>1</sup> While the causes for this homelessness are complex, there is a simple, permanent solution: housing.

Providing homes to persons currently without one is proven to:

- Dramatically lower their odds of becoming homeless again,
- Reduce crime and stays in jail,
- Increase the chance of securing jobs and increasing incomes,
- Lower demand for health services and improve health outcomes, and
- Lessen needs from other assistance programs.<sup>2</sup>

Together, all of these benefits lead to 80 percent of the initial costs of intervention being offset within just 18 months. Given this clear solution, why does homelessness continue? Research shows that tighter rental housing markets and higher rents are more consistently correlated with higher rates of homelessness, even when controlling for rates of mental illness, unemployment, poverty, and other potential factors that are often associated with homelessness.<sup>3</sup>

The Greater Richmond Continuum of Care (GRCoC) has already identified the regional gap in units that are available and accessible to people who have experienced homelessness. Unfortunately, homes available to persons exiting homelessness are hard to come by in our community.

The Richmond metropolitan area alone has 40,520 extremely low income households that are renters (households living at 30% of area median income (AMI) or below).<sup>4</sup> However, the Richmond metro area only has 13,041 available and affordable units to these households.

This means there is a deficit of 27,479 units that are affordable and available to extremely low income households in the region. Even with slightly more income at 50% AMI, there is still a gap of 23,320 units for low income households.<sup>5</sup> This leads to considerable competition across the income spectrum for housing across the region, but especially when those who have faced homelessness, who also face stigma and housing challenges because of their experiences.

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<sup>1</sup> Homeward and GRCoC, July 2022 Point-in-Time count.

<sup>2</sup> Elior Cohen, “The Effect of Housing First Programs on Future Homelessness and Socioeconomic Outcomes.” *Federal Reserve Bank of Kansas City Working Paper No. 22-03* (March 2022). <http://dx.doi.org/10.2139/ssrn.4071014>

<sup>3</sup> Gregg Colburn and Clayton Page Aldern, *Homelessness Is a Housing Problem* (University of California Press, 2022).

<sup>4</sup> National Low Income Housing Corporation, “Gap Report.” <https://nlihc.org/gap/state/va>

<sup>5</sup> National Low Income Housing Corporation, “Gap Report.” <https://nlihc.org/gap/state/va>

Often, those who are chronically homeless can be served through permanent supportive housing (PSH), a housing-based intervention that utilizes voluntary support services along with rental support. These households can be more stably housed, with interventions that lead to job retention and improved health outcomes.<sup>6</sup> The GRCoC, with its coordination partner, Homeward, estimates that the Richmond region lacks 350 PSH units to serve the homeless households that are otherwise eligible for it. So as a region, how can the GRCoC approach homelessness without physically building the units themselves?

To truly address homelessness, reducing the number of people that enter homelessness and increasing the number of people that permanently exit the homelessness system, we must first fix our *housing* problem. Regional investments in operating expenses for housing supports and housing services, home maintenance, *and* regional capital investments to construct more units would dramatically influence regional per capita rates of homelessness.<sup>7</sup>

This strategic plan utilizes the extensive GRCoC network to influence the systems within Richmond’s regional housing environment. Homelessness requires a structural understanding and this strategic plan outlines the implementation strategy to create a structural response to homelessness.

## Prior planning efforts

### GRCoC Plans

GRCoC has regularly created long-range plans to end homelessness in the Richmond area. These collaborative efforts have helped focus and prioritize the coordination and delivery of services by providers.

In 2015, Homeward and GRCoC published a major update to its primary planning document, *The Road Home: Ten Year Plan to End Homelessness and Promote Housing Stability*. Several of the major themes remain relevant to the supply issues we face today, including:

- Limited progress on local zoning changes to support new affordable housing and homelessness services,
- A need to support SROs and other non-traditional housing-first solutions, and
- Growing support among CoC members for increased advocacy on affordable housing.

However, this previous plan was not explicitly created to address the roles GRCoC could play to broadly influence housing access and affordability in the region, particularly for clients served by the network.

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<sup>6</sup> <https://endhomelessness.org/ending-homelessness/solutions/permanent-supportive-housing/>

<sup>7</sup> Colburn and Aldern.

### Other Richmond-area plans

The Richmond area has also completed several other plans that specifically address homelessness and housing affordability. These efforts are important context for GRCoC’s current goals. Three of these plans, along with important takeaways relevant for this work, are below.

#### *Richmond Regional Housing Framework*

Released in January 2020 by the Partnership for Housing Affordability.

- Preservation of existing affordable housing (both market and subsidized) is a major challenge, and will continue to be for the foreseeable future.
- Changing federal and state programs have shifted resources away from dedicated deeply-affordable rental housing production.
- The Richmond region needs to create more rental housing affordable to all income levels, but especially very and extremely low income renters.
- Implement “income-averaging” in LIHTC properties to expand the number of affordable units available to very low income renters.
- Expand efforts to preserve and improve manufactured home communities as affordable rental options.
- Housing, homelessness, and social service organizations should improve data-sharing efforts to expedite program delivery.

#### *City of Richmond Strategic Plan to End Homelessness 2020-2030*

Released in May 2020 by the City of Richmond Department of Housing and Community Development and Department of Social Services.

- Fear-based community opposition contributes to an existing shortage of permanent supportive housing units—at least 300 more are needed.
- The creation of 250 new low-barrier emergency housing units available 365 days a year should be a priority.
- The city can increase the supply of PSH units by increasing financial support to homeless and housing service providers, reforming land use regulations, and examining surplus public properties to dedicate for PSH development.

#### *2020 Analysis of Impediments to Fair Housing Choice in the Greater Richmond and Tri-Cities Region*

Released in March 2021 by Plan RVA.

- Limited local resources, coupled with restrictive zoning regulations, prevent comprehensive efforts to increase the supply of low-cost housing.
- The region’s existing supply of affordable housing remains concentrated in low-opportunity neighborhoods.
- Rising rents, tight vacancy rates, and discriminatory practices by landlords make housing stability extremely difficult for low-income renters.

- Recommended strategies include expanding eviction prevention programs, creating a pilot initiative to encourage rental property owners to rehabilitate homes affordable to low-income renters, and removing zoning barriers that prevent the streamlined development of housing types affordable at lower incomes.

### Statewide plans

Housing affordability has also been addressed at the state level in a number of recent studies and plans. These documents will help GRCoC understand the broader landscape of housing priorities in the Commonwealth and determine opportunities for collaborative action with other CoCs across Virginia.

#### *HB854 Statewide Housing Study*

Released in January 2022 by the Department of Housing and Community Development, Virginia Housing, and HousingForward Virginia.

- Virginia has a housing shortage across all income spectrums. However, the consequences of this shortage are felt most by low-income renters.
- The state's programs to end homelessness generally work well and have demonstrable results; however, they are not at scale to meet needs.
- The homelessness sector is more coordinated than ever before, but opportunities remain for better integration with affordable housing, criminal justice, and public education fields.
- Local opposition to affordable housing continues to stifle progress for many types of needed development.
- Recommendations include shifting state homelessness resources to the creation of permanent housing solutions, incentivizing land use reform, and broader education/engagement efforts to build support for ending homelessness.

#### *State of Supportive Housing in Virginia*

Released in April 2022 by the Virginia Housing Alliance and the Corporation for Supportive Housing.

- Virginia's supply of PSH units has increased significantly since 2015, but still does not meet the need.
- Siloed systems are still a major challenge for providing housing solutions to persons exiting homelessness.
- Major structural barriers, such as criminal background, credit history, and eviction records prevent many Virginians from finding adequate housing.

## Process

The phases of development for this strategic plan can be separated into *Steering Committee*, *Research and Interviews*, and *Focus Groups*. The steering committee continually met for six months, influencing the direction of the plan and encouraging inclusion of community feedback at different key stages.

The Greater Richmond Continuum of Care membership also contributed to the plan three different times. The GRCoC had opportunities to provide feedback both at a virtual kickoff event and a final presentation event. The GRCoC members also had an opportunity to provide feedback on the goals of the plan in an October meeting. These meetings allowed for the greater homeless services community to provide feedback and insights into the direction of the plan.



## Steering Committee

This strategic planning process is led by a steering committee made of champions identified by the Greater Richmond Continuum of Care and Homeward leadership. This group consists of stakeholders with invested interests and professional experiences, including representatives with lived experience in the homelessness network.

The steering committee facilitated and prioritized the inclusion of community members and those with lived experience being homeless. With the guidance of HDAvisors, the steering committee has:

1. Established shared values and guiding principles and form a mission and vision
2. Reviewed best practices and expert stakeholder research

3. Formed focus groups for wider community involvement
4. Refined the major goals of the strategic plan and informed the strategies for implementation.
5. Reviewed and finalized drafts of this plan.

## Research and Interviews

Initial research for this effort was informed through the guidance of the steering committee. This research began by scanning nationwide CoC strategic plans to identify localities making progress on housing development initiatives and conducting content analyses of national housing studies, regional master plans, and other reports. This context helped identify major themes and connections to the GRCoC's prior efforts and current challenges.

The background research highlighted areas of potential interest and innovation to share with the steering committee, including:

- Shared housing initiatives
- Anti-discrimination in re-entry populations
- Gaps in affordable extremely low income apartments and PSH units
- Incentive-based zoning practices (inclusionary zoning)
- Health and housing initiatives for the unhoused
- Renter protections and eviction protection efforts
- Project based voucher expansion
- Transit and housing connections

This broad scan highlighted these early areas of focus and connected us to leadership for expert interviews. Experts in housing policy, eviction prevention, and homelessness were interviewed to share insights and recommendations, including:

- Virginia Housing Alliance (VHA)
- The United States Interagency Council on Homelessness (USICH)
- National Low Income Housing Coalition (NLIHC)
- National Alliance to End Homelessness (NAEH)
- Arizona Housing Coalition (AZHC)

These interviews helped narrow recommended avenues of housing innovation, connections to development potential, and program models to present to the steering committee. The organizations interviewed were familiar with GRCoC and the unique challenges facing the Richmond region, and the big-picture focus of these conversations was important to gain context into opportunities and challenges to bridge affordable housing and homelessness work.

Four overarching themes emerged from these interviews. These include a dire need to increase the number of homes available to persons exiting homelessness, poor coordination between homelessness and affordable housing organizations, the importance of cross-sector partnerships, and an imperative to center racial equity and lived experiences.



1. There is an acute and growing shortage of homes available to renters with the lowest incomes, and especially those with the need for supportive services. Interviewees consistently made the following observations:

- Political buy-in from local elected leadership is a necessary prerequisite for success in building affordable units and making them permanently affordable.
- Streamlining the review processes (e.g. building and zoning permits) can expedite the delivery of new housing.
- Changing zoning regulations (by removing restrictive barriers and/or incorporating incentives for affordable developments) can codify support for new deeply affordable housing.

2. There is missing alignment between homelessness service providers and affordable housing developers:

- Coordination between homelessness service organizations and the CoC is needed to track and navigate unique homeless populations through the shelter system and towards developers with permanent housing opportunities
- Affordable housing developers and CoC members often provide their services within silos, without seeing housing opportunities as a part of the continuum of care.

3. There is a need to foster and strengthen relationships in a vast regional service environment

- Developers are needed by service providers to help create new housing and rehabilitate the existing inventory to help move individuals out of shelter, while developers need service providers and counselors to help stitch care into housing for long-term success.
- Cross-locality organizations and political buy-in from suburban and rural county leadership is needed to address the growing need outside of urban centers and combat attitudes of homelessness and housing insecurity as “Richmond issues.” Homeless individuals in the fringes of the CoC service area face challenges accessing shelter and service care in a more sprawled context.
- Landlords must be educated and supported by homeless service providers to ensure long-term stability can be achieved.

4. The importance of a racial equity focus, trauma-informed care, and including people of lived experience at all levels

- There must be a dedicated focus on housing ELI renters and devoting funds to those who have experienced homelessness first

The interviews highlighted and affirmed the themes identified from the background research. The themes from expert interviews and background research were compiled and organized and shared with the steering committee. The focus group themes were outlined from the themes presented in this research.

## Focus groups

Three focus groups were organized and conducted in September 2022. These focus groups brought a wide array of local stakeholders together in conversation, including representatives of homeless services, housing development, unhoused lived experience, managed care organizations, and government funding and administration.

The steering committee, through the influence of best practices research and stakeholder interviews, oriented the focus groups around permanently housing key populations of interest:

1. *Older adults with severe service needs*
2. *The chronically homeless*
3. *The intermittent homeless/families in homelessness*

Utilizing a content analysis data collection format, responses from the focus groups were typed during the focus group meetings, collected, and organized by theme. These themes were organized into categories that reflected the goals of the plan and created options for their corresponding strategies. Steering committee members were given access to planning documents and encouraged to provide ideas, feedback, and comments to develop and refine the strategies further. These focus groups imagined ideal housing scenarios, unique challenges, and service needs facing each population type in their housing journey. Through these discussions, a number of important takeaways were made, including:

- *Informing the local housing industry and community at large about the unique needs and barriers facing the homeless population in the Richmond region and those that serve them is important to increase housing options and affordability.*
  - Increasing access to affordable permanent supportive housing and units for extremely low income populations is desired for many homeless populations exiting shelter.
  - Combating NIMBYism promotes development of units at a faster rate.
  - Increasing access to case managers and care coordination are needed for the success of older adults and chronically homeless individuals to transition from shelter or rapid rehousing to permanent housing.
- *Advocating for and influencing change locally and statewide would positively influence outcomes in preventing homelessness and securing stable housing for those exiting homelessness.*
  - Addressing restrictive zoning, which impacts ideal build locations and creates delays in construction is a very emergent and serious need.
  - Connecting housing with transportation access in service-rich environments is especially important for populations with heightened service needs.
  - Preventing homelessness through downstream rental interventions and protections (e.g. limitations on landlords, application processes and fees, evictions prevention, etc.) could be a catalyst in preventing further displacement.

- *Innovating with non-traditional solutions for affordable housing development and service provision should be promoted to increase available affordable units and better serve the homeless.*
  - Exploring shared-housing, prefabricated housing, or development opportunities in vacant homes or underutilized land could help with local infill opportunities and community development projects, while also creating affordable units.
  - Strengthening and streamlining intra-agency collaboration and programming would prevent silos and service redundancies, and build a stronger network of care between homeless service providers, healthcare, government entities, transit providers, and housing providers.
  - Achieving housing that meets the complex and varying needs of our homeless population requires vital cross-sector partnerships.

## Mission, Vision, and Values

The mission, vision, and values of this plan were developed with input from the steering committee and the greater continuum of care membership.

### Mission statement

*The Greater Richmond Continuum of Care will educate, advocate, and innovate with existing and new partners to increase the supply of, and access to, homes that are high quality, deeply affordable, and capable of providing truly permanent solutions for ending homelessness in our Community.*

### Vision statement

*Every household served by the Greater Richmond Continuum of Care sees clear, rapid, and permanent pathways out of homelessness through an abundant supply of available, affordable, and accessible housing options.*

### Values

#### *Equitable, diverse, and inclusive.*

GRCoC will create an environment where community members from different backgrounds, particularly those with lived experiences of homelessness, build and inform the plan's outcomes. The collaborative decision-making process will be shared with all levels of the GRCoC—from clients to board members. This approach will create the cultural competency and humility necessary to achieve our goals.

#### *Data-driven, transparent, and accountable.*

GRCoC will use quality data to remain accountable to those we serve and in whose service we develop this plan. The plan will include measurable objectives to track implementation and allow the board to hold the system responsible for implementation of the adopted plan.

#### *Effective and innovative.*

GRCoC will continue to be a national leader in best practices attuned to local needs. It will simultaneously pursue opportunities to innovate new solutions, especially those that expand the housing first approach for providing more homes to the persons we serve.

#### *System-oriented and person-centered.*

GRCoC will recognize the need to influence local, state, and federal systems to have a large-scale collective impact. At the same time, these pursuits will be wholly anchored in direct, trauma-informed care, and the desire to materially improve the lives of all persons who form the fabric of our community.

## SWOT analysis

GRCoC is in a strong position to accomplish the objectives outlined in this plan. While there are several important positive opportunities available to expedite these goals, GRCoC should also consider some important weaknesses and threats it currently faces.

### Strengths

**Power in numbers:** GRCoC is a large constituency that can be mobilized for advocacy.

**Strong connections:** GRCoC members have constructive relationships with many other organizations and stakeholders in the housing sector, as well as other adjacent industries.

**Diverse funding:** GRCoC has access to multiple types of public and private funds to support its work.

**Equitable representation:** Persons of color, marginalized populations, and individuals with lived experience are well represented throughout the GRCoC network.

### Weaknesses

**Left behind:** The populations served by GRCoC can sometimes be overlooked in larger discussions about affordable housing.

**More to learn:** Not all GRCoC members have comprehensive knowledge of broader housing affordability issues and solutions.

**Finding the time:** GRCoC members already have a full plate addressing their day-to-day duties to serve persons experiencing homelessness.

**No dedicated funding:** Despite its current array of diverse funding streams, GRCoC does not have funds specifically available to dedicate staff time on housing affordability work.

### Opportunities

**Increased awareness:** As housing challenges have grown in recent years, policymakers have elevated

**Support existing efforts:** GRCoC can rally behind groups already advocating for change in alignment with its goals.

**Convene a statewide coalition:** CoCs in Virginia do not currently plan and advocate together across the state. GRCoC could convene a new coalition.

**Educate new partners:** Planners, developers, and operators of affordable housing can learn from GRCoC on how to successfully achieve permanent housing for persons exiting homelessness.

### Threats

**Increasing housing instability:** Rising rents and the loss of COVID-era eviction prevention programs could lead more persons to lose their homes, increasing demand for GRCoC services and lowering their ability to proactively address housing access.

**Unknown funding future:** Funding levels for homelessness and affordable housing programs are not entitled. They may change with every local/state/federal budget cycle.

**Challenging cooperation:** Many organizations may already have good working relationships with policymakers to advocate on issues affecting them. It could be difficult to get buy-in for coordinated advocacy on issues that some members are not directly connected to.

## Competitive advantage

GRCoC holds a unique position in the Richmond region as the sole entity responsible for coordinating homelessness services. Its strengths help it stand out among other housing organizations in the area, as well as other CoCs across the state.

Among Richmond-area housing organizations, GRCoC's advantages include:

- Deep knowledge of the challenges and conditions faced by persons who are homeless,
- A large membership base that could be organized and mobilized to support certain initiatives, and
- Access to special funding sources for supporting persons experiencing housing instability that are not used by “traditional” affordable housing providers.

Among other CoCs in Virginia, GRCoC's advantages include:

- Talented and capable staff from Homeward to conduct planning and manage programs,
- Having a network of providers serving a wide range of diverse groups, and
- Being a long-standing national leader in best practices to end homelessness.

## Prioritization

HDA recommends an impact-complexity to evaluate and prioritize the plan’s strategies. Each strategy will fall into one of these categories:

- **Strategic priorities:** Focus initial activities on these because they require more effort but have the biggest payoff.
- **Easy wins:** Simple tasks the CoC can begin soon that do not require much upfront work and will result in meaningful progress.
- **Background work:** Simple tasks that are also relatively easy, but with lower immediate payoffs. Important, but lower priority.
- **Thankless tasks:** No strategy should fall in this category. Revise or abandon tasks in the future if they begin to meet this criteria.



## GOALS, OBJECTIVES, AND STRATEGIES

*The goals and strategies in this plan are outlined to strategically tackle the lack of housing availability for clients of the GRCoC, and the community at large, and combat the threats and weaknesses identified in the S.W.O.T. This plan and the strategies described should be utilized as a map for regional implementation efforts.*

*This will be done with an intentional governance structure to ensure the working groups are inclusive of people with lived experience, as well as representatives from the homelessness services and affordable housing development field. Cross structure partnerships are a core tenant of the success of the implementation of this plan.*

*These changes may mean that Homeward and the GRCoC will make changes to their bylaws to be able to commit further to these strategies.*

### Goal 1: Make the case

#### Inform local housing industry about unique needs and barriers facing GRCoC clients

**Objective 1.1:** Connect and explain more clearly to existing housing advocacy and housing production stakeholders our unique needs for housing, and how it is or is not currently being met.

**Strategy 1.1.1:** Create marketing materials for each segment of the CoC clientele and identify their primarily, unmet needs related to permanent housing. Contextualize these needs within what is currently provided in the market and where that supply is likely to head in the future. Contextualize these needs within the Housing First model. Document audience: stakeholders already committed to or interested in creating more affordable housing.

**Person responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Short-term, within first year

**Performance Metrics:** Advertisement counts, impression shares online, interviews/news articles gained

**Prioritization:** Strategic priority



**Strategy 1.1.2:** Create marketing briefs for private landlords highlighting the needs of formerly homeless residents and suggesting ways of collaboration between GRCoC and private landlords. Include GRCoC's "services" provided to landlords to help them successfully house the formerly homeless.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Short-term, within first year

**Performance Metrics:** Landlord-CoC engagement–CoC enters into MOAs with 5 landlords

**Prioritization:** [Easy wins](#)

**Strategy 1.1.3:** Utilize marketing briefs to illustrate the service needs and gaps for regional municipality City Councils and Boards of Supervisors. Use these briefs in conjunction with efforts in Goal 2.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Mid-term, Within first two years

**Performance Metrics:** Meetings held with policymakers

**Prioritization:** [Strategic priority](#)

**Strategy 1.1.4:** Develop these briefs into materials for social media campaigns. Utilize social media platforms to reach the greater public and to expand the understanding of what's needed.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals

**Timeline:** Ongoing as a part of existing educational media, 3 years+

**Performance Metrics:** Media impressions, shares online

**Prioritization:** Background work

**Objective 1.2:** Demonstrate the need for cross-sector partnerships and illustrate the projected outcomes of better service integration.

**Strategy 1.2.1:** Develop asset maps for service providers across the region to identify gaps in service.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Short term, one year

**Performance Metrics:** Existing and needed service connections identified

**Prioritization:** Strategic priority

**Strategy 1.2.2:** Identify champions for cross sector partnership development.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Mid-term, two years

**Performance Metrics:** Partnerships identified and representatives chosen

**Prioritization:** Easy wins

**Strategy 1.2.3:** Create an educational campaign with examples from successful models to present to the Home Builders Association of Virginia/Home Builders Association of Richmond (HBAV/HBAR), and other developer organizations. Provide evidence for the efficacy of housing solutions in preventing and stably housing the chronically homeless and convince existing funders and builders to adopt these strategies.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Long-term, three years

**Performance Metrics:** Developer engagement meetings, developer interactions

**Prioritization:** Background work

**Strategy 1.2.4:** Create a white paper that highlights the gaps in the system and illustrates the need for cross-sector partnerships and better service integration. Evaluate best practices elsewhere in Virginia.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Long-term, three years

**Performance Metrics:** White paper created

**Prioritization:** Background work

**Objective 1.3:** Illustrate the importance of renter protections in preventing homelessness.

**Strategy 1.3.1:** Create a white paper that describes the current barriers within the rental housing market for the formerly homeless (application requirements, the prevalence of eviction, the ability to terminate leases, the ability to increase rents without limits).

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Short-term, one year

**Performance Metrics:** White paper created

**Prioritization:** Strategic priority

**Strategy 1.3.2:** Work with local agencies to identify the current needs of renters, as well as landlords to provide clear communication and expectations from both parties to prevent homelessness.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Mid-term, two years

**Performance Metrics:** Number of organizations and property owners engaged

**Prioritization:** Background work

**Strategy 1.3.3:** Inform the public and utilize marketing materials described in 1.1/1.2 to outline the importance of renter protections in preventing homelessness.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Mid-long term: two years and ongoing as a part of other marketing strategies

**Performance Metrics:** Number of media impressions

**Prioritization:** Background work

**Objective 1.4:** Prioritize autonomy in housing choice and cultural differences in service-rich areas.

**Strategy 1.4.1:** Continue efforts to include persons with lived experiences of homelessness in program development and decision-making.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Long-term, a part of ongoing strategy

**Performance Metrics:** Number and share of persons with lived experiences included in processes

**Prioritization:** Strategic priority

**Strategy 1.4.2:** Ensure education campaign strategies in this goal reach a diverse range of communities by working with multicultural organizations.

**Person Responsible:** Homeward will coordinate a new Working Group focused on Goal #1 and then, after completion of that goal, Goal #2. The Working Group will report to the GRCoC Board and will be responsible for implementing the strategies outlined in these two Goals.

**Timeline:** Long-term, a part of ongoing strategy

**Performance Metrics:** Geographic and demographic diversity of audiences

**Prioritization:** Easy wins

## Goal 2: Advocate

Strengthen the existing state and local-level advocacy apparatus for legislative and budgetary achievements that will increase GRCoC's clients' access to permanent housing.

**Objective 2.1:** Develop a list of statewide policy priorities to support and orchestrate GRCoC member support for the policies.

**Strategy 2.1.1:** Recruit local Richmond regional affordable housing development professionals and those with lived experience to join this working group to broaden the expertise.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between VHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Short term, one year

**Performance Metrics:** 1/3 total working group representation comprised of affordable housing professionals

**Prioritization:** Strategic priority

**Strategy 2.1.2:** Work with the Virginia Housing Alliance (VHA), RISC, and New Virginia Majority to outline the specific yearly strategies to support and establish organizing strategies as a group.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between VHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** Quarterly meetings planned between GRCoC/working group and VHA to establish advocacy goals within legislature and strategies

**Prioritization:** Strategic priority

**Strategy 2.1.3:** Advocate for new state housing policy solutions that reduce homelessness (e.g., increasing funding for affordable housing development, shared housing, good cause evictions, rent control, stronger limits on private landlords).

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between VHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:**

Explore potential use of advocacy engagement software like Quorum or CRM system to send action alerts and dates for GRCoC participation at local meetings

**Prioritization:** Strategic priority

**Strategy 2.1.4:** Develop a policy/lobbying schedule and promote dates for GRCoC members to attend and advocate around. Consider ways to engage providers through low-effort, ongoing channels as well as targeted meeting attendance.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between VHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Long-term; three years

**Performance Metrics:** Support an existing bill going into next General Assembly or help support/co-create legislature; connect to gov. relations firm to assist

**Prioritization:** Easy wins

**Objective 2.2:** Develop a list of local policy priorities to support and orchestrate GRCoC member support for the policies.

**Strategy 2.2.1:** Work with the Partnership for Housing Affordability (PHA) to develop and call attention to specific local/regionally important policies to support.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between PHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** Local policy platform created

**Prioritization:** Strategic priority

**Strategy 2.2.2:** Coordinate GRCoC member responses to suggested policies with PHA to advocate for community changes.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between PHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** Number of public briefings attended

**Prioritization:** Easy wins

**Strategy 2.2.3:** Be a voice in existing advocacy work (through VHA, Homebuilders, etc.) when it intersects with the GRCoC's advocacy goals (e.g., increasing funding for local affordable housing development, shared housing, good cause evictions, rent control, stronger limits on private landlords, airbnb policy development).

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between PHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** Number of advocacy activities attended

**Prioritization:** Background work

**Strategy 2.2.4:** Work with VAMA, the Richmond Redevelopment and Housing Authority (RRHA), and private landlords to communicate established goals that would protect both the Lessee and Lessor.



**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between PHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Long term; This can be started within three years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** CoC enters MOAs with five landlords to house clients.

**Prioritization:** Background work

**Strategy 2.2.5:** Work with the New Virginia Majority and RISC to establish local organizing goals and educate the working group on tactics to follow.

**Person Responsible:** Homeward/GRCoC will orchestrate the development of a working group that coordinates between PHA and the GRCoC. The working group would be built from GRCoC members AND affordable development community members.

**Timeline:** Mid-Long term; This can be started within two years but should be approached as an ongoing project to ensure coalition building success

**Performance Metrics:** Policy platform created

**Prioritization:** Strategic priority

**Objective 2.3:** Create a coalition of CoCs across Virginia to strengthen advocacy efforts.

**Strategy 2.3.1:** Coordinate meetings with the Virginia Housing Alliance for knowledge sharing and identifying shared housing needs across the state.

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Short term, one year

**Performance Metrics:** Establishing ongoing meetings

**Prioritization:** Easy wins

**Strategy 2.3.2:** Set up statewide listserv for sharing information

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Short term, one year

**Performance Metrics:** Ongoing information sharing

**Prioritization:** [Easy wins](#)

**Strategy 2.3.3:** Organize quarterly or semi-annual meetings with statewide CoCs to build coalition

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Short term, one year

**Performance Metrics:** Ongoing meetings, data sharing, shared challenges and opportunities

**Prioritization:** [Easy wins](#)

**Strategy 2.3.4:** Share local strategies for successful client transition into affordable, permanent housing solutions.

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Mid-term, two years

**Performance Metrics:** Create fact sheet or white paper

**Prioritization:** [Easy wins](#)

**Strategy 2.3.5:** Develop shared strategy as a statewide coalition to promote the service needs of those in the homelessness spectrum, but also to promote affordable housing development and development of low barrier

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Long-term, three years

**Performance Metrics:** Statewide policy proposals created

**Prioritization:** Strategic priority

**Strategy 2.3.6:** Pursue and advocate for existing funding sources that can be leveraged for new housing solutions and organize conversations with the state's major funding sources (Virginia Housing, DHCD) to increase future allocations/opportunity.

**Person Responsible:** Homeward or other organizing entity coordinates. VHA is in the process of conducting this work as well.

**Timeline:** Mid-term, two years

**Performance Metrics:** Funding meetings held with DHCD, VH, and other major sources

**Prioritization:** Strategic priority

## Goal 3: Innovate

Identify and promote innovative non-traditional housing solutions among CoC development and government partners to produce more units and transition clients to permanent housing.

**Objective 3.1:** Deepen partnerships with affordable housing developers and policymakers to increase the supply of units available to persons exiting homelessness.

**Strategy 3.1.1:** Partner with Richmond Community Development Alliance (RCDA) and other regional housing organizations to develop specific policy goals for inclusionary zoning and other local incentives that can help affordable housing developers offer a share of low-barrier units to extremely-low income households.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Housing development and zoning policy proposals created for ELI households

**Prioritization:** Strategic priority

**Strategy 3.1.2:** Engage with local LIHTC developers to promote the inclusion of PSH units in their proposals to take advantage of additional awards offered by the Virginia Housing QAP.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Short-term, one year

**Performance Metrics:** Number of PSH units in new LIHTC developments

**Prioritization:** Strategic priority

**Strategy 3.1.3:** Work with policymakers and affordable housing developers to determine the feasibility of a local rent supplement program. This program would provide dedicated rental assistance for persons exiting homelessness in a share of the units in an affordable housing development. Model program off of District of Columbia Local Rent Supplement Program.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Long-term, three years

**Performance Metrics:** Policy proposal created

**Prioritization:** Background work

**Strategy 3.1.4:** Partner with MCOs and local senior housing developments to foster care coordination, create set asides and supportive housing for those with severe service needs, the chronically homeless, and aging

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Short-term, one year

**Performance Metrics:** Number of units set aside

**Prioritization:** Strategic priority

**Objective 3.2:** Champion new solutions that promote the acceptance and development of innovative, non-traditional housing options.

**Strategy 3.2.1:** Research and develop best practices for changing local zoning code to allow single room occupancy (SRO) units in existing and new buildings.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Short-term, one year

**Performance Metrics:** SRO policy proposal created

**Prioritization:** Background work

**Strategy 3.2.2:** Plan and implement shared housing programs to pool resources among special homeless populations and create community belonging (e.g. LGBTQ+, addiction recovery, etc.) These can be planned and funded through Underserved Populations Innovation Projects (UPIP) Innovative Planning Grant Funding (offered by DHCD's HTF Homelessness funds).

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Engagement with groups of interest, number of shared housing developments, innovative programs funding

**Prioritization:** Background work

**Strategy 3.2.3:** Support ongoing efforts to legalize accessory dwelling units (ADUs) in the region and advocate for pathways to connect potential ADU owners with clients.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Ordinances drafted and adopted; number of ADUs created

**Prioritization:** Background work

**Strategy 3.2.4:** Identify and explore vacant commercial and institutional properties for their development potential as permanent housing. Work with development experts to determine project costs and feasibility.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work

Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Long-term, three years

**Performance Metrics:** Number of sites selected and evaluated

**Prioritization:** Background work

**Objective 3.3:** Leverage existing and new resources, along with underused public land, create more deeply affordable rental homes.

**Strategy 3.3.1:** Promote and enforce (as able) renter protections for property owners accepting funds from the CoC. (i.e., developers must treat eviction as a last resort if they intend to accept these funds for unit development.)

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Short-term, one year

**Performance Metrics:** Property owner eviction rate reduction (formal and informal)

**Prioritization:** Strategic priority

**Strategy 3.3.2:** Look beyond homelessness or affordable housing funding sources for opportunity windows. (e.g. TANF, Emergency Housing fees, Section 202, Foster Care/Domestic Violence, ER-based programs, community development/CDFI loans, etc.) Conduct outreach to community organizations supported by the grants to increase collaboration.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Amount of money allocated to housing projects outside of traditional homeless or housing pools

**Prioritization:** Background work

**Strategy 3.3.3:** Promote the use of these funds with landlords in (Naturally Occurring Affordable Housing) "NOAH" properties to improve the quality of the property while also subsidizing the cost of improvements.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Number of households served in market-rate housing

**Prioritization:** Background work

**Strategy 3.3.4:** Advocate for the city and surrounding counties to set an allocation of land bank donations towards specific organizations that are committed by contract to permanently house homeless or previously homeless households. Ensure properties are near dedicated service providers, public transportation, childcare, etc.

**Person Responsible:** Homeward sets up a specific working group for this Goal that presents proposals to the Quality Improvement Leadership Committee (QIL). The Work Group identifies action steps within these Strategies and is responsible for stewarding this Goal to completion.

**Timeline:** Mid-term, two years

**Performance Metrics:** Property/land allocations to homelessness housing developers

**Prioritization:** Strategic priority



## Scorecard

This scorecard can be used throughout the implementation of the strategic plan to track its progress. The Key Performance Indicators (KPIs) for each strategy are listed with the person/entity responsible for their implementation, as well as the projected completion timeline.

The scorecard should be revisited at least quarterly and adjustments made as needed. Stakeholders can use the following status key when evaluating the KPIs.

<b>ON TARGET</b>	The KPIs have been met or are projected to be met within the timeframe.
<b>MAKE ADJUSTMENTS</b>	To meet KPIs, strategy should be tweaked or timeline adjusted.
<b>RE-EVALUATE</b>	KPIs will not be met without significant internal or external changes.

### Goal 1: Make the case

**Objective 1.1:** Connect and explain more clearly to existing housing advocacy and housing production stakeholders our unique needs for housing, and how it is or is not currently being met.

Strategy	KPIs	Owner	Timeline	Status
1.1.1: Marketing briefs for affordable housing stakeholders	Advertisement counts, impression shares online, interviews/news articles gained	New Working Group	1 year	
1.1.2: Marketing briefs for landlords	CoC enters into MOAs with 5 landlords	New Working Group	1 year	
1.1.3: Illustrate needs to elected officials	Meetings held with policymakers	New Working Group	2 years	
1.1.4: Social media campaigns	Media impressions, shares online	New Working Group	Ongoing	

**Objective 1.2:** Demonstrate the need for cross-sector partnerships and illustrate the projected outcomes of better service integration.

Strategy	KPIs	Owner	Timeline	Status
1.2.1: Develop asset maps	Existing and needed service connections identified	New Working Group	1 year	
1.2.2: Identify champions	Partnerships identified and representatives chosen	New Working Group	2 years	
1.2.3: Create educational campaign for developers	Developer engagement meetings, developer interactions	New Working Group	3 years	
1.2.4: Create white paper on partnerships	White paper created	New Working Group	3 years	

**Objective 1.3:** Illustrate the importance of renter protections in preventing homelessness.

Strategy	KPIs	Owner	Timeline	Status
1.3.1: Create white paper on barriers	White paper created	New Working Group	1 year	
1.3.2: Work with localities to identify needs	Number of organizations and property owners engaged	New Working Group	2 years	
1.3.3: Inform public using materials from Objectives 1.1/1.2	Number of media impressions	New Working Group	2 years	

**Objective 1.4:** Prioritize autonomy in housing choice and cultural differences in service-rich areas.

Strategy	KPIs	Owner	Timeline	Status
1.4.1: Include persons with lived experiences of homelessness	Number and share of persons with lived experiences included in processes	New Working Group	Ongoing	
1.4.2: Ensure education campaigns reach diverse audience	Geographic and demographic diversity of audiences	New Working Group	2 years	

**Goal 2: Advocate**

**Objective 2.1:** Develop a list of statewide policy priorities to support and orchestrate GRCoC member support for the policies.

Strategy	KPIs	Owner	Timeline	Status
2.1.1: Recruit members to Working Group	1/3 total working group representation comprised of affordable housing professionals	New Working Group	1 year	
2.1.2: Work with advocacy organizations on strategies	Quarterly meetings planned between GRCoC/working group and VHA to establish advocacy goals within legislature and strategies	New Working Group	2 years / ongoing	
2.1.3: Advocate at state level	Explore potential use of advocacy engagement software like Quorum or CRM system to send action alerts and dates for GRCoC participation at local meetings	New Working Group	2 years / ongoing	
2.1.4: Develop a policy/lobbying schedule	Support an existing bill going into next General Assembly or help support/co-create legislature; connect to gov. relations firm to assist	New Working Group	3 years	

**Objective 2.2:** Develop a list of local policy priorities to support and orchestrate GRCoC member support for the policies.

Strategy	KPIs	Owner	Timeline	Status
2.2.1: Work with PHA on local/regional issues	Local policy platform created	New Working Group	2 years / ongoing	
2.2.2: Coordinate member policy responses	Number of public briefings attended	New Working Group	2 years / ongoing	
2.2.3: Be a voice in existing advocacy work	Number of advocacy activities attended	New Working Group	2 years / ongoing	
2.2.4: Work with landlords on common goals	CoC enters MOAs with five landlords to house clients	New Working Group	3 years / ongoing	
2.2.5: Establish local organizing goals	Policy platform created	New Working Group	2 years / ongoing	

**Objective 2.3:** Create a coalition of CoCs across Virginia to strengthen advocacy efforts.

Strategy	KPIs	Owner	Timeline	Status
2.3.1: Coordinate with VHA	Ongoing meetings established	Homeward	1 year	
2.3.2: Set up statewide listserv	Ongoing information sharing	Homeward	1 year	
2.3.3: Regular meetings with statewide CoCs	Ongoing meetings, data sharing, shared challenges and opportunities	Homeward	1 year	
2.3.4: Share local strategies	Create fact sheet or white paper	Homeward	2 years	
2.3.5: Develop shared strategies	Statewide policy proposals created	Homeward	3 years	
2.3.6: Leverage funding sources	Funding meetings held with DHCD, VH, and other sources	Homeward	2 years	

**Goal 3: Innovate**

**Objective 3.1:** Deepen partnerships with affordable housing developers and policymakers to increase the supply of units available to persons exiting homelessness.

Strategy	KPIs	Owner	Timeline	Status
3.1.1: Partner with RCDA to promote inclusionary land use policies	Housing development and zoning policy proposals created for ELI households	New Working Group; Quality Improvement Leadership Committee	2 years	
3.1.2: Promote inclusion of PSH in local LIHTC developments	Number of PSH units in new LIHTC developments	Same as above	1 year	

**Objective 3.2:** Champion new solutions that promote the acceptance and development of innovative, non-traditional housing options.

Strategy	KPIs	Owner	Timeline	Status
3.2.1: Develop best practices for SROs	SRO policy proposal created	New Working Group; Quality Improvement Leadership Committee	1 year	
3.2.2: Plan shared housing programs	Engagement with groups of interest, number of shared housing developments, innovative programs funding	Same as above	2 years	
3.2.3: Support legalization of ADUs	Ordinances drafted and adopted; number of ADUs created	Same as above	2 years	
3.2.4: Explore development of vacant commercial and institutional properties	Number of sites selected and evaluated	Same as above	3 years	

**Objective 3.3:** Leverage existing and new resources, along with underused public land, create more deeply affordable rental homes.

Strategy	KPIs	Owner	Timeline	Status
3.3.1: Promote and enforce renter protections	Property owner eviction rate reduction (formal and informal)	New Working Group; Quality Improvement Leadership Committee	1 year	
3.3.2: Seek non-traditional funding sources	Amount of money allocated to housing projects outside of traditional homeless or housing pools	Same as above	2 years	
3.3.3: Promote investments in NOAH rentals	Number of households served in market-rate housing	Same as above	2 years	
3.3.4: Advocate for strategic development of land bank properties	Property/land allocations to homelessness housing developers	Same as above	2 years	

## Financial assessment

Implementing a policy and advocacy strategic plan will require costs associated with the following categories. Much of the work for this plan will be done through the members of the CoC and will not result in direct, additional compensation for that work. CoC members currently receive compensation through their involvement with the CoC and the work in implementing this plan will be coordinated within the existing MOUs CoC members maintain with CoC.

### Cost Categories:

1. Homeward staff time (HST)  
Homeward will be responsible for overseeing the implementation of the strategic plan and convening CoC members to undertake the work associated with each strategy. This coordination will be ongoing for the 3-year duration of the Plan and will involve a significant volume of internal and external meetings. Multiple CoC teams will be assembled and coordinated by Homeward to simultaneously work on various strategies. These working groups will also interact with external organizations such as CoCs throughout the state, VAMA, PHA and VHA.
2. Marketing and communications (MC)  
Goal 1 in particular involves disseminating information produced by the CoC's working groups. There will be costs associated with producing and formatting this material and distributing it through electronic mediums like a website or other platforms.
3. Compensation for lived experience expertise and input (LE)  
Several strategies include the input of individuals with experiences of homelessness. In keeping with the values outlined in this plan, these individuals will be compensated for their expertise.
4. Meeting support (MS)  
This category includes virtual meeting tools such as zoom; listserv creation and maintenance; and tools to disseminate information such as CRM software or email marketing services.

These costs are associated with the various Strategies listed in Appendix A and detailed in the column entitled "Financial Assessment".