

2025-2026 Roadmap

These goals may be being worked on by ECHO staff, Homeless Strategy Office or a variety of other bodies in the community. ECHO staff will provide policy support for each roadmap priority. If new roadmap items get added during the year, then timelines and priorities may need to be adjusted to ensure alignment with system needs and capacity.

- 1. HRS System Goal: Finalize programmatic basics to ensure alignments within interventions through adoptions of outstanding written standards. Focus will be on HRS system flow - how people are prioritized for permanent housing resources, how people move within those resources, and move-on when appropriate to housing outside the HRS.**

Roadmap Continuation Notice: *This Roadmap represents an initial set of priorities and assignments. Additional initiatives will be incorporated in future updates as system needs evolve. This is a document that can expand or change over time.*

Completed 2025 Roadmap Assignments:

1. RRH Prioritization
2. PSH to PSH Transfer
3. Street Outreach Written Standards
4. Policy Impact Tool
5. Workforce Development Written Standards
6. Performance Improvement Plan Policy
7. Best Practices for Peer Support
8. VAWA Updates to Policies and Procedures/ Emergency Transfer Plan

On-going 2025-2026 Roadmap Assignments:

1. Move-On Policy for PSH: *(Paused, Pending Voucher Availability) PSH providers, during a GOLD series meeting, discussed the need for support and discussion as a system of how to support move-ons from PSH. There will also need to be consideration of the differences of tenant-based PSH (in the private market) vs site-based PSH.*

Committee Assignment: PH Committee

ECHO Department for Policy Support: Programs Department

Policies In Progress that should continue/finalize

1. RRH to PSH Transfer Policy (In progress)
RRH-to-PSH transfers continue to be a significant topic of discussion within the community. The Permanent Housing (PH) Committee is developing an acuity tool

to support this work. It may be necessary to elevate this as a more urgent priority. ECHO will need to determine how to prioritize PSH-to-PSH transfers in relation to RRH-to-PSH transfers. Historically, PSH-to-PSH transfers are given precedence, while individuals in RRH who require a PSH placement are assigned a lower priority. There have been ongoing discussions about potential approaches ECHO could take. There have been requests that this workgroup and the PH Committee examine the appropriate ratio between PSH-to-PSH transfers and RRH-to-PSH transfers.

Regarding eligibility for housing interventions, including coordinated assessments, there is limited capacity to assess individuals who are homeless but currently residing in institutions such as nursing facilities, psychiatric hospitals, or jails, making it difficult to determine eligibility for housing interventions. Some Central Health respite programs are expected to be categorized as emergency shelters, which may help alleviate this challenge.

Committee Assignment: Permanent Housing Committee
ECHO Department for Policy Support: Programs Department

2. PSH Written Standards (In progress)

As the system continues to refine Permanent Supportive Housing (PSH) operations, significant gaps have been identified in navigation roles, communication practices, and accountability across providers. One of the core issues is the lack of consistent communication between housing programs and navigators once a referral is made. The system does not currently have a clear, shared process outlining what the PSH Navigator is responsible for versus what the housing program is expected to do, leading to confusion and inconsistent follow-through. To address these gaps, a dedicated section on PSH Navigation should be developed and incorporated into the CoC Written Standards. This section should clearly define navigator and provider roles, communication expectations, accountability mechanisms, and standardized workflows to ensure more consistent, transparent, and effective PSH placements.

Committee Assignment: Permanent Housing Committee
ECHO Department for Policy Support: Programs Department

3. Diversion

Diversion is a housing-focused crisis-response approach designed to help people avoid entering the homelessness system by identifying safe, immediate alternatives to shelter and providing short-term problem-solving, financial assistance, and connection to natural supports. Ongoing Diversion work is needed to establish a clear, shared definition and vision, so the community can distinguish Diversion from other crisis-response activities and understand where it fits within the broader system flow. This includes determining whether Diversion should operate as a formal program model, a practice embedded across multiple interventions, or a hybrid approach.

As part of this Roadmap item, the system will clarify: The purpose of Diversion, who it serves, the outcomes it aims to achieve, minimum standards for best practice, documentation, and performance.

Steps include deciding where Diversion should happen across the system (such as shelters, outreach, Coordinated Entry, and discharge points) and identifying the training, skills, and staffing needed to deliver Diversion consistently and effectively.

Committee Assignment: Crisis Response Committee

ECHO Department for Policy Support: Programs Department

4. Recommendations for Housing Options for people with High Medical needs:

This group will research and determine recommendations for pathways to PSH and RRH for these clients, which could include changes to prioritization and/or best practices to create targeted Programs. Work is underway to improve housing pathways for individuals with high medical needs who often do not score high enough on existing assessment tools to access PSH or RRH.

The Leadership Council voted in August 2025 to direct ECHO to research options for incorporating medical complexity into Coordinated Entry (CE), and this roadmap item reflects the ongoing work to fulfill that charge. The purpose of this effort is to recommend policy and prioritization changes that support more access to housing for medically fragile community members.

ECHO is actively convening partners, gathering system input, and aligning these conversations with the broader CE redesign effort. This includes examining the pain points that continue to impact system flow, such as the mismatch between assessment scoring and clinical needs, limited pathways for individuals leaving medical or institutional settings, and a lack of targeted program models for people whose needs exceed what standard RRH or PSH can support.

ECHO is not recommending making any prioritization changes until the CE redesign is complete and this work will be incorporated into those redesign recommendations. The goal of this roadmap item is to develop actionable, system-aligned recommendations that strengthen access to housing for people with high medical needs, while ensuring these changes integrate seamlessly with the continued redesign of CE.

Committee Assignment: Systems Improvement Committee

ECHO Department for Policy Support: Strategy Department - Systems Advancement Team

2. HRS System Goal: Ensure that programs have the necessary tools and policies to support safe and quality supportive service delivery.

Policies In Progress that should continue/finalize

1. Develop recommendations for system improvement based on the updated VAWA Housing Protections policies and procedures.

Committee Assignment: Community and Systems Impact Committee
ECHO Department for Policy Support: Programs Department

2. *Promising Practice recommendations for Supporting People with Lived Experience (PLE) in the workplace:* These recommendations are framed as promising practices because they are informed by emerging research, field experience, and peer models. This will be developed to strengthen retention, advancement, and workforce outcomes for PLEs across the Homeless Response System (HRS) workforce. It aims to improve service quality and workforce sustainability by establishing clear, trauma-informed guidance for agencies that employ or supervise PLEs.

These recommendations will promote safe, trauma-informed supervision and provide clear standards for how providers should support PLE staff. Key focus areas include trauma-informed and culturally responsive supervision, and formal recognition of lived experience as professional expertise.

As part of this work, the research group will review national agencies and practice models to ensure the guidance reflects proven, field-tested approaches. A dedicated workgroup will be formed in coordination with relevant committees to ensure the right people are at the table, including PLEs, HR leaders, clinical supervisors, organizational experts, and system partners. This work is essential for strengthening the HRS workforce, improving retention, and ensuring PLEs are supported in roles that honor and value their expertise.

Committee Assignment: Systems Improvement Committee
ECHO Department for Policy Support: Strategy Department - Systems Advancement Team

New 2025-2026 Roadmap Assignment

3. *FY 2026 CoC NOFO Policy Changes and Updates*

The group will update CoC policies and Written Standards to align with FY 2026 CoC NOFO requirements and emerging HUD guidance

Committee Assignment: TBD
ECHO Department for Policy Support: TBD

4. *People with Lived Experience (PLE) Compensation Policy Review*

A review of the current PLE Compensation Policy will be completed

With an anticipated completion date by Summer 2026. This review will

assess whether the current policy reflects current compensation for

PLE's. To support this effort, the committee assigned will identify no

more than two PLE's to participate in the review, and ECHO will

designate two staff members to join them. Together, this review group

will examine the current policy, identify any concerns or gaps, and

determine whether revisions should be recommended to better align the policy with the system's commitment and recognition of lived expertise.

Any recommendation to increase the compensation rate will be

dependent on available funding and fundraising efforts.

Committee Assignment: Community and System's Impact Committee

ECHO Department for Policy Support: Planning Team

3. HRS System Goal: Create pathways to integrate Prevention (before someone becomes homeless) in the HRS

New 2025-2026 Roadmap Assignment

1. Contributing to Planning for Homelessness Prevention: Participate in and support how this will be integrated into HRS, to potentially include recommendations regarding a Coordinated Assessment and Prioritization. Coordinating needs with ECHO/City/County Planning Process. Leadership Council will have a representative on the planning committee for this work, but much of the planning work is being done outside of the CoC Board's scope of work.

Committee Assignment: TBD (To be assigned once system plan is more clear)

ECHO Department for Policy Support: TBD

4. Leadership Council Governance Improvements:

Continue to strengthen the effectiveness, transparency, and overall functioning of the Leadership Council governance structure by building on prior improvements to operations, meeting quality, stakeholder engagement, and Leadership Council support.

a. Improve meeting facilitation across governance by increasing transparency through operational improvements to communication, document storage, organization and alignment on goals, vision and measurement of success.

b. Strengthen governance by leveraging lived expertise, bringing more providers to the table and establishing buy-in among providers, committee members and Leadership Council.

Committee Assignment: Governance Committee
ECHO Department for Policy Support: Planning Team