Interagency Commission on Homelessness

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NOVEMBER 13, 2019

Agenda

- **Welcome and Approval of Minutes**
- **ICH Membership and Attendance**
- **Explain the Public Hearing Process**
- **Public Comments**
- **Update on Strategy and Planning Committee **VOTE****
  - **Approval of Montgomery County Plan to End Homelessness**
- **Update on ICH restructure**
  - **Update on the statutory language related to the Interagency Commission on Homelessness (ICH)**
  - **Update on operationalizing and revamping existing committees**
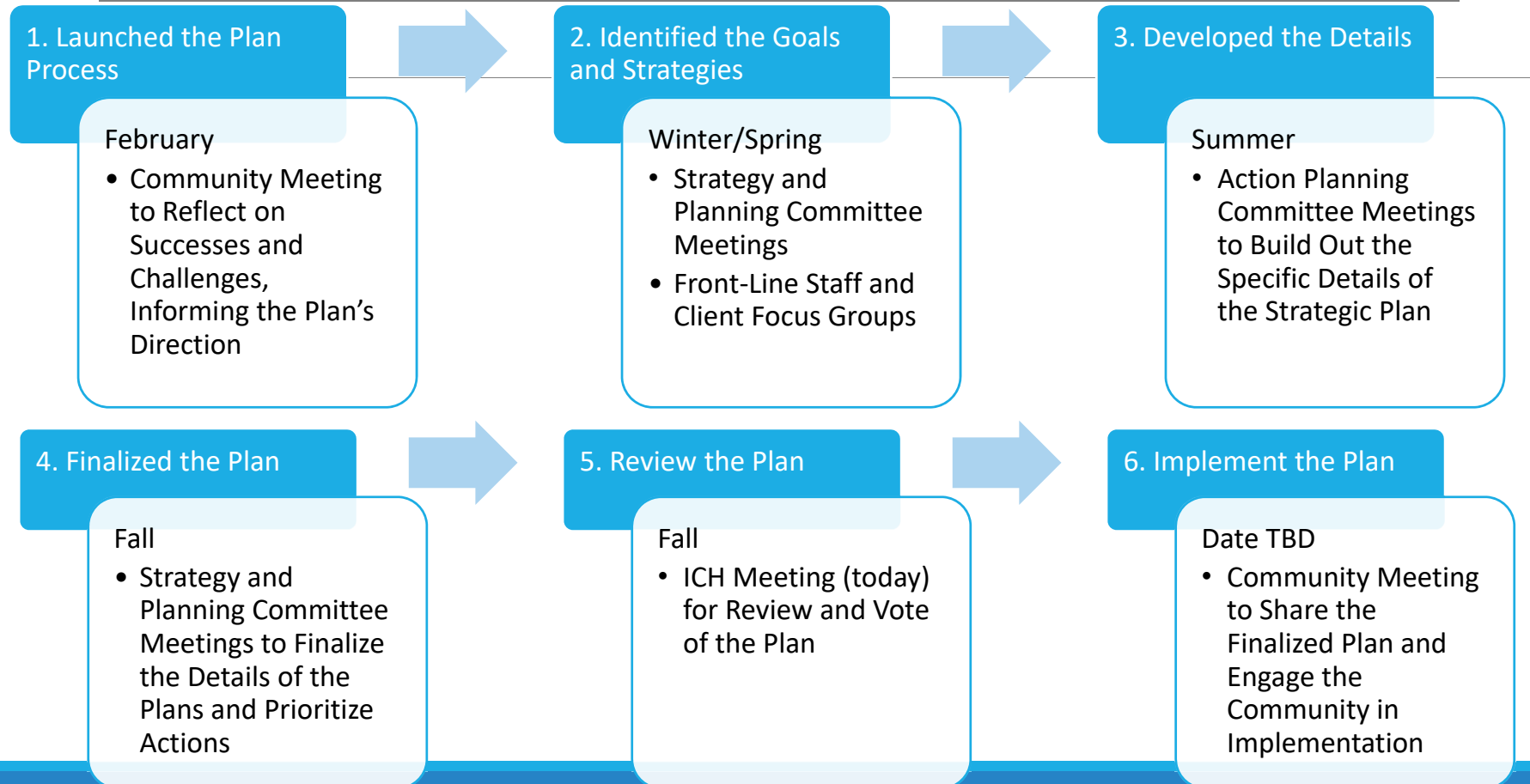- **ICH Annual Report**
- **Update on @ HomeTogether (Family)**
- **Announcement**

Strategy & Planning Committee

SHARAN LONDON

FRED SWAN

Community Effort to Create the Plan

1. Launched the Plan Process

February
- Community Meeting to Reflect on Successes and Challenges, Informing the Plan's Direction

2. Identified the Goals and Strategies

Winter/Spring
- Strategy and Planning Committee Meetings
- Front-Line Staff and Client Focus Groups

3. Developed the Details

Summer
- Action Planning Committee Meetings to Build Out the Specific Details of the Strategic Plan

4. Finalized the Plan

Fall
- Strategy and Planning Committee Meetings to Finalize the Details of the Plans and Prioritize Actions

5. Review the Plan

Fall
- ICH Meeting (today) for Review and Vote of the Plan

6. Implement the Plan

Date TBD
- Community Meeting to Share the Finalized Plan and Engage the Community in Implementation

Vision + Mission

Vision:

We envision a home for everyone in Montgomery County, where the experience of homelessness is rare, brief, and one-time only.

Mission:

Through commitment and collaboration, we will create effective systems in our community to achieve our vision. We strive to be a leader in the work to end homelessness across our nation.

Bold Goals

Montgomery County's strategic plan overarching goal is to ensure that by 2023 homelessness will be rare, brief, and one time only for everyone. In order to get there, Montgomery County will reach and maintain the following goals:

- End homelessness among Veterans by 2015 - **Achieved!**

- End homelessness among chronically homeless individuals by 2019 - **Achieved!**

- End homelessness among families with children by the end of 2020.

- End homelessness among unaccompanied youth (ages 16-24) by the end of 2021.

- End homelessness among seniors by the end of 2022.

- End homelessness among everyone in Montgomery County by the end of 2023.

Some people may identify with multiple populations listed here. In these cases, we aim to end their homelessness by the earliest date associated with one of their identities.

Values

Housing First and Person-Centered Approaches

Diversity, Equity, and Inclusion

Collaboration Across the Continuum of Care

Data and Results Based Decisions

Continuous Change and Improvement

Strategies Overview

Strategy 1:
Address Racial Disparities Across the System

Strategy 2:
Build and Support Strong and Adaptable Programs

Strategy 3:
Build and Support Affordable Housing Solutions within the Homeless Continuum

Strategy 4:
Coordinate Effectively Across Other Systems of Care

Strategy 5:
Increase and Diversify Funding

Strategy 6:
Educate and Advocate for Change

Strategy 1: Address Racial Disparities Across the System

OBJECTIVE:

Work to eliminate racial disparities across the systems that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.

OUTCOMES:

- Average length of time people of color are homeless is 30 days or less
- Percent of people of color exiting to permanent housing is at least 80%
- Percent of people of color returning to homelessness is less than 15%
- Reduction of inequitable regulations and laws.
- Reports from people experiencing homelessness of receiving high quality, non-discriminatory support across the continuum of care.

Strategy 1: Address Racial Disparities Across the System

STRATEGIC PRIORITIES:

2020 Priorities
Priority 1: Explore Reasons for Entering Homelessness and their Connections to Race.

Priority 2: Provide Racial Equity Trainings and Coaching.

2021-2023 Priorities
Priority 3: Drive Regulatory and Statutory Changes.

Priority 4: Mitigate the Impact of Structural Racism on Access to Affordable Housing and Housing Subsidies.

Strategy 2: Build and Support Strong and Adaptable Programs

OBJECTIVE:

Ensure programs across the continuum of care are effectively designed, executed, and supported to meet the diverse needs and experiences of people, providing high quality, trauma informed services to all people, absent of discrimination.

OUTCOMES:

- Number of people entering homelessness for the first time is reduced by 20%.
- Average length of time homeless is 30 days or less.
- Percent of people exiting to permanent housing is at least 80%.
- Percent of people returning to homelessness is less than 15%.
- Percent of households retaining Permanent housing after 24 months is at least 90%.

Strategy 2: Build and Support Strong and Adaptable Programs

STRATEGIC PRIORITIES:

2020 Priorities

Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution.

Priority 2: Expand and Enhance the Rapid Rehousing Program.

Priority 3: Enhance Employment Services and Job Opportunities for Households Experiencing or At-Risk of Homelessness.

Priority 4: Continuously Improve the Coordinated Entry System.

Priority 5: Identify Youth (under 24) Experiencing or At Risk of Homelessness, with Intentional Outreach to LGBTQ Youth.

2021-2023 Priorities

Priority 6: Provide Appropriate Housing Solutions for Youth (under 24) Experiencing or At Risk of Homelessness, with Non-Traditional Housing Options for LGBTQ Youth.

Priority 7: Address the Needs of the Unsheltered Population.

Priority 8: Reduce the Number of Households who Return to Homelessness from Permanent Supportive Housing.

Priority 9: Identify Non-Traditional Housing Options for Non-Disabled Single Individuals including seniors.

Strategy 3: Build and Support Affordable Housing Solutions within the Homeless Continuum

OBJECTIVE: Increase and preserve the supply of affordable housing to ensure people within the homeless continuum have sustainable and affordable housing opportunities.

OUTCOMES:
- Increase in availability of affordable housing units, including dedicated PSH units, and an increase in the number of people from the homeless continuum who are able to access these units and remain housed.
- Increase PSH by 100 units.
- Increase RRH by 350 units.
- At least 10% of all newly produced or preserved affordable units dedicated to households experiencing homelessness

Strategy 3: Build and Support Affordable Housing Solutions within the Homeless Continuum

STRATEGIC PRIORITIES:

2020 Priorities
Priority 1: Increase Coordination, Collaboration, and Communication among Public and Private Partners Involved in Housing Solutions.

Priority 2: Ensure the 6-Year Fiscal Plan of the Housing Initiative Fund Includes the Funding Required to Meet Projected Housing Need.

Priority 3: Increase Landlord and Property Management Participation, with the Goal of Increasing Available Units.

Priority 4: Create a Risk Mitigation Fund that Offers Added Protection for Landlord Partners.

2021-2023 Priorities
Priority 5: Implement More Innovative Affordable Housing Solutions by Building on Existing Models and Exploring New Models of Innovation.

Strategy 4: Coordinate Effectively Across Other Systems of Care

OBJECTIVE: Shift the systems of care from siloed services to coordinated services. Agencies across systems work in alignment, with clarity on roles, complementary services and ease of sharing information and feedback.

OUTCOMES:
- Satisfaction and cooperation of agencies across other systems of care, as reported by agencies and people experiencing homelessness.
- Increase of the percentage of households experiencing homelessness receiving mainstream services (e.g. entitlements, behavioral health).
- Increase of the percentage of eligible school-aged youth receiving appropriate school-based education services.

Strategy 4: Coordinate Effectively Across The Continuum of Care

STRATEGIC PRIORITIES:

2020 Priorities
Priority 1: Support Co-Location of Services.

Priority 2: Increase Representation of Homeless Service Providers on Boards and Committees Across the County.

2021-2023 Priorities
Priority 3: Formalize Boundary Spanners Role.

Priority 4: Improve Collection and Sharing of Data.
A boundary spanner is a dedicated job, role, or responsibility that works in a multi-agency or multi-system environment to ensure the connection of resources and information across agencies and systems.

Strategy 5: Increase and Diversify Funding

OBJECTIVE: Increase the amount of and sources of funding to end homelessness in Montgomery County, ensuring that the availability of resources and the ease of accessing resources matches the need and aligns with the strategic plan's bold goals and timeline.

OUTCOMES:
Increase in the availability of federal funding, state funding, local funding, and all non-governmental funding.
- Increase funding from non-county sources by 10%
- Increase overall funding by 25%

Strategy 5: Increase and Diversify Funding

STRATEGIC PRIORITIES:

2020 Priorities
Priority 1: Identify and Agree on Shared Vision with County (Office of the County Executive, County Council, Health and Human Services, Department of Housing and Community Affairs), Cities of Rockville, Gaithersburg, Poolesville, and Takoma Park.

Priority 2: Conduct Further Research in Alternative Funding Models (Pay for Success, Social Impact Bonds).

2021-2023 Priorities
Priority 3: Explore/Implement a Funder's Collaborative.

Priority 4: Secure Alternative Federal and State Funding.

Strategy 6: Educate and Advocate for Change

OBJECTIVE: Create and support a common advocacy agenda across the homeless services system. Increase the understanding of homelessness and decrease its associated stigma across the community. Create support for the strategic plan's bold goals and timeline.

OUTCOMES:
- Coordination across agencies, number of agencies and individuals involved in a common agenda, favorable policies and funding that support the strategic plan.
- Increase in community understanding of homelessness and reduction of associated stigma.

Strategy 6: Educate and Advocate for Change

STRATEGIC PRIORITIES:

2020 Priorities
Priority 1: Create a Coordinated Education and Advocacy Effort with Supporting Infrastructure to Heighten the Issue of Homelessness Across the Community.

2021-2023 Priorities
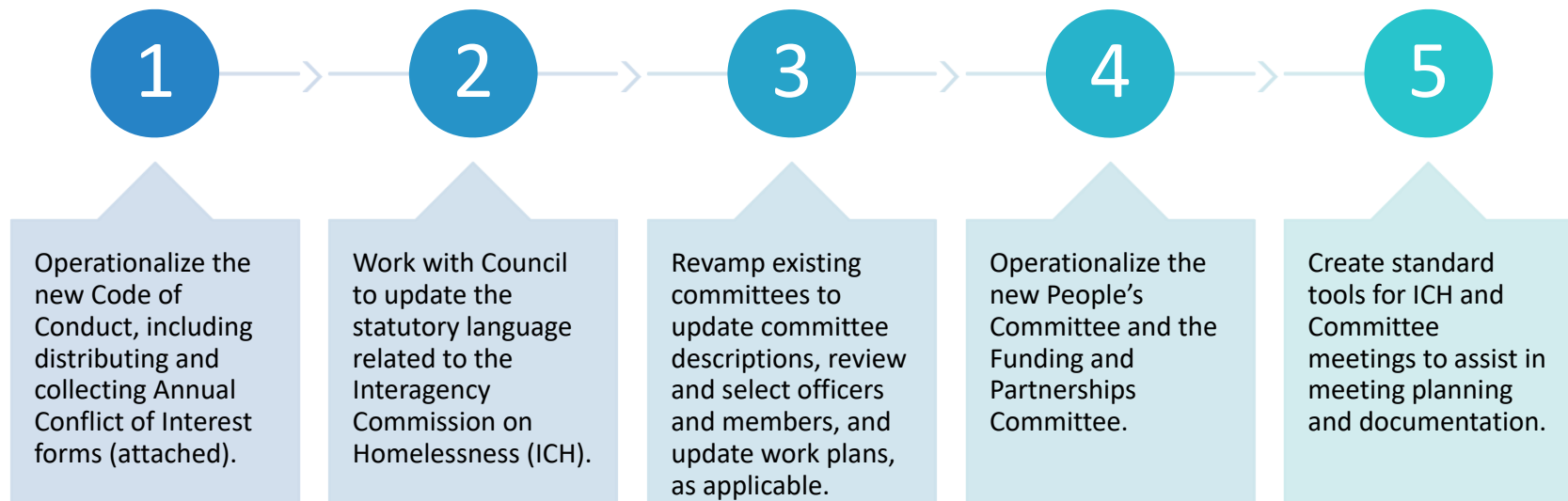**Priority 2:** Launch the Coordinated Education and Advocacy Effort.

Discussion

What questions and feedback do you have?

Update on ICH Restructure

EVAN GLASS AND AMANDA HARRIS

Implementation Plan

1

Operationalize the new Code of Conduct, including distributing and collecting Annual Conflict of Interest forms (attached).

2

Work with Council to update the statutory language related to the Interagency Commission on Homelessness (ICH).

3

Revamp existing committees to update committee descriptions, review and select officers and members, and update work plans, as applicable.

4

Operationalize the new People's Committee and the Funding and Partnerships Committee.

5

Create standard tools for ICH and Committee meetings to assist in meeting planning and documentation.

The CoC's responsibilities are carried out through the **six committees** (and their subcommittees and related workgroups), depicted in the outer ring along with the central question guiding the work.

ICH, is at the center of this graphic, representing the primary Governing Body of the CoC.

Communication
How are we communicating what we are doing?

People's
Are we putting those we serve at the center of our work?

System Coordination
How are we implementing programs and policies to best achieve our goals?

CoC/HMIS Lead Agency (DHHS)

Governance Committee

ICH

Intragovernmental Advisory Committee

Outcomes and Improvement
Is what we are doing working?

Strategy and Planning
What are we trying to achieve?

Partnerships and Funding
What resources do we need to mobilize?

In the inner circle, the key entities and committees that are charged with ensuring effective governance are depicted. Each one plays a different role:

● The **Governance Committee** ensures that the key discussions are taking place and decisions are being made at the right place and right time necessary to advance ICH's work and fulfill local, state, and federal requirements.

● The **Intragovernmental Advisory Committee** decides who from local government serves on the ICH and meets semi-annually to discuss and exchange information related to current efforts to support the CoC's strategic plans.

● The **Lead Agency (DHHS)** staffs the CoC Governance Structure, providing administrative support, including managing the community's Homeless Management Information System (HMIS).

Housing for All
A Stronger Montgomery
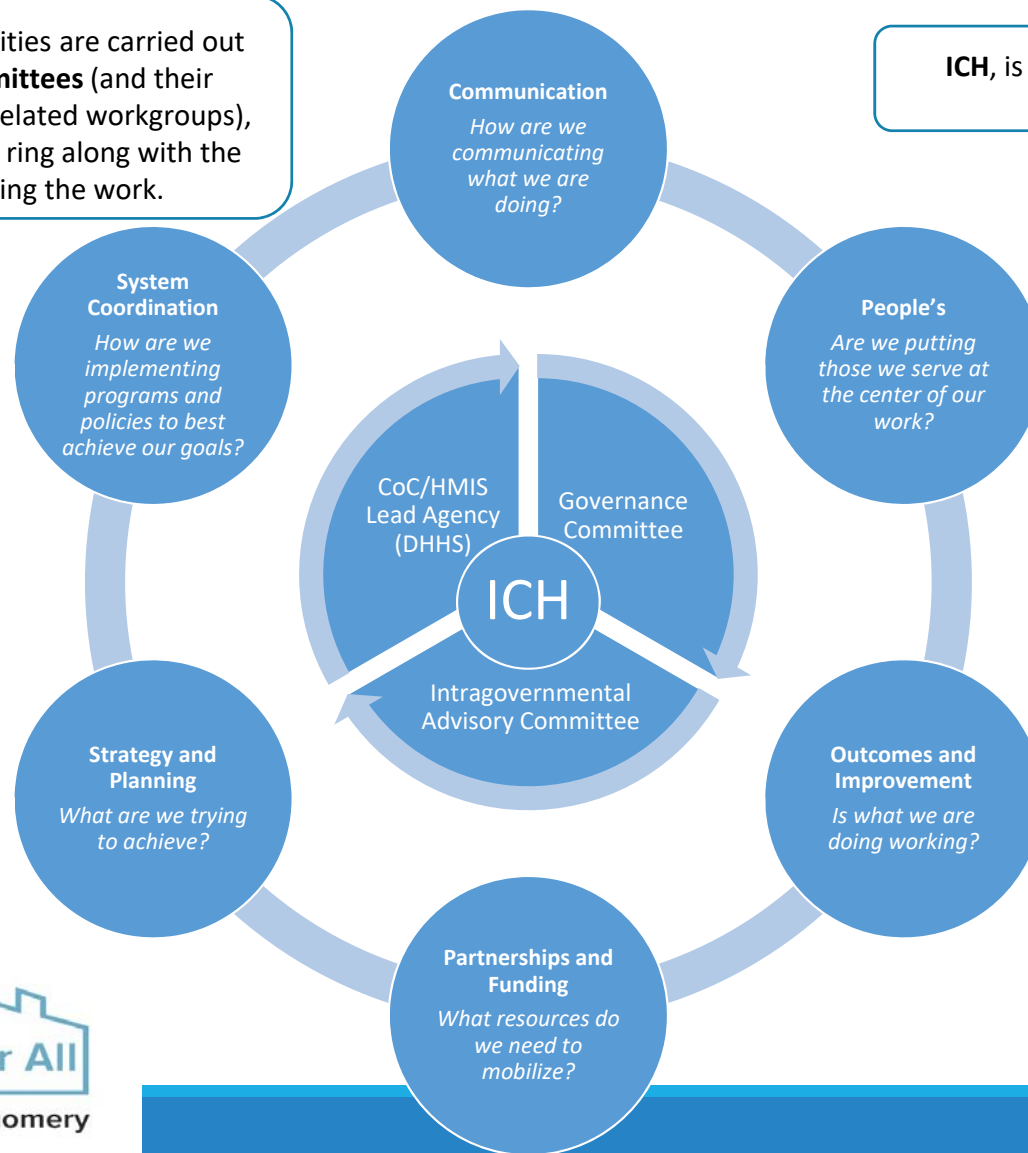
Montgomery County ICH Committees At a Glance

Committees	Key Roles and Responsibilities	2020-2023 Strategic Plan Strategy
Strategy and Planning *Long-term vision and strategy*	Develops and oversees the strategic plan to prevent and end homelessness, including monitoring progress towards goals, conducting an annual gaps analysis and reviewing external policies that may affect local efforts.	Strategy 1: Addressing Racial Disparities Across the System Strategy 4: Build and Support Affordable Housing Solutions for Individuals within the Homeless Continuum
Communication *Public education and messaging*	Educate the public on issues related to homelessness and the community's response, including managing the CoC's website and communications strategy for initiatives and campaigns.	Strategy 6: Educate and Advocate for Change
People's *Ensuring person-centered efforts*	Facilitate the leadership and authentic collaboration with individuals with lived experience in all aspects of the community's efforts to end homelessness, including advising other committees and recruiting individuals with lived experience to participate.	Strategy 1: Addressing Racial Disparities Across the System Strategy 6: Educate and Advocate for Change
Outcomes and Improvement *Harnessing data for improvement*	Establishes performance targets and monitors and evaluates program level performance, including supporting improvement efforts through identifying training on best practices. Oversees implementation of HMIS (through HMIS subcommittee).	Strategy 2: Build and Support Strong and Adaptable Programs to Ensure Equitable Access and Programming Across the System to Effectively Address Client Needs
Partnerships and Funding *Mobilizing resources*	Forges strategic partnerships and assists funders to establish priorities that further the CoC's strategic plan, including overseeing the annual application for federal homelessness funding (through Allocations subcommittee).	Strategy 5: Increase and Diversify Funding
System Coordination *Cross sector program and policy implementation*	Coordinates the implementation of a housing and services system across sectors, including recommending improvements to policies and overseeing the Coordinated Entry System (through CES subcommittee).	Strategy 3: Coordinate Effectively Across Systems

Update on ICH Annual Report 2019

EBONY JOHNSON

Chapman Todd and
Nili Soni

@HomeTogether goals

The goal of the @HomeTogether initiative is to effectively end long-term family homelessness in Montgomery County by December 31, 2020. In working towards this goal, our efforts will be focused on making all instances of homelessness **rare, brief and non-recurring.**

We are using the HUD definition of homelessness for the @HomeTogether initiative (the head of household/family is staying in a place not fit for human habitation, in emergency shelter, in transitional housing, or exiting an institution where they temporarily resided).

MEASURES TO TRACK SUCCESSES IN THE @HOMETOGETHER INTIATIVE

1. **Length of Time a Family is Homeless:** Our primary measure of success will be reducing the average length of time that a family is homeless to less than 30 days, with no family being homeless for more than 120 days.

2. **Number of Families who are Homeless:** We will be tracking the number of families who stay in shelters during the year, with the goal that the number go down by the end of 2020.

3. **Number of Families Served by Prevention Programs:** We will be tracking the number of families who are assisted through Prevention efforts designed to keep families from becoming homeless. Our goal is to increase the number of families served by Prevention programs by the end of 2020.

4. **Returns to Homelessness:** We will be tracking the number of families who have exited homelessness then become homeless again. Our measure will extend for 24 months. Our goal is that zero families return to homeless.

5. **Housing Placements:** We will be tracking the number of families connected with housing placements. There will be an emphasis on increasing the capacity of rapid-rehousing programs, particularly those programs which serve families who have experienced domestic violence.

@HOMETOGETHER STRATEGIES

1. Make the best use of existing resources and best practices for eviction prevention and homeless diversion

2. Improve system coordination to make the process of connecting to permanent housing faster and easier

3. Expand and enhance the Rapid Rehousing Program for families with children

4. Increase access to HOC programs and vouchers

5. Enhance employment services and job opportunities for families experiencing or at-risk of homelessness

6. Create 5-year pilot self-sufficiency programs for families exiting to prevent the "cliff effect" as households move toward financial stability

MAKE THE BEST USE OF EXISTING RESOURCES AND BEST PRACTICES FOR EVICTION PREVENTION AND HOMELESS DIVERSION

- Target eviction prevention assistance to households most at risk of homelessness

- Train all shelter staff on diversion and rapid exit

- Create a learning collaborative for diversion facilitated by the Cleveland Mediation Center

IMPROVE SYSTEM COORDINATION TO MAKE THE PROCESS OF CONNECTING TO PERMANENT HOUSING FASTER AND EASIER

- Reduce time between referral to Homeless Services from the domestic violence shelter

- Eliminate barriers to accessing utility assistance

- Streamline the application process for childcare subsidies

- Develop formal partnership with MCPS to provide diversion and prevention to "at-risk" families

- Provide access to low or no fee banking services and financial wellness services

EXPAND AND ENHANCE THE RAPID REHOUSING PROGRAM FOR FAMILIES WITH CHILDREN

- Add 100 new units of Rapid Rehousing for families
  - Total cost of $1.2 million (100 units x $12,000 per household per year)

- Create a Rapid Rehousing program specifically for families exiting the domestic violence shelter
  - Total cost of $580,000 (20 families x $29,000 per household per year)

- Implement a Landlord Risk Mitigation Fund that acts like an insurance fund for landlords/property managers renting to participants in a Rapid Rehousing Program
  - Total Cost of $50,000.

- Convene a Rapid Rehousing learning collaborative with a goal of reducing the length of stay

INCREASE ACCESS TO HOC PROGRAMS AND VOUCHERS

- Requesting 20 set-aside mainstream vouchers (10 for families graduating from permanent supportive housing and 10 for families with disabilities)

- Develop a coordinated referral process from the homeless continuum to subsidized housing

- Advocate for reducing the barriers/ restrictions to accessing vouchers based on criminal background

ENHANCE EMPLOYMENT SERVICES AND JOB OPPORTUNITIES FOR FAMILIES EXPERIENCING OR AT-RISK OF HOMELESSNESS

- Create an Employment Coordinator position to support the work of all Employment Specialists in the CoC, conduct job development and build relationships with employers, and promote access to local employment programs currently serving households experiencing homelessness
  - Total cost- $120,000

- Engage Career Catchers, a local employment service provider, to pilot projects that pairs employment services with housing and shelter programs.

- Request a preference for serving households experiencing homelessness from local employment agencies receiving state and/or federal funding

CREATE 5-YEAR PILOT SELF-SUFFICIENCY PROGRAMS FOR FAMILIES EXITING HOMELESS TO PREVENT THE "CLIFF EFFECT" AS HOUSEHOLDS MOVE TOWARD FINANCIALLY STABILITY

- Families would be able to access a "bank" of funds that can only be used for rent and childcare.

- Any amount leftover at the end of each year could be "purchased" back for 50 cents on the dollar.

- Services would be limited to a Resource Specialist to connect people to additional services and financial wellness programs

ANNOUNCEMENTS | (WHAT'S HAPPENING)