AGENDA

- Welcome and introductions
- Review and approve November minutes (VOTE)
- Annual ICH Report overview
- Community-wide meeting update and follow-up
- 6-month milestones and holding ourselves accountable
- Partnerships and Funding Committee to present the ICH Shared Vision document (VOTE)
- Public Comments
- Announcements
- Next Meeting Wednesday, March 22, 2023 (location TBD)

Annual ICH Report

Highlights, Gaps, and Opportunities

Annual Report Highlights

Homeless/ Eviction Prevention

- As of Jan 15, $93.9M provided in direct assistance to more than 12,000 households

- Between federal fiscal year 2019 (pre-pandemic) and FY 2022, reduced the number of people entering homelessness for the first time by 32%

Annual Report Highlights

Housing Solutions

- Increased the Rental Assistance Program maximum subsidy to $503.
  - RAP is a permanent shallow subsidy for people with a disabilities and adults over 55 years old. RAP allows many households to successfully graduate from other permanent supportive housing and rapid rehousing.
- Expanded Rapid Rehousing and Short-term Housing Resolution Program (SHaRP) resulting in greater number of exits from emergency shelter to permanent housing.
  - Less than 20% rate of return to homelessness with households of color returning at a rate lower or proportionate to overall demographics of the program.

Annual Report Highlights

Direct Cash Assistance: Empowering people to resolve their own housing emergency

- Exit Bonus has allowed 125 households to exit homelessness with a rate of return to homelessness of less than 18%. The Exit Bonus Program provides individuals with $5000 and families with $8000 in direct cash assistance
- MoCo Boost Guaranteed Income Pilot will provide 35 families and 65 individuals with $800/mo for 2 years. This program was targeted to households most likely to return to homelessness.

Gaps in the Homeless Continuum of Care

- **Insufficient care coordination with other systems of care**

- **Dearth of affordable housing and housing vouchers for extremely low-income homeless individuals and families (i.e., households at or below 30% of the area medium income)**

- **Lack of access to affordable and market rate housing**

- **Lack of services to meet the needs of a growing aging population in permanent housing programs**

Funding Recommendations

- Increasing the housing supply by funding the development of deeply affordable housing to extremely low-income families (those below 30% of area median income) who do not have high service needs.

- Provide $2 million in additional funding for all scattered site Permanent Supportive Housing programs to account for significant increases in rents.

- Provide $10 million in funding for Eviction/Homeless Prevention to partially replace the loss of federal funding and meet the demand as evictions in the County are increasing.

- Provide $750,000 in funding to DHHS, Aging and Disability Services for therapeutic home care support in shelters and previously homeless clients in permanent supportive housing (PSH). This request will be a nontraditional approach to providing an equitable opportunity for this vulnerable population to age in place with support, decrease hospitalizations and overuse of emergency room visits, and avoid an increase in homelessness among our seniors and individuals with significant medical and psychiatric conditions.

- Execute on the opportunity to use federal COVID funding to purchase a hotel portfolio to re-imagine as extremely affordable micro-units. Many individuals experiencing homelessness have regular income but are unable to find housing that is affordable to them. By providing micro units at an extremely affordable rate these individuals will be able to self-resolve and end their experience with homelessness. The ICH envisions a facility with individual, furnished unit with private bathrooms and limited kitchen facilities. Community space can be programmed by partner nonprofits to bring community-based services to the residents. With the facilities already identified, minimal investment is needed to prepare for this new use.

Legislative or Regulatory Changes Requested

Support "just cause" eviction legislation at the state level

Advocate that HOC review eligibility criteria on criminal backgrounds and rental history

Develop an independent pathway to investigate housing discrimination and illegal practices at housing complexes that is not client driven

To increase the availability of affordable housing, the ICH encourages the commitment of dedicated, set aside units or a local homeless preference in multifamily housing developments using federal, state, or local financing and public housing authorities.

Intersection of the Federal Strategic Plan, Our Local Plan, and the Built for Zero Framework

Background

Federal Strategic Plan

In December, 2022 the United States Interagency Council on Homelessness (USICH) released the whole-of-government Federal Strategic Plan to Prevent and End Homelessness (FSP). To reach the 2025 goal of reducing homelessness by 25%, USICH proposes three foundational pillars—equity, data, and collaboration—and three solution pillars—housing and supports, homelessness response, and prevention. Each pillar includes strategies the federal government will pursue to facilitate increased availability of and access to housing, economic security, health care, and stability for all Americans.

Built for Zero

Built for Zero is a movement of 105 communities committed to equitably driving homelessness towards zero and establishing systems to prevent homelessness and quickly detect and permanently and promptly resolve homelessness when it occurs. The approach is centered around five critical community-level interventions: create a shared definition of the end state; assemble an accountable, integrated community-wide team; collect and use comprehensive, person-centric data that accounts for everyone experiencing homelessness; achieve racial equity in homelessness response system; and make targeted, data-driven housing investments. In addition to direct engagement with communities, Built for Zero works to solve key data, governance, and collaboration challenges and establish accountability mechanisms at federal, state, and local levels to drive population-level reductions in homelessness.

Montgomery County Strategic Plan

The Montgomery County Strategic Plan to End Homelessness was released in January 2020. The plan is compromised of population specific goals, core values, and six strategies to intended to create a comprehensive response system that ensures homelessness is prevented whenever possible, or, if it cannot be prevented, it is a rare, brief and one-time experience. The values include using housing first and person-centered approaches; elevating diversity, equity, and inclusion; promoting collaboration within the homeless continuum; making data and results-based decisions; and a commitment to continuous change and improvement. The strategies used to achieve the big, bold goals are reducing racial disparities across the system; to build and support strong, adaptable programs; to build and support affordable housing solutions; to coordinate effectively across other systems of care; increase and diversify funding; and to educate and advocate for change

Alignment

FSP		BFZ	MoCo Plan
Foundational Pillars	Lead with Equity: Strategies to address racial and other disparities among people experiencing homelessness	Racial Equity RoadMap: Communities incorporate a framework for identifying and addressing disparities to achieve an equitable homelessness response system.	Reducing Racial Disparities Strategy: Work to eliminate racial disparities across the systems that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.
	Use Data and Evidence to Make Decisions: Strategies to ground action in research, quantitative and qualitative data, and the perspectives of people who have experienced homelessness	Support communities, states, and the federal government to achieve comprehensive, person-centric data that enables them to prioritize resources, test changes to their system, and understand whether their efforts are driving overall homelessness	Data and Results-based Decisions Value: • We believe in making decisions backed by data. • We value a focus on the final outcome and accountability to the end goal. • We seek to be strong financial stewards, ensuring resources lead to results and create strong capacity across the system to sustain those results.
	Collaborate at All Levels: Strategies to break down silos between federal, state, local, tribal, and territorial governments and organizations; public, private, and philanthropic sectors; and people who have experienced homelessness	• Develop replicable model(s) for partnership between public health, healthcare, and homeless response systems that drive reductions in homelessness. • Develop a replicable model of state-led intermediaries that drive community-level reductions in homelessness. • Establish and strengthen integrated, multi-sectoral teams with a shared accountability for reducing homelessness	Effectively Coordinate Across Other Systems of Care Strategy: Shift the continuum of care from siloed services to coordinated services. Agencies across the continuum of care work in alignment, with clarity on roles, complementary services and ease of sharing information and feedback.

Alignment

FSP		BFZ	MoCo Plan
Solution Pillars	Scale Housing and Supports That Meet Demand: Strategies to increase supply of and access to safe, affordable, and accessible housing and tailored supports for people at risk of or experiencing homelessness	Help communities address the housing supply gap by providing real-time housing system analysis support that enables community-specific housing solutions	Build and Support Strong, Adaptable Programs Strategy: 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.

Build and Support Affordable Housing Solutions: Increase and preserve the supply of affordable housing to ensure people within the homeless continuum have sustainable and affordable housing opportunities. |
| | Improve Effectiveness of Homelessness Response Systems: Strategies to help response systems meet the urgent crisis of homelessness, especially unsheltered homelessness | Support communities to strengthen coordinated entry processes that center equity, remove barriers, streamline access, and divert people from homelessness.
• Solidify the relationship between CoCs, public health agencies, and emergency management agencies.
• Support communities to build and sustain homeless response systems that can continuously end, rather than manage, homelessness for populations across a geography. | Build and Support Strong, Adaptable Programs Strategy: Priority 7 Address the Needs of the Unsheltered Population.

Effectively Coordinate Across Other Systems of Care Strategy: Shift the continuum of care from siloed services to coordinated services. Agencies across the continuum of care work in alignment, with clarity on roles, complementary services and ease of sharing information and feedback. |
| | Prevent Homelessness: Strategies to reduce the risk of housing instability for households most likely to experience homelessness | Prevent and disrupt inflow into homelessness | Build and Support Strong, Adaptable Programs Strategy: Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution. |

Community-Wide Meeting

General Observations and Feedback

Functional Zero

A Shared Aim: Functional Zero

\# Actively Homeless $\leq$ 6-Mth Avg. Housing Placement Rate

- The number of households actively experiencing homelessness must be **less than or equal to the monthly rate at which households achieve stable housing** (based on 6 month avg.)
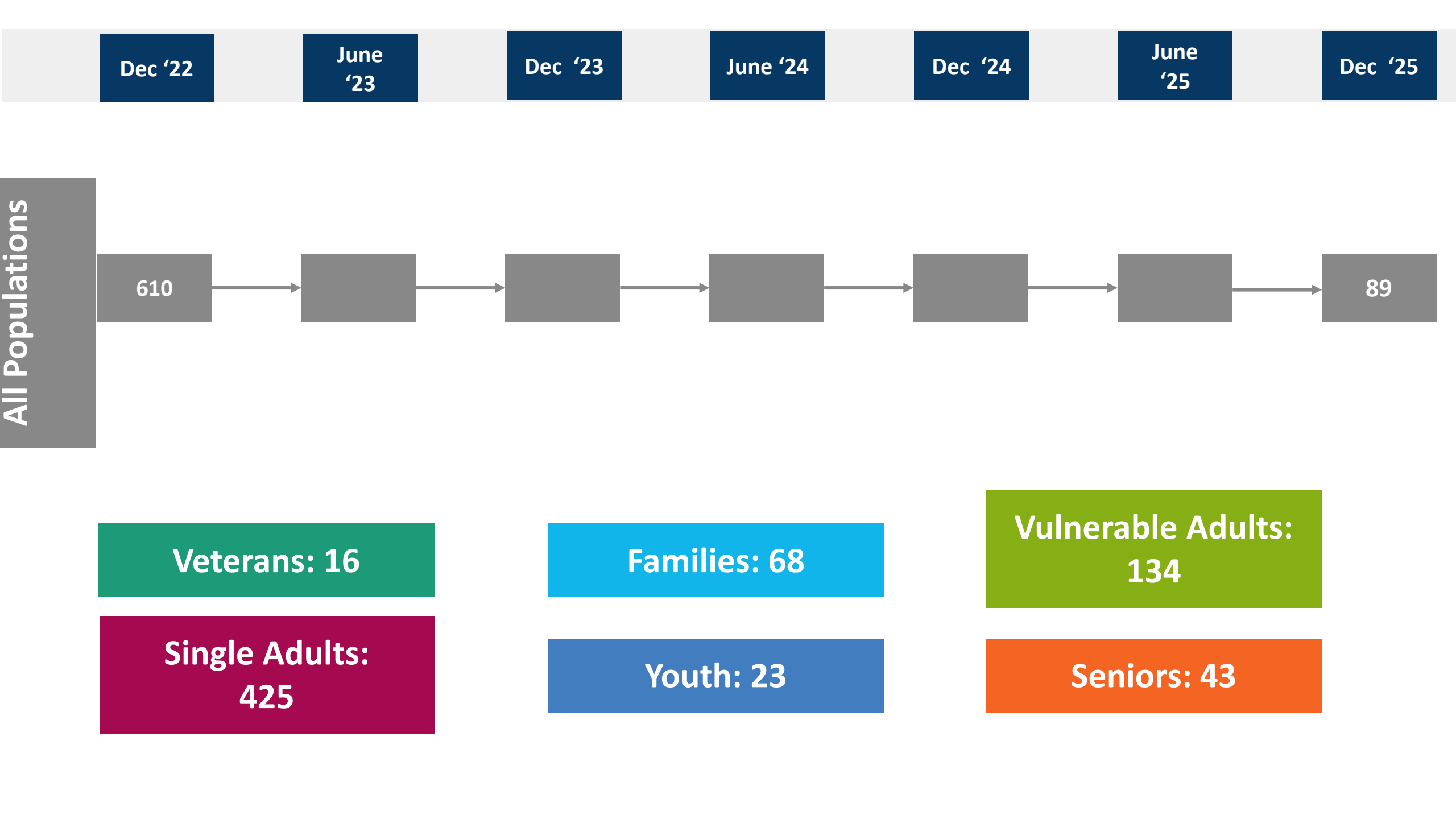
6-Month Milestones

Working Group	By June 2023, we will have…
Youth	A fully operational Coordinated Entry System for Youth
Families	An average length of time from ID to Move-in of 45 days
Seniors	Decreased the number of seniors entering homelessness each month by 50% (from 6 to 3)
Vulnerable Adults	An average length of time from Assigned to Housed of 45 days
Veterans	No more than 7 Veterans experiencing homelessness (down from 10)
Other Adult-Only Households	Housed 350 individuals

6-Month Milestones

| Working Group	Progress as of Jan 17, 2023
Youth	CES Subcommittee first meeting held Jan 11, 2023
Families	Currently at 204 Days (Goal 45 Days)
Seniors	Current Inflow +3 (as of 1/13/2023)
Vulnerable Adults	Currently at 254 Days (Goal 45 Days)
Veterans	Current Active Number is 16 (+6 from last report. All are assigned to housing placement. Several awaiting move-in)
Other Adult-Only Households	158 Households housed in PSH/SHARP/Exit Bonus since 12/15/2022

Rocks and Levers

A **big rock** can be any obstacle stopping you from reaching your goal or any opportunity to reach your target
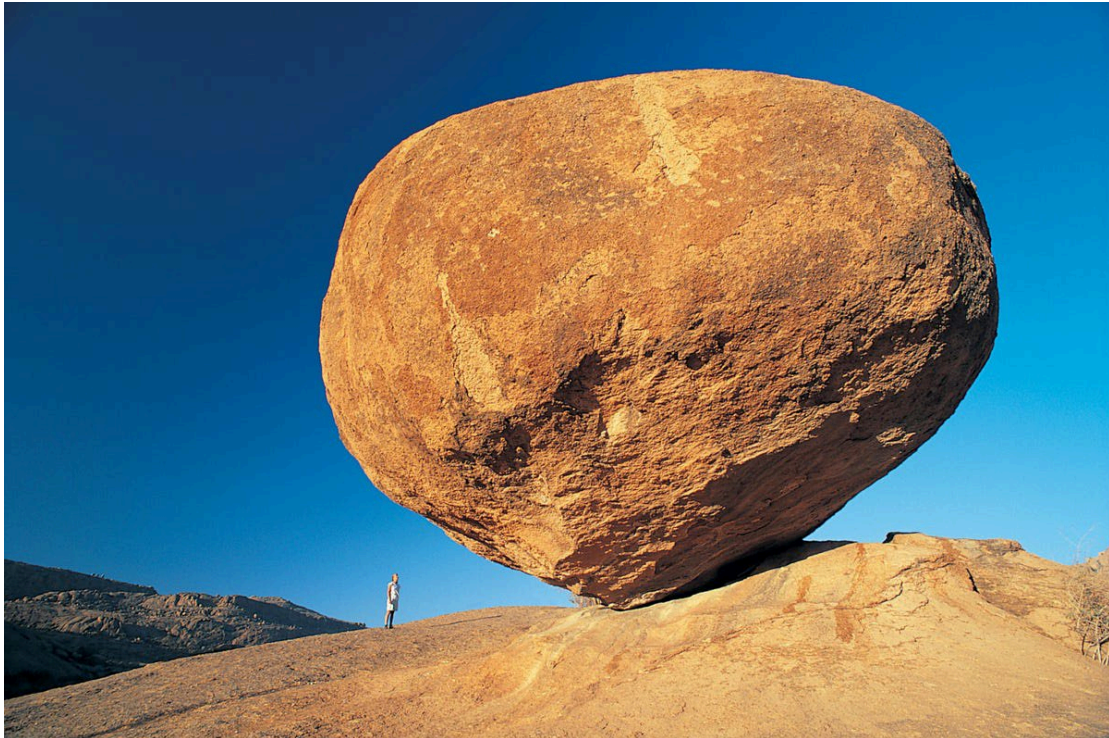
A **lever** is something you can use to get the big rock out of the way

Community Identified Rocks and Levers

Population	ROCK	LEVER
Youth	Siloed providers	Standing youth committee meeting with updates
Veteran	Lack of communication with/from VA	Read-only access to DC HMIS
Families	Barriers and delays in accessing HOC housing, childcare subsidies and TCA	Assigned liaisons to increase efficiency
Seniors	Inconsistent Values and Service Philosophy amongst systems of care	Improved coordination between agencies; state and local advocacy and education to increase care quality
Vulnerable Adults	Provider capacity to service complex trauma/language/culture needs and behavioral health to help stay in housing	Hire Spanish + Amharic and other staff at front door shelter to best identify needs Incentivize bi-lingual staff Cultural competency training
Other Adult Only Households	Unemployment and Under employment	Subsidized employment Targeted workforce development Retention supports
Universal	Lack of Access to Affordable Housing and Not Enough of it	Tracking and reporting housing discrimination; building more units; dedicated units for people exiting homelessness
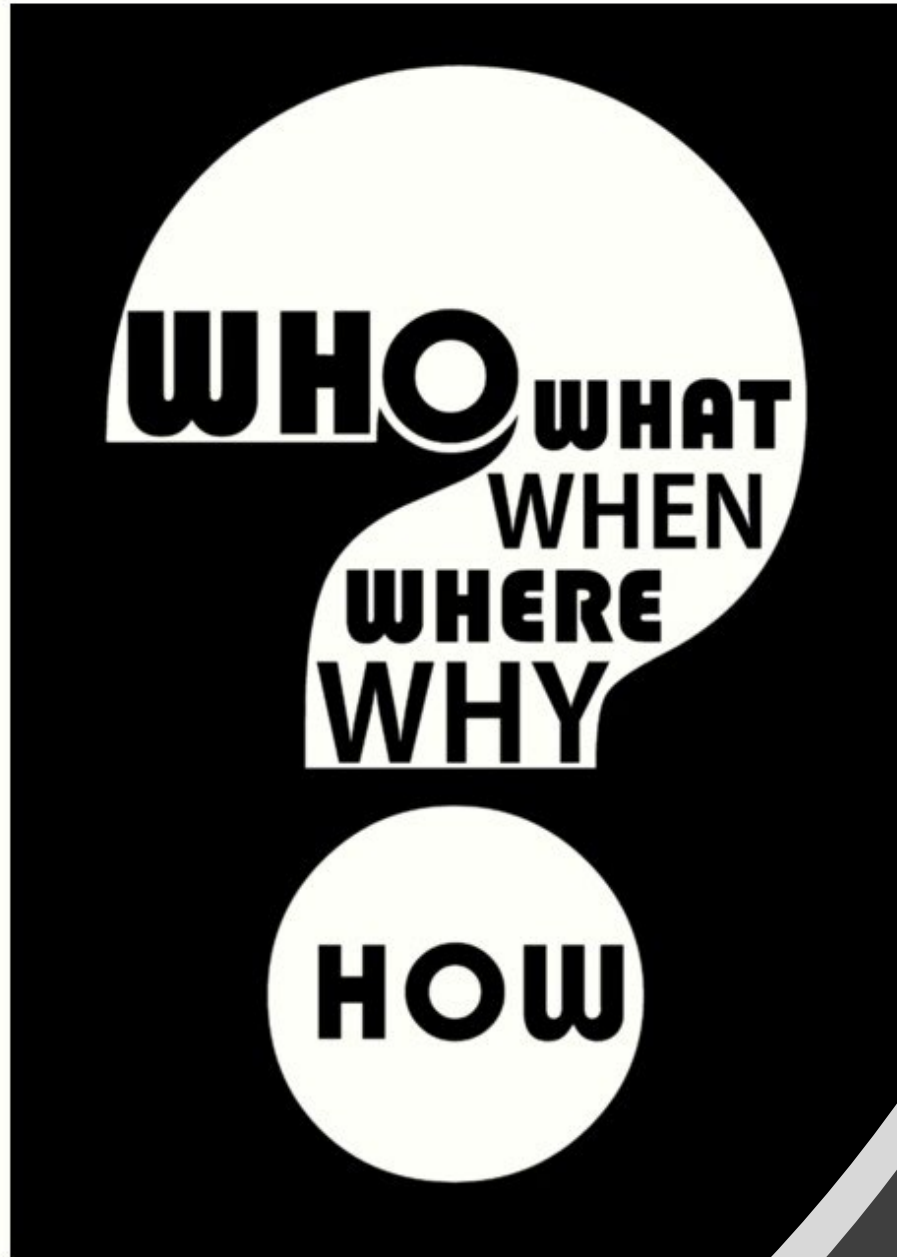
What do we do now?

Discussion Questions

- Where does this work sit? With committees, subcommittees, work groups?

- How do we hold ourselves accountable?

- When and how to report to ICH?

- When and how to report progress to the community?

- Who are the stakeholders that need to be informed, consulted, and involved in the solutions?
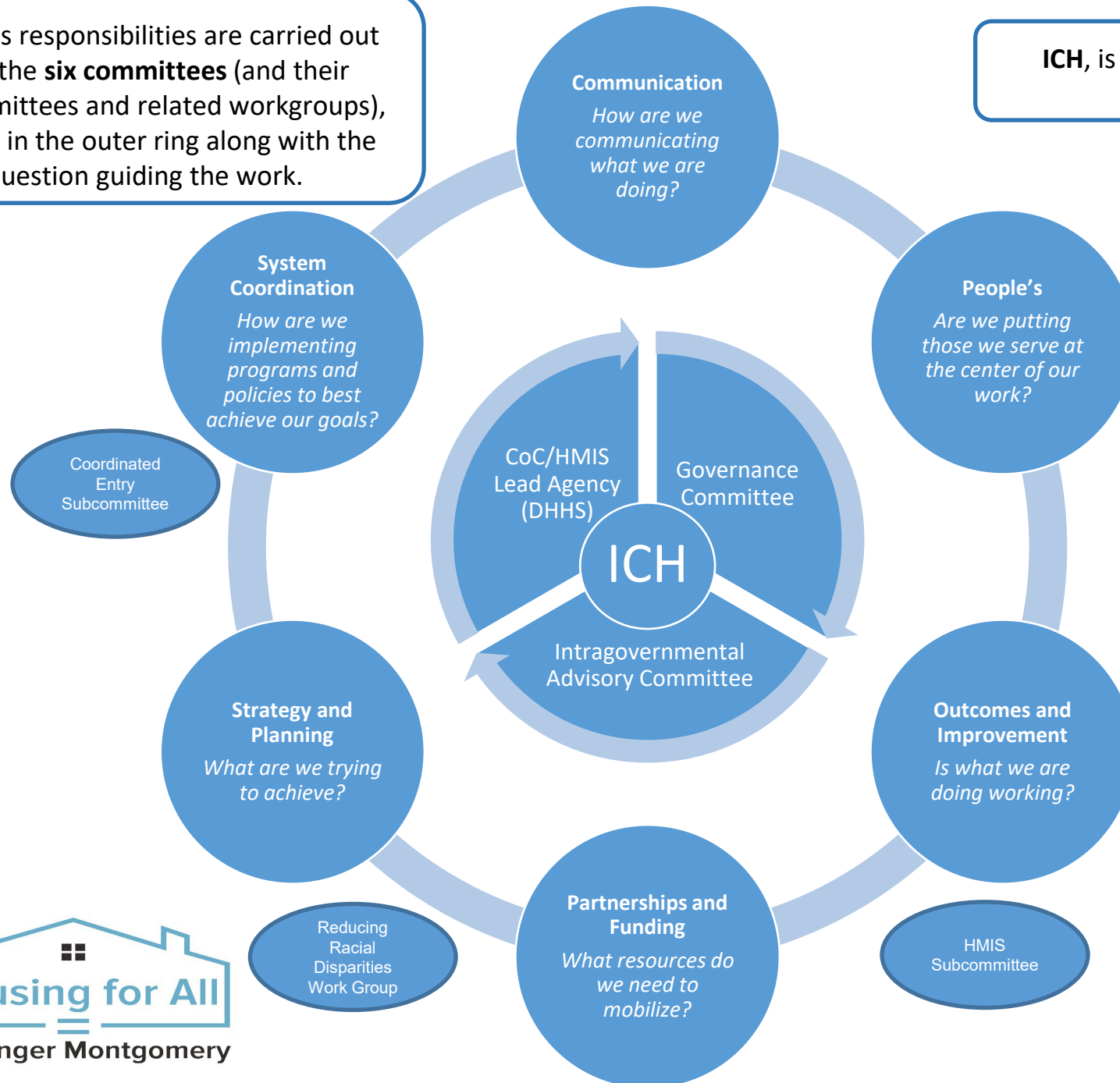
The CoC's responsibilities are carried out through the **six committees** (and their subcommittees and related workgroups), depicted in the outer ring along with the central question guiding the work.

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

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).

Communication
How are we communicating what we are doing?

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

Coordinated Entry Subcommittee

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

CoC/HMIS Lead Agency (DHHS)

Governance Committee

ICH

Intragovernmental Advisory Committee

Strategy and Planning
What are we trying to achieve?

Outcomes and Improvement
Is what we are doing working?

Partnerships and Funding
What resources do we need to mobilize?

Reducing Racial Disparities Work Group

HMIS Subcommittee

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 people 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

Other Work Groups

Youth Work Group

Adult Only Coordinated Entry (includes crisis response and housing programs)

Family Coordinated Entry (includes crisis response and housing programs)

Outreach Work Group

Emergency Services and Outreach Work Group

Partnerships and Funding Committee

Review the proposed Shared Vision for Homeless Services Funders

Mary Gies, Committee Chair

Public Comment Period

Annual Homeless Point-in-Time Count will be held on Wednesday January 25th. Results will be published this spring.

The 2023 Nadim Khan Memorial Homeless Resource Day is scheduled for Wednesday, May 10th at Bohrer Park Activity Center in Gaithersburg

ANNOUNCEMENTS