



## Interagency Commission on Homelessness

### HOUSING FOR ALL = STRONGER MONTGOMERY

*ICH 2020-2023 Strategic Plan Appendix: Action Plans*

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#### 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<sup>1</sup>:

- 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 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.

Strategies and Action Plans: The following six strategies will lead Montgomery County's efforts to end homelessness and achieve our bold goals. Action plans for each strategy are provided on the pages listed below.

Strategy 1: Address Racial Disparities Across the System  Pages 2-4	Strategy 2: Build and Support Strong and Adaptable Programs  Pages 5-8	Strategy 3: Build and Support Affordable Housing Solutions within the Homeless Continuum  Pages 9-10
Strategy 4: Coordinate Effectively Across Other Systems of Care  Pages 11-13	Strategy 5: Increase and Diversify Funding  Pages 14-15	Strategy 6: Educate and Advocate for Change  Pages 16-17

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<sup>1</sup> Intersectionality exists across all populations listed in the bold goals.

**Strategy 1 Action Plan: Address Racial Disparities Across the System**

<b>Objective</b>	Work to eliminate racial disparities across the systems that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Equitable demographics among people being served and exiting homelessness, as evidenced by data from HMIS.</li> <li>• Reduction of inequitable regulations and laws.</li> <li>• Reports from people experiencing homelessness of receiving high quality, non-discriminatory support across the continuum of care.</li> </ul>
<b>Priorities</b>	<p>2020 Priorities:</p> <ul style="list-style-type: none"> <li>• <i>Priority 1: Explore Reasons for Entering Homelessness and their Connections to Race.</i></li> <li>• <i>Priority 2: Provide Racial Equity Trainings and Coaching.</i></li> </ul> <p>2021-2023 Priorities:</p> <ul style="list-style-type: none"> <li>• <i>Priority 3: Drive Regulatory and Statutory Changes.</i></li> <li>• <i>Priority 4: Mitigate the Impact of Structural Racism on Access to Affordable Housing and Housing Subsidies.</i></li> </ul>
<b>Priority 1: Explore Reasons for Entering Homelessness and their Connections to Race</b>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Increase understanding of trends (e.g. predictors of homelessness) used to more efficiently target prevention and improve solutions.</li> </ol> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Identify data assumptions.</li> <li>• Review existing data in HMIS.</li> <li>• Identify additional data to collect in HMIS.</li> <li>• Review the OLO eviction report.</li> <li>• Identify the top 5 predictors and create plan for tracking.</li> <li>• Track the top 5 predictors.</li> <li>• Use information to improve prevention solutions.</li> </ul>
<b>Priority 2: Provide Racial Equity Trainings and Coaching</b>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Ensure clients are served with a lens of racial equity, resulting in better outcomes and experiences for clients.</li> </ol> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Review existing internal tools and assessments.</li> <li>• Conduct an assessment of internal policies and processes to identify any intrinsic bias and include client voice.</li> <li>• Conduct training across all agency levels. Create a structure and plan to provide ongoing coaching to support ongoing improvement.</li> <li>• Build in structure to formalize process and ID trends and make changes based on analysis.</li> <li>• Provide racial equity and implicit biases awareness training for all agency staff across all levels.</li> <li>• Provide tenants' rights trainings with a lens of racial equity and biases awareness, training for all clients.</li> </ul>



<p><b>Priority 3: Drive Regulatory and Statutory Changes</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure property manager/landlord requirements for tenant applications and renewals are transparent, clearly stated online in an accessible manner.</li> <li>2. Ensure penalties for not transparently providing this information are in place and enforced.</li> <li>3. Ensure DHCA provides an annual summary of property manager/landlord violations.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Draft initial desired regulations: <ul style="list-style-type: none"> <li>• Engage DHCA and review current Montgomery County regulations to understand what is currently in place.</li> <li>• Conduct best practices research. Identify what is happening across other jurisdictions regarding transparency requirements and penalties.</li> <li>• Identify what might be missing from Montgomery County regulations based on best practices from other jurisdictions.</li> </ul> </li> <li>• Engage rental community to understand needs and build ideas: <ul style="list-style-type: none"> <li>• Reach out to the Renter’s Alliance and Realtor Community to invite them into the discussion.</li> <li>• Share the resources that are currently available in Montgomery County, ask what resources would be supportive to them and what incentives would be helpful.</li> </ul> </li> <li>• Build a coalition and being to advance regulations: <ul style="list-style-type: none"> <li>• Create a coalition of stakeholders to help move the regulations forward.</li> <li>• Share the draft regulations and refine based on coalition input.</li> </ul> </li> <li>• Host a landlord/property manager symposium: <ul style="list-style-type: none"> <li>• Provide racial equity and bias training alongside data to help illuminate why the regulatory changes are important.</li> <li>• Share regulatory changes and support/incentives to support landlords/property managers in these changes.</li> </ul> </li> </ul>
<p><b>Priority 4: Mitigate the Impact of Structural Racism on Access to Affordable Housing and Housing Subsidies</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure racial demographics do not impact people’s ability to receive and use vouchers.</li> <li>2. Collect data to understand who is being served by the voucher program vs. who is in need.</li> <li>3. Advocate for policy changes to allow individuals with criminal records to access the voucher programs.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Review existing policies and procedures and identify potential areas for improvements, prioritizing: <ul style="list-style-type: none"> <li>o Current criminal background check policies</li> </ul> </li> </ul>



	<ul style="list-style-type: none"><li>o Termination and appeals data and processes. Identify the racial demographics of who:<ul style="list-style-type: none"><li>▪ Is terminated</li><li>▪ Appeals</li><li>▪ Gets overturned</li></ul></li><li>o Waitlist requirements</li><li>o Regulations for household additions, reviewing parameters and transfers (looking at HUD's regulations as a starting point)</li></ul> <ul style="list-style-type: none"><li>• Review best practices, looking at areas such Seattle and Fairfax, as a point of comparison with the above policies and procedures.</li><li>• Engage people experiencing homelessness for input and suggestion to the policies and procedures improvements.</li><li>• Create proposed improvements based on research and inputs.</li><li>• Create coalition to review and build support for proposed improvements (possibly working with coalition from Priority 1).</li><li>• Put the proposed changes forward for public comment and hearing.</li><li>• Implement changes, as appropriate.</li></ul>
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**Strategy 2 Action Plan: Build and Support Strong and Adaptable Programs**

<b>Objective</b>	Ensure programs across the system are effectively designed, executed, and supported to meet the diverse needs and experiences of clients, providing high quality, trauma informed services to all clients, absent of discrimination.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Number of people entering homelessness for the first time is reduced by 20%.</li> <li>• Average length of time homeless is 30 days or less.</li> <li>• Percent of people exiting to permanent housing is at least 80%.</li> <li>• Percent of people returning to homelessness is less than 15%.</li> <li>• Percent of households retaining Permanent housing after 24 months is at least 90%.</li> </ul>
<b>Priorities</b>	<p><i>2020 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution.</li> <li>• Priority 2: Expand and Enhance the Rapid Rehousing Program.</li> <li>• Priority 3: Enhance Employment Services and Job Opportunities for Households Experiencing or At-Risk of Homelessness.</li> <li>• Priority 4: Continuously Improve the Coordinated Entry System.</li> <li>• Priority 5: Identify Youth Experiencing or At Risk of Homelessness, with Intentional Outreach to LGBTQ Youth.</li> </ul> <p><i>2021-2023 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 6: Provide Appropriate Housing Solutions for Youth Experiencing or At Risk of Homelessness, with Non-Traditional Housing Options for LGBTQ Youth.</li> <li>• Priority 7: Address the Needs of the Unsheltered Population.</li> <li>• Priority 8: Reduce the Number of Households who Return to Homelessness from Permanent Supportive Housing.</li> <li>• Priority 9: Identify Non-Traditional Housing Options for Non-Disabled Single Individuals.</li> </ul>
<b>Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Make the best use of existing resources and best practices for eviction prevention and homeless diversion/ rapid resolution.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Target eviction prevention assistance to households most at risk of homelessness.</li> <li>2. Explore flexible prevention models that allow for multiple months of assistance and case management.</li> <li>3. Train all shelter staff on diversion and rapid resolution.</li> <li>4. Create a learning collaborative for diversion workers.</li> </ol>
<b>Priority 2: Expand and Enhance the</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Increase access to and quality Rapid Rehousing programs.</li> </ol>



<b>Rapid Rehousing Program</b>	<p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Identify opportunities to increase access to existing Rapid Rehousing programs for single adults and families with children.</li> <li>2. Modify the traditional Rapid Rehousing model to meet the needs of specific subpopulations including seniors, survivors of domestic violence, youth (age 18-24) and households with no income.</li> <li>3. Implement a Landlord Risk Mitigation Fund that acts like an insurance fund for landlords/property managers renting to participants in a Rapid Rehousing Program.</li> <li>4. Convene a Rapid Rehousing learning collaborative with a goal of reducing the length of stay.</li> </ol>
<b>Priority 3: Enhance Employment Services and Job Opportunities for Households Experiencing or At-Risk of Homelessness</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Increase income of households experiencing or at-risk of homelessness including.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Create an Employment Coordinator position to support the work of all Employment Specialists in the Continuum of Care, conduct job development and build relationships with employers, and promote access to local employment programs currently serving households experiencing homelessness.</li> <li>2. Engage Career Catchers, a local employment service provider, to pilot projects that pairs employment services with housing and shelter programs.</li> <li>3. Request a preference for serving households experiencing homelessness from local employment agencies receiving state and/or federal funding.</li> </ol>
<b>Priority 4: Continuously Improve the Coordinated Entry System</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure everyone has fair and equitable access to housing that best meets their needs.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Conduct annual evaluation to assess fair and equitable access to housing to ensure housing is meeting needs.</li> <li>2. Use results to inform focus areas for improvement.</li> </ol>
<b>Priority 5: Identify Youth Experiencing or At Risk of Homelessness, with Intentional Outreach to LGBTQ Youth. (under 24)</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure youth experiencing homelessness are identified so that they can be effectively served.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Partner with community stakeholders to conduct annual youth count.</li> <li>2. Create a Coordinated Entry System specific to youth.</li> </ol>



<p><b>Priority 6: Provide Appropriate Housing Solutions for Youth (under 24) Experiencing or At Risk of Homelessness, with Non-Traditional Housing Options for LGBTQ Youth</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure the unique needs of youth are effectively served.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Establish a homeless youth drop-in center coordination with the re-engagement center and in partnership with the Collaboration Council.</li> <li>2. Explore other alternative housing interventions such as host homes and shared housing.</li> </ol>
<p><b>Priority 7: Address the Needs of the Unsheltered Population</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure the unique needs of unsheltered individuals are effectively served.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Conduct quarterly surveys of unsheltered individuals to better understand their needs and the inflow of new people entering the County.</li> <li>2. Ensure all shelters offer low barrier, housing-focused shelter to all individuals including those with substance use disorders, serious mental illness, and chronic health conditions.</li> <li>3. Partner with community stakeholders to including business owners, libraries, police, hospitals, and other County employees to provide adequate street outreach to meet the need.</li> </ol>
<p><b>Priority 8: Reduce the Number of Households who Return to Homelessness from Permanent Supportive Housing</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure people are effectively supported in permanent supportive housing to reduce recidivism into homelessness.</li> </ol> <p><i>Actions:</i></p> <ol style="list-style-type: none"> <li>1. Provide annual training for all housing support staff on Housing First, harm reduction, motivational interviewing, and trauma-informed care.</li> <li>2. Offer representative payee services for individuals with a history of not paying rent.</li> <li>3. Allow for program transfers to better meet the needs of the household</li> <li>4. Maintain high fidelity to the Housing First evidence-based program models and monitor programs on a biannual basis.</li> <li>5. Enhance support services to allow individuals to age in place in permanent supportive housing.</li> </ol>
<p><b>Priority 9: Identify Non-Traditional Housing</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Increase the availability and options for safe and affordable housing.</li> </ol>



<b>Options for Non-Disabled Single Individuals</b>	<i>Actions:</i> <ol style="list-style-type: none"><li data-bbox="477 226 1344 296">1. Promote shared housing programs and roommate matching services.</li><li data-bbox="477 296 1349 365">2. Explore other extremely affordable housing options like single room occupancies, boarding houses, etc.</li></ol>
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**Strategy 3 Action Plan: Build and Support Affordable Housing Solutions within the Homeless Continuum**

<p><b><u>Objective</u></b></p>	<p>Increase and preserve the supply of affordable housing to ensure clients within the homeless continuum have sustainable and affordable housing opportunities.</p>
<p><b><u>Outcomes</u></b></p>	<p>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.</p> <ul style="list-style-type: none"> <li>• Increase PSH by 100 units.</li> <li>• Increase RRH by 350 units.</li> <li>• At least 10% of all newly produced or preserved affordable units dedicated to households experiencing homelessness.</li> </ul>
<p><b>Priorities</b></p>	<p><i>2020 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 1: Increase Coordination, Collaboration, and Communication among Public and Private Partners Involved in Housing Solutions.</li> <li>• Priority 2: Ensure the 6-Year Fiscal Plan of the Housing Initiative Fund Includes Funding Required to Meet Projected Housing Need.</li> <li>• Priority 3: Increase Landlord and Property Management Participation, with the Goal of Increasing Available Units.</li> <li>• Priority 4: Create a Risk Mitigation Fund that Offers Added Protection for Landlord Partners.</li> </ul> <p><i>2021-2023 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 5: Implement More Innovative Affordable Housing Solutions by Building on Existing Models and Exploring New Models of Innovation.</li> </ul>
<p><b>Priority 1: Increase Coordination, Collaboration, and Communication among Public and Private Partners Involved in Housing Solutions.</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Build a strong flow of information from the County (Planning Board and DHCA) to partners involved in housing solutions exist.</li> <li>2. Create an active and effective forum for PSH partners to share information and coordinate projects and advocacy efforts is built.</li> <li>3. Ensure opportunities for housing providers and developers to shape development decisions before they are made by the county are available.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Build PSH track at HOME and Affordable Housing conferences.</li> <li>• Develop formal working group with public and private partners to address development of permanent housing solutions. Include public partners (DHCA, MCPPC, DHHS) as well as nonprofit and for profit developers.</li> </ul>
<p><b>Priority 2: Ensure the 6-Year Fiscal Plan of the HIF Includes Funding</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensuring funding required to meet housing needs is fulfilled.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Annually updated the gap analysis to identify projected housing needs.</li> </ul>



<p><b>Required to Meet Projected Housing Need.</b></p>	<ul style="list-style-type: none"> <li>• Incorporate funding to meet the projected need in the 6-year HIF.</li> </ul>
<p><b>Priority 3: Increase Landlord and Property Management Participation, with the Goal of Increasing Available Units.</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Increase geographic dispersion of housing units.</li> <li>2. Increase number of units available for people exiting homelessness.</li> <li>3. Provide additional resources so as to increase landlord participation.</li> <li>4. Build stronger connection between properties and case management.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Recruit more landlords in other geographic areas.</li> <li>• Expand ACT teams.</li> <li>• Establish 24hr hotline for case management.</li> <li>• Create central website/resource for people seeking/receiving services.</li> </ul>
<p><b>Priority 4: Create a Risk Mitigation Fund that Offers Additional Protection for Landlord Partners</b></p>	<p>Priority 4: Create a Risk Mitigation Fund that Offers Additional Protection for Landlord Partners</p> <p><u>Objective:</u></p> <ol style="list-style-type: none"> <li>1. Provide additional incentives to landlords to increase participation in housing programs.</li> </ol> <p><i>Actions</i></p> <ul style="list-style-type: none"> <li>• Work with leadership and key stakeholders (including landlords) to shape and operationalize risk mitigation fund (how much, who).</li> <li>• Advocate to get risk mitigation fund into the budget.</li> <li>• Define roles and responsibilities, needs and expectations of landlords/service providers.</li> <li>• Create risk mitigation fund.</li> </ul>
<p><b>Priority 5: Implement More Innovative Affordable Housing Solutions by Building on Existing Models and Exploring New Models of Innovation</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Enhance and accelerate PSH-PSH transfer system and emergency housing for critical situations in place.</li> <li>2. Explore need of site-based vs. scattered site programs and what is best for the clients .</li> <li>3. Build upon existing models (Housing First, Rapid Rehousing, MPDU).</li> <li>4. Explore and create housing solutions, as driven by the needs and demands of clients (Corporation for Supportive Housing).</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Explore alternative models for highest needs/acuity score.</li> <li>• Conduct data analysis and recommendations on highest need residents and challenges.</li> </ul>



**Strategy 4 Action Plan: Coordinate Effectively Across Other Systems of Care**

<b>Objective</b>	Shift the system 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.
<b>Outcomes</b>	<p>Satisfaction and cooperation of agencies across the continuum of care, as reported by agencies and people experiencing homelessness.</p> <ul style="list-style-type: none"> <li>• Increase the % of households experiencing homelessness receiving mainstream services (e.g. entitlements, behavioral health).</li> <li>• Increase the % of eligible school aged youth receiving appropriate school based education services.</li> </ul>
<b>Priorities</b>	<p><i>2020 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 1: Support Co-Location of Services.</li> <li>• Priority 2: Increase Representation of Homeless Service Providers on Boards Across the County.</li> </ul> <p><i>2021-2023 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 3: Formalize Boundary Spanners Role<sup>2</sup>.</li> <li>• Priority 4: Improve Collection and Sharing of Data.</li> </ul>
<b>Priority 1: Support Co-Location of Services</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure that people experiencing homelessness have ease of access to the entitlements and services needed to help move them out of homelessness.</li> <li>2. Ensure that the providers have the capacity and tools needed to effectively work together to provide ease of services and quality support to people experiencing homelessness.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Review the existing co-locating models in Montgomery County.             <ul style="list-style-type: none"> <li>• Identify what is working and why.</li> <li>• Identify what is not working and why.</li> </ul> </li> <li>• Use these insights to build a shared vision for co-locating services and revised MOU expectations.</li> <li>• Roll this vision out to the provider community for input.</li> <li>• Pilot the vision and MOU.</li> <li>• Engage external advisors from the community for input.</li> <li>• Review and revise the vision and MOU at the end of the year based on lessons learned.</li> </ul>

<sup>2</sup> A boundary spanner is a dedicated job, role or responsibility to work in a multi-agency or multi system environment to ensure the connection of resources and information across agencies and systems.



<p><b>Priority 2: Increase Representation of Homeless Service Providers on Boards Across the County.</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure a shared vision of success and a shared sense of responsibility to support people experiencing homelessness across the continuum of care.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Identify where homeless serving organizations are already partnering/directly engaged with systems outside of homeless services.</li> <li>• Identify where ICH would like to be present/would like to be with systems outside of homeless services. Build relationships with those organizations and ask for a role on their board.</li> <li>• Identify specific people to sit on boards and share back information with ICH.</li> </ul>
<p><b>Priority 3: Formalize Boundary Spanners Role</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure boundary spanners exist and are resourced across all systems.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Identify what is already happening across the region with boundary spanners: <ul style="list-style-type: none"> <li>• Where are they already in place?</li> <li>• What's working well?</li> <li>• What isn't working?</li> </ul> </li> <li>• Bring providers together to share the boundary spanner concept and overview of what is already happening. Use this information to: <ul style="list-style-type: none"> <li>• Create a shared vision and goals for the boundary spanner role.</li> <li>• Identify where natural connections across the systems where there isn't a formal partnership, but where there could be a shared interest in creating one.</li> <li>• Identify incentives to encourage continued progress and commitment (highlighting organizations, showcasing progress, etc).</li> <li>• Identify group of boundary spanners to move forward with testing.</li> </ul> </li> <li>• Pilot boundary spanner role across the system with identified group. <ul style="list-style-type: none"> <li>o Share points for feedback and progress across the 6 months.</li> </ul> </li> <li>• Assess progress the end of the year. <ul style="list-style-type: none"> <li>o Share with funders for support.</li> </ul> </li> </ul>
<p><b>Priority 4: Improve Collection and Sharing of Data</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Improve data at the aggregate level, ensuring it is easy to see and share where the client is connected across the system and that it is easier to see where progress is being made across system wide Objectives (e.g. racial equity Objectives).</li> </ol>



	<p><i>Actions:</i></p> <ul style="list-style-type: none"><li>• Identify locations where the collection and sharing of data has been improved (e.g. New York, Chicago, Seattle, and cities in Connecticut).<ul style="list-style-type: none"><li>• Learn what changes were made, what hurdles were overcome, and how the changes were implemented.</li></ul></li><li>• Conduct a scan of existing Montgomery County data sharing agreements.</li><li>• Use insights to develop Montgomery County’s plan for improving data sharing.<ul style="list-style-type: none"><li>• Engage IT and Legal.</li><li>• Consider provider portal EICSM.</li></ul></li><li>• Begin to draft new data sharing agreements.</li><li>• Share with the community of providers for input.</li><li>• Move forward with implementing new agreements.</li></ul>
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**Strategy 5 Action Plan: Increase and Diversify Funding**

<p><b><u>Objective</u></b></p>	<p>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.</p>
<p><b><u>Outcomes</u></b></p>	<p>Increase in the availability of federal funding, state funding, local funding, and all non-governmental funding.</p> <ul style="list-style-type: none"> <li>• Increase funding from non-county sources by 10%.</li> <li>• Increase overall funding by 20%.</li> </ul>
<p><b>Priorities</b></p>	<p><i>2020 Priorities:</i></p> <p>Priority 1: Identify and Agree on Shared Vision with County. Agencies (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.</p> <ul style="list-style-type: none"> <li>• Priority 2: Conduct Further Research in Alternative Funding Models (Pay for Success, Social Impact Bonds).</li> </ul> <p><i>2021-2023 Priorities:</i></p> <ul style="list-style-type: none"> <li>• Priority 3: Explore/Implement a Funder’s Collaborative.</li> <li>• Priority 4: Secure Alternative Federal and State Funding.</li> </ul>
<p><b>Priority 1: Identify and Agree on Shared Vision with County Agencies (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.</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Create one joint funding application.</li> <li>2. Align providers.</li> <li>3. Build clearly stated funding priorities in place.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Establish funding and partnership committee.</li> <li>• Gather/analyze all current funding applications.</li> <li>• Gather funders.</li> <li>• Meet with council staff to understand and align with budget changes.</li> <li>• Document, share and seek feedback on current process.</li> <li>• Share first draft funding application with funders.</li> <li>• Build performance-based contracts.</li> <li>• Develop infrastructure/capacity to evaluate programs (county and providers).</li> </ul>
<p><b>Priority 2: Conduct Further Research in Alternative Funding Models (Pay for Success,</b></p>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Become more informed as a community about alternative funding models for future pursuit.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Conduct research, building on existing models and research that exists.</li> </ul>



<b>Social Impact Bonds).</b>	<ul style="list-style-type: none"> <li>• Host a convening to share learnings (to include presentations from experts; consider linking together with convening mentioned below).</li> </ul>
<b>Priority 3: Explore/Implement a Funder's Collaborative.</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Ensure funders give based on shared vision/Objectives for county.</li> <li>2. Increase funding, exploring new sources such as health care funding.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Identify all nonprofits who receive funds and provide services.</li> <li>• Research other funders collaboratives (national and local).</li> <li>• Outreach to the national collaborative- ask for help/support.</li> <li>• Go to existing healthcare funders and find out what sold them.</li> <li>• Convening of business and philanthropy.</li> <li>• Collect more data from hospitals/MCOs (getting agreements in place).</li> <li>• Establish starting metrics/benchmarks for current funding (different sources).</li> <li>• Facilitate conversations/build trust (with NPs who receive funds and provide services).</li> <li>• Continue building relationships with healthcare funders.</li> </ul>
<b>Priority 4: Secure Alternative Federal and State Funding</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Increase federal and state funding to \$3 million (including from FEMA, VA, Dept. of Labor, SAMSA, HHS-Fed, DOJ, CMS, DHS, DHMH, DHCD, DOLLR).</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Research what's available (in coordination with the Office of Intergovernmental Relations).</li> <li>• Identify staff person/capacity.</li> <li>• Begin application process.</li> </ul>



**Strategy 6 Action Plan: Educate and Advocate for Change**

<b>Objective</b>	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.
<b>Outcomes</b>	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.
<b>Priorities</b>	<p><i>2020 Priorities:</i></p> <ul style="list-style-type: none"> <li>● Priority 1: Create a Coordinated Education and Advocacy Effort with Supporting Infrastructure to Heighten the Issue of Homelessness Across the Community.</li> </ul> <p><i>2021-2023 Priorities:</i></p> <ul style="list-style-type: none"> <li>● Priority 2: Launch the Coordinated Education and Advocacy Effort.</li> </ul>
<b>Priority 1: Create a Coordinated Education and Advocacy Effort with Supporting Infrastructure to Heighten the Issue of Homelessness Across the Community.</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Create consistency and ease of messaging across the homeless services system.</li> <li>2. Develop an understanding and compassion of homelessness across the community is developed.</li> <li>3. Establish Montgomery County as a model/known expert for preventing and ending homelessness.</li> </ol> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>● Draft a narrative to share with other providers, including: <ul style="list-style-type: none"> <li>● Education about homelessness so that people understand: <ol style="list-style-type: none"> <li>i. A problem does exist in Montgomery County</li> <li>ii. The problem isn’t intractable</li> <li>iii. Government alone can’t solve the problem, that the entire community has a role to play</li> <li>iv. This is both a moral and financial imperative</li> <li>v. The criminalization, discrimination and injustice of homelessness</li> </ol> </li> <li>● A clear call to action, sharing ways for people to get involved with addressing homelessness</li> </ul> </li> <li>● Share the narrative with homeless service providers for input and feedback, using this as a launch pad for campaign</li> </ul>
<b>Priority 2: Launch the Coordinated Education and Advocacy Effort.</b>	<p><i>Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Create and launch a campaign that heightens the issue of homelessness across the community. Leading to: <ul style="list-style-type: none"> <li>○ Broad community support to end homelessness (from individuals, businesses, and community groups), with a sense of urgency to pressure council members and to provide financial resources and volunteer time</li> </ul> </li> </ol>



	<ul style="list-style-type: none"> <li>o Financial commitment from the philanthropic community to support internal government ICH position</li> <li>o Empowerment of the ICH to take more action</li> <li>o New supportive policies in place from the council</li> <li>o On the ground organizers/advocacy leaders across organizations working to support the campaign</li> <li>o Well known champions of the campaign to end homelessness in Montgomery County</li> </ul> <p>2. Secure well-known champions of the campaign to help end homelessness in Montgomery County.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> <li>• Build draft outline of campaign for partners and funders to provide input into, identifying: <ul style="list-style-type: none"> <li>• Potential actions to take,</li> <li>• Possible structure for engagement,</li> <li>• Volunteer support needed,</li> </ul> </li> <li>• Bring partners together to share the draft narrative and campaign plans: <ul style="list-style-type: none"> <li>• Ask for input and support.</li> <li>• Create a partners committee to help drive the campaign.</li> </ul> </li> <li>• Bring funders together to share the draft narrative and campaign plans: <ul style="list-style-type: none"> <li>• Ask for input and funding.</li> <li>• Create a funders committee to help drive financial support.</li> </ul> </li> <li>• Request pro-bono support (PR advisors and Media support).</li> <li>• Conduct public listening sessions, sharing campaign plans for their input and support.</li> <li>• Begin to build support and align around shared financial Objectives/common budget support across the partners involved.</li> <li>• Create a collective proposal for funders support of advocacy roles.</li> </ul>
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