



**A Stronger Montgomery**

# Montgomery County Interagency Commission on Homelessness

JULY 22, 2025

FULL COMMISSION MEETING: IN-PERSON  
WITH VIRTUAL OPTION

# AGENDA

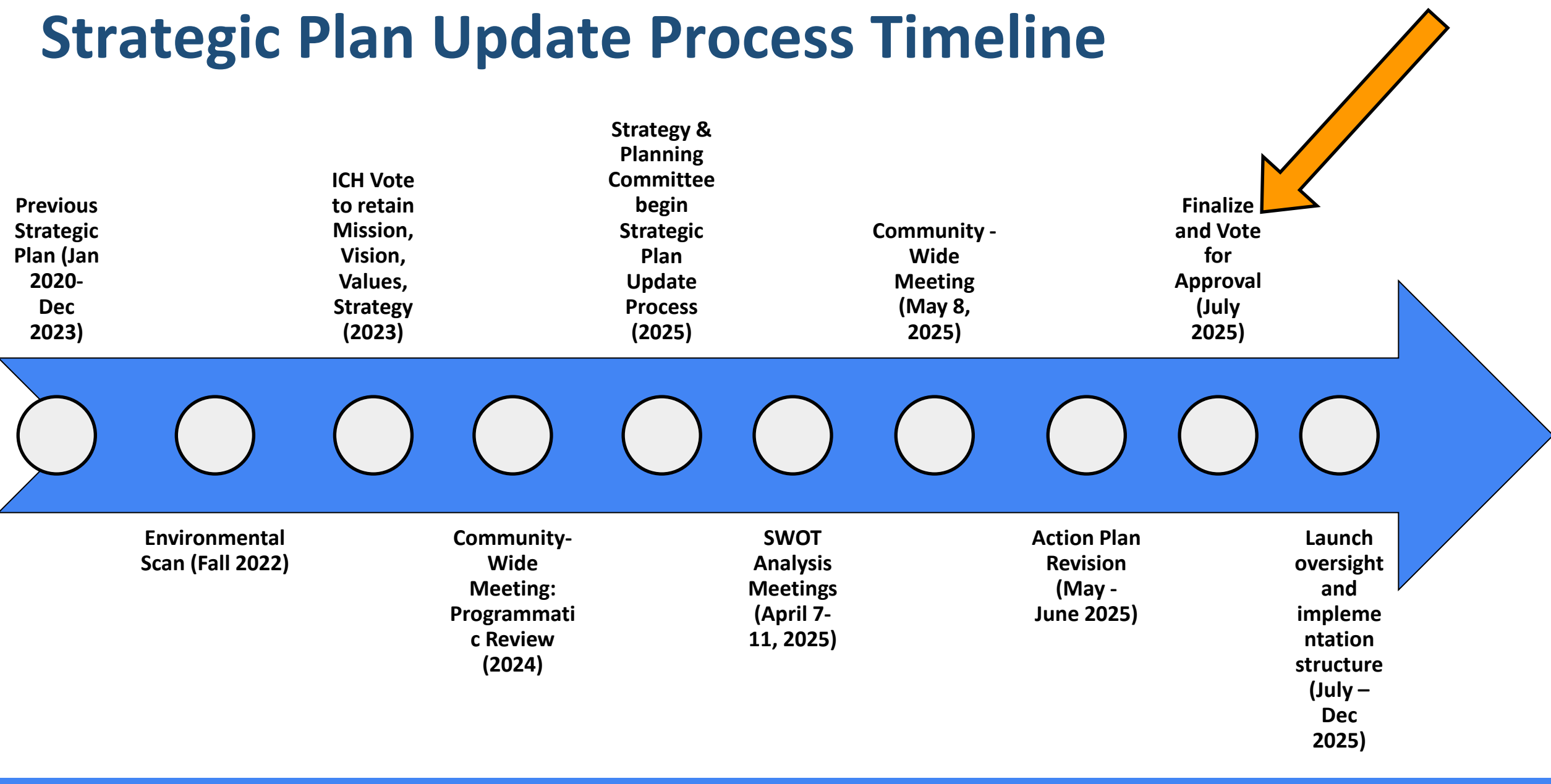
- Welcome and Introductions
- Review and Approve May 20<sup>th</sup> Meeting minutes (**VOTE**)
- Review and Approve final draft of the CoC Strategic Plan(**VOTE**)
- Housing Together Campaign- Progress Update
- ICH Workforce Development Workgroup- Update
- ICH Committees and Workgroups- Update
- Public Comments
- Announcements

# Strategic Plan Update

**Montgomery County Interagency Commission on Homelessness**

July 22<sup>nd</sup>, 2025

# Strategic Plan Update Process Timeline



# Strategic Plan

Mission

Vision

Values

Goals

Six Strategies

# Action Plan Appendix

One-Year Action Plan

Six Strategies

Three Priorities for each  
Strategy

Action Steps for each  
Priority

# Strategic Plan: Strategies

Strategy 1: Address  
Gaps in Services 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 Gaps in Services Across the System

**Work to eliminate gaps in services across the systems that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.**

## **Priorities**

1. Analyze how the system is currently working and identify areas for improvement in access and outcomes.
2. Provide guidance to other Strategy Workgroups to improve access to services for all.
3. Collaborate with the People's Committee to codify the role of the People's Committee in reviewing policies and regulations that are implemented in the continuum.

# Strategy 2: Build and Support Strong, Adaptable Programs

**Ensure programs across the system are effectively designed, executed, and supported to meet the varied needs and experiences of clients, providing high quality, trauma informed services to all clients, absent of discrimination. Montgomery County will continue to effectively meet the needs of county residents as federal priorities, practices and requirements change.**

## **Priorities:**

1. Effectively meet the needs of youth experiencing homelessness and reduce the inflow of youth entering the homeless services system.
2. Ensure people are effectively supported in permanent housing to reduce returns to homelessness.
3. Make the best use of existing resources and best practices for eviction prevention and homeless diversion/rapid resolution to curb inflow to homelessness.



# Strategy 3: Build and Support Affordable Housing Solutions Across the Continuum

**Increase and preserve the supply of affordable housing to ensure clients within the homeless continuum have sustainable and affordable housing opportunities.**

## **Priorities:**

1. Partner with housing developers to obtain dedicated units for homeless system referrals as part of affordable housing production efforts.
2. Maintain and increase landlord partnerships.
3. Support landlords and property management professionals in working with the homeless system and people served through the homeless system.

# Strategy 4: Coordinate Effectively Across Other Systems of Care

**Shift the system from siloed services to coordinated services, so agencies across systems work in alignment, with clarity on roles, complementary services, and ease of sharing information and feedback.**

## **Priorities:**

1. Establish defined liaisons for key cross sector partners and key neighboring jurisdictions to streamline coordination with the CoC.
2. Improve the collection and sharing of data.
3. Build infrastructure for robust case conferencing across systems, jurisdictions, and agencies to more effectively serve households in the homeless continuum.

# Strategy 5: Increase and Diversify Funding

**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.**

## **Priorities:**

1. Establish a clear and transparent understanding of homeless system funding.
2. Identify the full costs of meeting our 3-year population goals.
3. Increase private funding to prioritize funding prevention and housing solutions.

# Strategy 6: Educate and Advocate for Change

**Create and support a common advocacy agenda across the homeless services system to increase the understanding of homelessness and decrease its associated stigma across the community, and to create support for the strategic plan's bold goals and timeline.**

## **Priorities:**

1. Create a coordinated education and advocacy effort with supporting infrastructure to raise the profile of the issue of homelessness across the community.
2. Engage in robust outreach to build cross-sector support for the Housing Together campaign.
3. Identify policy priorities for the County Executive, County Council, and the Maryland General Assembly, and educational opportunities to boost public awareness about homelessness.

# Next Steps

1. Strategy Plan Approval
2. Adjust committee structure to support implementation
3. Track progress and update Action Plans for future years

**Proposed adjustment to committee structure to support implementation:**

Proposed Committee	Primary Role	Strategy Alignment
1. Governance and Strategy planning Committee	<ul style="list-style-type: none"> <li>Provide oversight into long-term vision and strategic direction</li> <li>Monitor progress and outcomes of all strategies</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of <b>All Strategies (1–6)</b></li> <li>Direct Oversight: <b>Strategy 5</b> – Increase and Diversify Funding</li> </ul>
2. Programs and Operation Committee	<ul style="list-style-type: none"> <li>Lead CoC program and operations planning</li> <li>Assign tasks to appropriate subgroups or workgroups</li> </ul>	<b>Strategy 2</b> – Build and Support Strong and Adaptable Programs <b>Strategy 3</b> – Build and Support Affordable Housing Solutions <b>Strategy 4</b> – Coordinate Effectively Across Systems
3. Address Gaps in services Committee	<ul style="list-style-type: none"> <li>Develop strategies to eliminate gaps in services across the homeless systems, that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.</li> </ul>	<b>Strategy 1:</b> Address Gaps in Services Across the System
4. Peoples Committee	<ul style="list-style-type: none"> <li>Authentic collaboration with individuals with lived experience in all aspects of the community’s efforts to end homelessness, including advising the CoC, ICH and other committees and recruiting individuals with lived experience to participate.</li> </ul>	<b>Strategy 6:</b> Educate and Advocate for Change

Current Subcommittees and Workgroups		
CES Subcommittee	<ul style="list-style-type: none"> <li>Monitor, evaluate, and provide oversight of the Coordinated Entry System (CES)</li> </ul>	<ul style="list-style-type: none"> <li>Supports multiple strategies through CES system improvements</li> </ul>
Youth Workgroup	<ul style="list-style-type: none"> <li>Develop and evaluate the CoC’s Youth homelessness response system</li> </ul>	<ul style="list-style-type: none"> <li>Primarily supports <b>Strategy 2</b> and <b>Strategy 1</b></li> </ul>
Workforce Development Workgroup	<ul style="list-style-type: none"> <li>Promote housing sustainability</li> <li>Integrate workforce development practices to reduce homelessness inflow</li> </ul>	<ul style="list-style-type: none"> <li>Supports <b>Strategy 2</b> and <b>Strategy 4</b></li> </ul>
HMIS and Quality Data workgroup	<ul style="list-style-type: none"> <li>Monitor data quality for HMIS and eICM</li> <li>Provide training and updates to users</li> </ul>	<ul style="list-style-type: none"> <li>Supports <b>Strategy 2</b> and data-driven decision-making across all strategies</li> </ul>
Outcome and Improvement Workgroup	<ul style="list-style-type: none"> <li>Track performance metrics</li> <li>Guide continuous improvement efforts</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cutting support to all strategies through outcome measurement</li> </ul>



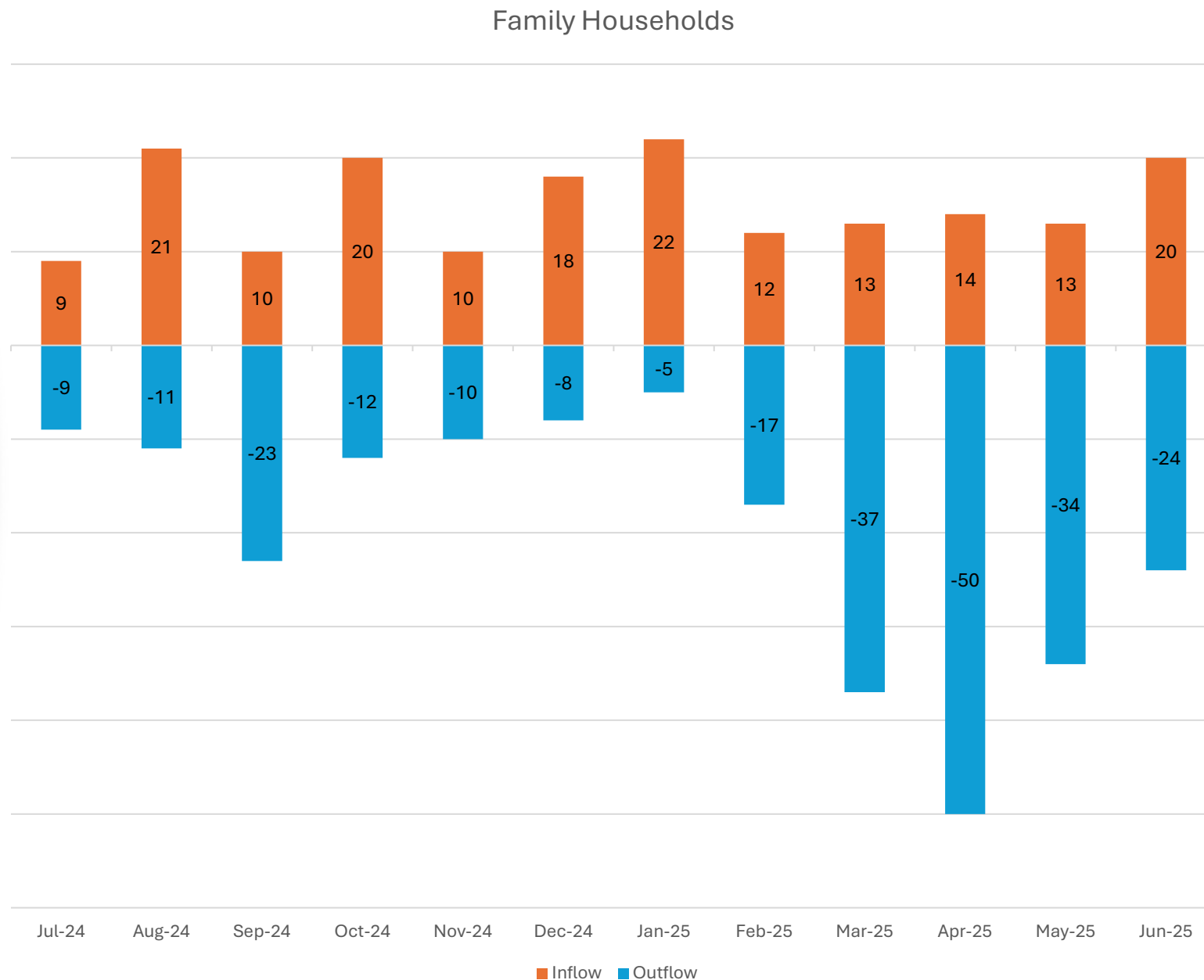
# Housing Together Campaign

Paloma Arroyo-LeFebre  
Strategy and Collaboration Coordinator

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# Families

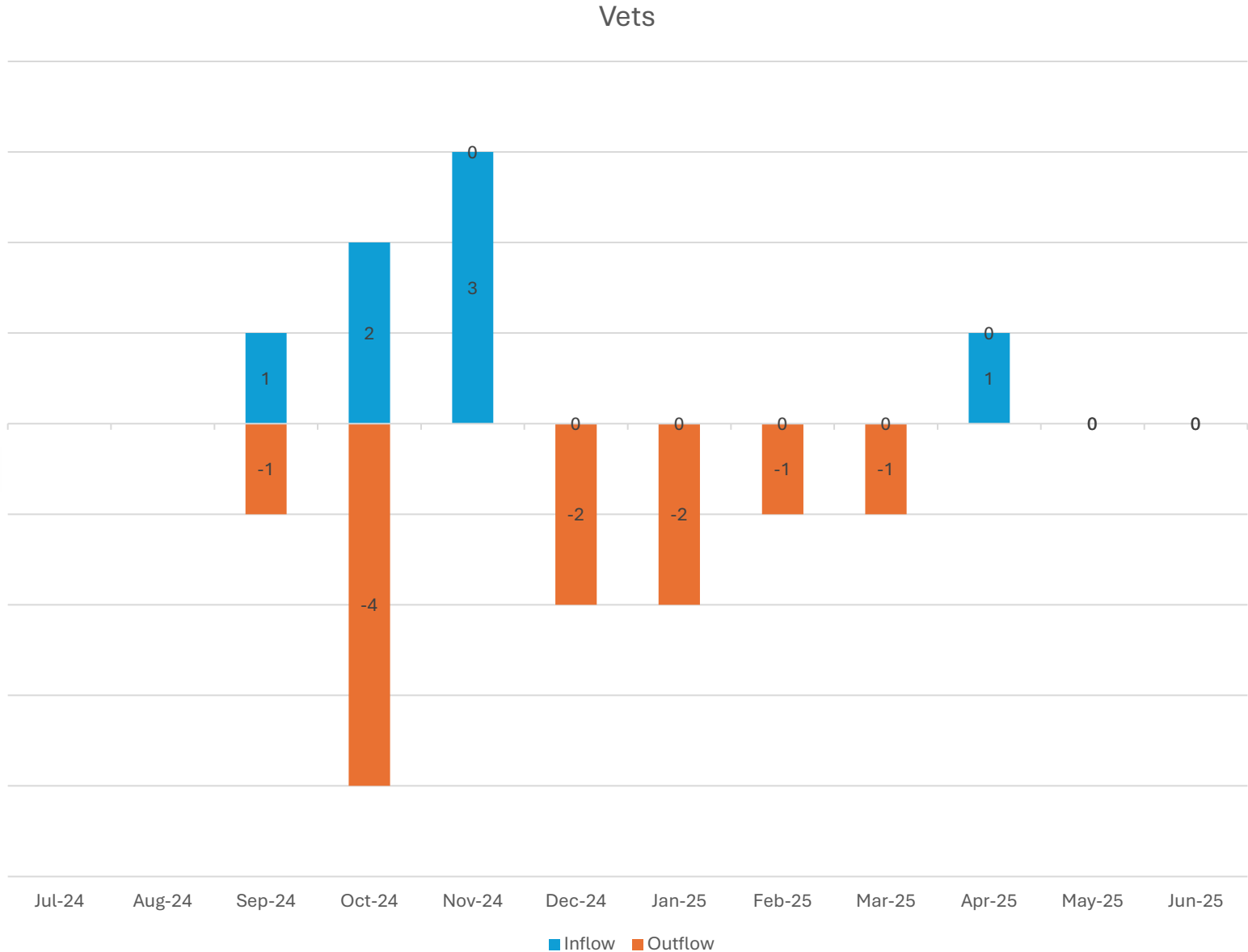
- Headway
  - Permanent housing placements with SHARP
  - Client Move-In Bonuses
  - RentSelect
- Speed Bumps
  - Quality Data





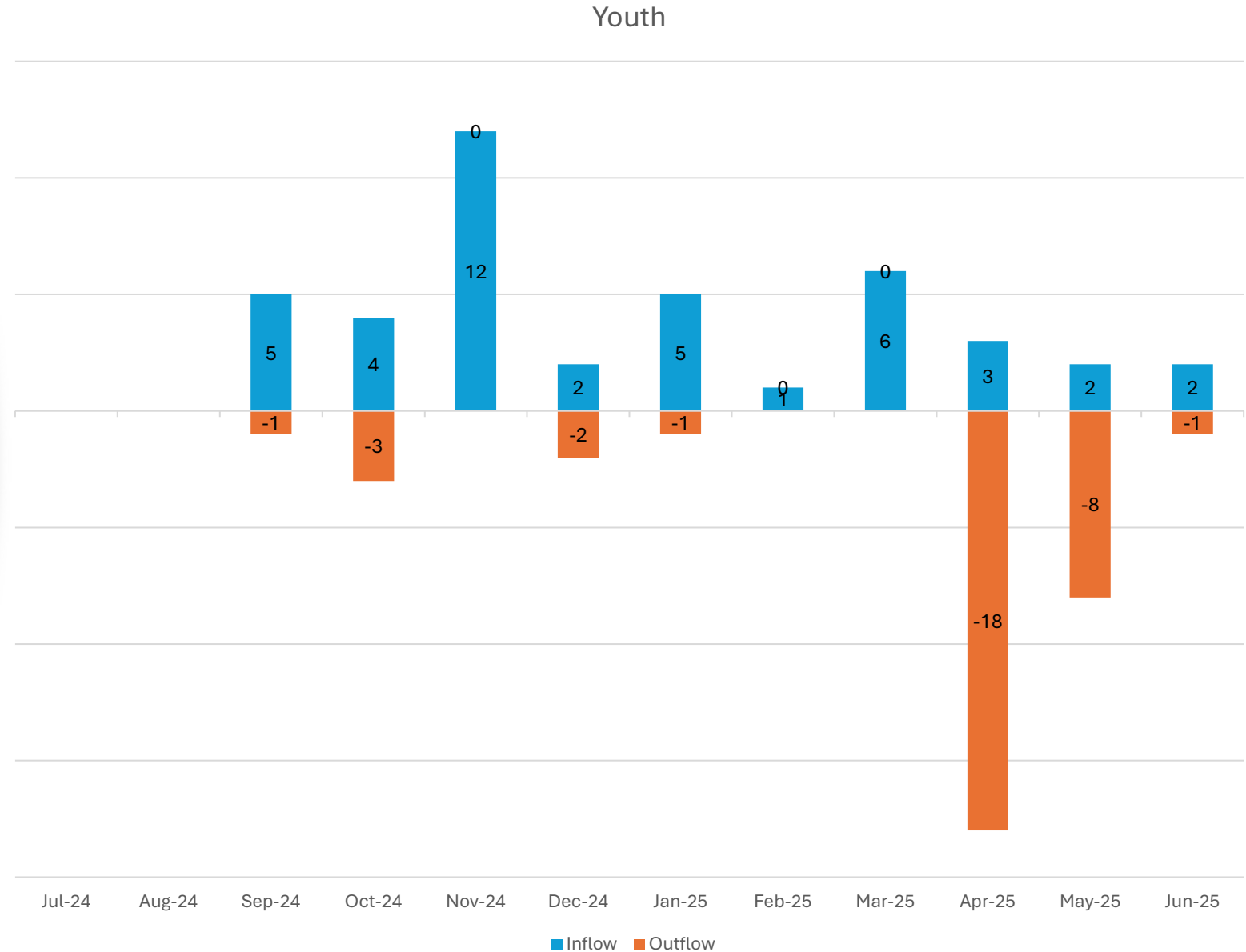
# Veterans

- Headway
  - CoC-Wide Training on Veteran related Issues
- Speed Bumps
  - Referral process - screening
  - HOC & VA process wait times

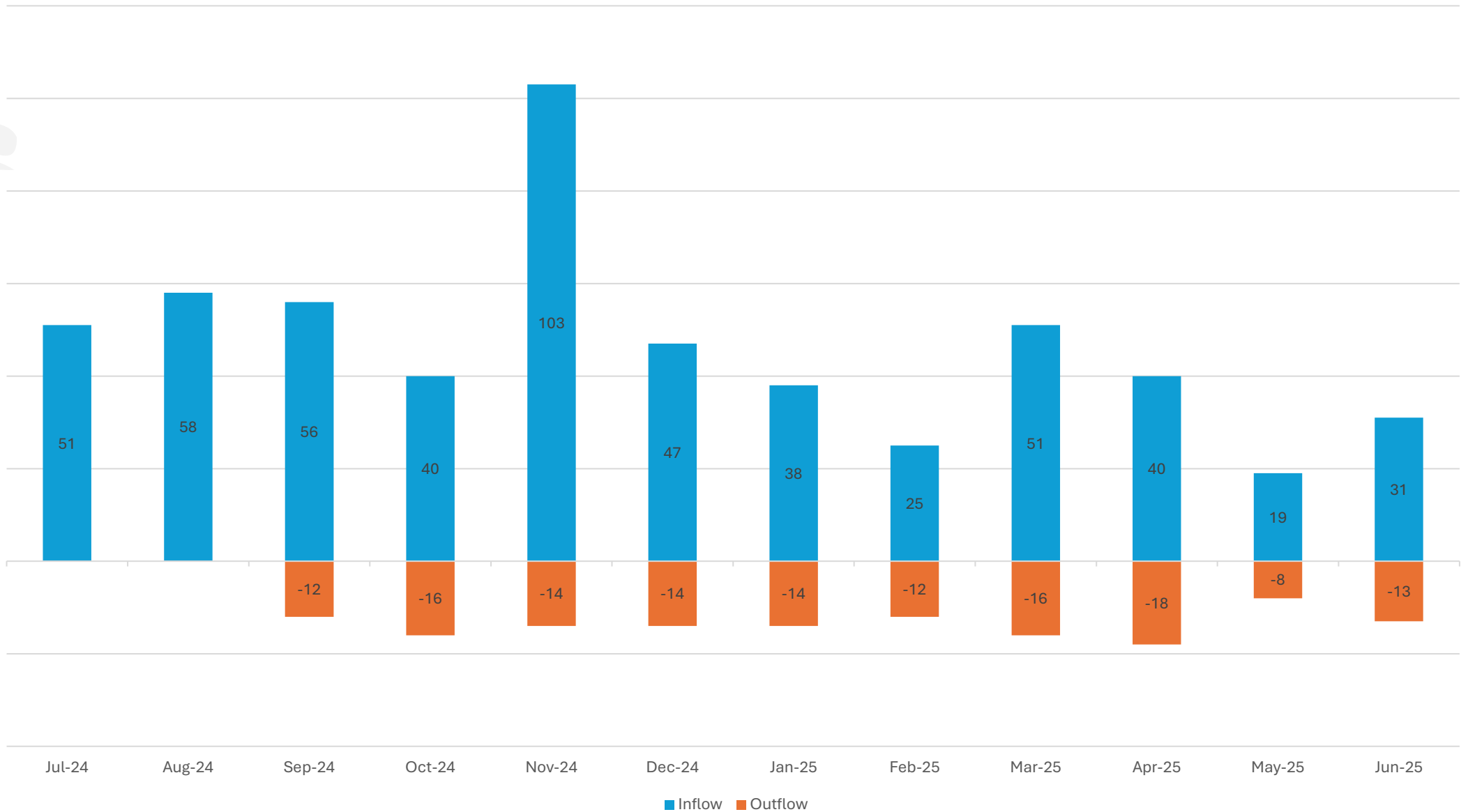


# Youth

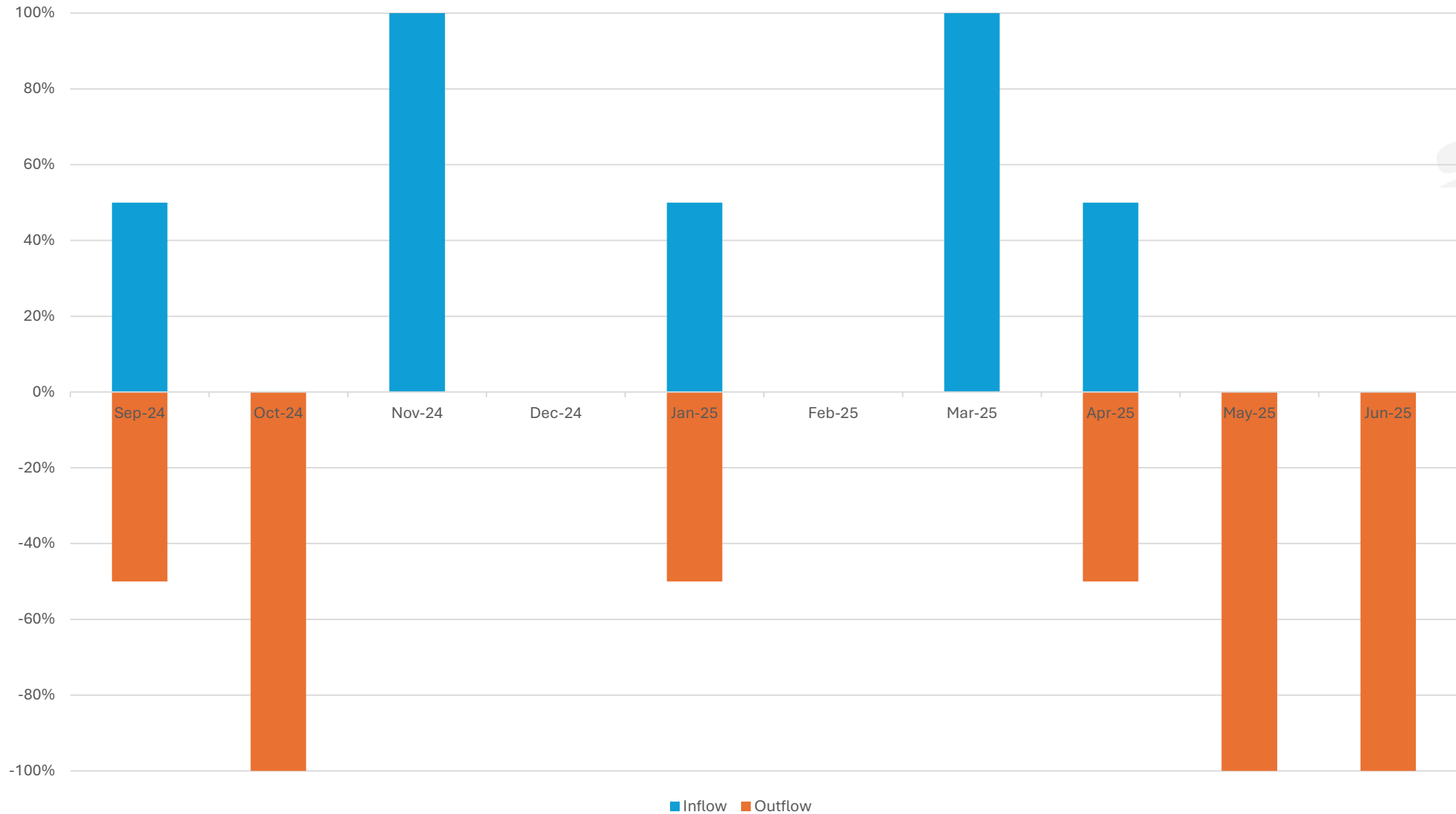
- Headway
  - Community Solutions Youth Quality Data Cohort
  - Youth workgroup workplan progress
  - YAB check-ins
- Speed Bumps
  - Who's at the table



# Single Households



# Chronic Homelessness



# Support Highlights



## **Flex Fund Update**

**105** Client Move-In Bonuses  
approved

**8** Landlord Bonuses distributed



## **Community Solutions Support Update**

Increased technical assistance  
in alignment with our strategic  
plan

# ICH Workforce Development Workgroup Update

# ICH Committees and Workgroups Updates



# Public Comments

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# Announcements