Montgomery County Community-Wide Meeting

HOUSING TOGETHER GOAL-SETTING & STRATEGIC PLANNING PROCESS

MAY 8TH, 2025

Today's Agenda

Time	Topic
9:30-10:00	Breakfast
10:00-10:15	Welcome, Review Agenda
10:15-10:30	Framing Strategic Plan Process
10:05-11:05	Framing Housing Together/Built for Zero Process Built for Zero System Analysis
11:05-12:15	Housing Together Breakout Groups
12:15-12:45	Lunch
12:45-1:45	Strategic Plan Strategy Breakout Group Discussions *Choose which strategy you want to participate in*
1:45-2:30	Share out by Strategy Group Gallery Walk of action plans
2:30-3:00	Full group debrief Wrap Up/Next Steps

Welcome

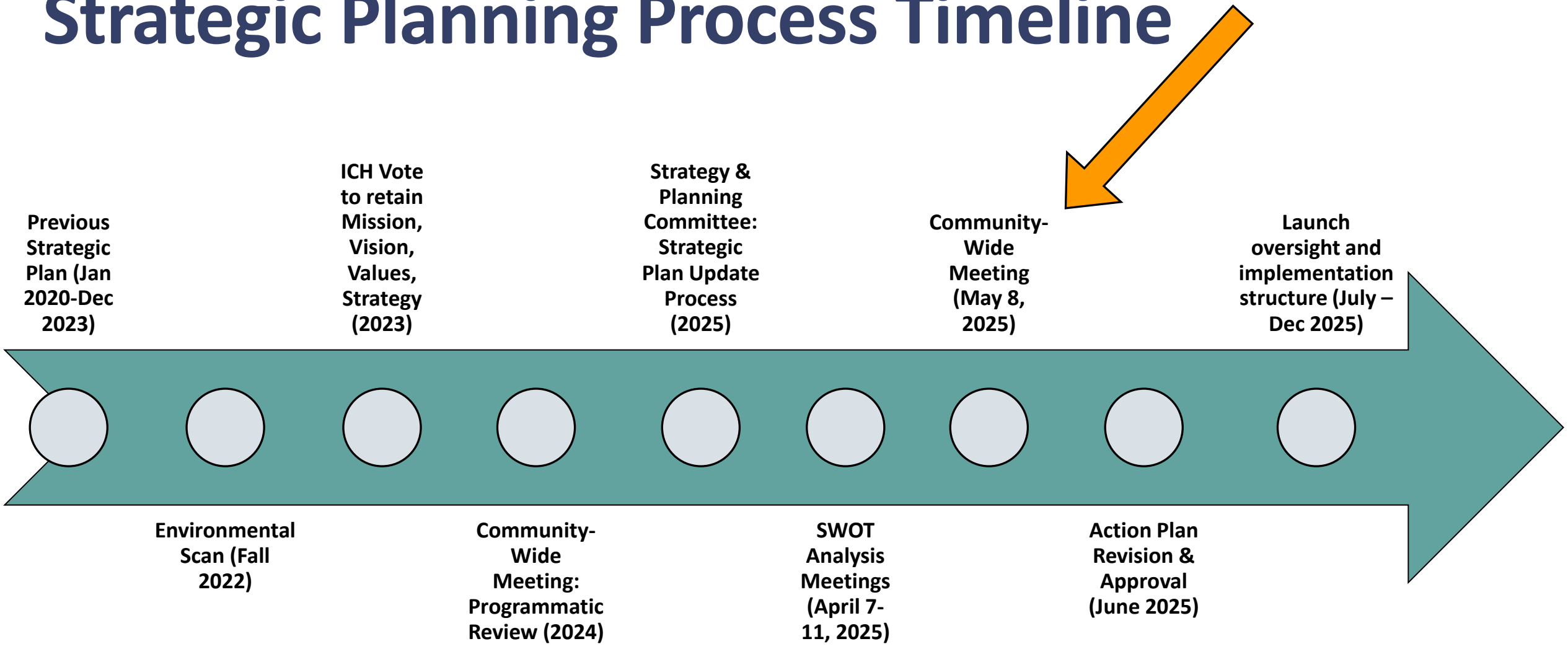
Dr. Earl Stoddard

ASSISTANT CHIEF ADMINISTRATIVE OFFICER

MONTGOMERY COUNTY

Background: Strategic Plan

Strategic Planning Process Timeline



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%.

2020-2023 Strategic Plan:

Objective, Outcomes, Priorities for each of the 6 Strategies

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.

Existing Action Plan Appendix:

List of actions for each of the priorities identified in the Strategic Plan

Strategy 2 Action Plan: Build and Support Strong and Adaptable Programs

Objective	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.
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%.
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 Experiencing or At Risk of Homelessness, with Intentional Outreach to LGBTQ Youth. *2021-2023 Priorities:* • Priority 6: Provide Appropriate Housing Solutions for Youth 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.
Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution	*Objectives:* 1. Make the best use of existing resources and best practices for eviction prevention and homeless diversion/ rapid resolution. *Actions:* 1. Target eviction prevention assistance to households most at risk of homelessness. 2. Explore flexible prevention models that allow for multiple months of assistance and case management. 3. Train all shelter staff on diversion and rapid resolution. 4. Create a learning collaborative for diversion workers.

Existing Strategic Plan: Strategies

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 Diversity Funding

Strategy 6: Educate and Advocate for Change

SWOT Analysis

- 6 meetings
- 180+ Attendees across all 6 meetings – including at least 25 people with lived experience of homelessness or housing insecurity
- Participation from variety of populations: service providers, cross-sector partners, SEPH/government partners, people impacted by the system, other community members
- Identified Strengths, Weaknesses, Opportunities, and Threats related to each strategy
- Goal: collect insight to inform the creation of Action Plans for each Strategy

Themes from SWOT Analysis – Across all Strategies

STRENGTHS

- Dedicated, engaged staff & leadership across homeless response system
- Passionate, well-resourced community & accessible leadership
- Robust engagement and leadership of people with lived experience of homelessness
- Dedication to Housing First
- Robust, collaborative network of homeless service providers & partners
- Diverse population with commitment to equity and opportunity
- Multiple effective programs across the homeless continuum: outreach, shelter, permanent housing, services

WEAKNESSES

- Not enough services/housing/resources to meet needs
- Missing voices in decision-making process and gaps in services/housing opportunities for certain sub-populations (aging, youth, immigrant, LGBTQIA+)
- All programs are short-staffed, under-resourced
- System is difficult to navigate and inefficient at times, room for improvement in coordination
- Siloed landscape, misaligned priorities
- System is too reactive, not proactive enough

Themes from SWOT Analysis – Across all Strategies

OPPORTUNITIES

- Best Practices from other communities
- New innovative partnerships to explore and rethinking current partnership in innovative ways
- Cross-sector collaboration to create new programs and align strategy
- Training, including cross-training
- Administrative improvements, use of new technology
- Growing public awareness about housing challenges
- Underutilized resources, more creative funding opportunities
  - Public private partnerships
  - Private funding

THREATS

- Anti Housing First sentiment/policy
- Criminalization of homelessness
- Cuts to housing programs at federal level
  - Other funding cuts
  - Tight Maryland State budget
- Anti-DEI sentiments and policies
- Potential for internal competition for limited resources
- High cost of living in Montgomery County
- Current divisive political climate
- NIMBYism

How SWOT Analysis Informs Strategy

How can the county use **strengths** to take advantage of **opportunities** and avoid **threats**?

How can the county overcome **weaknesses** by taking advantage of **opportunities**?

How can the county minimize **weaknesses** and avoid **threats**?

	Strengths 1. 2. 3. 4.	Weaknesses 1. 2. 3. 4.
Opportunities 1. 2. 3. 4.	Opportunity-Strength strategies *Use strengths to take advantage of opportunities* 1. 2.	Opportunity-Weakness strategies *Overcome weaknesses by taking advantage of opportunities* 1. 2.
Threats 1. 2. 3. 4.	Threat-Strength strategies *Use strengths to avoid threats* 1. 2.	Threat-Weakness Strategies *Minimize weaknesses and avoid threats* 1. 2.

Montgomery County
Built for Zero
Housing Together Strategic Planning

May 2025

COMMUNITY SOLUTIONS

What is Built for Zero?

COMMUNITY SOLUTIONS

COMMUNITY SOLUTIONS **works for a lasting end to homelessness that leaves no one behind.** We envision a more equitable society where homelessness is never inevitable, inescapable, or a way of life.

Our Story

1990

Rosanne Haggerty founds **Common Ground Community.*** Over the next 20 years, the organization creates nearly 3,000 more homes, assisting more than 4,500 people. But despite the success of these buildings in ending homelessness for their residents, **overall homelessness continued to rise** in New York City.

2003

The group that would become the Community Solutions team launches the **Street to Home Initiative** in NYC, rallying organizations to reduce street homelessness in the 20-block Times Square area by 87% in two years.

2010

The **100,000 Homes Campaign**, (2010-2014) was launched to help U.S. communities find homes for 100,000 of the most vulnerable people experiencing homelessness. 186 communities helped 105,580 Americans find housing. Yet, at the Campaign's end, no community has ended homelessness.

2011

Creation of **Community Solutions.**

**Community Solutions is not affiliated with Common Ground, which now operates under the name "Breaking Ground."*

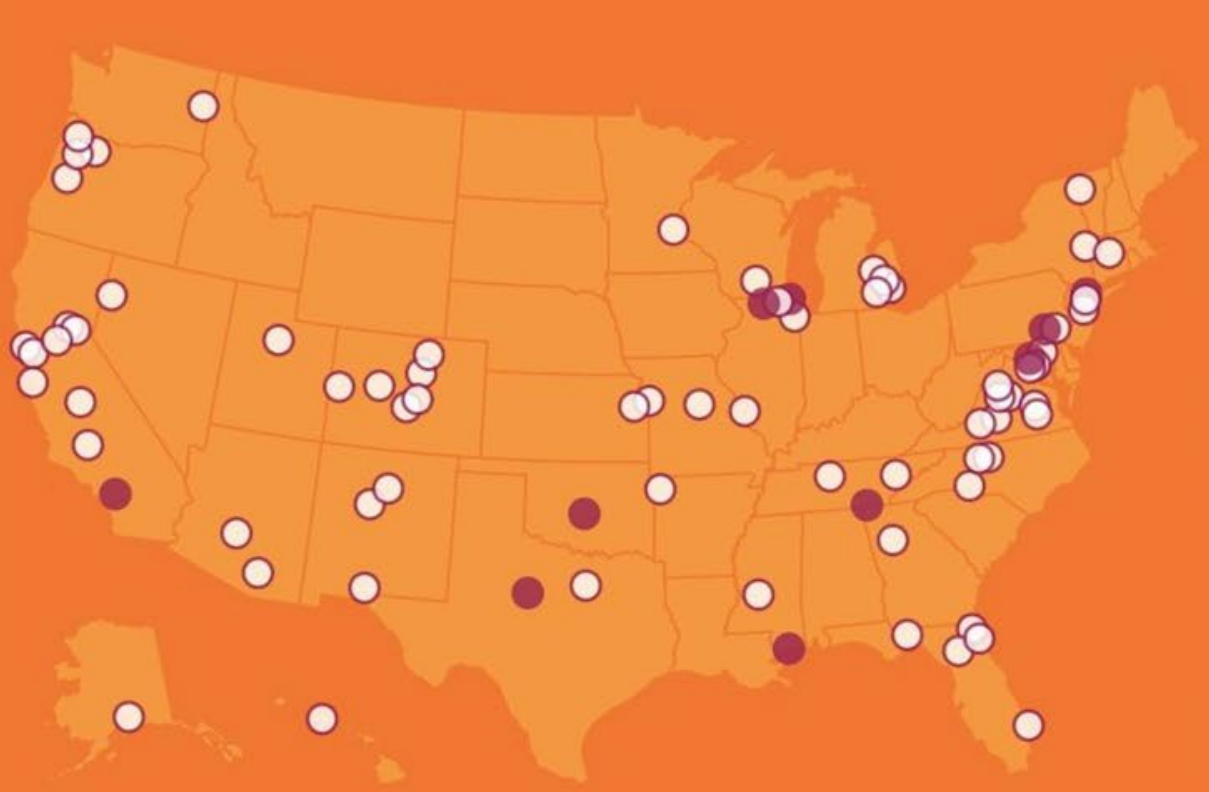
2015–now

Launch of **Built for Zero**, that asks a new question: what does it take to count down to zero people experiencing homelessness?

15 communities have reached milestone for ending homelessness known as functional zero.

REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



142 communities are **participating in Built for Zero**

15 communites have **ended homelessness for a population**

191,762 **individuals** housed by Built for Zero communites since 2015

48 communities have achieved a **measurable reduction**

80 communities have achieved **quality real-time data**

Montgomery County worked with Community Solutions to better understand their homeless system in a series of meetings over the past two months.

These meetings focused on understanding what works well and what needs improvement throughout the system from initial contact with an unhoused person to sustaining housing.

Today, we'd like to present to you the initial results of that work and ask your help in shaping and supporting a more effective system where homelessness is brief, non-recurring and rare.

Montgomery County has a lot of good work being done by good people.

But homelessness is increasing or flat across all populations.

Veteran homelessness is at its highest level since 2016.

Chronic homelessness has not improved since 2020.

There are almost 725 homeless single adults.

Family homelessness has doubled in the past year.

Youth homelessness is higher in 2025 than ever before.

Solving Homelessness = Building Better Systems

All systems, whether it's homelessness or widget making depend on robust systems and strong decision making to function at their most effective.

When systems don't work, than no matter how skilled the people or determined the efforts, results slow or stop.

Let's take a look at what's happening in Montgomery County's homeless system

What's Working- Bright Spots

HMIS	The Homeless Management Information System is able to collect the data needed to support the work of reducing homelessness. It has capacity to adjust as needed and a core team of qualified staff.
Outreach	Outreach is responsive, there is good coordination between outreach and the shelters.
Data Quality	The network of agencies using HMIS are given regular feedback and education on data quality, ensuring that both the CoC and agencies have good data for planning.
Rapid Rehousing	Rapid Rehousing funding is utilized in a way that houses as many people as possible with current funding.
Permanent Supportive Housing	Permanent Supportive Housing outcomes demonstrate that the intervention is working and that participants are retaining their housing after placement.

What's Working- And Ways to Work Better

HMIS	To improve, the system could better track prevention and diversion work to ensure that these programs are effectively keeping households from becoming homeless. In addition, the delay in reporting caused by manual work could be addressed through further automation.
Outreach	Developing an outreach manual, especially with a section focusing on youth outreach would add consistency across providers. Adding funding for peer specialists would increase effectiveness.
Data Quality	Educating agencies at the provider level on how to effectively use data to improve program outcomes would strengthen the overall system.
Rapid Rehousing	Developing a Rapid Rehousing manual would increase consistency across providers and document where flexibility is available. Additional funding is needed to increase Rapid Rehousing so it can also be used for singles and families.
Permanent Supportive Housing	Stronger supportive services created by increasing funding for staff:client ratio would further enhance placements. Improved communication between the housing authority and CoC would improve processing and open up opportunities for Move Up strategies.

What's Not Working or Not Working Well

System Coordination	The CoC system, especially in the area of shelter, creates duplicative systems instead of forging better partnerships with other systems. An example would be hiring a behavioral specialist at the shelter over frustration with access to the mental health system. This increases cost and also adds to the length of time a person spends in the shelter system.
Communication	The committee structure intended to increase collaboration and communication is ineffective in this purpose. The number of committees and the lack of clear communication not only between committees but also between the County and providers slows progress significantly.
Data Quality	While also a strength, any system is only as good as its users and there is a real need for a clear manual, further training and feedback. Bad data entry equals bad data. Data analysis skills also need to be improved.
Emergency Shelter System	In a desire to ensure people have a safe place to stay, a system that is shelter heavy versus housing oriented was created. In addition, the current system focuses on services in shelter versus services in housing which leads to longer shelter stays over concern of losing services.
Permanent Housing Placements	The Length of time from identification to housing for a veteran over the past 6 months was 187 days. That is 6 months to obtain housing.

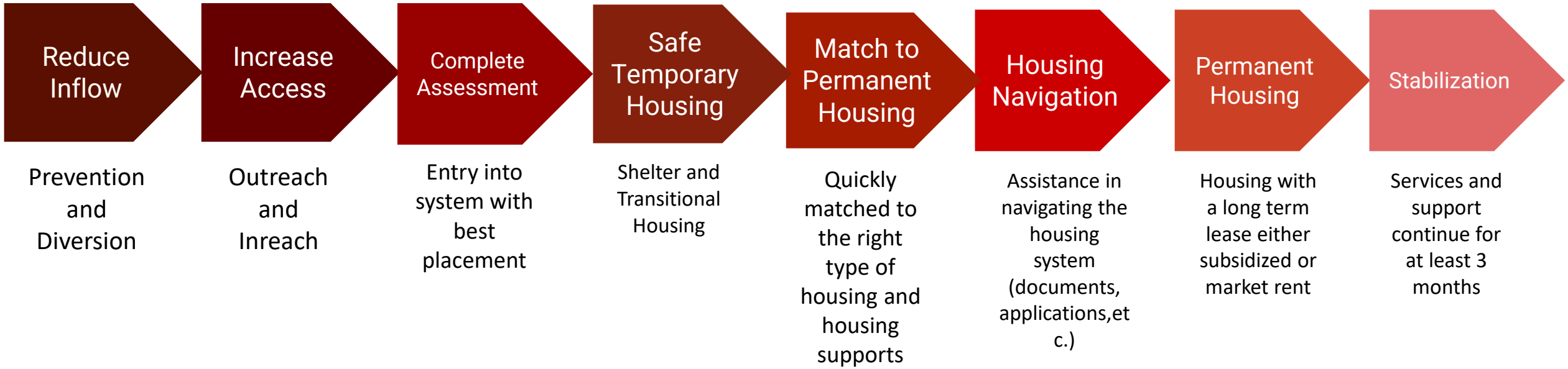
Solving Homelessness = Building Better Systems

Strengthening the system will require change.

CHANGE IS HARD

But here are some ideas…..

Solving Homelessness = Building Better Systems



Cross System Communication

Cross System Case Conferencing

Cross System Consistent Policies and Procedures

The Challenges

A problem that many touch, but no single agency or organization owns.

A definition of success limited to program outcomes.

Efforts driven by static, aggregate, and nameless data.

A problem solely understood as a problem of resource scarcity.

The Solutions

A command center with shared, community-wide accountability for ending homelessness.

A definition of success of whether the number of people experiencing homelessness is driving zero.

Efforts driven by comprehensive, real-time, individual-level data on everyone experiencing homelessness.

A problem understood as a systems issue that requires data-driven, targeted housing investments.

Standardize efforts across the system

If everyone is doing things in a different way, then you will never get consistent outcomes.

Each component of the system should have clearly designed policies and procedures that ensure that no matter where a participant enters the system, they receive the supports they need to exit homelessness.

Wherever possible, communication should follow a clearly defined path to ensure maximum comprehension throughout the system.

Accountability should be built in throughout the system so that all providers understand expectations and have support in meeting those expectations.

Clear Out the Clutter

Over time, systems that aren't working well start adding "fixes" which usually translates to more committees, fragmented communication, multiple layers of expectations and inconsistent results.

Aligning committee work by outcomes is one way to reduce the number of committees. You don't need a policy committee for each population (veterans, families, youth, etc.) You need a policy committee that has members with knowledge across populations so you can ...versal policies with appropriate exceptions.

Really evaluating the purpose and proposed outcome of the work being done by different groups can lead to fewer groups with better communication and focus. Fewer, but effective meetings with accountability expectations get more done

Reminder: Look at your communication patterns with the same critical eye. What needs to be communicated, to whom and by when.

Create Community Accountability

Unhoused persons are just like any other person in crisis- just without a house. Homeless systems should not bear the responsibility of replicating existing systems and services just because they serve the unhoused.

Community wide resources must be inclusionary of the homeless population. Providers should not need to replicate services that exist for the community in adjacent systems. Systems that tend to be needed by the unhoused include: behavioral health supports and treatment, services for the aging population, adult protective services, court services, youth counseling, sexual assault services, medical care, dental care and others. Replicating these systems is expensive and diverts funding from housing services.

Partnerships must be built with adjacent systems so that unhoused persons minimally have the ability to access them at the same level and through the same processes as housed persons. In an ideal system, these adjacent systems recognize the additional trauma caused by homelessness and partner to make access to their system more accomodating.

Make Data the Backbone of your System

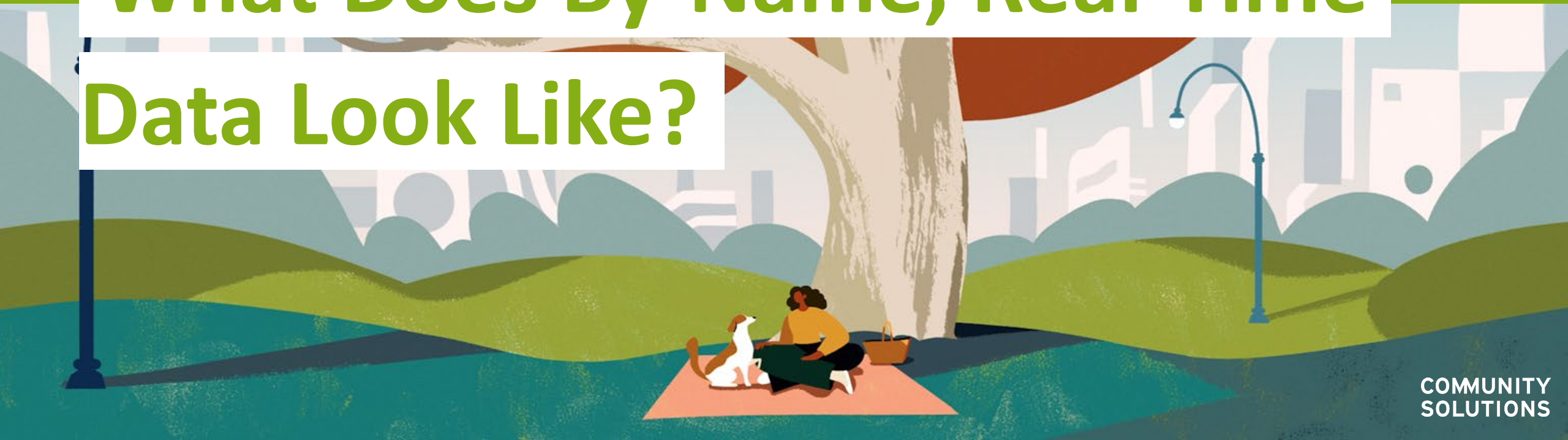
In order to understand if something is working, you need to objectively evaluate it.

If your prevention and diversion efforts are scaled correctly and working appropriately, then your inflow numbers will decrease.

If communication and case conferencing are occurring in an accountable, urgent way, then the length of time a person is homeless will decrease.

If housing resources are used strategically and brought to scale, then housing placements will increase.

What Does By-Name, Real-Time Data Look Like?

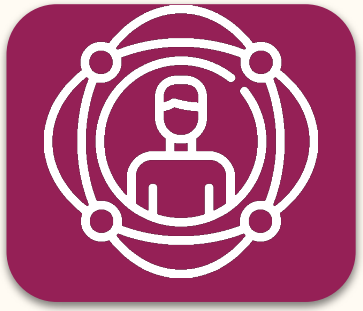


COMMUNITY SOLUTIONS

Components of *Real-Time, By-Name* Quality Data

Comprehensive Coverage

- By-Name Data sets are inclusive of data from all agencies/programs and/or adjacent systems serving homeless populations.
- By-Name Data sets are representative of your entire geographic region.



Person-Centric Data

- By-Name Data sets ensure each individual and household is represented and known to the system.
- Each household and person can be followed through the system.

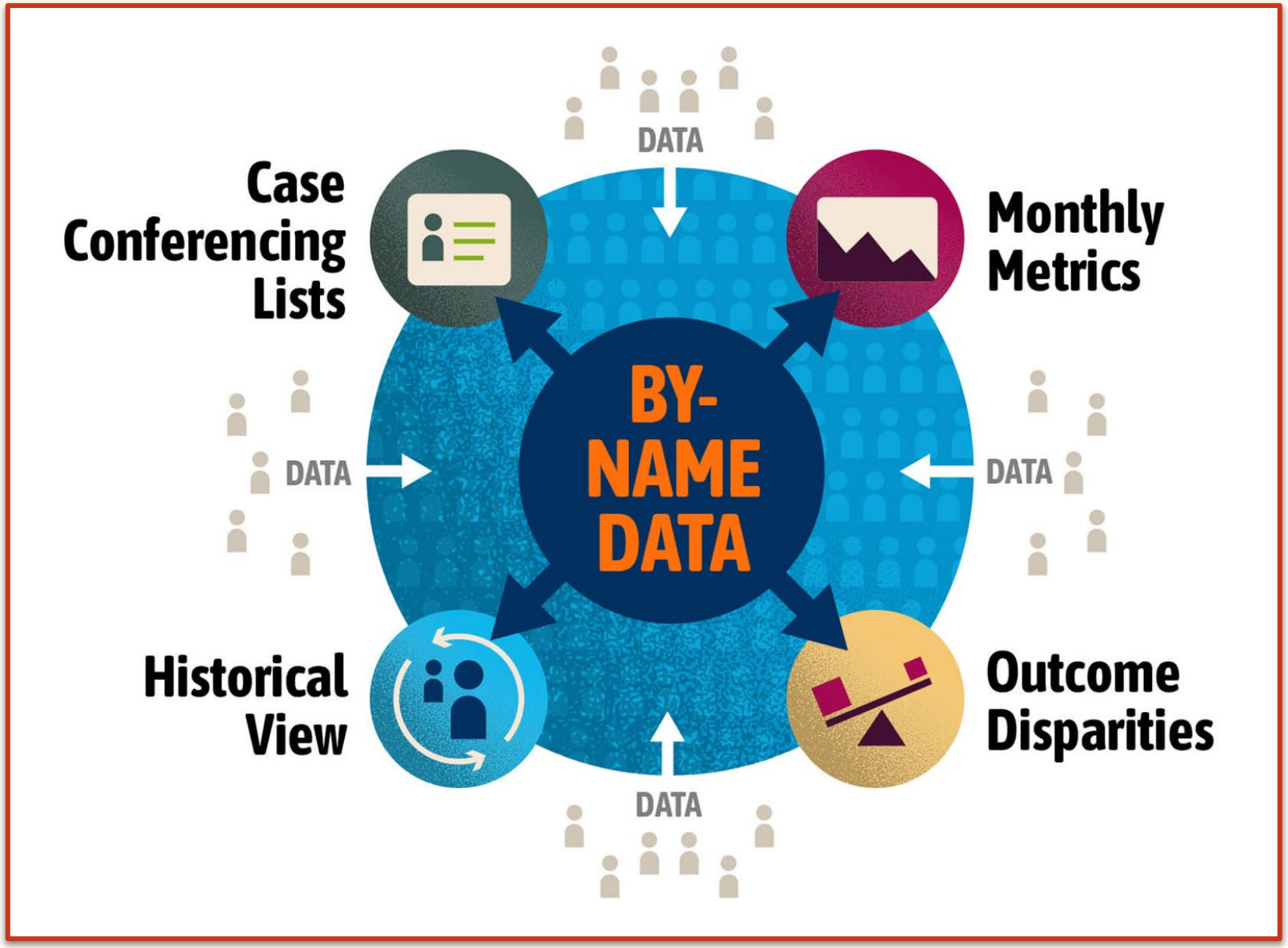
Real-Time Accuracy

- By-Name Data sets are updated monthly, at a minimum.
- As household's information changes, so do their by-name data records.

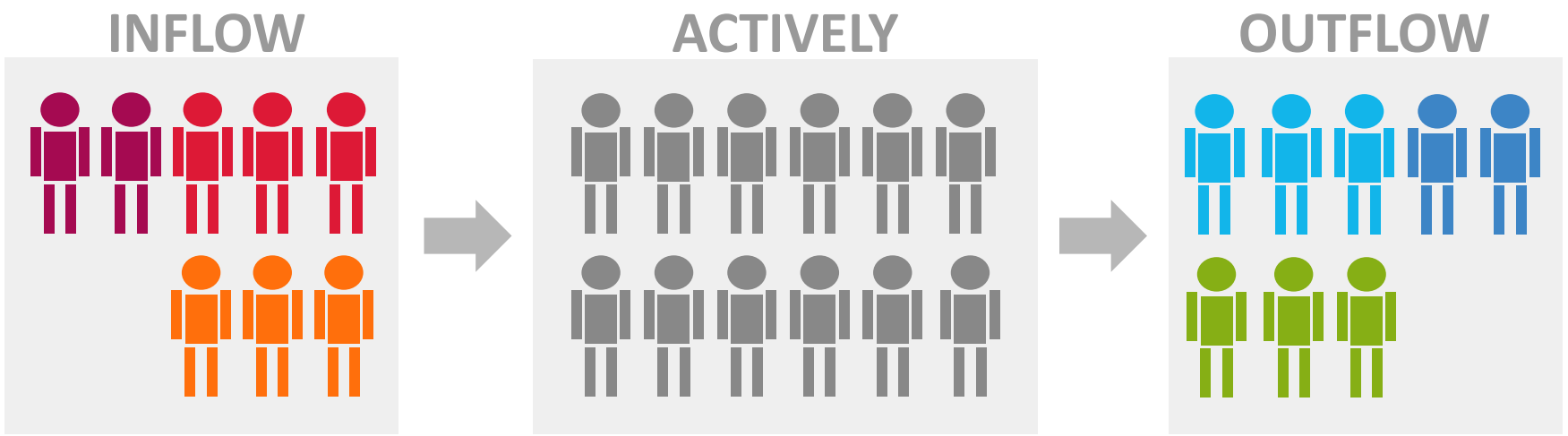
Reliable

- Everyone is accounted for, no one simply falls off the list. You can reliably track individuals as they move through the system.

Building and using Quality By-Name Data



BFZ Monthly Data Reporting



INFLOW: NEWLY IDENTIFIED

INFLOW: RETURNED FROM HOUSING

INFLOW: RETURNED FROM INACTIVE

OUTFLOW: HOUSING PLACEMENTS

OUTFLOW: MOVED TO INACTIVE

OUTFLOW: NO LONGER MEETS CRITERIA

LENGTH OF TIME FROM IDENTIFICATION TO HOUSING

Built For Zero. COMMUNITY SOLUTIONS

Why look at Length of Time?

RARE, BRIEF, and NON-RECURRING

Systems experience bottlenecks that can be hard to see

There may be parts of a process that are creating a bottleneck

Example: obtaining an ID for the application may create a bottleneck in the application process

Folks know that some processes take too long

No data to show how long processes can take

No strategies in place to improve those processes

Order of steps can make a difference!

Example: Obtain an ID as soon as case management is established, don't wait for the application process to start

Example: Talk about housing preferences and needs before seeking a match

Length of time example

Identification

Data point:
[Project Start Date]

Tasks:
- ❑ Start file
- ❑ Gather profile data

Assessment

Data point:
[Assessment Date]

Tasks:
- ❑ Conduct Assessment
- ❑ Obtain ID

Housing Match

Data point:
[Housing Project Start Date]

Tasks:
- ❑ Enroll in housing project
- ❑ Meet with housing navigator

Unit Identification

Data point:
[Date of application]

Tasks:
- ❑ Complete Application
- ❑ Unit inspection

Move-in

Data point:
[Housing Move-In Date]

Tasks:
- ❑ Sign lease
- ❑ Enter Housing Move-in date, exit from CE

What are you doing in your community?

By-Name Lists

What it IS . . .

✅ A COMPLETE list of everyone experiencing homelessness in a given community

✅ The UNIT OF ANALYSIS used to understand how individuals and households experiencing homelessness flow through the system

✅ A comprehensive DATASET that helps communities understand system performance

What it is NOT. . .

❎ A list of everyone who has been ASSESSED and enrolled in Coordinated Entry

❎ Only inclusive of individuals and households who have engaged in HOUSING SERVICES

❎ Only inclusive of individuals and households who have signed an ROI and provided enrollment information

We're really talking about a **By-Name Dataset** which aims to understand the journey of everyone in the system and effectively meet their **self-determined** needs.

Looking at Local Data

The data the Montgomery County reports monthly creates a series of metrics that help us understand what is working and not working in the system. Let's take a look at each population and the progress tha community is making.

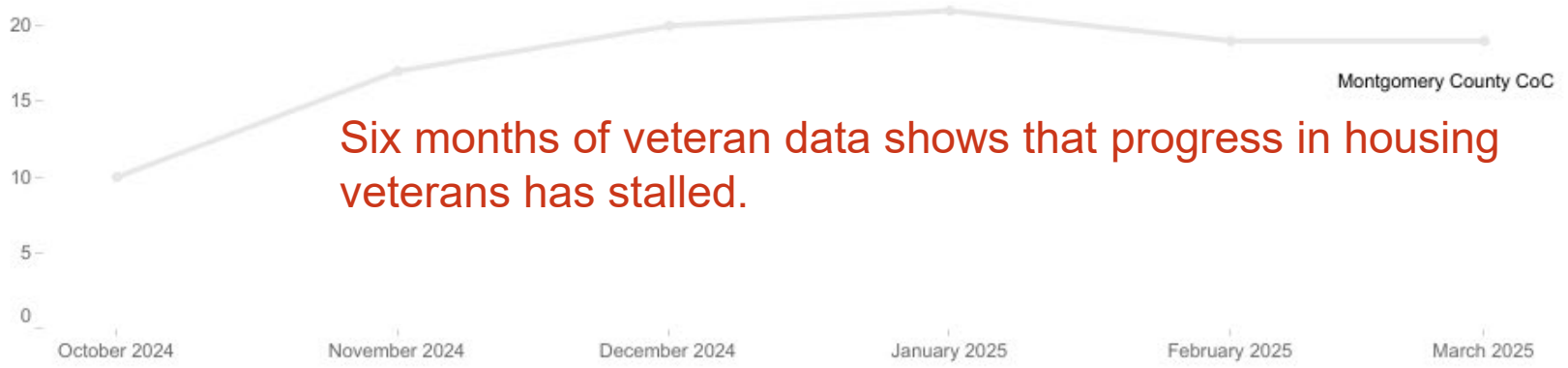
*One critical piece of information that the system needs to improve is length of time homeless which Montgomery County is not reporting.

PROGRESS TO ZERO for Veteran

19	0	6
March 2025 Actively Homeless Population	Consecutive Months Sustaining	Functional Zero Threshold

Actively Homeless

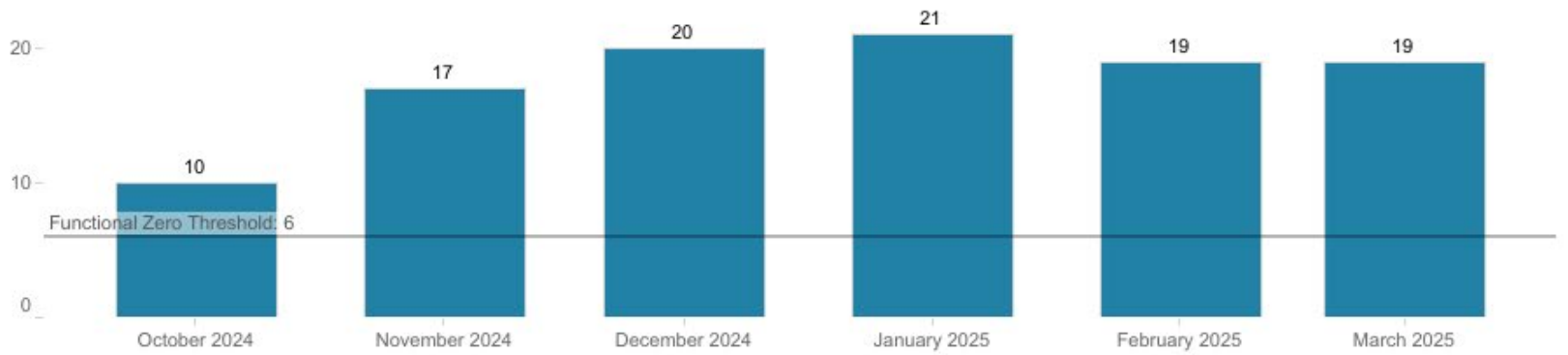
Monthly **Veteran Single Adults** data with signal indicators for **Shifts**



Six months of veteran data shows that progress in housing veterans has stalled.

Actively Homeless Population

Monthly count for **Veteran Single Adults**



INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at bfzdatasupport@community.solutions

DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
Veteran

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Understanding Shift Signal

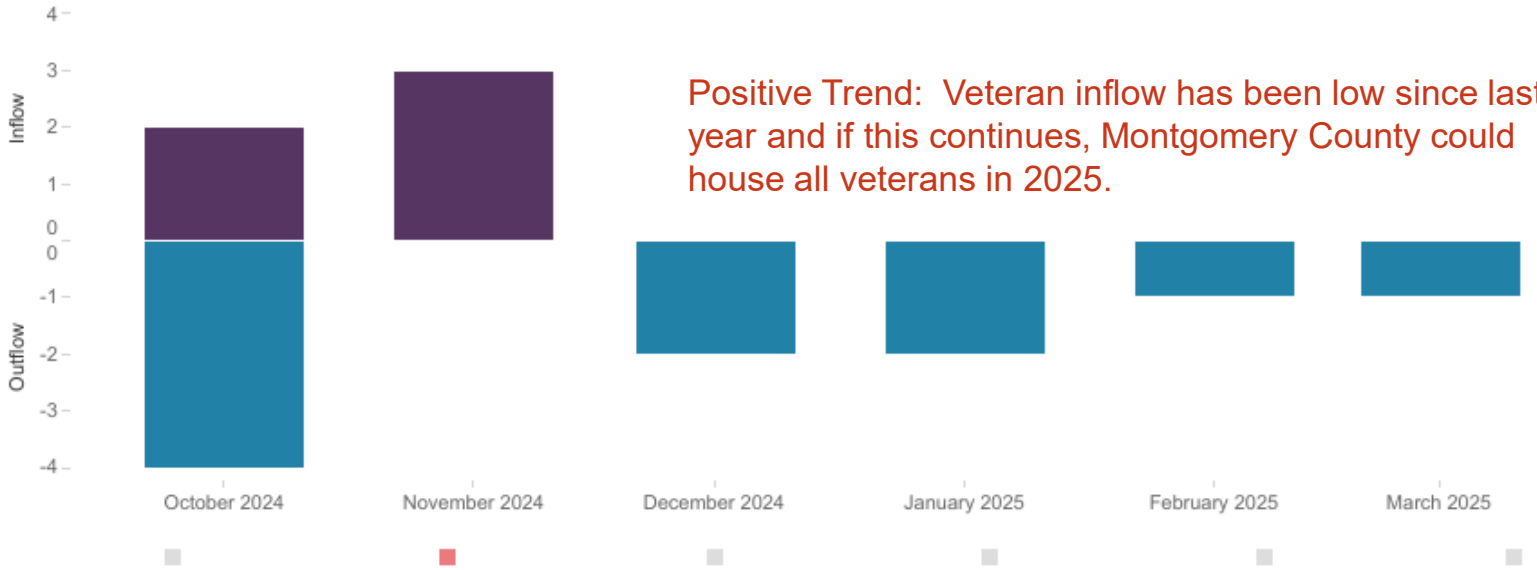
Quality Data

INFLOW & OUTFLOW for Veteran

19	0	6
March 2025 Actively Homeless Population	Consecutive Months Sustaining	Functional Zero Threshold

Monthly Inflow & Outflow

Red square at bottom indicates **Inflow** exceeded **Outflow**



Positive Trend: Veteran inflow has been low since last year and if this continues, Montgomery County could house all veterans in 2025.

Inflow Total

Use drop-down at right to adjust metric displayed

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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
Veteran

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Select Metric to Display
Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

PROGRESS TO ZERO for Chronic

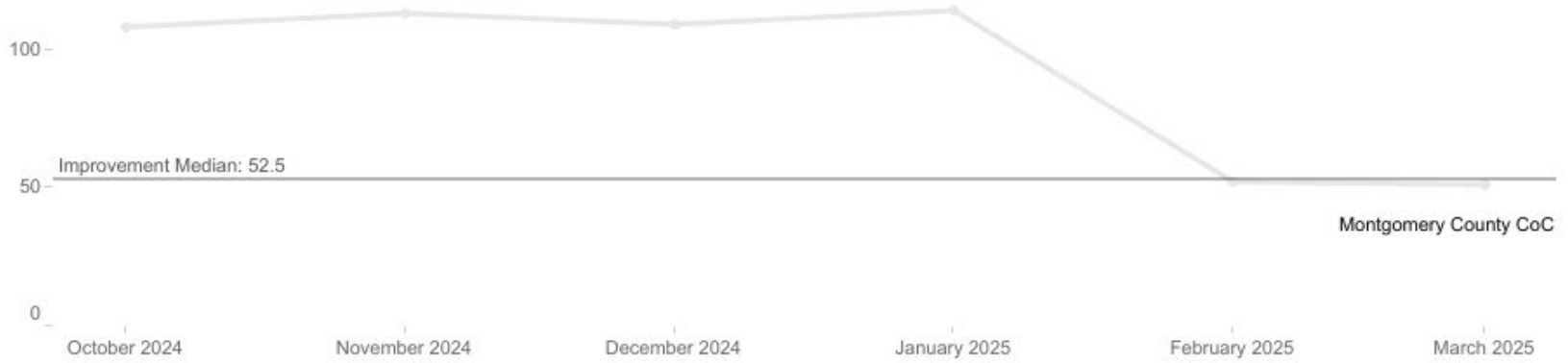
51
March 2025 Actively Homeless Population

-58
Change in Actively Homeless Over the Last 3 Months

3
Functional Zero Threshold

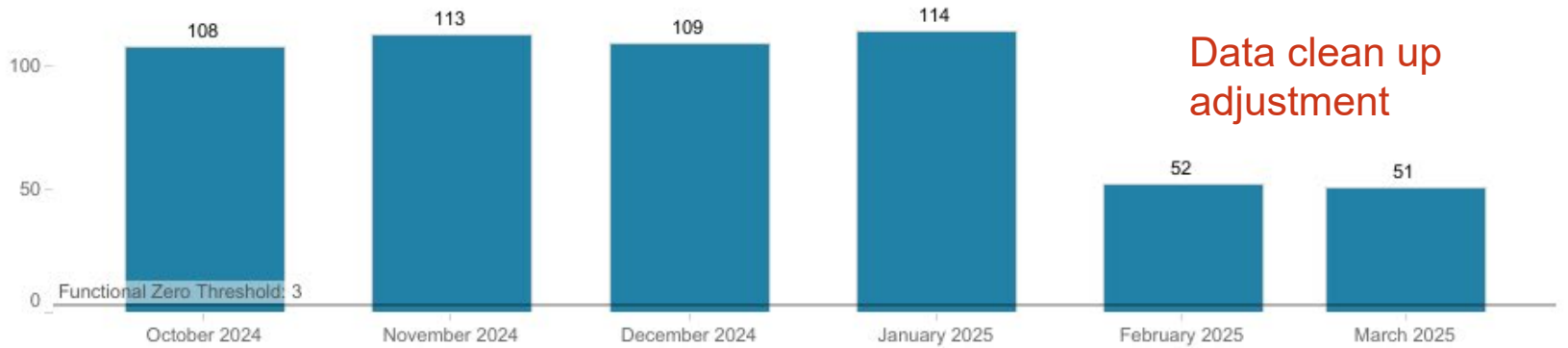
Actively Homeless

Monthly **Chronic Single Adults** data with signal indicators for **Shifts**



Actively Homeless Population

Monthly count for **Chronic Single Adults**



Data clean up adjustment

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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
Chronic

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Understanding Shift Signal
...

Quality Data

INFLOW & OUTFLOW for Chronic

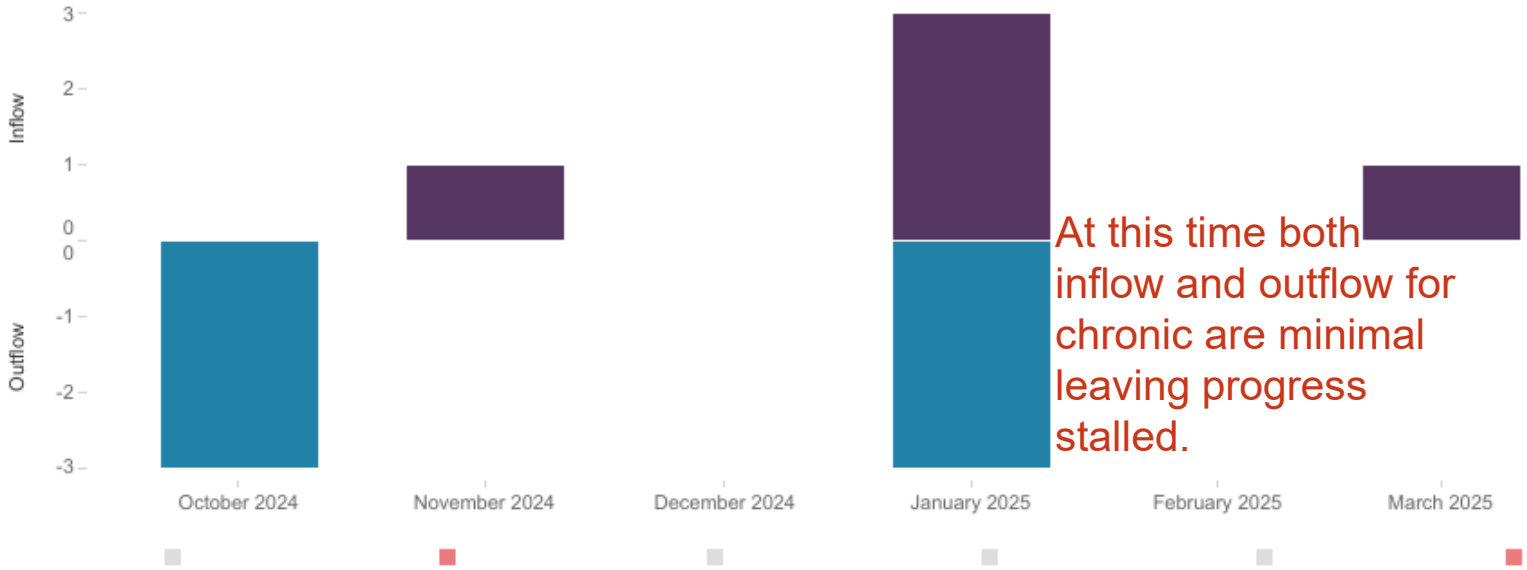
51
March 2025 Actively Homeless Population

-58
Change in Actively Homeless Over the Last 3 Months

3
Functional Zero Threshold

Monthly Inflow & Outflow

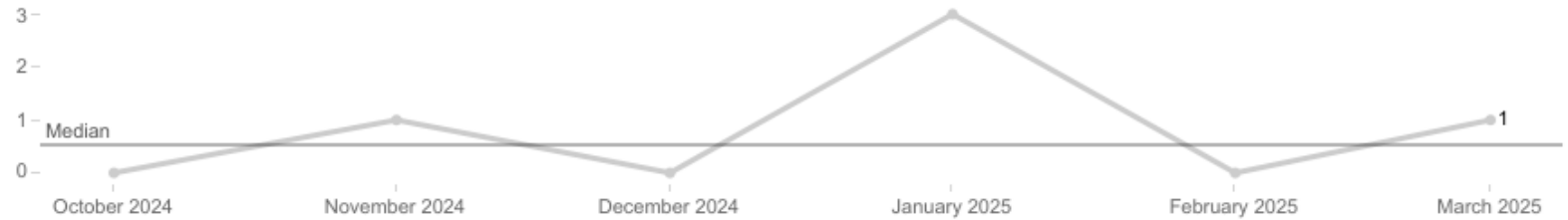
Red square at bottom indicates **Inflow** exceeded **Outflow**



At this time both inflow and outflow for chronic are minimal leaving progress stalled.

Inflow Total

Use drop-down at right to adjust metric displayed



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Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
Chronic

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Select Metric to Display
Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

PROGRESS TO ZERO for All

17/29	11/22/2024	11.1%
By-Name List Scorecard	Last Scorecard Submission	3 Month Data Reliability

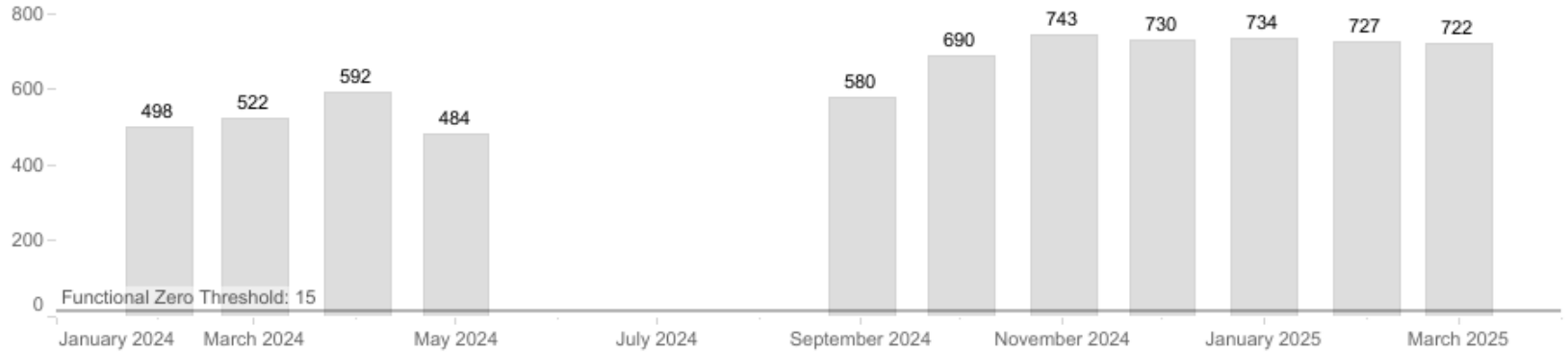
Actively Homeless

Monthly **All Single Adults** data with signal indicators for **Shifts**

A year of all singles data shows that progress in housing isn't occurring yet.

Actively Homeless Population

Monthly count for **All Single Adults**



INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at bfzdatasupport@community.solutions

DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
All

Data to Display
All Data

Select Time Range
January 2024 to March 2025

Understanding Shift Signal

Pre-Quality Data

INFLOW & OUTFLOW for All

17/29
By-Name List Scorecard

11/22/2024
Last Scorecard Submission

11.1%
3 Month Data Reliability

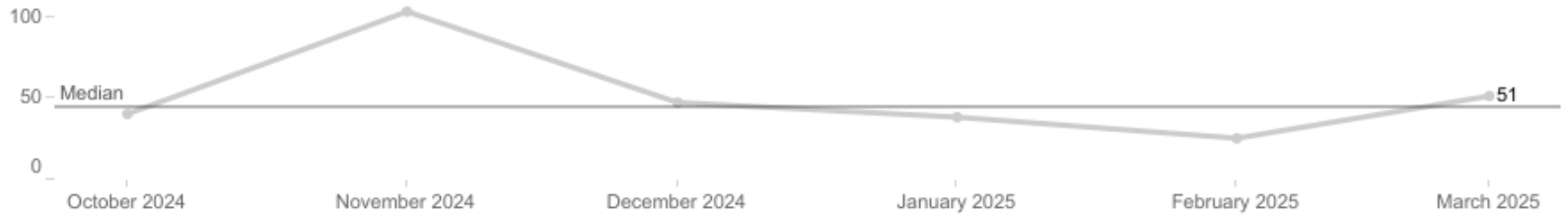
Monthly Inflow & Outflow

Red square at bottom indicates **Inflow** exceeded **Outflow**

Right now, all singles isn't a focused population. However, because inflow significantly outpaces outflow, even including self-resolution, people leaving the area or losing contact, this will continue to climb without some sort of strategy being put in place.

Inflow Total

Use drop-down at right to adjust metric displayed



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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Single Adults

Select Subpopulation
All

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Select Metric to Display
Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

Like many other communities, family homelessness has spiked over the last 6 months. Because of the trauma to children associated with homelessness, many communities are elevating work with this population.

PROGRESS TO ZERO for All

By-Name List Scorecard

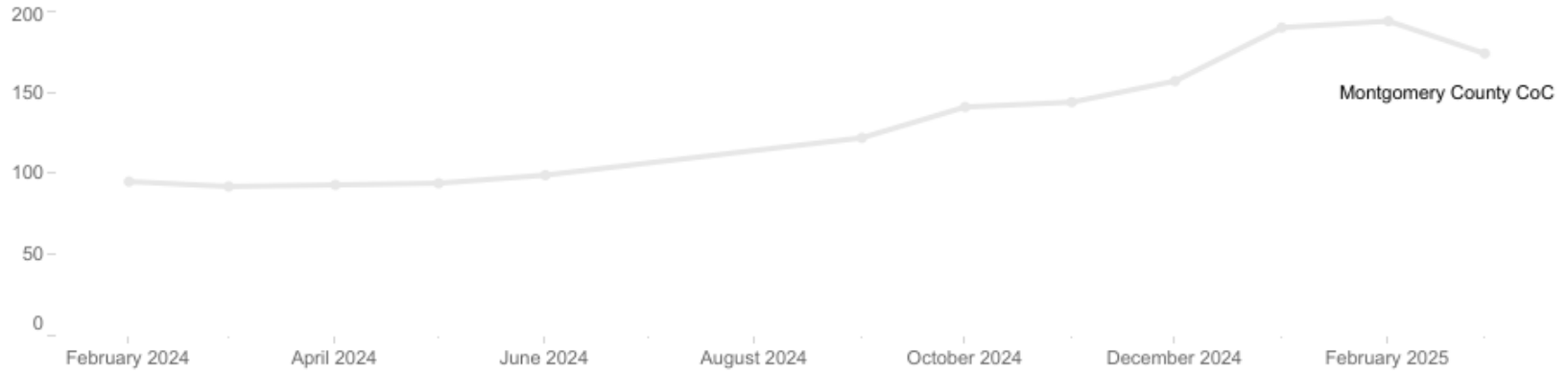
Last Scorecard Submission

29.3%

3 Month Data Reliability

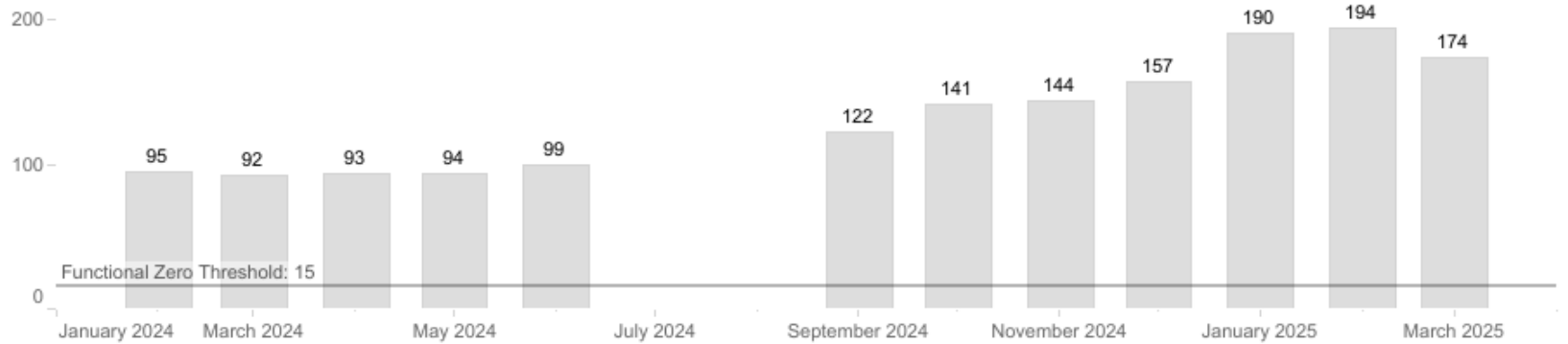
Actively Homeless

Monthly **All Families** data with signal indicators for **Shifts**



Actively Homeless Population

Monthly count for **All Families**



INSTRUCTIONS

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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Families

Select Subpopulation
All

Data to Display
All Data

Select Time Range
January 2024 to March 2025

Understanding Shift Signal

Pre-Quality Data

The current system shows some capacity to mobilize resources to house families.

INFLOW & OUTFLOW for All

By-Name List Scorecard

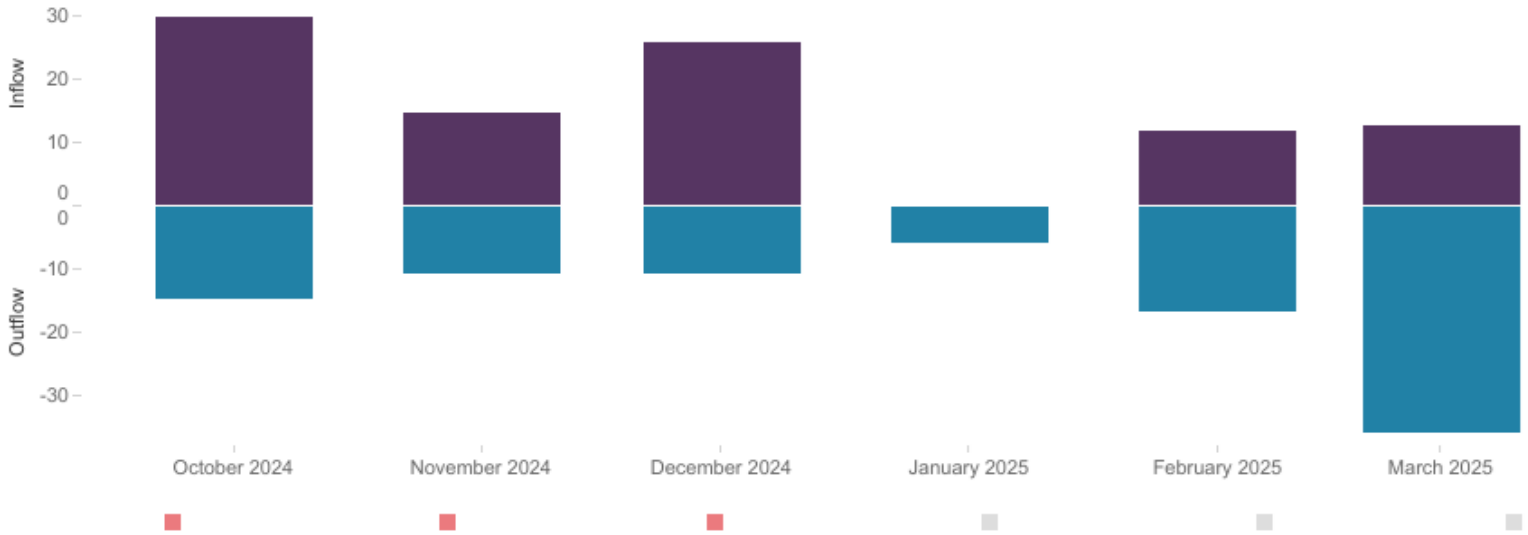
Last Scorecard Submission

29.3%

3 Month Data Reliability

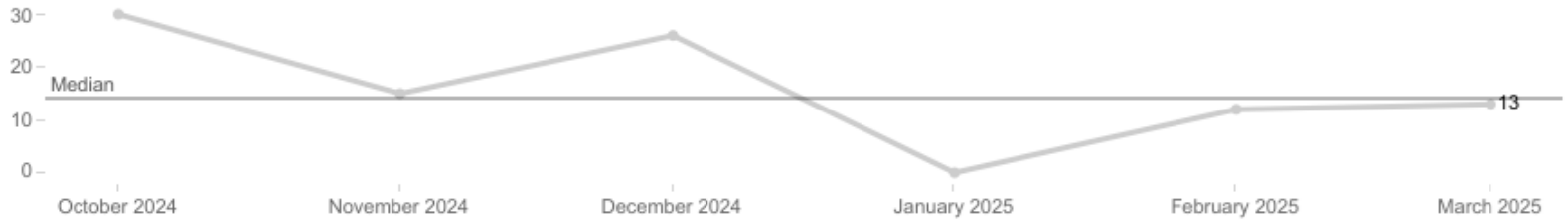
Monthly Inflow & Outflow

Red square at bottom indicates **Inflow** exceeded **Outflow**



Inflow Total

Use drop-down at right to adjust metric displayed



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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Families

Select Subpopulation
All

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Select Metric to Display
Inflow Total

Understanding Shift Signal

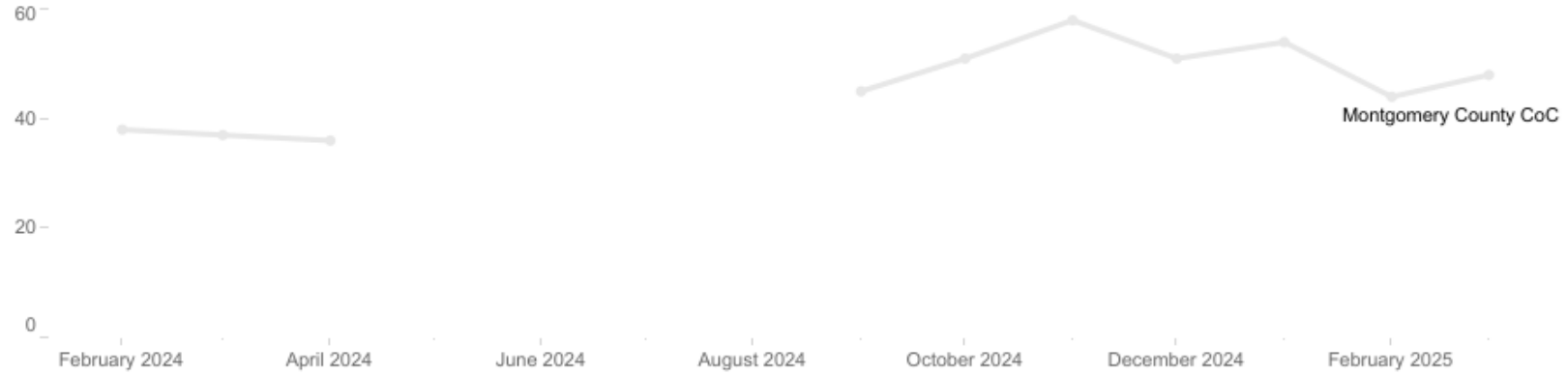
A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

PROGRESS TO ZERO for All

Youth homelessness includes unaccompanied youth aged 16-24. It increased about 20% in 2024-2025.

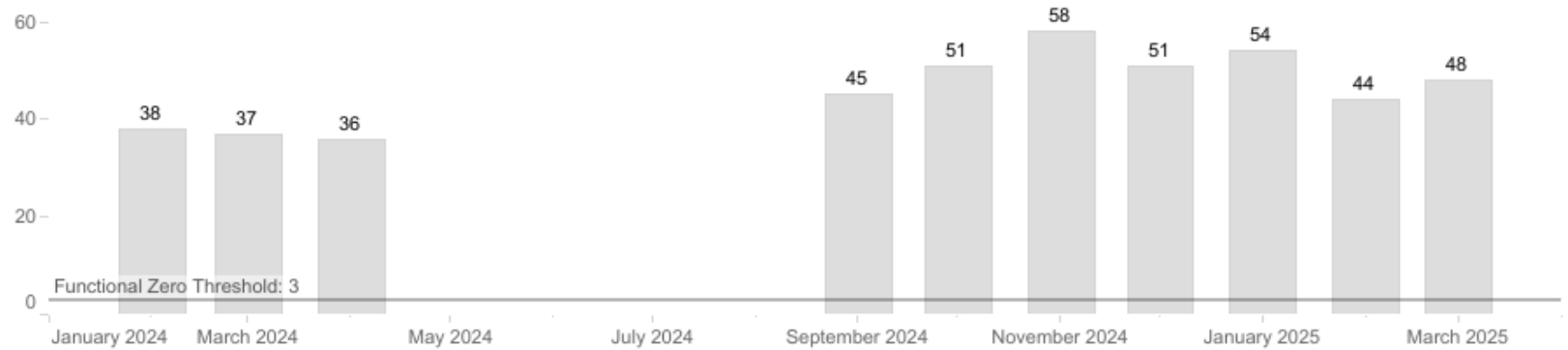
Actively Homeless

Monthly **All Youth** data with signal indicators for **Shifts**



Actively Homeless Population

Monthly count for **All Youth**



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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Youth

Select Subpopulation
All

Data to Display
All Data

Select Time Range
January 2024 to March 2025

Understanding Shift Signal

Pre-Quality Data

INFLOW & OUTFLOW for All

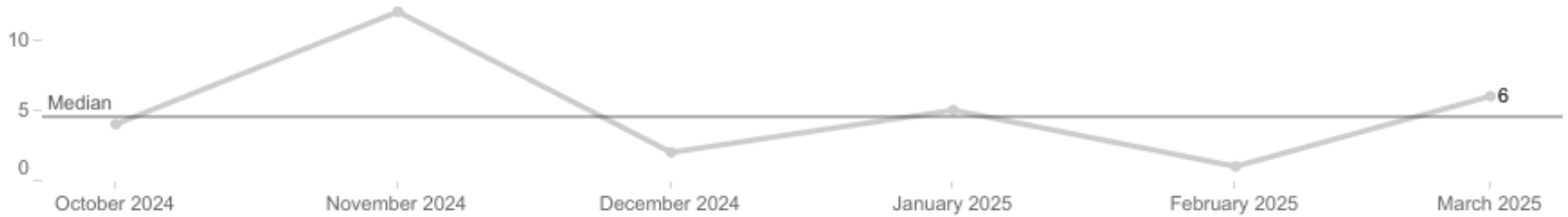
Housing placements for this group are rare.

Monthly Inflow & Outflow

Red square at bottom indicates **Inflow** exceeded **Outflow**

Inflow Total

Use drop-down at right to adjust metric displayed



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DASHBOARD FILTERS

Select Community
Montgomery County CoC

Select Population
Youth

Select Subpopulation
All

Data to Display
All Data

Select Time Range
September 2024 to March 2025

Select Metric to Display
Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

Critical Steps

Housing Together Strategy

Housing Together must make system changes to improve system functionality- this includes standardization of efforts so every unhoused group benefits from system improvements. It also is critical that housing focused resources must be used toward housing and housing supports. Mainstream partners such as hospitals, behavioral health, education and others must be fully integrated into the system for it to work well.

Shelters play an important part in the system but must be designed to move people to permanent housing as quickly as possible. When a system is functioning well, households are in shelter no more than 30 days.

Exercise #1

Let's take 10-15 minutes for each table to discuss their recommendation regarding priority populations. Should Housing Together prioritize one population over another to house? If so, what order should they be ranked in? Once your table has reached consensus, ONE person at the table should scan the QR Code below and submit your answers.

19 Unhoused veterans
48 Unhoused Youth
51 Unhoused Chronically Homeless ***174*** Unhoused Families
722 Unhoused Other Single Adults

https://www.mentimeter.com/app/presentation/al8jz5jyjhshzxkfeeavq65h5k383635/edit?source=share-modal

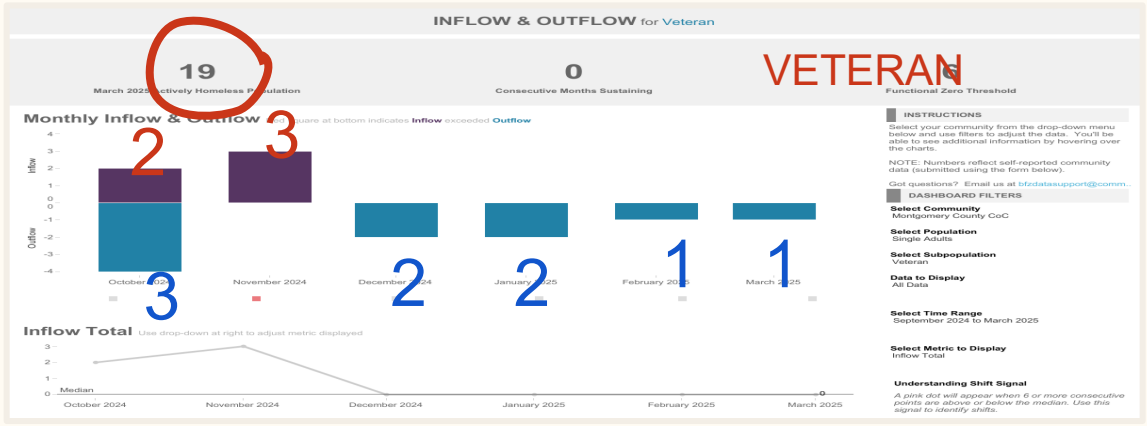
Exercise #2 Population AIMS and Goals

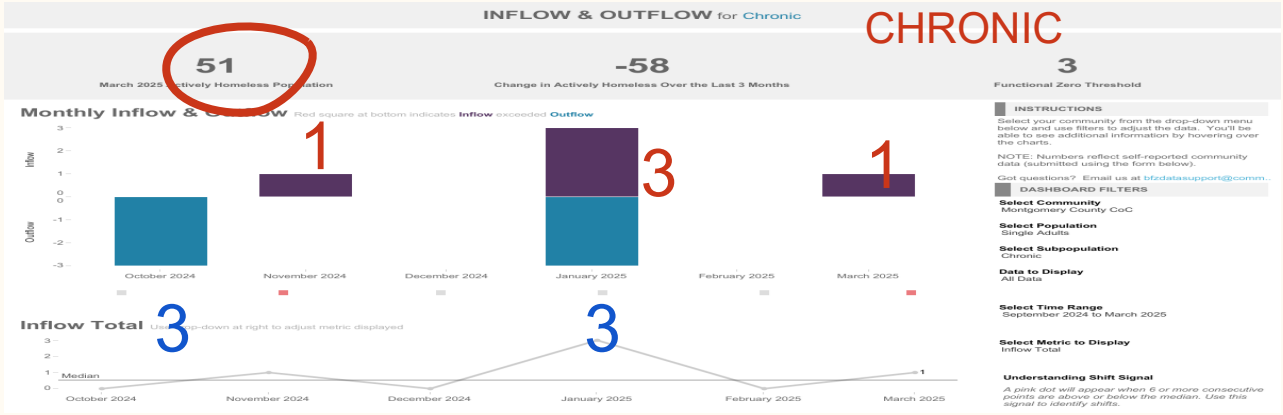
It's time to set some aims for this work.
Each table has a sheet on it that identifies a population focus. Please move to a table that has the population you would like to work on: YOUTH, FAMILIES, SINGLE ADULTS, VETERANS and CHRONIC.

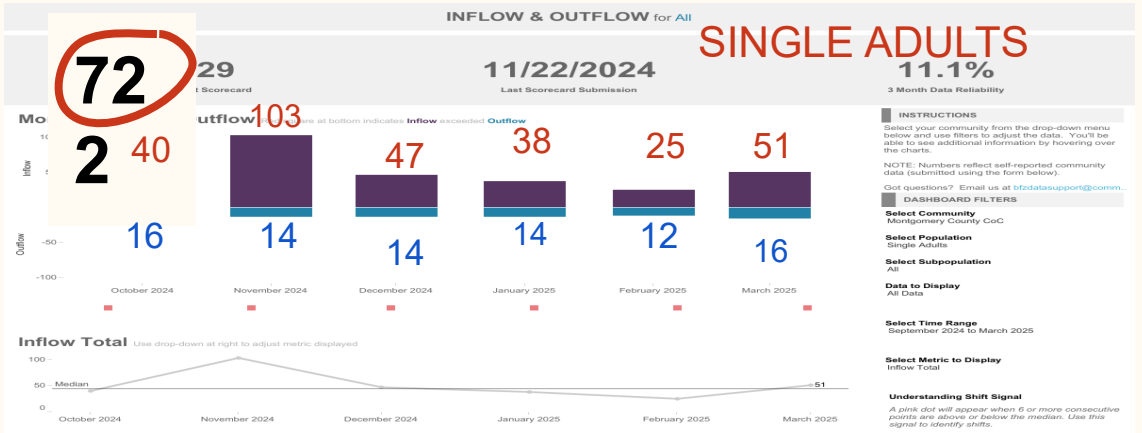
Setting AIMS: Your first task is to set an aim for functional zero for your chosen population.
Here is an example:

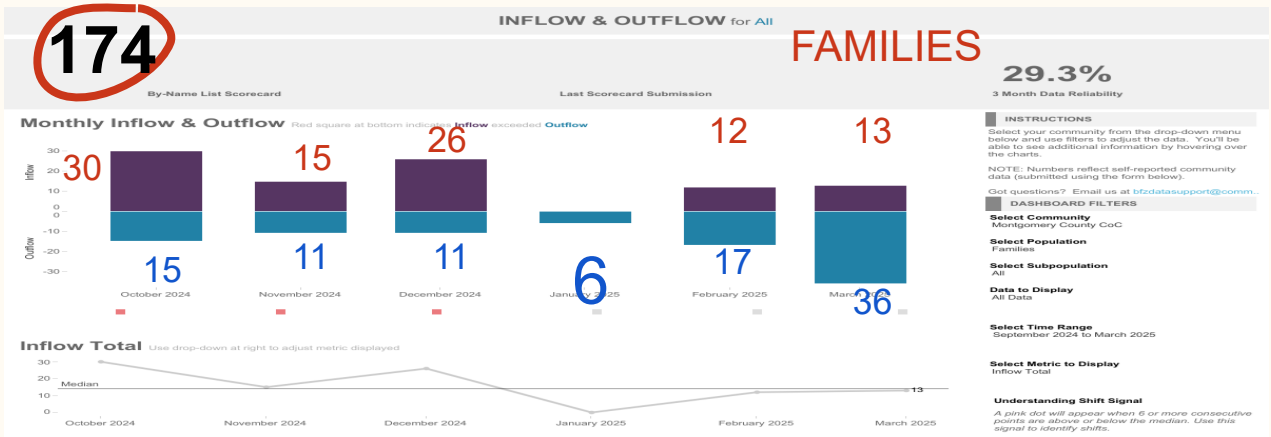
There are currently 50 in the veteran population.
Each month has an average inflow of 2 new veterans.
You would like to be at functional zero (3 veterans) in 6 months.
You know that you can expect 12 new veterans in that 6 months. So 50 + 12 =62
That means that you would need to permanently house 10.3 veterans a month.
Is this a realistic goal based on history and community capacity?

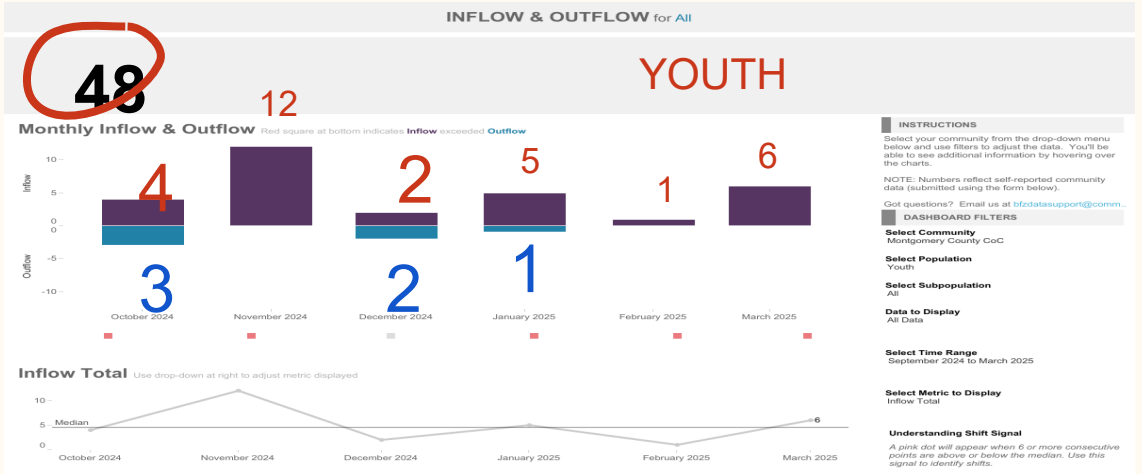
On the next page is the information needed to set these aims.











The current number of homeless households is circled. The red number is the number per month coming into the system and the blue number is those who left.

Set your housing aim: How many can we house over # of months to reach functional zero?

PUTTING IT TOGETHER- YOUTH (48)

TABLE	# to house each month	# of months to reach FZ	Community Partners	Cost
Table 1				
Table 2				
Table 3				
Table 4				
Table 5				
TOTAL				
AVERAGE				

PUTTING IT TOGETHER- FAMILIES (174)

TABLE	# to house each month	# of months to reach FZ	Community Partners	Cost
Table 1				
Table 2				
Table 3				
Table 4				
Table 5				
TOTAL				
AVERAGE				

PUTTING IT TOGETHER- VETERANS (19)

TABLE	# to house each month	# of months to reach FZ	Community Partners	Cost
Table 1				
Table 2				
Table 3				
Table 4				
Table 5				
TOTAL				
AVERAGE				

PUTTING IT TOGETHER- CHRONIC (51)

TABLE	# to house each month	# of months to reach FZ	Community Partners	Cost
Table 1				
Table 2				
Table 3				
Table 4				
Table 5				
TOTAL				
AVERAGE				

PUTTING IT TOGETHER- ALL SINGLES (722)

TABLE	# to house each month	# of months to reach FZ	Community partners	Cost
Table 1				
Table 2				
Table 3				
Table 4				
Table 5				
TOTAL				
AVERAGE				

Community Exercise 3

Needed Partners:

Now that you have set an AIM, identify the three most critical community partners who are not part of the homeless system (no shelters or housing programs) who MUST be part of the solution.

Take 5-10 minutes to create consensus at your table

Community Exercise 4

Annual Cost:

Knowing how many you need to house each month, calculate the cost per unit multiplied by the number of housing units needed by month.

Example: I need to house 20 people over 5 months at the rate of 4 a month.

Month 1: 4 x FMR=_____
Month 2: 8 x FMR=_____
Month 3: 12xFMR=_____
Month 4: 16xFMR=

If there was time, we would then calculate existing subsidies in the community and subtract them from the total annual cost. The remainder would be the amount of new funds needed to reach our aim.

Thank You!

Built for Zero Housing Together Strategic Planning

May2025

COMMUNITY SOLUTIONS

Strategy Breakout Groups

Choose which Strategy Group you want to participate in – go straight to Strategy Breakout Room after lunch:

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

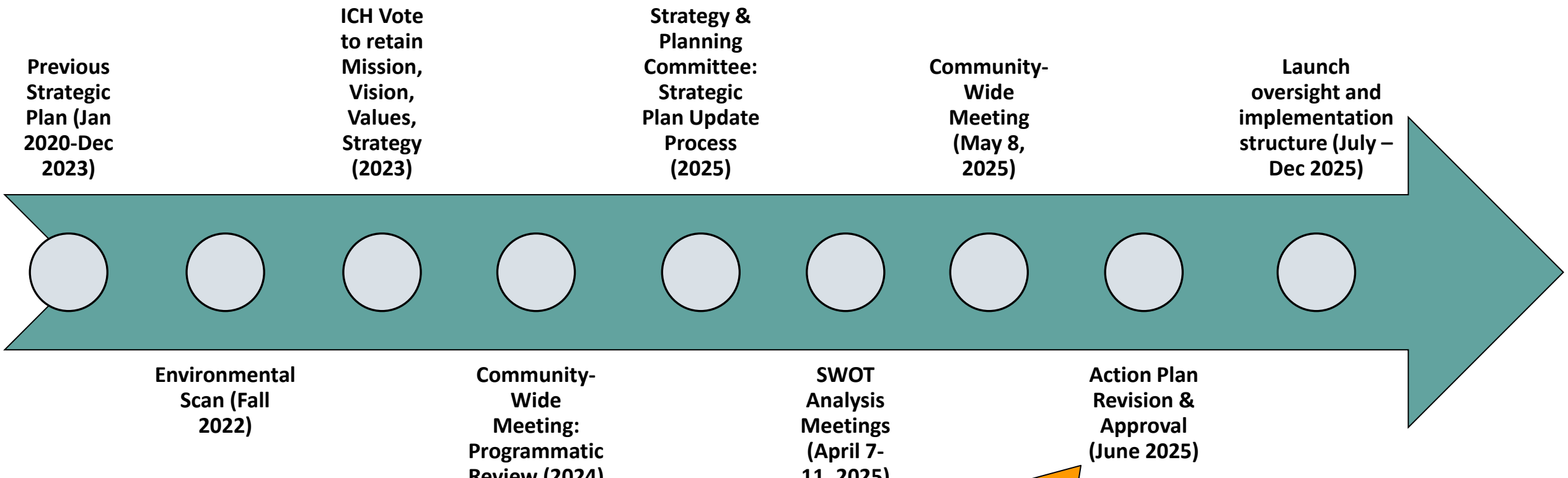
Strategy 5: Increase and Diversity Funding

Strategy 6: Educate and Advocate for Change

Gallery Walk

1. Spokesperson reports out for each group
   - You have 3 minutes per group
   - Highlight:
     - Priorities
     - Major Action Steps
     - Anything you want feedback on from the full community
2. Everyone walks around to each strategy's chart paper
3. Everyone use post-its to indicate support and add your own ideas, questions or comments for each Strategy

What's Next?



1. Update Action Plans based on insight and feedback gathered today
2. ICH Approval in June
3. Start of Action Plans – July 1
4. Ongoing Planning Process through December to create priorities for 2026-2028

Thank You!

GROUP PHOTO