
MEMORANDUM

July 10, 2008

TO: Planning, Housing, and Economic Development Committee
Health and Human Services Committee

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **Briefing and Discussion: Housing First Implementation Plan**

As a part of its FY09 Operating Budget actions, the Council included the following provision in the County Government Operating Budget Resolution:

The Department of Housing and Community Affairs must reserve \$4.5 million of the non-revolving program appropriation to the Housing Initiative Fund to implement a plan to transition County housing programs for the homeless to a Housing First model. These funds may be used to acquire properties, provide rental subsidies, fund case management provided by County staff or under contract, and pay costs associated with the transition of existing shelter services. The County Executive must send the Council a Housing First transition plan by October 15, 2008. The plan must specify the long-term goals and implementation steps needed to achieve a Housing First model and those implementation steps to be taken in FY09 and FY10. Funds may be spent to implement this plan as soon as the plan is transmitted to the Council. If the plan does not require spending \$4.5 million in FY09, the amount reserved under this paragraph can be reduced to the amount required to implement the model. The allocation of these funds does not limit the amount that may be spent from the Housing Initiative Fund for homeless persons or persons at risk, and does not impose any limit on projects that may be funded by the revolving Acquisition and Preservation Program.

This provision resulted from the PHED and HHS Committees' discussion of funds included in the both the Housing Initiative Fund and the Department of Health and Human Services. As a part of its worksessions, the joint Committee received a briefing from the Montgomery County Coalition for the Homeless and Abt Associates on a study that provides a framework for moving the county to a Housing First model. The joint Committee also heard

from DHCA, DHHS, and HOC on the programs that are currently available to assist those who are homeless or at severe risk of homelessness. In response to the Abt Associates study, Director Ahluwalia convened the county's non-profit partners to explore the recommendations and provide the Committees with a blueprint for the homeless continuum in Montgomery County that would align the Continuum of Care to include a Housing First approach. The key performance measure would be ~~“the reduction in length of stay in homelessness and the achievement of stable housing for those exiting from homeless programs.”~~ DHHS Director Ahluwalia told the Committee that the county already has some elements of Housing First in place but right now there is a very linear progression in the homeless system. She said that the system needs to become more fluid and flexible and that resources are needed for three components: additional housing units, ongoing subsidies, and case management. She noted that there are evictions for subsidized housing if there is not good case management.

On June 26, DHHS Director forwarded Montgomery County's Housing First Plan – Design and Implementation. At this session, the joint Committee will have an opportunity to be briefed on the plan and to understand how it proposes to use the resources reserved in the HIF. The Plan is attached at © 1-23.

The Plan notes that Housing First programs share the following critical elements:

1. A focus on helping chronically homeless and hard to serve individuals and families access and sustain permanent rental housing that is not time-limited.
2. The delivery of support services following a housing placement to promote housing stability and individual well-being. These services may be time-limited or long-term depending upon individual needs.
3. Housing is not contingent on compliance with services. Instead, participants must comply with a standard lease agreement and are provided with the services and supports necessary to help them successfully retain housing.

Much of the Plan calls for a redirection of existing staff and continued use of current resources and services in the DHHS budget. The Plan identifies the following items that would increase the capacity of the system:

- Add a total of 150 deep subsidies. FY09 cost is estimated at \$960,000 based on prorated implementation. The annualized cost is expected to be \$2,160,000.
- Add 150 County Rental Assistance Program subsidies for a FY09 cost of \$360,000.
- Add two contract Housing Locators to located housing for those being served. FY09 cost is estimated to be \$126,070. Annualized cost is estimated at \$154,400.
- Contract for two Social Workers to assess and facilitate rapid re-housing of homeless families at a FY09 cost of \$65,000.

- Contract for two Outreach Workers to reach chronically homeless single adults and families for a cost of \$108,300 in FY09.
 - Prevention services are identified as Security Deposit and Crisis Intervention Fund (\$525,000) from the HIF allocation and Prevention of Homelessness or Housing Stabilization related to Total Tenant Payment (\$850,000) from the Recordation Tax.
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The Plan provides flow charts for both families (© 9) and individuals (© 10). Executive staff will discuss the flow chart with the joint Committee and discuss how it will change the current system.

In reviewing the Plan, the joint Committee should discuss which items have long-term, ongoing costs and which may decrease in future years. As the Council discussed during budget, while there have been soft costs and subsidies paid from the HIF, the Housing First Plan will create a long-term commitment for rental and support subsidies. The Committee may also want to discuss how services will be coordinated by the involved agencies and organizations. As the PHED Committee may also discuss when reviewing the proposals for the use of the Recordation Tax, it is important not to duplicate administrative services in order to direct the maximum dollars to direct services.



DEPARTMENT OF HEALTH AND HUMAN SERVICES

Uma S. Ahluwalia
Director

Isiah Leggett
County Executive

MEMORANDUM

June 26, 2008

TO: The Honorable Michael Knapp
The Honorable George L. Leventhal
Montgomery County Council

FROM: Uma S. Ahluwalia, Director *Uma*

SUBJECT: Montgomery County's Housing First Plan - Design and Implementation

On behalf of the County Executive, I am pleased to share as requested *Montgomery County's Housing First Plan* and related documents for your consideration. Like you, the County Executive remains committed to ensuring all Montgomery County residents have a place to call home. In an effort to help achieve this goal, he commends this plan to you and looks forward to working with you to achieve its full implementation.

Our many partners in the Homeless Services Continuum who share the housing first vision are anxious for its implementation and, thus, also commend this plan to you. The Continuum is comprised of the Department of Health and Human Services, the Department of Housing and Community Affairs, the Housing Opportunities Commission, City of Gaithersburg, City of Rockville and our private sector partners who offer single adult and family based shelter and supportive housing services.

As you know, the primary goal of the Housing First plan is the rapid placement of homeless single adults and families into permanent, and when appropriate, supportive housing. This plan addresses the various steps key to rapid, yet stable placement, including prevention services, intake, assessment and emergency services, transitional services and exit to permanent housing. The plan also stresses that the partnership between county government and our many partners in the continuum is critical for success of the housing first model. The model must include both prevention and intervention activities with appropriate support services for our clients to help them exit homelessness rapidly with the best promise of stability and success. There are several documents, which are included with the Housing First Plan. These include:

- Housing First Plan Document: This document describes all the components of the Housing First Plan and includes the projected Housing First budget for FY09 and an annualized Housing First budget for FY10. (Attachment A)

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The Honorable Michael Knapp
The Honorable George L. Leventhal
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- Special Needs Housing (SNH) Budget: Showing the total FY09 budget for SNH with the sources of funding and the amount available for each service program. (Attachment B)
- Provider Recommendations: Articulating the recommendations from the Provider Community on the successful and effective implementation of Housing First. (Attachment C)
- Follow-up Actions: This document lists action steps that need to occur as part of the Housing First Plan implementation. This document will be revised and updated as needed. (Attachment D)

Thank you for your leadership and your significant efforts to make Housing First a reality. We look forward to working with you. Please do not hesitate to contact Mr. Nadim A. Khan, Chief of Special Needs Housing at 240-777-1179 or contact me at 240-777-1266, if there are any questions or there is need for greater clarification.

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Attachments

c: Corinne Stevens
Kathleen Boucher
Linda McMillan

Montgomery County

Housing First Plan

Presented by

Special Needs Housing Services

Montgomery County Department of Health and Human Services

June 25, 2008

Montgomery County Housing First Plan

Background

Housing First is an approach that centers on providing homeless people with housing quickly and then providing support services as needed to help maintain housing stability. What differentiates a Housing First approach from traditional emergency shelter or transitional housing approaches is that it is “housing-based,” with an immediate and primary focus on helping individuals and families quickly access and sustain permanent housing. This approach has the benefit of being consistent with what most people experiencing homelessness want and seek help to achieve. Housing First programs share the following critical elements.

- A focus on helping chronically homeless and hard to serve individuals and families access and sustain permanent rental housing that is not time-limited.
- The delivery of support services following a housing placement to promote housing stability and individual well-being. These services may be time-limited or long-term depending upon individual need.
- Housing is not contingent on compliance with services. Instead, participants must comply with a standard lease agreement and are provided with the services and supports necessary to help them successfully retain housing.

While all Housing First programs share these critical elements, program models vary significantly depending upon the population served. For people who have experienced chronic homelessness, there is an expectation that intensive (and often specialized) services will be needed indefinitely. The vast majority of homeless individuals and families do not experience chronic homelessness. Most often, they have experienced a housing or personal crisis that led them to seek help from the homeless shelter system.

For many years the Montgomery County Department of Health and Human Services has provided grants to prevent evictions, as well as rental and energy assistance and has funded shelter operations to assist individuals and families who become homeless. These programs have helped thousands of individuals and families to either avoid homelessness or to regain economic stability. This chart with information from FY07 shows the services provided by the Special Needs Housing Service Area.

FY 07 Services	Number of grants (or persons served)
Homeless Prevention	6,993 grants
Home Energy Assistance	6,402 households served through home energy programs.
Rental Assistance	1,715 Shallow rental subsidy of up to \$200 a month 55 Deep rental subsidies
Emergency Shelter Services	579 families; 1,299 individuals
Transitional Shelter	345 single adults
Permanent Supportive Housing	193 family units; 352 singles units: Total 545 units
Supportive Housing Rental Assistance (FY08)	New in FY08: Provided deep rental subsidies to 67 special needs households.

In spite of these efforts Montgomery County's annual Point-In-Time Survey of homelessness shows an annualized unmet housing need for 1,232 individuals and families. To meet this need, the County needs to increase the number of affordable rental units, provide funding for rental subsidies to enable very low income households to access rental housing and provide case management to support housing stability for the special needs population.

To address these unmet housing needs through the Housing First Initiative, the Montgomery County Council has approved \$4.5 million from the Housing Initiative Fund. An additional estimated \$850,000 from Recordation Tax Revenues has also been approved to augment the current prevention efforts.

The Montgomery County's Housing First Model focuses on:

- serving the special needs population, including homeless families with children and chronically homeless single individuals with disabilities, such as serious mental illness and chronic substance abuse;
- employing the use of assertive outreach to engage and offer housing to homeless individuals who are reluctant to enter shelters or engage in services;
- using a low demand approach to accommodate individual behaviors so that "relapse" will not result in loss of housing, but will identify other ways to seek compliance.
- identifying best practices to engage and motivate families to comply with rules to avoid eviction or a return to homelessness.
- providing continuous on-going periodic assessment as part of service coordination.
- ensuring that any family with an assessment through the Assessment Shelter is eligible for placement in a housing unit, regardless of where they are currently staying.
- providing case management and holding housing for residents, even if they leave their supportive housing program for short periods; and
- using a scattered site approach to provide housing in all neighborhoods throughout the County which includes a mix of county and privately owned independent homes and apartments secured through a network of landlords, brokers, and managing agents.

Montgomery County Housing First Model Design and Implementation

The following strategies are the result of collaborative discussions between Department Health and Human Services (DHHS), Housing Opportunities Commission (HOC) and Department of Housing and Community Affairs (DHCA) staff and Family and Single Adult Shelter providers. This group reviewed the current homeless services systems and determined what is needed to implement a Housing First model that is aligned to the current homeless Continuum of Care (CoC). These strategies require the redeployment of existing resources and adding new resources to reduce the length of stay in homelessness for individuals and families. The primary focus is the rapid exit of individuals and families from homelessness and the achievement of permanent stable housing.

1. Homeless Outreach and Intake

- Develop and implement an assertive outreach program to engage and offer housing to homeless individuals who are reluctant to enter shelters or engage in services
- Maintain current programs that assess individuals and families who present as homeless.
Assertive outreach teams engage homeless persons living in campsites, public areas and other places not meant for human habitation. Outreach to the chronically homeless who frequently have serious mental health and chronic substance issues is key to their successful placement into permanent supportive housing. Homeless individuals seek services through multiple channels which include the Crisis Center, outreach and day programs, Aging and Disability Services and other DHHS intake points. Families seek services primarily through the three regional Housing Stabilization Services offices. Referrals for assessment and appropriate shelter will continue to be made for individuals and families through these central intake points.

2. Homeless Prevention

- Maintain current Housing Stabilization programs that provide emergency assistance and housing supports to stabilize housing. These programs prevent thousands of households each year from falling into homelessness and include:
 - Emergency grants to prevent eviction and utility cutoffs
 - County Rental Assistance (shallow subsidies)
 - Home Energy Programs (assistance with home heating and electricity)
- Add Recordation Tax dollars to support emergency assistance and housing supports to stabilize housing by using a Total Tenant Payment approach.
- Redeploy three (3) current social work staff to create a Prevention Assessment Team (PAT). The team will:

- determine what resources are needed to keep individuals and families in stable housing;
 - make referrals to appropriate support services for mental health, substance abuse, employment and income supports; and
 - provide 90 days of case management to families who are in imminent danger of losing housing.
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- Establish a Supportive Services Team to provide one central intake point to determine eligibility for Emergency Assistance to Families with Children (EAFC), Temporary Disability Assistance to Persons (TDAP), Maryland Energy Assistance Program (MEAP), Electric Universal Services Program (EUSP), food stamps and other financial supports.

3. Assessment Shelter

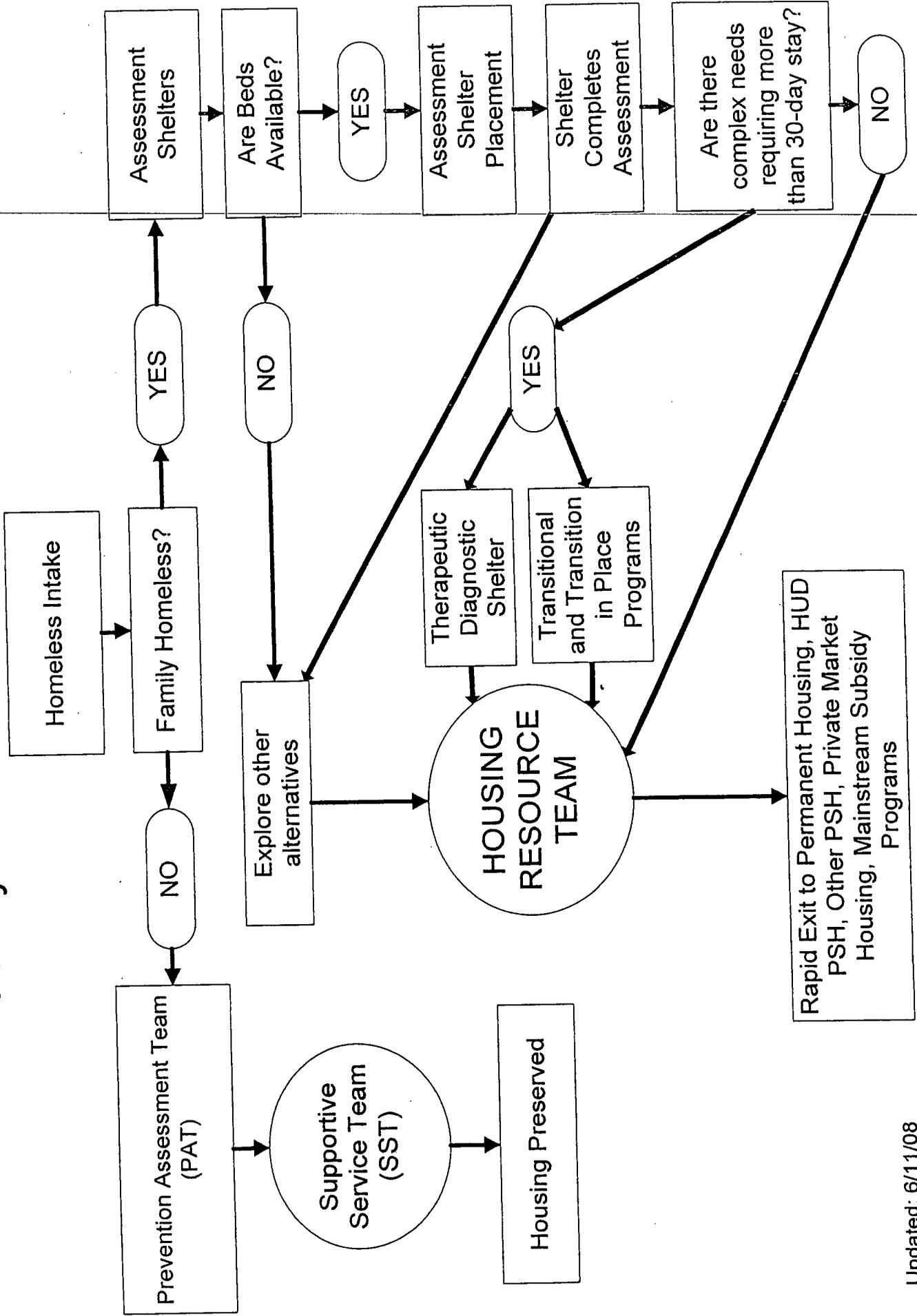
- Convert two of the three current family shelters and all emergency shelters for individuals to Assessment Shelters.
 - Individuals and families will be placed for up to 30 days. If family shelters are full, alternative community placement will be sought including any “family or friend” resources that the homeless household may identify. If all else fails, a motel placement will be made to ensure that no family is on the street.
 - Individuals or families with complex needs such as substance abuse treatment and severe mental health symptoms may be placed in a transitional shelter for up to 24 months.
- Convert one of the three family shelters to a Therapeutic Diagnostic Shelter to house families for up to 9 months with complex issues that prevent their rapid exit to permanent housing.

4. Rapid Exit and Permanent Housing

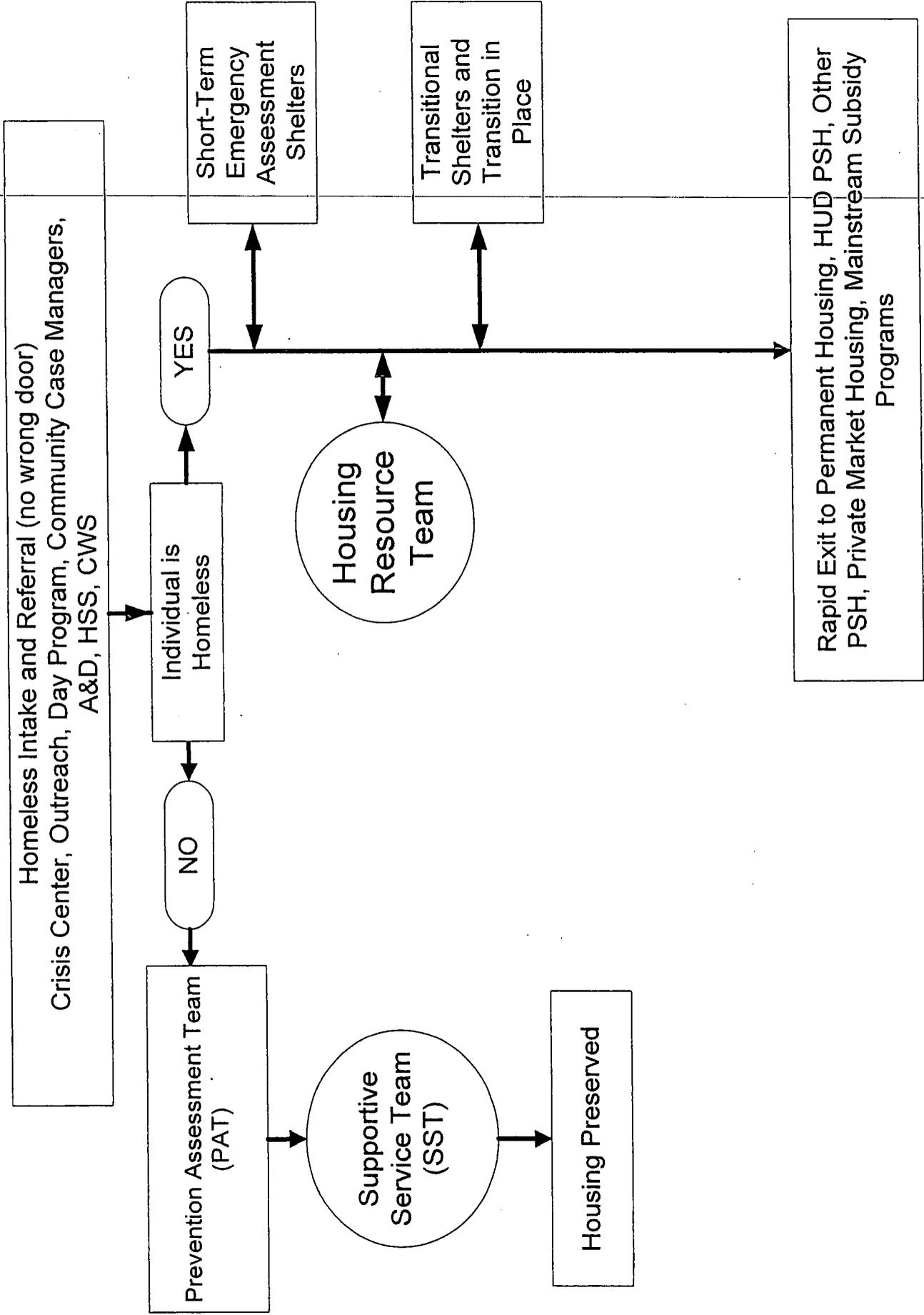
- Create a Housing Resource Team (HRT) to locate housing, facilitate leasing processes and manage referrals. This team will assist individuals and families with rapid exit regardless of where they are within the homeless continuum. The team will consist of case management staff and staff with expertise in locating housing resources. On-going assessment will continue as part of service coordination once the family is housed.
- Provide for wrap around supports to include, mental health services, substance abuse, domestic violence prevention, co-occurring disorders and any other service need. These resources may be identified from systems other than the homeless continuum.
- Increase the number of affordable rental units by expanding the number of deep subsidies available for income eligible individuals and families.

- Develop more housing units owned by non-profits, the County and the Housing Opportunities Commission (HOC) to increase the number of units available for those with special needs and those who do not qualify for federal, state, or county regulated programs and subsidies.
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Family Shelter Services Flow Chart



Single Individual Shelter Services Flow Chart



Explanation of Montgomery County Family Housing Services Flow Chart:

Homeless Intake

Family presents as homeless at Housing Stabilization/Emergency Services locations

- ◆ Social worker assesses shelter needs of family.
- ◆ If family has alternative housing options (i.e. staying with friends or other family), referral made to **Prevention Assessment Team (PAT)**.
- ◆ If family has no alternative housing options, referred to the assessment shelter.

Staffing Required:

- *Maintain current staff of three (3) Social Workers III's*

Homeless Prevention

◆ **Prevention Assessment Team (PAT)**

Continue the current Housing Stabilization programs to prevent eviction and utility cut offs, County Rental Assistance providing shallow subsidies, Home Energy Programs (OHEP) providing assistance with home heating and electricity for income eligible households. These programs prevent thousands of households each year from falling into homelessness. Provide 90 days of case management to families who are in eminent danger of losing housing.

- Determines resources required to keep family stabilized and housed, such as:
 - Emergency Services (ES) grants to prevent eviction.
 - Short term rental assistance subsidies
 - Referrals to support services for mental health, substance abuse, employment, child care, and income supports.
- Provides 90 day case management to families whose crisis may result in eminent homelessness. If family cannot be stabilized within 90 days, alternative case management plan must be developed.

Staffing Required:

- *Reassign three (3) Social Workers from Housing Stabilization/Emergency Services to the PAT.*

- ◆ **Supportive Services Team** will determine eligibility for Emergency Assistance for Families with Children, (EAFC), Energy Assistance Programs, the Temporary Cash Assistance Program, (TCA) food stamps, child care subsidies and other income supports.

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- Team members will include Income Support Specialist staff from Special Needs Housing (SNH) and Children, Youth and Family (CY&F)
 - Team will facilitate a central and expedited response to emergency needs and ongoing financial supports.

Staffing Required:

- *Using existing staff from Special Needs Housing (SNH) and Children, Youth and Families (CYF) to develop a team that will provide clients with a central place to access the multiple financial supports they need to stabilize their housing and prevent homelessness.*

Homeless Assessment Shelter

- If the family is homeless at Intake, the family will be referred to an Emergency Assessment Shelter. The focus of all Emergency Assessment Shelters will be on comprehensive assessments and rapid exit to permanent housing. Case management efforts will focus on quickly transitioning clients to stable housing using all available resources, including subsidies and one-time grants.
- ◆ Convert two of the three current family shelters to Assessment Shelters.
- ◆ Families will be placed at the Assessment Shelter for up to 30 days if beds are available.
- ◆ Families will be placed in the community if no Assessment Shelter beds are available. Families that complete a 30-day assessment and are awaiting a housing placement may also be placed at a motel to free assessment beds for incoming families.
- ◆ Families with complex needs requiring more than a 30 day stay will be placed in a Therapeutic Diagnostic Shelter for up to 9 months before being referred to permanent housing.
- ◆ Case Management for homeless families at the Assessment Shelters will be provided by the Shelter Staff.
- ◆ Case management to homeless families placed in the community will be provided by two (2) social workers from Housing Stabilization/Emergency Services

Staffing Required:

- *Shelter provider contracts will need additional financial resources to provide assessments and case management for families while in shelter.*
- *Existing social work staff in Housing Stabilization/Emergency Services will provide motel case management.*

Therapeutic Diagnostic Shelter

- In the Family Homeless Services system, a family shelter will be converted from an emergency shelter to a family therapeutic/diagnostic shelter. This facility will be used to house families with complex issues that prevent their rapid exit to permanent housing. A minimum of two additional case managers will be required to enable this facility to function as a therapeutic/diagnostic shelter with an estimated length of stay up to 9 months.

Staffing Required:

- *Additional financial resources will be required to convert an emergency shelter into a therapeutic/diagnostic facility. (Contracted Services)*

Rapid Exit to Housing

Create a **Housing Resource Team (HRT)** to locate housing, facilitate the leasing process and manage housing referrals.

- ◆ The HRT will consist of HHS case management staff, a Clinical Resource Coordinator, two Housing Locators and a shelter case manager.
- ◆ The HRT will assist families with rapid exit regardless of where the family is within the homeless family continuum – motel, Assessment Shelter or Diagnostic Therapeutic Shelter. On going assessment will be provided once the family is housed.

Staffing Required:

- *Additional financial resources will be required to contract for housing locator services.*

Explanation of Montgomery County Single Individual's Housing Services Flow Chart:

Homeless Outreach and Intake

Homeless individuals seek services through multiple channels, the Crisis Center, outreach and day programs, other DHHS services such as Housing Stabilization Services, Aging and Disability Services, and other service providers in the community. There is a "no wrong door" philosophy. Assessments are first performed at the referral level. Outreach programs will be enhanced to target homeless individuals who are reluctant to enter shelters or engage in services.

The individual, based on needs and program requirements, may be referred directly to an emergency assessment shelter, transitional shelter, or directly to permanent supportive housing. The goal for emergency assessment shelters and transitional housing is to enable the individual to rapidly exit to permanent housing.

If the individuals have housing that can be preserved, they will be referred to the Prevention Assessment Team.

Staffing Required:

- *Two (2) Outreach workers (Contracted Services)*

Homeless Prevention

◆ **Prevention Assessment Team (PAT)**

- Determines resources required to keep individual stabilized and housed, such as:
 - Emergency Services (ES) grants to prevent eviction.
 - Short-term rental assistance subsidies
 - Referrals to support services for mental health, substance abuse, employment, and income supports.
- Provides 90 day case management to individuals whose crisis may result in eminent homelessness. If individual cannot be stabilized within 90 days, alternative case management plan must be developed.

- ◆ **Supportive Services Team** will determine eligibility for, and make referrals to, other income support programs, including Emergency Assistance to Families with Children, Temporary Disability Assistance Program, Prescription Assistance Program, Supplemental Social Security Income, Home Energy Programs and food stamps.

Homeless Assessment Shelter

- ◆ Convert current Emergency shelters to Assessment Shelters.
 - ◆ Individuals will be placed at the Assessment Shelter for up to 30 days if beds are available.
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- ◆ Individuals with complex needs such as substance abuse treatment and severe mental health symptoms may be placed in a transitional shelter for up to 24 months.
 - ◆ Transitional shelters provide safe, temporary housing for the hardest to place homeless families and individuals, especially those with special needs, such as substance abuse and mental illness, or those who do not qualify for federal or state subsidies.

Rapid Exit to Housing

- ◆ The **Housing Resource Team (HRT)** will work to locate housing, facilitate leasing process and manage referrals throughout the continuum.

Housing First Program Measures

Prevention

- Percent of households receiving emergency services grants and 90 days of case management that remain housed for 6 months from grant receipt.
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- Percent of households receiving emergency services grants and 90 days of case management that remain housed for 12 months from grant receipt.

Length of Stay

- Percent of decrease in length of stay by homeless households in shelter.
- Percent of homeless households entering shelter who were placed in permanent housing.

Stability in Permanent Housing

- Percent of households re-entering the homeless system within one year.

Quality Services Review (QSR)

- Did wrap around services contribute to the stability of the households participating in the Housing First Program?

HOUSING FIRST PROGRAM ELEMENT

	FY09 HHS Operating	FY09 Rent Cost Shifted to HIF	FY09 Enhancements	Total FY09 Rent Cost to HIF	Annualized HHS Operating Budget	Annualized Rent Cost	Annualized Enhancements	Total Annualized Rent Cost to HIF
Supportive Housing Rental Assistance Program (SHRAP)	\$1,076,050	\$720,000 53 households		\$720,000 53 households	\$1,076,050	\$720,000 53 households		\$763,200 53 households
Partnership for Permanent Housing (PPH)	\$977,000	\$772,000 55 households		\$772,000 55 households	\$977,000	\$772,000 55 households		\$792,000 55 households
Add a total of 150 deep subsidies for homeless households. Cost is prorated in FY09 based on number of months each household is estimated to be housed. (See assumptions).				\$960,000				\$2,160,000
Service Coordination for new HIF subsidies. Procured via current Open Solicitation, but reimbursement rate increased from \$250 to \$300 per month per household beginning September 1, 2008. Cost is prorated in FY09 based on number of months each household is estimated to be in program.			\$330,200				\$540,000	
Additional costs for 67 SHRAP service coordination as a result of increase in reimbursement rate. (Assumes rate change effective 9/1/08)			\$33,500				\$40,200	
General Operating Expenses to support new HIF subsidies, including criminal background checks.			\$25,000				\$10,000	
Add 2 contract Housing Locators to locate housing for program households. (Full year costs = \$60,000 each and operating costs of \$34,400). Assumes one will begin 8/1/08 and 2nd begins 9/1/08.			\$126,070				\$154,400	
Convert one of three family shelters to a Therapeutic Transitional Family Shelter for Families in need of longer term shelter prior to moving to housing. Include in Family Shelter RFP. Start date: 1/1/09			\$150,000				\$300,000	
Additional contract funding for 2 Social Workers at Family Assessment Shelters to assess and facilitate rapid re-housing of homeless families. Include in Family Shelter RFP. Start date: 1/1/09			\$65,000				\$130,000	
Additional contract funding for 2 Outreach Workers to reach chronically homeless single adults. Add to existing contracts. Start date: 9/1/08			\$108,330				\$130,000	
Additional contract funding for 2 Case Management staff to provide intensive Adult Shelter Case management at Men and Women's Emergency Shelters. Add to existing contracts. Start date: 9/1/08			\$108,300				\$130,000	
Start up costs: one time only startup costs for furniture, linens and equipment at the family and singles assessment shelter (\$475,000).				\$475,000				
Security Deposits and Crisis intervention fund for assisting households with emergencies that impact ability to retain housing. ("Tool Kit")				\$525,000				\$425,000
Prevention of homelessness or housing stabilization related to Total Tenant Payment expenditure (Recordation Tax)			\$850,000		850,000			
Technical Assistance with Data Management - \$75,000 contract.			\$125,000				\$75,000	
Technical assistance with Housing First Implementation - \$50,000				\$360,000				\$360,000
Add 150 County RAP Subsidies at \$2,400 each per year				\$3,812,000				\$4,500,200
Total	\$2,053,050	\$1,492,000	\$1,921,400	\$3,812,000	\$2,903,050	\$1,492,000	\$1,509,600	\$4,500,200

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FY09 SPECIAL NEEDS HOUSING BUDGET						
	County General	State Funds	New Funding	Total		
Housing Stabilization Services	\$ 4,444,820	\$ 1,371,116		\$5,815,936		
Intake and Assessment for persons with a housing related crisis. Funds prevention efforts in the Rockville, Gaithersburg and Silver Spring offices. Provides County and State financial assistance to prevent eviction and utility cut offs.						
New for FY09- Recordation Tax Revenue			\$ 850,000	\$850,000		
Supportive Housing Services	\$ 1,761,220	\$ 53,050		\$1,814,270		
Transitional housing for families and persons with disabilities.						
Shelter Services	\$ 5,615,360	\$ 317,260		\$5,932,620		
Includes adult and family shelter services, motel costs, and case management services						
New Housing Initiative Funding for Housing First Program			\$ 4,500,000	4,500,000		
Rental and Energy Assistance	\$ 7,814,082	\$ 798,856		\$8,612,938		
Rental Assistance Program (RAP)						
Handicapped Rental Assistance Program (HRAP)						
Supportive Housing Rental Assistance Program (SHRAP)						
Partnership for Permanent Housing Program						
Office of Home Energy Programs (OHEP)	\$ 309,506			\$309,506		
Administration						
Total FY09 Special Needs Housing Budget	\$ 19,944,988	\$ 2,540,282	\$ 5,350,000	\$27,835,270		

HOUSING FIRST PROVIDER RECOMMENDATIONS

A compilation of the recommendations made by individual and family providers in February 2008.

	Budget Investment FY09	Comments
<p><u>Recommendation 1:</u> Establish primary prevention activities and education and intervention services at the community level before the residents seek County Services.</p> <p>Develop and implement an Assertive Outreach Program.</p>	<p>County -\$550,012</p> <p>New County Funds \$108,330 (Partial year funding) \$130,000 (FY10 Annualized)</p>	<p>Contracted services for direct assistance and outreach to homeless households in the Community.</p> <p>Additional Contract funding for 2 Outreach workers to reach chronically homeless single adults.</p> <p>Additional funding needed for public education campaign.</p>
<p><u>Recommendation 2:</u> Provide both short-term and long-term support (90 days) to identified families to prevent the family from becoming homeless. The caseload size should be 15 - 18 families.</p>	<p>County Funds- \$345,575</p>	<p>Assign 3 social workers from Housing Stabilization Services to Prevention and Assessment Team (PAT).</p>
<p><u>Recommendation 3:</u> Expand the funding for preventive services, and include non-traditional, innovative, and targeted services designed to prevent housing loss. Continue to use State funds to prevent evictions.</p>	<p>County Funds -\$1,384,570 State - \$955,930</p> <p>New-Recordation Tax - \$850,000</p>	<p>County Grants, State Grants Recordation Tax</p>
<p><u>Recommendation 4:</u> Provide case management for families who are homeless and placed in the community when no shelter space is available.</p>	<p>County Funds - \$232,050</p>	<p>Reassign two HHS social workers from the Homeless Families Unit.</p>
<p><u>Recommendation 5:</u> Provide assessment services/case management at family and adult assessment shelters to facilitate rapid re-housing.</p>	<p>New -County Funds \$173,300 (Partial Year Funding)</p> <p>\$260,000 (Annualized for FY10)</p>	<p>Add additional dollars to shelter provider contracts.</p>
<p><u>Recommendation 6:</u> Create a Housing Resources Team (HRT) to assess cases, locate housing, facilitate leasing and manage referrals in order to assist individuals and families with rapid exit regardless of where they are within the service continuum.</p>	<p>New -County Funds \$126,070 (Partial Year Funding) \$154,400 (Annualized for FY10)</p> <p>County Funds -\$124,840.</p>	<p>Two Housing Locators contracted services</p> <p>Assign 1 HHS Social Worker to coordinate and assess cases and provide clinical oversight.</p>

<p><u>Recommendation 7:</u> Convert one of the three family shelters to a Therapeutic Diagnostic Shelter to housing families for up to 9 months with complex issues that prevent their rapid exist to permanent housing.</p>	<p>Current contract value: \$655,403</p> <p>New – County \$150,000 (Partial Year Funding)</p> <p>\$300,000 (Annualized for FY10)</p>	<p>Add additional funds to current contract value.</p>
<p><u>Recommendation 8:</u> Adopt the Transition in Place Model for families to allow them to remain in their unit after permanently.</p>	<p>Cost of this change is not known.</p>	<p>Issue involves regulation changes and needs to be resolved with HUD and/or State.</p>
<p><u>Recommendation 9:</u> Increase available housing and case management to support exit from shelter programs.</p>	<p>New – Housing Initiative Fund: \$1,106,200 \$2,520,000 (Annualized for FY10)</p> <p>New County -Service Coordination - \$330,200 \$540,000 (Annualized for FY10)</p>	<p>Service Coordination and deep subsidy costs. The plan is to phase in 150 Housing First households by the end of FY09. Case Coordination is calculated at \$300 per month per case.</p>
<p><u>Recommendation 10:</u> Provide housing to accommodate special populations, i.e., families with disabilities, mentally ill adults, undocumented families, young mothers, and families coping with substance abuse, emphasizing the reunification of families</p>	<p>County Funds- deep subsidy programs \$2,053,050</p>	<p>Current deep subsidy programs, Supportive Housing Rental Assistance Program (SHRAP) and the Partnership for Permanent Housing (PPH) are targeted to serve special populations.</p>
<p><u>Recommendation 11:</u> Expand County rental subsidies for low income families to provide varied subsidy levels to address market rate housing costs.</p>	<p>County Funds for RAP \$3,885,000</p> <p>New HIF funds - \$360,000</p>	<p>County Rental Assistance Program (RAP) provides shallow subsidies.</p> <p>HIF funds will provide an additional 150 RAP subsidies.</p>
<p><u>Recommendation 12:</u> Develop more housing projects owned by non-profits, County, and HOC, to maintain control of who is able to occupy units, i.e. families who are undocumented, possess criminal history, struggle with recent substance abuse problem, and large families.</p>	<p>Cost is unknown.</p>	<p>To achieve this long term goal, HHS will work in partnership with the Department of Housing and Community Affairs, the Housing Opportunities Commission and nonprofit housing providers.</p>
<p><u>Recommendation 13:</u> Reunify children with their families only in safe permanent housing.</p>	<p>No separate cost identified for this recommendation.</p>	<p>Using a service integration approach, establish referral and assessment guidelines that facilitate family reunification in safe and permanent housing.</p>

FOLLOW UP ACTIONS TO HOUSING FIRST MEETING OF 6/2/2008

ACTION	GOALS/OBJECTIVES	COMPOSITION	TIMELINE	COMMENTS
<p>Establish work group to develop accountability standards for households receiving emergency services grants and to develop Strategies to provide education to households about utility conservation and financial management.</p>	<p>Accountability Standards Developed Education Plan Developed for those receiving emergency services grants on conserving energy and improving financial management</p>	<p>Emergency Assistance Coalition Community Providers SNH Staff DHCA</p>		
<p>Establish collaborative group to provide administrative review for trouble shooting and vetting non-traditional issues.</p>	<p>Collaborative process developed for an on-going administrative review to trouble shoot and resolve issues.</p>	<p>Representative of provider agencies. HHS, HOC</p>		
<p>Establish work group to develop a standardized client assessment tool(s) for individuals and families in the Assessment Shelters.</p>	<p>Assessment tool(s) developed. Process established to review and evaluate effectiveness of tool(s).</p>	<p>Clinical Staff from provider agencies and HHS Abt Associates Municipality Staff</p>		
<p>Meet with HOC to discuss the use of Recordation tax money allocated to both HOC and DHHS</p>	<p>Clarify use of Recordation Tax</p>	<p>Uma Ahluwalia</p>	<p>Completed</p>	<p>HOC : \$600K – Crisis Service Program Rest for Rental Services Program DHHS: \$850K – Prevention /Stabilization</p>
<p>Contact courts to collaborate on eviction processes</p>	<p>Earlier access to pending evictions in order to reduce the number of actual evictions by providing preventive services.</p>	<p>Uma Ahluwalia DHCA, Landlord Tenant Affairs</p>		
<p>Establish work group to review current homeless assistance policies and develop recommendations for policy changes in area of: 1. Prevention, for example, provide earlier access to eviction notices. 2. Homelessness, for example, develop criteria and processes for use of Housing First assistance funds. (Tool Box).</p>	<p>Eviction Policies reviewed and recommendations developed. Criteria and procedures for use of "Tool Box" funds developed and implemented.</p>	<p>Private Providers HHS, HOC, DHCA</p>		
<p>Develop outreach and education strategies to encourage landlords to provide units for Housing First Participants</p>	<p>Outreach Strategies to landlords developed and implemented</p>	<p>HOC, DHCA, HHS TA from City of Gaithersburg</p>		

<p>Participate in the COG's cross jurisdictional team to share information and coordinate Housing First activities across the region.</p>	<p>Infrastructure developed to promote on-going communication on Housing First activities across the region.</p>	<p>Representatives from the District of Columbia, Maryland counties, including Prince Georges, Howard and Frederick. Northern Virginia counties including Fairfax, Annandale and Alexandria.</p>			
<p>Establish work group to review current transitional housing programs and establish criteria and processes to allow Housing First Participants to transition in place.</p>	<p>Transition in Place criteria and processes established.</p>	<p>Transitional Housing Providers, HHS, HOC</p>			