

**MEMORANDUM**

April 22, 2010

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

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **Worksession: FY11 Recommended Operating Budget  
Housing First  
Housing Initiative Fund (HIF)**

*Those expected for this worksession:*

Uma Ahluwalia, Director, Department of Health and Human Services  
Richard Nelson, Director, Department of Housing and Community Affairs  
Annie Alston, Housing Opportunities Commission  
Nadim Khan, Chief, DHHS Special Needs Housing

***Note: The Executive's budget has assumed that the Council will enact a legislative change so that a portion of the Recordation Tax premium is not required to be dedicated to rental assistance. This legislation is pending.***

At this session, the joint Committee will receive an update on the county's Housing First effort and review the recommended FY11 Housing Initiative Fund which both preserves and increases the number of affordable housing units in the county but also provide funding for housing subsidies that are needed to ensure that people can remain permanently housed. Funding for Housing First is included in the budgets of the Department of Health and Human Services, Housing and Community Affairs (HIF, CDBG, HOME, and ESG grants) and the Housing Opportunities Commission. A chart proving the funding for the components of Housing First is attached at © 1-4. An update on the Housing First program and its impact on homelessness is provided at © 5-15.

## Overview of the Housing Initiative Fund

The following table provides information on HIF funding for FY10 and FY11.

	A	B	C	D
1		FY10	FY10	FY11
2	Housing Initiative Fund	Budget	Estimate	Recommended
3				
4	<b>Resources (non-CIP):</b>			
5	Beginning Balance	1,951,890	9,265,960	208,760
6	Transfer from the General Fund	19,919,268	12,113,268	10,136,300
7	Miscellaneous Revenues	13,316,490	13,673,970	5,917,070
8				
9	<b>Resources Before Required Transfers</b>	<b>35,187,648</b>	<b>35,053,198</b>	<b>16,262,130</b>
10				
11	<b>Required Transfers:</b>			
12	Transfer to Debt Service Fund (debt service on acquisition and preservation bonds)	(2,180,000)	0	(2,500,000)
13	To General Fund for Indirect Costs	(177,150)	(177,150)	(182,720)
14	To General Fund for Tech Modernization	(24,770)	(24,770)	(20,160)
15				
16	<b>Non-CIP Resources Available for Programs</b>	<b>32,805,728</b>	<b>34,851,278</b>	<b>13,559,250</b>
17				
18	<b>Uses:</b>			
19	Personnel Costs	1,290,230	1,290,230	1,429,730
20	Housing First	8,900,000	8,900,000	7,000,000
21	Rental Assistance Programs (previously tied to Recordation Tax)	3,047,000	3,047,000	2,000,000
22	Neighborhoods to Call Home	933,500	933,500	377,300
23	Other Operating	16,894,660	20,396,490	2,678,640
24	Other Debt Service (Non-tax Funds)	75,300	75,300	73,580
25	<b>Uses of Non-CIP HIF</b>	<b>31,140,690</b>	<b>34,642,520</b>	<b>13,559,250</b>
26				
27	<b>Ending Balance</b>	<b>1,665,038</b>	<b>208,758</b>	<b>0</b>
28				
29	<b>New CIP Funding*</b>	25,000,000	25,000,000	25,000,000
30	Other Carry Over CIP Funding (incl repayments)		8,933,000	2,200,000
31	<b>CE Estimated CIP Funding</b>	<b>25,000,000</b>	<b>33,933,000</b>	<b>27,200,000</b>
32				
33	<b>TOTAL VALUE OF HIF</b>	<b>56,140,690</b>	<b>68,575,520</b>	<b>40,759,250</b>

This memo is divided into three sections (1) Highlights of the Update on the Housing First Program, (2) FY11 Operating Budget recommendations for Housing First subsidy programs, (3) FY11 Operating Budget recommendations for HIF programs to increase, acquire, preserve, and/or renovated affordable housing units. As can be seen from the summary table, the total value of the HIF is recommended to be almost \$16 million less than the FY10 approved level, funds allocated for rental subsidies and emergency assistance is reduced by \$2.947 million, and the net transfer from the General Fund is reduced by \$9.8 million.

## **Housing First Update**

An update from Director Ahluwalia is attached at © 5-15. Included at © 15 is an update on the Point in Time Survey of the homeless population. Director Ahluwalia notes that:

- There has been an increase in the number of families and individuals that are in permanent supportive housing. 292 families were in permanent supportive housing in January 2010 compared to 186 in January 2009. 442 individual adults were in supportive housing in January 2010 compared to 345 in January 2009.
- From July 2009 through March 2010 the county has provided 4,600 eviction prevention/housing stabilization grants totaling over \$3,213,000.
- From July 2009 through March 2010, DHHS has successfully housed 82 households using HIF funds and 15 household using federal rapid re-housing funds.
- Since the start of Housing First, only 3% of 219 households served have failed to maintain leases or been terminated from the program.
- Housing First efforts have helped to reduce the average motel census (only families are housed in motels) from 50 to 55 per week to 15 to 20 per week. In FY09 there were 19,207 motel nights used. As of April 14<sup>th</sup>, 8,938 motel bed nights have been used.
- In FY09, the average length of stay in a family shelter was about 84 days. For FY10 (through February) it has been reduced to about 69 days.
- 76% of households receiving subsidies are headed by a single female.
- 48% of those who are a single person household are between the ages of 30 and 50, 22% are between the ages of 51 and 60, and 5% are over the age of 62. 31% of these single person households meet the HUD definition of chronically homeless.
- Overall the total number of persons counted in the Point of Time survey decrease from 1,194 in 2009 to 1,064 in 2010.

## **FY11 Budget regarding Housing Subsidies**

In FY10, between Recordation Tax funds and General Funds reserved there was \$11,947,000 reserved in the HIF for Housing First including housing subsidies. For FY11, this amount has been reduced to \$9 million. The major changes to programs are:

- There will be 541 fewer slots available in the Rental Assistance Program which provides households with shallow subsidies averaging \$200. This provides a savings of \$1.560 million. DHHS is not allowing anyone new into the program in order to get down to the budgeted number of clients.

- There will be 15 fewer slots in the HIP program for the overall eligible population for a savings of \$288,000. There are 24 slots that are reserved for the MC Coalition for the Homeless' Cordell will be project that are funded through the HIF.
- HOC will reduce the number of households served through their rent supplement program by about 100 households and will provide the program with a \$1 million allocation from the HIF.
- Funding that was previously available for emergency grants will be adjusted to fit within the overall allocation.

***Update on HOC Rent Supplement Program (provided by HOC)***

At the end of February 2010, the Rent Supplement Program (RSP) had 295 eligible households in 25 participating properties with an average monthly subsidy of \$325 per household. The projected FY11 cost to serve the current number of participants would be approximately \$1.3M which includes the direct cost of running the program.

There is still one property, Montgomery Paint Branch that needs to be absorbed into the current RSP. This property is the last of the original contracts under the former Rent Supplement Incentive Program (RSIP). The RSIP contract will end October 2010. Approximately 33 households will be eligible for the current program.

Eligibility is recertified annually. It should be noted that the number of units was almost 350 at the end of December 2009. When it was determined that funding may be decreased, HOC began to reduce the number of units through either attrition at move-out, or income ineligibility at the time of renewal.

Our history shows that, if this practice were to continue through FY11, approximately 100 households would be eliminated from the program, which would bring the cost more in line with the \$1m currently included in DHCA's budget.

RSP has been and continues to be an important component in the effort to prevent homelessness by keeping struggling families housed. At this time, we are not adding properties, despite many requests to do so.

**HIF – Affordable Housing – Creating, Acquiring, Preserving, and Renovating Units**

For lack of better terms, there is a "cash" side to the HIF and a "CIP" side to the HIF. The cash side is funded through the transfer from the General Fund and certain payments into the HIF, such as the Recordation Tax and repayments on MPDUs. Until FY09, all funding for the HIF was from the "cash side" (with the exception of \$2.5 of current revenue in the CIP). It is flexible and can be used for almost any item the HIF would fund. Starting in FY09, the Council approved the Affordable Housing Acquisition and Preservation revolving program in the CIP. The effort calls for \$25 million in taxable bonds to be issued for four years for a total of \$100

million in proceeds. Because the proceeds are from taxable bonds, they can be used for wide range of projects but they must be associated with acquisition or preservation.

The table on page 1 of this memo shows that for FY11:

- \$2.5 million on the “cash side” must be used for debt service for the \$30 million in bonds that have been issued. (The Council has authorized the \$50 million for FY09 and FY10 but Finance has only issued \$30 million to date.)
- There is only \$2.678 million on the “cash side” that is not specifically programmed. In prior years this amount would have been \$15 million to \$20 million.
- Under current policy, the amount of funding in the “cash side” from the General Fund (this can include carry over balances) should be 2.5% of FY09 actual property taxes paid. This amount would be \$24.1 million. The gross revenues to the “cash side” for FY11 are about \$16 million of which about \$10 million is a transfer from the General Fund. Clearly, given the current budget situation there should be no expectation that this policy will be met in FY11.
- The fiscal plan for the HIF (© 16) shows that when all \$100 million in bonds have been issued, the “cash side” of the HIF must have \$8.66 million for debt service. The FY11 HIF would not be able to accommodate this amount of debt service. The fiscal plan projects that the transfer from the General Fund will be \$24 million starting in FY12. Council staff believes this is highly unlikely given the long term nature of the current budget issues.
- The expectation is that \$2.2 million will revolve back into this fund in FY11 from loan repayments.
- Without additional bond proceeds in FY11, there will be very little activity in the acquisition and preservation program and there will not be enough resources for some of the larger financing proposals that are coming forward (things that would be like the Galaxy or Argent apartments).
- But, without continued subsidies on the “cash side”, households with incomes below 50% will probably not be able to be housed in the affordable units that are be committed through the acquisition and preservation program.
- The debt service appears to be about \$860,000 per year for every \$10 million in taxable bonds issued.

**Council staff comment/concern: Council staff is extremely concerned that the “cash side” of the HIF cannot provide the full debt service needed for \$100 million in bonds without substantially taking away from other programs in the HIF (Housing First/Rental**

**Assistance) or other programs in County Government (General Fund dollars) and questions whether the Council should approve the CIP project as recommended.**

DHCA has spent or committed all but \$5 million of the current authorized \$50 million (©17-20). Finance will have to do an additional bond issuance in FY11 once these monies are spent, so some additional funding could be provided in FY11 without a separate issuance (which has its own costs.) The following shows the expected impact on debt service from in blocks of \$10 million:

\$10 million	\$ 860,000
\$20 million	\$1,720,000
\$30 million	\$2,580,000
\$40 million	\$3,440,000
\$50 million	\$4,300,000

**The Committee should consider how much additional debt service should be committed and then put this additional amount of bonds into the CIP project for FY11 and FY12.**

***CE Amendment to Affordable Housing PDF***

The Executive has forwarded an amendment to clarify that repayments from loans made from the CIP project will revolve back into the CIP project and be appropriated in the following year,

“Debt service will be financed by the Montgomery Housing Initiative Fund. In addition to the appropriation show below, this PDF assumes that any actual revolving loan repayments received from the prior year will be appropriated in the following year. Current estimates are \$2.2 million in repayment revenues in FY10 and \$3.6 million in repayment revenues in FY11.”

**Council staff recommends approval.**

**Building Neighborhoods to Call Home**

Each year, the Council allocates up to \$1 million for contractual services that are funded by the HIF for the Building Neighborhoods to Call Home program. These contracts recognize that services are needed to support the overall effort to increase affordable housing and support improvements in existing neighborhoods that already have affordable housing.

**For FY11, new funding is proposed for DHCA for three contracts:**

Interfaith Housing – Property Management	\$ 41,000
Rebuilding Together – Operational Support	\$ 200,000
CASA de Maryland – Pine Ridge Community Center	\$136,300

CASA de Maryland is also the current vendor for tenant counseling in Long Branch. They have expressed concern because this contract is not shown for any additional funding in

FY11. \$350,000 was allocated in FY10 for a contract that is in effect until March 17, 2011. CASA projects that there is a \$102,000 funding gap. They have provided information on the Long Branch tenant counseling program and it is included at © 21-29. In addition, CASA has provided information on the Pine Ridge Center at © 30-32.

Because Council staff understands that the tenant counseling program has been very effective and because the Executive has also recommended a Community Grant of \$89,120 for economic and workforce development in Long Branch, Council staff asked whether CASA might want to use this grant funding for tenant services instead or at least have the purpose of the grant broadened so that it could be used for both tenant counseling and business development. CASA has responded that this is an option that could be considered, they would not prefer it because not using the Community Grant for its proposed purpose will have the following negative impacts:

- No support for the Long Branch Business Association or business outreach and leadership development in Long Branch – impacting approximately 50 businesses.
- No support for Homeowner outreach and civic engagement in community development conversations – impacting approximately 40 homeowners.
- No more support for workforce development and job development in Long Branch.

Given that we have already received cuts two years in a row from Montgomery County in the operation of our centers, and that we are also losing money in the private sector, this last cut to the marketing arm of our work would be too much of a cut for CASA to absorb and still keep the three centers open in Montgomery County. We would probably need to close down one of the centers and reorganize our work in workforce development.

Closing down one of the centers would result in the following losses programmatically:

- 100 day laborers in the streets daily (approximately)
- Loss of 4,000 temporary and day jobs and 50 permanent jobs that CASA helps facilitate, ensuring decent wages and fair treatment.
- 100 workers not receiving vocational training
- 3,000 legal referrals not being provided
- 200 legal cases not being opened, 500 legal cases not being closed.
- 50 workers not receiving ESOL instruction.
- \$50,000 in unpaid wages not being recovered.
- Loss of 15,000 referrals and information consultations provided.

Given the magnitude of the current budget problems, Council staff does not recommend additional funding from the HIF but can work on any language that would be needed to make the Community Grant more flexible so that CASA could use it for both purposes.

<b>HOUSING FIRST COMPONENTS:</b> (does not include ARRA or HOME funding)					
	<b>FY09 Budget</b>	<b>FY10 Budget</b>	<b>FY10 Estimate</b>	<b>FY11 Budget</b>	<b>Comments</b>
<b>RENTAL ASSISTANCE PROGRAM (RAP):</b> This program provides a subsidy averaging \$200 to households with incomes at 50% of AMI or less.					
Budgeted number of subsidies	1,767	1,767	1,651	1,110	FY10 and FY11 avg subsidy \$2,377
Subsidy Dollars - DHHS Funded	3,632,080	600,000	600,000	600,000	
Subsidy Dollars - HIF Funded	600,000	3,600,000	3,600,000	2,040,000	reduction of \$1.56 million
Staff Dollars - DHHS Funded	514,193	546,766	453,998	441,627	
Average Waiting List	800	800	1,400	1,400	2,000 pending - expected 70% are eligible
<b>Handicapped Rental Assistance Program (HRAP):</b> This program provides an average subsidy of \$150 per month to people residing in licensed group home who have a mental illness					
Budgeted number of subsidies	219	219	219	219	
Dollars Budgeted	480,460	420,460	420,460	420,460	FY10 & FY11 based on YTD actual
Average Waiting List	none	none	none	none	
<b>Housing Initiative Program (HIP):</b> This program provides a deep subsidy, averaging \$1,250 per month, to households that have a person with special needs and an income below 30% AMI. Case management is also provided. Each slot is budgeted at \$19,200 per year. The program was previously called SHRAP.					
Budgeted number of subsidies	225	225	206	234	FY10 estimated is based on 204 current and 2 in process. 4 slots reserved for Gaynor/Dewey property for FY11. 210 General + 24 Cordell
Subsidy Dollars - DHHS Funded	2,595,820	3,375,000	2,960,370	335,919	
Subsidy Dollars - HIF Funded				2,940,080	
Cordell Property (24 Slots)	160,230	230,170	-	432,000	DHCA Funded
Dollars Budgeted - Service Coordination	363,700	756,000	711,000	756,000	HIF Funded
Average Waiting List					

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	FY09 Budget	FY10 Budget	FY10 Estimate	FY11 Budget	Comments
<b>Partnership for Permanent Housing: Serves same clients as HIP but services are provided through the MC Coalition for the Homeless</b>					
Budgeted number of subsidies	55	55	55	55	
Dollars Budgeted - DHHS	1,000,722	1,052,941	1,052,941	207,600	7% reduction to administrative portion of contract
Dollars Budgeted - HIF				831,921	
<b>HOC Rent Stabilization Program- rental assistance to families who are in danger of losing housing because of percent of income they are paying to rent - households earn 20%-40% AMI. (location based subsidy - does not travel with household). Funded with recordation tax proceeds</b>			average subsidy \$325 per household		HIF Funded - HOC will reduce through attrition as people move or are found not to be income eligible
Dollars (subsidy and staff at HOC)		1,890,000	1,300,000	1,000,000	
Households Serves		350	295	250	
<b>DHHS Assessment Shelter Contracts:</b>					
NCCF	644,691	830,000	830,000	756,038	Grant/General
Dwelling Place	20,397	21,014	20,189	20,124	General
Stepping Stones	138,988	234,591	234,591	219,491	Grant/General
<b>Motel Placements</b>					
Dollars (FY09 is actual expense)	1,214,157	687,000	1,000,000	687,000	recent reductions
<b>Emergency Shelters (DHHS Budget):</b>					
Men's Shelter at Gude Drive	699,655	816,888	824,757	773,717	Grant/General
Women's Shelter at Wilkens Avenue	528,947	589,414	594,250	560,060	
<b>Emergency/Homeless Prevention Grants - State Funded</b>					
Dollars (FY09 is actual expense)	1,122,334	1,126,218	1,376,203	1,126,218	\$250,000 less than FY10 estimated
Number of Grants	1,903	1,909	2,422	1,983	439 less than FY10 estimated
Average Grant	590	590	568	568	

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	FY09 Budget	FY10 Budget	FY10 Estimate	FY11 Budget	Comments
<b>Emergency/Homeless Prevention Grants - (non-recording tax) DHHS Budget</b>					
Dollars (FY09 is actual expense)	1,865,513	1,384,570	1,384,570	1,384,570	
Number of Grants	3,430	2,545	2,837	2,837	
Average Grant	544	544	488	488	
<b>DHHS Emergency/Homeless Prevention Grants - (recording tax funded)</b>					Now shown as Rental Assistance
Dollars (FY09 is actual expense)	1,416,786	1,157,000	1,157,000	1,000,000	
Number of Grants	1,662	1,358	852	736	116 less than FY10 estimated
Average Grant	852	852	1,358	1,358	
<b>OTHER ITEMS:</b>					
Contracts for case management in family shelters, eviction prevention, and administrative support	194,600	388,852	316,494	316,905	DHHS Budget
Case management for Transitional Shelter	-	65,000	65,000	65,000	DHHS Budget
Service coordination for family self sufficiency cases		72,000	72,000	72,000	DHHS Budget
Shelter Plus Care case management to leverage HOC housing placements	25,000	65,000	65,000	60,450	DHHS Budget
Housing Locators (2 by contract)	126,070	154,000	130,000	77,000	DHHS Budget - Reduced to 1 for FY11
Outreach Workers for Chronically Homeless (2 by contract)	108,330	111,860	111,860	111,860	Tied to Community Vision/PIIT/Homeless Outreach proposal
Adult Shelter/Emergency Shelter case management (2 by contract)	108,300	130,000	130,000	130,000	HIF
Technical Assistance with data management (2 contracts)	125,000	62,000	72,000	72,000	DHHS

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<b>OTHER ITEMS:</b>	<b>FY09 Budget</b>	<b>FY10 Budget</b>	<b>FY10 Estimate</b>	<b>FY11 Budget</b>	<b>Comments</b>
General operating expenses and criminal checks	25,000	10,000	10,000	10,000	DHHS
Operating expenses for Arcola House		10,000	10,000	10,000	DHHS
One-time shelter start-up (Carroll House)	475,000	50,000	72,000	0	DHHS
Case management for NCCF Transitional Shelter		78,620	78,620	73,120	DHHS
RAP Support Staff		55,068	55,068	55,068	DHHS
Eviction Prevention and Client Needs				121,045	DHHS
					DHHS - to be used only if reduction in State funds
Service Linked Cuts				73,919	
ART Licenses		2,785	2,785	2,785	DHHS
Additional Funds for Family Shelters		190,000	190,000	303,552	DHHS
Gaynor House				17,000	DHHS
Gaynor House Utilities				19,200	DHHS

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DEPARTMENT OF HEALTH AND HUMAN SERVICES

Isiah Leggett  
County Executive

MEMORANDUM

Uma S. Ahluwalia  
Director

April 19, 2010

TO: The Honorable George L. Leventhal, Chair  
Health and Human Services Committee

FROM: Uma S. Ahluwalia, Director *Uma*

SUBJECT: Housing First Plan Update

I am pleased to inform you that Department of Health and Human Services (DHHS) continues to implement its strategies and staffing plan to meet Housing First goals and address the needs of vulnerable residents in our county. In our opinion the biggest achievement of the Housing First Model has been the paradigm shift that this model has created in our philosophy and consequently in our service delivery practices. Even during these tough times of economic down turn, we have witnessed the positive results of Housing First approach.

Reducing the length of stay for households in homelessness remains the ultimate goal. However, the unprecedented demand for Housing Stabilization/ Emergency Services and Rental and Home Energy Assistance Programs to prevent homelessness has continued to be the focal point of our efforts related to keeping families and single adults housed.

We are pleased to report that data collected during the point in time survey points to an increase of 57% in the number of families housed in permanent supportive housing as of January of 2010 compared to numbers gathered in January of 2009. In 2010 a total of 292 families with 373 adults and 583 children were housed in permanent supportive housing. For the same time period there was a 28.1% increase in the numbers of single adults housed in permanent housing involving a total of 442 adults. These facts point to the success of the Housing First Initiative and demonstrate a very viable return on investment. Keeping families and adults housed in permanent supportive housing also improves other living conditions including health and well being, stability for children in school and in their social environment and improves economic outlook for families as well. We have attached a copy of the 2010 Point in Time Comparison Report to this memorandum.

As part of our Housing First Eviction Prevention program, during the FY10 (July through March 26) four thousand six hundred (4,600) Eviction Prevention/Housing Stabilization Grants were issued utilizing county general funds, state funds, recordation tax funds and federal Homeless Prevention and Rapid Re-Housing (HPRP) funds, totaling over \$3,213,000.

During FY10 (July through March 26), in our efforts to Rapidly Re-House homeless households, the department has successfully housed 82 households utilizing the Housing Initiative Funds and an additional 15 households utilizing federally funded HPRP Program.

Office of the Director

Since the inception of the Housing First Plan only 3% of the households served (4 singles and 2 families) failed to maintain their leases and were terminated from the program. Currently, 204 households are being served through the Housing First Program (HIP) and an additional 15 households are being served through the federally funded HPRP Program (total of 219 households).

With the effective use of Prevention and Rapid Re-Housing strategies, Service Coordination, Service Integration and implementation of new motel placement policies, we have been able to successfully reduce the motel census from 50-55 per week to 15-20 families per week .

In addition to implementing the original Housing First Plan, the following strategies have been employed to address the current need for services:

- With the approval from the County Executive added three temporary staff to address the surge in service demand. These three temporary contract social work staff (one for each service site (Germantown, Rockville and Silver Spring) have been hired to increase our capacity for Housing Stabilization/Emergency Services intake.
- In partnership with our community providers and other County agencies, two winter overflow shelters were opened to accommodate the shelter needs for single individuals.
- Collaborated with the Department of Transportation (DOT), the Department of Housing and Community Affairs (DHCA) and the Housing Opportunities Commission (HOC), to identify vacant County owned properties purchased to make way for transportation projects, which can temporarily house homeless households until their demolition occurs. Four single family units have been identified and are being renovated. These units will be able to accommodate four homeless families in May of this year.
- Continued service integration efforts via regularly scheduled biweekly meetings with supervisors of other DHHS service areas to determine the most pressing housing needs and developing strategies for creating affordable housing for all special needs populations.
- Continued collaboration between the Housing First plan and the Neighborhood Safety Net Initiative to bring emergency assistance and entitlement programs to neighborhoods most impacted by the recession;
- Continually addressed Housing First policy and ongoing issues with the Housing First Leadership Workgroup consisting of DHHS and Homeless Continuum Partner agencies.
- Continually utilized the expertise of the National Alliance to End Homelessness (NAEH) to identifying best practices and provide technical assistance with the transition and development of assessment tools. The tool is now being used at all intake and service locations.

Attached please find the Housing First Implementation Plan Status Report, which outlines our progress to date on the major Housing First components.

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Attachments

## **Montgomery County Housing First Plan Implementation Status Update April 2010**

The key performance measure in Montgomery County's Housing First plan is to continue to reduce the length of stay in homelessness and provide stable housing for those exiting homelessness. The DHHS Housing First plan includes four (4) key strategies to support the achievement of this goal: (1) Homeless Outreach and Intake, (2) Homelessness Prevention, (3) Assessment, and (4) Rapid Exit and Re-Housing.

Outlined below are the accomplishments and ongoing activities within the plan's four (4) key strategies.

### **1. Homeless Outreach and Intake**

- Continue to implement the uniform assessment tool for use by homeless intake staff at DHHS as well as at Assessment Shelters. The tool centrally gathers client background information and identifies housing barriers at the point of intake. This enables staff earlier in the assistance process to target the services and housing supports most likely to be effective in rapidly exiting families from homelessness.
  - Assessment tool has been an ongoing process beginning with the Family Shelter system and then moving to the Single Adult side during FY10 with pilots and official start for the entire system January 2010.
  - Impact has been an increase in quicker assessment of family need, appropriate placement, and decrease length of stay in family shelters and motel placement.
    - In FY09, there were 19,207 motel bed nights. As of April 14, 2010, this number has been reduced to 8,938 with motel average length of stay being 45.2.
    - In FY09, the average length of stay for family shelters was 83.62 and as of February 28, 2010, the average has reduced to 68.78.
- Continue to implement the motel placement policy in an effort to decrease motel overflow costs and length of stay in motel while continuing to ensure that families remain safe and off the streets. Flex fund dollars if needed are provided in lieu of a motel placement for homeless families who can remain in the community for a limited time with families or friends. These families continue to receive case management services from DHHS; therefore, there is no delay in beginning services to resolve their homelessness.
  - Beginning July 1, 2009, as noted above, the length of stay has decreased in terms of bed nights to 45.2. The cost has been reduced from \$1,764,198 to approximately \$775,000 as of April 14, 2010.
  - Homeless families who could not verify their loss of permanent housing in Montgomery County or who have lost their housing after temporarily or informally living with friends or relatives in Montgomery County are eligible for 5 days in motel and/or emergency funds for transportation to return to their jurisdiction of origin, or for first month rent, security deposit for new housing.

- There have been 30 families served with 5 days or less as of March 31, 2010 and in FY09 this number was 38 since inception of policy.
- Families with complex issues that are barriers to housing and whose shelter placements are likely to result in a longer than 30 day shelter/motel placement are being staffed by a Service Integration Team made of providers from the public and private sectors of the homeless continuum. The team meets biweekly and assesses the family's needs and develops a plan early in the placement/assessment process to minimize their shelter stay.
- Increased shelter overflow capacity from November through March to accommodate increased peak winter demand for shelter by single adults. In FY10, a second winter overflow site was operated in collaboration with Montgomery County Recreation Department. The second overflow site increased the total overflow capacity to 200 individuals per night.
  - By the end of March 2009 there were 411 individuals served at the Home Builder's Care Assessment Center and 386 in March 2010.
- We continue to explore options to address the issues of homeless encampments in the county – both outreach and placement resources are critical to address the problem of homeless encampments.

## **2. Homelessness Prevention**

- Continue to Collaborate with the Neighborhood Safety Net Initiative to bring emergency assistance and entitlement programs to neighborhoods most impacted by the recession. Emergency Services intake staff is deployed to the Gaithersburg and Wheaton one day each week to assess the needs of families applying for emergency assistance to prevent eviction. Since the start of this initiative in March 2009, 135 households received assistance from Emergency Services intake staff including 96 households in FY10.
- Upon approval from the County Executive; added three (3) temporary staff to address the surge in service demand. These three temporary contract social work staff (one for each service site (Germantown, Rockville and Silver Spring) are hired to increase our capacity for Housing Stabilization/Emergency Services intake. One temporary staff person began February 2010 and two temporary staff began in March 2010. As a result, it is too soon to see the impact of this additional staff in the data.
- Awarded a grant from the American Recovery and Reinvestment Act (ARRA) and began implementation in FY10 of the Homeless Prevention and Rapid Re-housing Program (HPRP). The prevention component of this grant serves individuals and families who are currently housed but are at risk of becoming homeless and need temporary rent and/or utility assistance to prevent them from becoming homeless or assistance to move to another unit. In the third year of the grant, the County's existing shallow Rental Assistance Program (RAP) that provides limited financial assistance with rent to seniors, persons with disabilities and families who qualify will be expanded for approximately 50 additional participants for up to a maximum of 12 months. As of March 26, 2010, according to DHHS, HMIS System, 45 Grants have been issued (7 singles and 38 families) for a total of \$142,000 averaging approximately \$3,158 per household.

<b>Homeless Prevention and Rapid Re-Housing Program (HPRP)</b>	<b># of Grants Singles</b>	<b># of Grants Families</b>	<b>Total # of Grants</b>	<b>Funds Spent</b>
<b>Eviction Prevention Grants</b> From 4/01/2009 Through 3/26/2010	7	38	45	\$142,118

- Emergency Assistance/Crisis intervention grants continue to be an ongoing critical tool in preventing homelessness. The use of Recordation Tax dollars began in FY09 to supplement ongoing eviction prevention resources. In FY09 over \$4.4 million was expended for 6,995 crisis intervention grants.

**Crisis Intervention Emergency Grants Issued in FY09 by Funding Source**

<b>GRANT TYPE</b> (Most grants are given to prevent eviction and utility cut-offs.)	<b># of Grants</b>	<b>Expenditure</b>	<b>Average</b>
<b>STATE Funded</b>	1,903	\$1,122,334	\$590
<b>COUNTY Funded</b>	3,430	\$1,865,513	\$544
<b>Recordation Tax</b>	1,662	\$1,416,786	\$852
<b>Total</b>	6,995	\$4,404,633	\$630

**GRANT EXPENDITURE UPDATE**

<b>Emergency Services Grants</b>	<b># County Funded Grants</b>	<b>Expenditures (County)</b>	<b># State EAFIC Grants</b>	<b>Expenditures (State)</b>	<b># of Recordation Tax Grants</b>	<b>Expenditures Recordation Tax</b>
<b>July-Mar. FY10</b>	2,209	\$1,099,608	1,491	\$838,231	855	\$1,133,043
<b>July-Mar. FY09</b>	2,375	\$1,244,823	1,728	\$966,914	1,238	\$998,755**

- During FY10 (from July through March 23) the number of County funded grants issued declined -7%; and the funds spent was -11% less as compared to FY09.
- During FY10 (from July through March 23) the number of State funded grants issued declined -13% and funds spent were also declined by -13% as compared to FY09
- During FY10 (from July through March 23) the number of Recordation Tax grants declined by -30%, however the funds spent increased by 13%.

The decline in the number of grants may be related to factors including the winter snowstorms, which reduced requests for assistance, as well as the implementation of the federally funded HPRP program, which is providing financial assistance to households that would otherwise have received assistance from these grant sources.

In addition, while the number of grants across all categories decreased by 15%, the total grant dollars expended only declined by 4%. This is a direct result of an increase in the average amount of Recordation Tax Grant, which rose from \$852 in FY09 to \$1,325 in FY10.

- **The Rental Assistance Program (RAP)**  
An average of 1,727 households received County RAP in FY09, an increase of 4% from the FY08 average of 1,668. The FY10 budget currently is serving an average of 1,698 households per month, but there continues to be an application backlog of over 2,000 new households waiting for an application review. Households referred by Emergency Services that need County RAP as an ongoing resource to prevent eviction once their immediate crisis is resolved are given priority to help ensure that housing is maintained.

As a result of the proposed funding reductions for FY11, the RAP program is no longer enrolling new households in order to avoid the need to terminate benefits in the new fiscal year. Applications are still being accepted but new households are being placed on a waiting list pending availability of funding.

- Applications for the Office of Home Energy Programs (OHEP) increased by 15%, from 9,043 in FY08 to 10,435 in FY09. Over \$8 million was issued to help with home heating and electricity costs and past due bills. FY10 OHEP program year application intake has increased by 18% from FY09. Over 11,350 applications have been received for FY10, an increase of over 1,700 received at the same time last year. Present year application intake data indicates we may be facing an additional 16-20% increase in FY11.
- Provided 90-day eviction prevention case management for families who have had multiple evictions in order to stabilize their housing and prevent homelessness. Since the start of this effort in September 2008, 113 households have received prevention case management services including 74 households in FY10.

### **3. Assessment Shelter**

- Effective December 1, 2009, converted all three family shelters to the assessment shelter model. The assessment model switches from a lengthy shelter placement model to one where the primary focus is to move the family quickly to permanent housing. Previously the focus was on addressing the multiple needs of the family first.
  - There has been a shift to moving families quickly to appropriate housing programs. There has been an increase in 2 parent households that also include larger size families. These families are being placed in motels due to large family sizes and difficulties in finding shelter beds for them. If possible, we attempt to place families in family shelter or if possible even place them quickly in permanent housing. Movement of families from Shelters demonstrate the following numbers - 16 families moved to permanent supportive housing, 7 did not receive any housing subsidy, 5 received rental assistance (non VASH) and 4 went to reside with family, friends or other permanent housing options.

- During FY10 as of March 31, 2010, 438 families were placed in the motel, (whereas only 303 families were served in FY09 due to the longer length of stays). Thirty-eight moved to permanent supportive housing; 3 rented apartments/rooms; 32 rented without housing subsidy; 6 received Veterans Administrative Supportive Housing (VASH) subsidy, 17 received other rental assistance (non VASH), 8 went to reside with family, friends, or other permanent housing, and 1 returned to own home.
- An additional case manager for each shelter was added who is dedicated to assessing a family's need immediately upon entry to the shelter, developing a housing plan and rapidly exiting the family into permanent housing.
  - In October 2009, initiation of Family Assessment Shelters model went into place. However, negotiations did not complete until December 2009 and January 2010. DHHS continued to provide services until February 2010. Case loads will average 10 – 15 persons per case manager.
- Added one case manager each to the Men's Emergency Shelter at Gude Drive and one at the Women's Shelter at Wilkens Avenue to increase case management capacity.
- The case managers are focusing on assessing the needs of individuals, including barriers to receiving transitional and permanent supportive housing. These barriers include income, criminal justice backgrounds, behavioral health disorders, and poor credit histories.
- Transitional shelters continue to exist in the adult single and family systems. They are needed to provide a resource to place those families or individuals who experience issues and barriers discussed above. In addition, the County continues to have a large undocumented population. In some cases the children are considered legal citizens, but the parents are undocumented which reduces the housing options available to them. Transitional shelters are able to accommodate some undocumented families.
- During FY11, the Wilkins Avenue campus will be considered completely as Emergency Shelter beds in keeping in line with Federal HUD definitions.

#### **4. Rapid Exit and Permanent Housing:**

- Awarded a grant from the American Recovery and Reinvestment Act (ARRA) and began implementation in FY10 of the Homeless Prevention and Rapid Re-housing Program (HPRP). The rapid re-housing component of this grant serves individuals and families who are homeless and need temporary assistance in order to obtain and retain stable affordable housing. DHHS has hired two term staff members to manage the HPRP program and provide case management services. One term position was created to manage reporting, data collection and fiscal duties related to check issuance. This position has been placed on hold temporarily pending the conclusion of the RIF process. Effective March 26, 2010, according to DHHS, HMIS Data System, a total of 35 households have been approved for Rapid Re-Housing Rental Subsidies (14 Singles and 21 Families). Fifteen households have been housed.

Homeless Prevention and Rapid Re-Housing Program (HPRP)	# of rental Subsidies issued to Singles	# of rental Subsidies issued to Families	Total # of rental Subsidies Issued	Funds Spent
<b>Rapid Re-Housing Subsidies 4/01/2009 through 3/26/2010</b>	<b>14</b>	<b>21</b>	<b>35</b>	<b>\$32,050</b>

- Contracted with Housing Opportunities Commission (HOC) to hire two Housing Locators to work with Housing Initiative Program (HIP) applicants to locate housing and sign leases. Both Housing Locators are on board and are responsible for helping participants find and move into housing units. Now that all of the HIP subsidies have been committed, these locators are working with HPRP households to locate appropriate housing.
  - 204 individuals and families obtained HIP subsidies and out of the 204, 123 utilized the Housing Locators to locate housing and obtain leases. In FY11, we are proposing to reduce to one HOC locator due to the fact that most of the HIP vouchers have by now been disseminated; however continuing to negotiate leases and support existing leases will be challenging for the HPRP program with only one locator. We will continue to assess performance and need.
- Collaborated with the Department of Transportation (DOT), the Department of Housing and Community Affairs (DHCA) and the HOC to identify vacant County owned properties purchased to make way for transportation projects. Four houses have been identified and are being renovated by Department of Housing and Community Affairs. The renovations will be completed within the next few weeks and four homeless families will be moving into these properties within the month of May using the HIP subsidies.
- Continued service integration efforts via regularly scheduled biweekly meetings with supervisors of other DHHS service areas to determine the most pressing housing needs and developing strategies for creating affordable housing for all special needs populations.
  - There have been eight families staffed during these meetings. The integrated staffing involved those families who present with multiple issues including child welfare involvement, behavioral health diagnoses, and housing needs.
- Leveraged an increase of 20 beds in the HUD funded Shelter Plus Care Program for homeless singles who are mentally ill by providing funding for a case manager for this program through an existing contract with the Mental Health Association.
  - The program has the capacity for 20 beds. Currently the program has 16 beds full.
- The attached chart shows the total number of households receiving deep subsidies through the Housing Initiative Program (HIP). Two hundred and forty nine (249) deep rental subsidies were created through this program.
- A total number of two hundred and twenty one households were placed in permanent housing (91 singles and 130 families). Seventeen household left the program due to

different reasons including death, or over income. Only six households lost housing due to lack of compliance. Currently two hundred and four households are housed. It is important to note that less than 3% of the households who have been housed at least 12 months have dropped from the program before completing 12 months.

- The remaining 24 subsidies are reserved to provide rent resources for chronically homeless men scheduled to occupy the Cordell Avenue PLQ, which is scheduled to be open in 2010. This facility is currently under renovation and will be operated by the Montgomery County Coalition for the Homeless.
- Fifteen deep rental subsidies are put on hold due to proposed cuts in the HIP budget.
- 76% of family households receiving subsidies are single parent females head of household.
- 48% of the single individual households are between the ages of 30 and 50; 22% are between the ages 51 and 60, and 5% over the age of 62
- 31% of the single individual households meet the definition of chronically homeless as outlined by HUD

**The Housing Initiative Program (HIP):**

	<b>Singles</b>	<b>Families</b>	<b>Total</b>
<b>Housing Placements</b>			
4/1/2007-6/30/2008 (FY08)	35	32	67
7/1/2008-6/30/09(FY09)	31	41	72
7/1/2009-4/16/10 (FY10)	25	57	82
<b>TOTAL Placements</b>	<b>91</b>	<b>130</b>	<b>221</b>
<b>Closures</b>			
<i>Not Renewed (Over Income)</i>	-2		-2
<i>Deceased</i>	-3		-3
<i>Received HCV</i>	-1	-2	-3
<i>Terminated (Failed to Maintain Lease)</i>	-4	-2	-6
<i>Closed - Client Request</i>		-1	-1
<i>Moved</i>	-1		-1
<i>Over Income</i>		-1	-1
<b>TOTAL Closures</b>	<b>-11</b>	<b>-6</b>	<b>-17</b>
<b>TOTAL HOUSED</b>	<b>80</b>	<b>124</b>	<b>204</b>
<b>Assigned to Housing Locator-Search for Housing</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Referred for Placement, Pending Documents</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserved Subsidies for Cordell Avenue</b>	<b>24</b>	<b>0</b>	<b>24</b>
<b>Reserved Subsidies for Gaynor/Dewey Avenue Units</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>TOTAL SUBSIDIES COMMITTED</b>	<b>106</b>	<b>128</b>	<b>234</b>
<b>TOTAL SUBSIDIES BUDGETED *</b>	<b>121</b>	<b>128</b>	<b>249 *</b>
<b>TOTAL FY10 SUBSIDIES ON HOLD</b>	<b>15</b>	<b>0</b>	<b>15</b>

\* 249 HIP Placements is based on FY10 authorized level of 225 administered by DHTS and 24 to be administered by DHCA by contract to MC Coalition for the Homeless

→ Point In Time

**Homeless PIT Census  
2009/2010**

	2009			2010			% Change from 2009 to 2010		
<b>Total Homeless Persons</b>	<b>Total Homeless Persons</b>			<b>Total Homeless Persons</b>			<b>-10.9%</b>		
			<b>1,194</b>			<b>1,064</b>			
<b>Individual Adults</b>	<b>Individual Adults</b>			<b>Individual Adults</b>					
Unsheltered	Unsheltered		127	Unsheltered		181			42.5%
Emergency Shelter	Emergency Shelter		384	Emergency Shelter		355			-7.6%
Transitional Housing	Transitional Housing		157	Transitional Housing		156			-0.6%
			<b>668</b>			<b>692</b>			3.6%
<b>Families w/Children</b>	<b>Families w/Children</b>			<b>Families w/Children</b>			<b>Families w/Children</b>		
		<u># of</u>			<u># of</u>			<u># of</u>	
		Families	Adults	Children	Families	Adults	Children	Families	Adults
Unsheltered	Unsheltered	0	0	0	Unsheltered	0	0		n/a
Emergency Shelter	Emergency Shelter	90	96	179	Emergency Shelter	59	66	115	-34.4%
Transitional Housing	Transitional Housing	78	95	156	Transitional Housing	65	72	119	-24.2%
		<b>168</b>	<b>191</b>	<b>335</b>		<b>124</b>	<b>138</b>	<b>234</b>	-16.7%
<b>Total Persons in PSH Programs</b>	<b>Total Persons in PSH Programs</b>			<b>Total Persons in PSH Programs</b>			<b>45.1%</b>		
			<b>964</b>			<b>1399</b>			
<b>Individual Adults</b>	<b>Individual Adults</b>			<b>Individual Adults</b>					
			345			442			28.1%
<b>Families w/Children</b>	<b>Families w/Children</b>			<b>Families w/Children</b>			<b>Families w/Children</b>		
		<u># of</u>			<u># of</u>			<u># of</u>	
		Families	Adults	Children	Families	Adults	Children	Families	Adults
		186	221	398		292	374	583	57.0%
									69.2%
									46.5%
<b>Total Point-In-Time Census</b>	<b>Total Point-In-Time Census</b>			<b>Total Point-In-Time Census</b>			<b>14.1%</b>		
Homeless Persons	Homeless Persons		1,194	Homeless Persons		1,064			-10.9%
Supportive Housing Persons	Supportive Housing Persons		964	Supportive Housing Persons		1,399			45.1%

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**FY11-16 PUBLIC SERVICES PROGRAM: FISCAL PLAN**

**MONTGOMERY HOUSING INITIATIVE**

FISCAL PROJECTIONS	FY10 ESTIMATE	FY11 REC	FY12 PROJECTION	FY13 PROJECTION	FY14 PROJECTION	FY15 PROJECTION	FY16 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	13.73%	12.78%	12.78%	12.78%	12.78%	12.78%	12.78%
CPI (Fiscal Year)	1.0%	2.1%	2.3%	2.5%	2.6%	2.8%	3.0%
Investment Income Yield	0.0026	0.0085	0.018	0.0325	0.04	0.045	0.0475
<b>BEGINNING FUND BALANCE</b>	<b>9,265,960</b>	<b>208,760</b>	<b>0</b>	<b>2,370,940</b>	<b>2,826,470</b>	<b>1,684,040</b>	<b>673,710</b>
<b>REVENUES</b>							
Miscellaneous	13,673,970	5,917,070	6,087,070	6,357,070	6,517,070	6,647,070	6,737,070
<b>Subtotal Revenues</b>	<b>13,673,970</b>	<b>5,917,070</b>	<b>6,087,070</b>	<b>6,357,070</b>	<b>6,517,070</b>	<b>6,647,070</b>	<b>6,737,070</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To Debt Service Fund	0	(2,500,000)	(4,700,000)	(6,900,000)	(8,660,000)	(8,660,000)	(8,660,000)
Transfers To The General Fund	(201,920)	(202,880)	(195,350)	(182,720)	(182,720)	(182,720)	(182,720)
Indirect Costs	(177,150)	(182,720)	(182,720)	(182,720)	(182,720)	(182,720)	(182,720)
Technology Modernization	(24,770)	(20,160)	(12,630)	0	0	0	0
<b>Transfers From The General Fund</b>	<b>12,113,268</b>	<b>10,136,300</b>	<b>24,057,983</b>	<b>24,057,983</b>	<b>24,057,983</b>	<b>24,057,983</b>	<b>24,057,983</b>
<b>TOTAL RESOURCES</b>	<b>34,851,278</b>	<b>13,559,250</b>	<b>25,249,703</b>	<b>25,703,273</b>	<b>24,558,803</b>	<b>23,546,373</b>	<b>22,626,043</b>
<b>CIP Property Acquisition Revolving Fund PSP OPER. BUDGET APPROP/ EXPS.</b>							
Operating Budget	(21,686,720)	(4,108,370)	(13,429,730)	(13,429,730)	(13,429,730)	(13,429,730)	(12,429,730)
Debt Service: Other (Non-Tax Funds only)	(75,300)	(73,580)	(71,730)	(69,770)	(67,730)	(65,630)	(65,630)
Rental Assistance Programs	(3,047,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Neighborhoods to Call Home	(933,500)	(377,300)	(377,300)	(377,300)	(377,300)	(377,300)	(377,300)
Housing First	(8,900,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(34,642,520)</b>	<b>(13,559,250)</b>	<b>(22,878,760)</b>	<b>(22,876,800)</b>	<b>(22,874,760)</b>	<b>(22,872,660)</b>	<b>(21,872,660)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(34,642,520)</b>	<b>(13,559,250)</b>	<b>(22,878,760)</b>	<b>(22,876,800)</b>	<b>(22,874,760)</b>	<b>(22,872,660)</b>	<b>(21,872,660)</b>
<b>YEAR END FUND BALANCE</b>	<b>208,760</b>	<b>0</b>	<b>2,370,940</b>	<b>2,826,470</b>	<b>1,684,040</b>	<b>673,710</b>	<b>753,380</b>
<b>TOTAL INVESTMENT</b>							
<b>TOTAL USE OF RESOURCES</b>	<b>(34,642,516)</b>	<b>(13,559,250)</b>	<b>(22,882,330)</b>	<b>(22,882,330)</b>	<b>(22,882,330)</b>	<b>(22,882,330)</b>	<b>(21,882,330)</b>
<i>Affordable Housing Acquisition and Preservation CIP Project # 760100</i>	(33,933,000)	(27,200,000)	(28,617,750)	(7,839,170)	(11,145,460)	(13,312,843)	(15,870,510)
<b>TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)</b>	<b>(68,575,520)</b>	<b>(40,759,250)</b>	<b>(51,496,510)</b>	<b>(30,715,970)</b>	<b>(34,020,220)</b>	<b>(36,185,503)</b>	<b>(37,743,170)</b>

**Assumptions:**

- Maintains the County Executive's commitment to affordable housing. In addition to expenditures reflected in this fund, the Affordable Housing Acquisition and Preservation CIP Project #760100 includes the issuance of \$25 million of debt in FY11 and FY12 in addition to \$2.2 million in estimated loan repayments in FY11 to provide continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09.
- Montgomery County Executive Order 136-01 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year. The actual transfer from the General Fund will be determined each year based on the availability of resources.
- Per Council Bill 25-A, paragraph (c), enacted November 30, 2004, effective April 1 2005, the MHI fund does not include an additional allocation from MPDU alternative payments.

**Notes:**

- These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- MHI expenditures assume a \$375,000 grant in FY10 and FY11 for the National Center for Children and Families.

## Affordable Housing Acquisition and Preservation -- No. 760100

Category	Community Development and Housing	Date Last Modified	March 24, 2010
Subcategory	Housing	Required Adequate Public Facility	No
Administering Agency	Housing & Community Affairs	Relocation Impact	None.
Planning Area	Countywide	Status	On-going

### EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	0	0	0	0	0	0	0	0	0	0	0
Land	102,500	18,567	33,933	50,000	25,000	25,000	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>102,500</b>	<b>18,567</b>	<b>33,933</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FUNDING SCHEDULE (\$000)

HIF Revolving Program	100,000	16,067	33,933	50,000	25,000	25,000	0	0	0	0	0
Montgomery Housing Initiative Fund	2,500	2,500	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>102,500</b>	<b>18,567</b>	<b>33,933</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### DESCRIPTION

This project provides funding for acquisition and/or renovation of properties for the purpose of preserving or increasing the county's affordable housing inventory. The county may purchase properties or assist not-for-profit, tenant, or for-profit entities, or HOC with bridge financing to purchase and renovate properties. The monies may be used to purchase properties that are offered to the county under the Right of First Refusal law or otherwise available for purchase. A portion of the units in these properties must serve households with incomes that are at or below incomes eligible for the Moderately Priced Dwelling Unit (MPDU) program. A priority should be given to rental housing.

#### COST CHANGE

The issuance of \$25 million of debt in FY11 and FY12 provides continued high level of support for the Housing Initiative Fund (HIF) Property Acquisition Revolving Program created in FY09.

#### JUSTIFICATION

To implement Section 25B, Housing Policy, and Section 53A, Tenant Displacement, of the Montgomery County Code.

Opportunities to purchase property come up with little notice and cannot be planned in advance. Once the properties are acquired by the County, the properties may be transferred to a nonprofit housing organization or other entity that will agree to renovate and keep rents affordable.

#### OTHER

Resale or control period restriction to ensure long term affordability should be a part of projects funded with these monies.

#### FISCAL NOTE

Debt service will be financed by the Montgomery Housing Initiative Fund. In addition to the appropriation show below, this PDF assumes that any actual revolving loan repayments received from the prior year will be appropriated in the following year. Current estimates are \$2.2 million in repayment revenues in FY10 and \$3.6 million in repayment revenues in FY11.

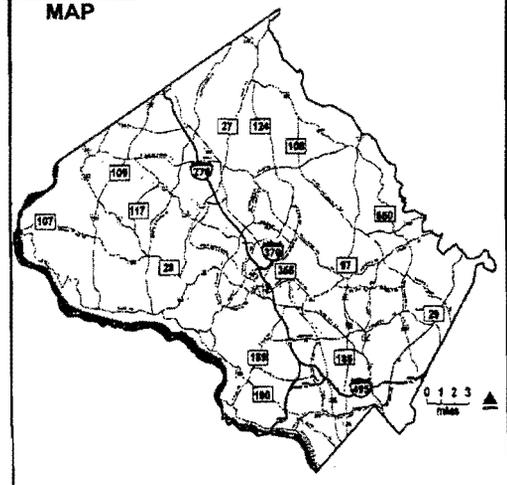
#### APPROPRIATION AND EXPENDITURE DATA

Date First Appropriation	FY01	(\$000)
First Cost Estimate		
Current Scope	FY11	102,500
Last FY's Cost Estimate		52,500
Appropriation Request	FY11	25,000
Appropriation Request Est.	FY12	25,000
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		52,500
Expenditures / Encumbrances		19,622
Unencumbered Balance		32,878
Partial Closeout Thru	FY08	0
New Partial Closeout	FY09	0
Total Partial Closeout		0

#### COORDINATION

Housing Opportunities Commission (HOC)  
Nonprofit housing providers  
Tenant Associations

#### MAP



16a

## CIP Housing Acquisition March 31, 2010

2,500,000	Budget - Current Revenue
50,000,000	Budget - Revolving
(22,359,507)	Spent
(4,239,533)	Active Loans
(20,749,807)	Planned Commitments
<b>5,151,153</b>	<b>Balance to Spend/Commit</b>

## CIP Housing Acquisition Expenditures March 31, 2010

3,635,000.00	Maple Towers (293)
1,266,638.28	Sligo Creek (294)
2,855,000.00	Thayer Avenue (295)
4,712,480.86	Ashmore (296)
3,950,402.00	Cordell (314)
930,044.59	AHC Foreclosures (316)
514,832.66	Lockney Avenue (319)
742,278.75	AHC Gateway (322)
122,834.00	CSS - 10441 Procera Drive (324)
145,632.00	CSS - 10323 Procera Drive (325)
1,061,287.22	HOC - Aspen Court (328)
318,026.57	ACH Leamon Farms (336)
177,614.22	MHP - Halpine Court (337)
422,000.00	MCCH - Flower Avenue (347)
371,000.00	Carroll House (346)
38,954.44	Flower Avenue Purchase (County)
<u>21,264,025.59</u>	Total
<u>1,095,481.86</u>	Prior FY09 Expenditures
<u>22,359,507.45</u>	Total





## Tenant Counseling and Housing Initiatives CASA Results Summary

Since FY04, CASA has worked in partnership with Montgomery County's Department of Housing and Community Affairs (DHCA) to provide tenant organizing, tenant rights education, community building activities, legal services, and financial literacy programs to low-income residents in Long Branch. CASA has gained the trust and respect of the low-income community in Long Branch, and in particular that of the Latino community, which comprises 31% of Long Branch residents – well above the figure for Latino representation in Montgomery County, which is 11.5%.

### Tenant Association Support Activities

For the past seven years, CASA has provided support, facilitation, and technical assistance to tenant associations and emerging tenant associations in Long Branch. By encouraging tenants to work together, CASA helps to facilitate unity in Long Branch and also has created many powerful forces to ensure that housing standards are met and enforced. CASA helped to establish and has provided staffing to maintain and strengthen tenant associations in each of the following complexes: Pine Ridge Apartments, Goodacre Apartments, Flower-Branch Apartments, Foxhall Apartments, and Croydon Manor Apartments. CASA's work included conducting exhaustive door-to-door outreach to tenants, in-depth interviewing with families, provision of basic services, individual and group leadership development, and the organization of and recruitment for meetings. While each association developed at different rates, most started with a group of leaders that formed a Board of Directors, and, over time, voted in associations. At each point of development, tenants from each of these five complexes sought the assistance of CASA to move the development of the associations forward. CASA staff provided both training and technical assistance to tenant leaders. Since the formation of the associations, CASA staff have supported these five tenant associations, facilitating monthly meetings and serving as the primary connection between these associations, management companies, and the County. CASA continues to provide tenant trainings, works with tenant leadership to create agendas for meetings, assists in organizing community-wide events, and conducts one-on-one recruitment meetings for the tenant associations. CASA has built a relationship with these tenant associations based on trust and respect.

Highlights of this work over the past five years include:

- CASA assisted the Croydon Manor tenant association in establishing weekly community gatherings which were held on Saturdays during summer 2009. The events were intended to provide simultaneous tutoring for children and English language classes for parents; tenants participated in English classes from tutors or volunteers and received information on topics such as tenants' rights and duties. An average of 4-6 tenants and 6-10 children participated each week.
- Hosted five celebrations of National Night Out attended by, across the five years, more than 2,500 people including dignitaries, local faith, business, and media leaders, as well as ranking officials in the Montgomery County Police Department. In its first year of celebration, the commemoration was held at the site of a murder that had occurred the previous week previous and was attended by family members of both the victim and

perpetrator. CASA facilitated the police in obtaining witness testimony regarding the murder. In the last year, the group of 450 marched to the outside of an apartment complex where a man had murdered his wife that week. The father of the victim tearfully spoke to the crowd and neighbors discussed how we each have a part in eradicated domestic violence.

- Hosted 40 meetings between tenants and police officers, allowing Montgomery County Police to communicate its message, with CASA standing by its side, that victims and witnesses to crime can trust the Montgomery County police.
- Hosted or facilitated community 5 community clean-ups per year, in which hundreds of tenants participated.
- Conducted needs assessments and surveys of hundreds of tenants inquiring as to their concerns, incidents of crime in the neighborhood, and their priorities.
- Conducted more than 1,000 individual recruitment meetings of tenants and potential tenant association members.
- Collected 160 petition signatures of residents protesting higher fees for air conditioning.
- Assisted tenants in producing a monthly bilingual English/Spanish newsletter called “La Voz del Barrio” (The Voice of the Neighborhood).
- Organized three annual Long Branch Fairs, attracting 500 attendees each year. The events included prizes, raffles, folk dances, entertainment, music, and traditional food. Participants also received services and consultations from local businesses including real estate agents, healthcare providers, and lawyers, as well as the local police, the Parks and Recreation Department and government agencies.
- Held five annual community events which included participation by 300 tenants, as well as tenant leaders, police representatives (including specialty divisions such as domestic violence) and 911 operators.
- Hosted cultural celebrations including International Food Sharing Nights and soccer leagues.
- Held holiday celebrations on December 20, 2008 and December 22, 2009 which were attended by more than 1,000 tenants. The 2009 celebration also included public officials such as Councilmember Nancy Floreen, Delegate Ana Sol Gutierrez, Senators David Harrington and Jamie Raskin, as well as local businesses.

#### Improving Neighborhood Safety

In summer 2008, CASA established a neighborhood watch program in Long Branch – the only neighborhood watch in the county based in low-income apartment complexes. As a result of Neighborhood Watch, tenant leaders are more confident and have been communicating with the police, resulting in increased crime reports and cooperation in investigations. As a result of dozens of tenants completing the County’s Neighborhood Watch training, signage was placed in several apartment complexes leading to what tenants describe as a chilling effect on criminals. Through the trainings, tenants know more about their rights and responsibilities as residents in a community.

CASA held a “Child Identification” event for Long Branch children at the Pine Ridge Community Center on February 20, 2010 in an effort to educate parents and children about the importance of safety and what to do if a child goes missing. The Montgomery County Police

Department assisted in taking fingerprints, photos, and measurements (height and weight) and creating identification cards for parents to use in the event that their children are ever lost. A total of 33 children received identification cards.

On February 25, 2010, in response to the brutal rape of an 11-year old child in Long Branch and the resulting community outrage, CASA and tenant association members held a "Vigil to Demand a Neighborhood Without Violence." The event was held on the corner of Piney Branch Road and Carroll Avenue on the same block that the incident occurred. Fifty tenants and other community members participated in the candlelit vigil against violence, shared personal stories of crime they had experienced, and committed to building a safe neighborhood for everyone. The following speakers participated:

- Lt. Robert F. McCullagh, Jr. from Montgomery County Police Department
- Blanca Prudencio-Kling, Spokesperson for Montgomery County Police Department
- Joseph E. Eyong, Councilmember Valerie Ervin's Office
- Rev. Rafael Guevara, Iglesia de Dios Pentecostal El Shandai
- Nana Dolce, Community Outreach Coordinator for Clifton Park Baptist Church
- Reemberto Rodriguez, Director of Silver Spring Regional Center
- Christopher Barclay, Vice President of Montgomery County Board of Education
- Sebastian Brown, IMPACT Silver Spring
- Irma Retana, Pine Ridge Tenant Association
- Juan Lopez, Long Branch Resident

#### Improving Living Conditions

CASA convened a meeting in January 2006 between tenants and Kay Management, during which management positively responded to the tenants' demands, including:

- Responding within 2 days to a request for fumigation;
- Inspecting each apartment two times annually, which resulted in a number of improvements to comply with housing code standards, including new stoves, fresh paint jobs, leaks fixed and new bathroom fixtures;
- Completing an annual general inspection with each tenant receiving at least 2 days notice; and
- Developing a customer satisfaction survey.

CASA provided legal counseling during housing inspections conducted by Montgomery County in 2007, Thanks to CASA's partnership with the County and the management companies, more than 1,000 housing code violations were corrected and conditions improved drastically.

In late 2008, A Croydon Manor tenant had a roach crawl into her ear while she was sleeping and had to go to the emergency room to have it removed. Additionally, her bathroom was moldy and in great disrepair, and she had to purchase her own toilet because management would not make repairs. Maintenance workers were very slow to respond to her complaints, and often left a mess in her apartment. CASA negotiated a repair schedule with management, and assisted with the hiring of a new maintenance worker. The tenant's bathroom was brought up to code, and an additional 15 units were also repaired in the complex.

Following this incident, CASA negotiated with the management of one of the Long Branch apartment complexes for the selection and installation of a new pest control company, the scheduling of a complex-wide fumigation as well as regular, recurrent apartment fumigations (collectively affecting 80 tenants), and the scheduling of complex-wide housing condition inspections to be conducted by the property manager in partnership with the tenant association and a CASA tenant organizer (immediately affecting 24 tenants with dangerous apartment conditions).

Through negotiations with property management in early 2010, CASA and the Croydon Manor tenant association succeeded in limiting a rent increase to 3.5% instead of the 5% that had been proposed. Overall this effort represents a saving of approximately \$17,500 for the occupants of the 97 existing units at Croydon Manor.

#### Legal Representation and Counseling for Tenants

CASA has 19 years of experience providing legal services to the low-income Latino and immigrant community in Long Branch, and five years providing legal representation and counseling specifically on housing-related issues to Long Branch tenants. In the past two years (January 2008 – February 2010), CASA achieved the following:

- Provided legal counseling to 286 Long Branch tenants.
- Provided legal representation to 387 Long Branch tenants, the majority of whom are members of Long Branch tenant associations.
- Provide training and technical assistance to 267 tenants with housing code violations.
- Provided tenant rights training to 559 Long Branch tenants, in addition to providing ongoing “know your rights” training on the topics listed below.

#### Tenant Rights Training and Educational Materials

For the past 19 years, CASA has developed and distributed “know your rights” materials to its community on issues of employment rights, and more recently, on issues of workplace safety, housing code, landlord-tenant relations, civil rights, and immigration law. CASA’s use of “popular education” methodology in developing these materials makes them both culturally and linguistically accessible for the low-income Latino and immigrant community. Most of CASA’s “know your rights” materials are trilingual (English, French, and Spanish), and CASA has also translated materials to other languages upon request. As part of this contract, CASA has developed and distributed thousands of copies of educational fliers and brochures on the following topics:

- When Your Landlord Does Not Make Repairs
- Paying Rent
- Tenants and Foreclosure
- Montgomery County Rental Assistance Program
- Purple Line Transit Development
- Occupancy Standards
- Security Deposits

### Participation in Community Development

CASA trained three Long Branch tenant leaders to participate in a housing indicators workgroup which was convened in January 2009. The housing indicators workgroup was convened as the first step towards the creation of a baseline indicators report focusing on the housing and community needs of the Long Branch area. The Silver Spring – Takoma Park Community Indicators Project is a Sponsored Program Fund of the Montgomery County Community Foundation, has received initial support from the City of Takoma Park and private contributions, and is seeking status as an independent nonprofit organization. In addition to CASA, the following groups are involved in the Indicators Project: IMPACT Silver Spring, the Takoma Foundation, the Montgomery County Department of Housing and Community Affairs, the Maryland National Capital Park and Planning Commission, Columbia Union College, Adventist Community Services, Montgomery College – Takoma Park, the Long Branch Advisory Committee, the Results Leadership Group, Inc., and the Presidents’ Council of Silver Spring Civic Associations. In addition, on November 12, 2009, five Long Branch tenants participated in a Town Hall meeting with County Executive Ike Leggett at Takoma Park Middle School. The tenants asked questions and shared their concerns in regard to affordable housing and community development plans for the area.

Over the past year and a half, CASA trained Long Branch tenants to participate in numerous meetings of the Maryland-National Capital Park and Planning Commission on the area Sector Plan. Most recently, on February 24, 2010, five Long Branch tenants participated in a meeting by sharing their concerns such as the potential for massive displacement, rent increases, and loss of diversity in the community. At the same time, they were excited about the proposed improvements and potential for positive developments such as better transportation and job opportunities. Tenants were very active during the meeting and firmly demonstrated that tenants, not just property owners, are invested in the neighborhood and the county.

### Financial Literacy Training

CASA is regionally and nationally known for its capacity to develop effective training and educational materials, in particular for the low-income immigrant community. As mentioned previously, CASA utilizes “popular education” methodology, a method of teaching that values the life experiences of the students, that converts students into teachers and teachers into students, and that emphasizes group exercises and utilizes illustrations and cartoons in addition to text. For a community whose formal education level is not always high, this methodology is widely recognized as a successful practice of providing trainings and educational opportunities. In an effort to improve the financial knowledge and economic sustainability of tenants in Long Branch, CASA has provided the following over the past two years (January 2008 – February 2010) as part of this contract:

- Provided 65 “Welcome to the New Economy” financial literacy workshops to 822 Long Branch tenants covering topics such as establishing credit, orientation to banking services in the U.S., and financial planning.
- Utilizing CASA’s financial literacy curricula such as “Stretching your Money,” “CreditSmart Español,” and “My Good Credit,” CASA provided culturally and linguistically appropriate financial literacy training to 507 Long Branch tenants.

- Provided individual financial counseling to 1,811 Long Branch tenants on topics such as saving money, establishing and maintaining credit, responsible use of credit cards, using an ATM card, and opening a bank account.
- Assisted 1,973 Long Branch tenants in opening bank accounts with the following financial institutions: Chevy Chase, BB & T, Bank of America, PNC, Wachovia, and Citi.
- Provided 21 classes on intermediate and advanced financial literacy, improving the financial management knowledge and capacity of 340 low-income residents.

**CURRENT ACTIVITIES IN THE CONTRACT – LANGUAGE FROM THE RFP**  
**COUNSELING SERVICES - INDIVIDUAL**

**TENANT COUNSELING / LEGAL REPRESENTATION – INDIVIDUAL**

The Contractor must provide pro-bono bi-lingual tenant legal counseling regarding landlord-tenant issues to eligible Long Branch clients on a walk-in basis for a minimum of eight hours per week, and must also provide a minimum of 16 hours per week of consultation hours (including walk-in or appointment). A minimum of 15 clients per month must be given tenant counseling. A minimum of 22 individual and five tenant association cases per year must be accepted for extended legal representation, provided additional technical assistance and representation in hearings, or provided additional support for court actions. The Contractor must maintain and provide DHCA with information no less frequently than quarterly on the number of clients, issues addressed and current status of ongoing representation cases.

**TENANT COUNSELING HOUSING CODE ISSUES – INDIVIDUAL**

The Contractor must provide translation and technical assistance to Long Branch tenants who have existing housing code violations to assist them in individually bringing their needs to the attention of Property Managers. In the event legitimate housing code violations have not been addressed by the Property Manager within three (3) days of notification, the Contractor must inform Montgomery County Code Enforcement of the address, nature of the violation and a summary of interaction with property management. If the noted violations involve life / safety issues Montgomery County Code Enforcement, and the Property Manager, must be notified immediately. The Contractor must maintain a record documenting all notifications given to the Property Manager reporting violations and whether violations were addressed by the Property Manager.

**FINANCIAL COUNSELING – INDIVIDUAL**

The Contractor must provide individual financial counseling and referrals to a minimum of 120 Long Branch clients with such regarding financial matters including: How to get identification documents (IRS Individual Taxpayer Identification numbers (ITIN's), passports, consular ID and driver's licenses), how to open a bank account, how to write a check, how to use an ATM card, etc. Contractor must also offer clients referrals to relevant programs offered by other organizations and the County. Contractor must also bring financial institutions on-site to provide weekly financial assistance in opening new bank accounts to a minimum of 200 residents. A minimum of 100 clients must open new bank accounts. The Contractor must maintain a list of names or identification numbers for inspection by DHCA showing recipients of the above services including the issues addressed, lists of identification numbers of persons referred to

county agencies, and a list of identification numbers of persons who opened bank accounts after financial counseling and contact with onsite financial institutions.

**TRAINING - GROUP**

**TENANT ISSUES TRAINING – GROUP**

**TENANTS’ RIGHTS TRAINING**

The Contractor must provide tenants’ rights related issues training including rents, utility charges, housekeeping, living conditions, occupancy standards, safe neighborhoods, community standards, living in the broader community and other related issues that may be suggested by DHCA. These trainings must be presented to a minimum of 50 Long Branch community residents, consisting of bi-monthly two-hour long sessions and two, day-long Saturday sessions. The Contractor must provide refreshments, handouts, and child care as needed for these meetings. DHCA must be provided with a schedule of the meetings, lists of Identification numbers of attendees and names of attendees, and topics covered.

**TENANT RIGHTS EDUCATIONAL MATERIALS**

Create and distribute (minimum of 300 each topic) tri-lingual illustrated brochures covering issues including rent, unlawful evictions, housekeeping conditions, security deposits, utility charges, occupancy standards, pedestrian and public safety, living in the broader community, community standards and related topics. Provide copies of all materials generated to DHCA. DHCA retains the right to reuse these materials in any non-commercial application in the future.

**“WELCOME TO A NEW ECONOMY” TRAININGS – ONE TIME**

The Contractor must provide basic financial literacy training to increase Long Branch clients’ financial knowledge and economic sustainability through weekly workshops. These workshops must address issues such as “Managing your Money,” “Goal Setting,” “Banking Services,” “Obtaining and Maintaining Good Credit,” and “Planning for Your Future.” The Contractor must provide a minimum of 24 weekly, one-hour, culturally and linguistically appropriate trainings serving a total of 150 clients over the contract period.

**FINANCIAL LITERACY TRAINING**

Provide six hours of more intensive financial education on issues relevant for low-income Long Branch clients with limited English proficiency covering topics as “Managing Your Money,” “Establishing Financial Identity,” “Goal Setting,” “Establishing Credit,” “Understanding Credit Scoring,” “Avoiding Credit Traps,” and “Becoming a Homeowner.” Provide three sessions of classes for one-and-a-half hours each week for four weeks to a minimum of 15 students per session for a total of 45 students per year during the contract term.

**ADVANCED FINANCIAL MANAGEMENT TRAINING**

Provide a minimum of 16 hours of advanced financial management classes covering more complex matters including the impact of interest rates on loans, small business financial requirements, etc. Provide three sessions of classes for four hours per week for four weeks (or a comparable schedule providing the same number of hours of instruction for students) to a minimum of 10 students per session for a total of 30 students during each year of the contract term.

**TENANT ASSOCIATION SUPPORT**

**OVERALL ASSOCIATION AND SUBCOMMITTEE SUPPORT**

The Contractor must provide refreshments, handouts, and childcare as needed for the meetings. The Contractor must notify DHCA of all scheduled meetings at least two weeks in advance to provide an opportunity for DHCA to attend if desired. DHCA must be provided with a list of Identification numbers of attendees and topics covered at each meeting, a narrative summary of the issues addressed and progress made over the contract term.

**REGULAR TENANT ASSOCIATION MEETINGS**

The Contractor must provide liaison support to five tenant associations at five multi-family properties in Long Branch. These currently include: Pine Ridge, Goodacre, Flower-Branch, Foxhall Apartments, and Croyden Manor Apartments. The Contractor must organize and facilitate 12 monthly tenant meetings at each of the five locations for a minimum of 15 attendees at each meeting.

These meetings must provide:

- Information about services and programs available through DHCA in coordination with DHCA;
- Updates regarding progress of transportation projects in Long Branch;
- General information regarding tenants rights and information about the Contractors' group and individual Tenants Rights trainings and activities; and,
- Other topics that may arise as a result of meetings or DHCA recommendations.

**TENANT ASSOCIATION SUBCOMMITTEES**

The Contractor must assist in establishing three tenant association subcommittees: a Tenant Welcome Subcommittee, a Publicity/Public Events Subcommittee, and a Public Safety Subcommittee. These subcommittees must meet a minimum of once per month and include representatives from all five existing tenants associations to address the following three topics. The Contractor must provide DHCA with information concerning the number of attendees, outside speakers, topics and issues addressed at all meetings no less frequently than quarterly.

**TENANT WELCOME SUBCOMMITTEE**

The Contractor must provide logistics support to a Tenant Welcome Subcommittee to be comprised of at least one representative of each of the existing five tenant associations. Implement a regular "welcome visit" for all new tenants including a property management representative where feasible.

**PUBLICITY / EVENTS SUBCOMMITTEE**

The Contractor must provide logistics support to a Publicity/Events Subcommittee to be comprised of at least one representative of each of the five tenant associations to coordinate events and communication among the residents. This Subcommittee must:

- Organize a Fall Neighborhood Fair organized and conducted by representatives of the tenant associations to provide entertainment, information and enhance a sense of community. This event must provide entertainment, information and networking opportunities to a minimum of 500 attendees and provide refreshments, a tent, audio sound system, childrens' activities (such as

moon bounce, pony rides, etc.) and refreshments for the event. DHCA must be provided with digital photos, lists of activities and estimated number of attendees at the Fair;

- Organize at least two Community Cleanups, each to have a minimum of 20 participants from the five associations;
- Organize a “First Night Out” (non-alcoholic New Year Eve) celebration for a minimum of 100 attendees;
- Produce and distribute a monthly newsletter to all units in all five apartment complexes; and,
- Organize other civic activities based on tenant input and Montgomery County recommendations (anticipated three activities with a minimum of 25 attendees each).

### **PUBLIC SAFETY SUBCOMMITTEE**

The Contractor must provide logistics support to a Public Safety Subcommittee to be comprised of at least one representative of each of the five tenant associations. This Subcommittee must:

- Organize a Neighborhood Watch program for tenants and the community at large;
- Host meetings with Montgomery County Police officials and staff as that organization deems necessary and arrange for representative attendance from all five associations;
- Communicate issues raised, and progress on previously raised issues, to Montgomery County Police and DHCA on a regular basis;
- Identify and explore activities identified during meetings and needs assessments in an effort to make positive recommendations for tenant activities to improve public safety concerns; and,
- Provide DHCA with bi-monthly updates on the status of public safety recommendations previously referred for inclusion in the Long Branch Safety Plan.

## Pine Ridge Community Center Programming CASA Results Summary

In February 2006, CASA opened the Pine Ridge Community Center following several years of planning and fundraising in response to needs identified by Long Branch tenants. Tenants frequently spoke about the need for dedicated space to hold community activities and access educational opportunities. CASA negotiated with Kay Management for the conversion of 2,400 square feet of ground space into a community center. Kay Management leased the space to CASA for 15 years at \$10 a year, and CASA raised the more than \$400,000 necessary for the renovations from private funders, and state and federal funds.

Over the past four years, CASA has seen a marked increase in the value of the Pine Ridge Community Center, both in terms of the programming offered and its position as a much-needed gathering place for a community that is in other ways often isolated. The low-income Latino tenants who live in the surrounding apartment complexes rely on the Center – and on CASA’s bilingual, culturally-competent staff – for educational courses and community building activities that they cannot access elsewhere. The Center serves as a point of pride for the community and, especially with the addition of afterschool programming, is utilized by adults and children alike.

### **Educational Courses**

CASA provided 49 Computer Literacy courses to a total of 696 students. Courses are held in CASA’s computer lab throughout the day on weekends and in morning and evening weekday sessions. Upon completion of these courses, 75% of the students graduated (522) and 50% advanced to the next competency level (348). Computer literacy enhances job skills and increases income and community involvement.

CASA provided 32 Citizenship and Civic Action courses to a total of 378 students. Forty-one students went on to take the citizenship exam and obtained their citizenship. Other students are still in the process and receiving support from CASA.

CASA provided six Spanish Literacy courses to a total of 77 students. Upon successful completion of these courses, 42 students graduated and 21 advanced to the next competency level and/or moved into CASA’s general ESOL classes.

CASA provided 20 English for Speakers of Other Languages (ESOL) courses with a total of 376 students participating.

### **Community Services**

#### Afterschool Program

CASA began offering an afterschool program in October 2008 in response to requests from Long Branch community members. The program was held four weekday afternoons per week from October 2008 – June 2009 with a total of 14 elementary school students participating. A second session of 13 students began in October 2009 and will end in May 2010. The program includes homework assistance, Spanish instruction and language-building activities, arts, environmental awareness activities, woodworking and other crafts in collaboration with the Montgomery County 4-H program, and nutrition education regarding the difference between high-fat and low-

fat foods and the importance of physical activities in collaboration with DHHS and the University of Maryland.

Family Science Night

From March – July 2007, CASA held monthly Family Science Nights for 12 families in partnership with NASA. The events were held in Spanish and included scientists and coordinators from NASA presenting hands-on science experiments and activities in which both children and parents participated. Participants took a tour of the Goddard Space Flight Center and a virtual visit to the Hubble and SDO satellites in July.

Obesity Prevention Workshops

In partnership with Montgomery County Department of Health and Human Services, CASA provided 20 obesity prevention workshops to a total of 375 residents. Workshop topics included health promotion programs in the county, how to promote the health of children, complications of obesity, and how to prevent obesity.

Nutrition Workshops

In partnership with the University of Maryland, CASA provided 13 nutrition workshops to a total of 204 residents. Workshops topics included the food pyramid, lifecycle nutrition, nutritive supplements, food composition, healthy cooking, food safety and food labeling.

Health and Wellness Clinic

The Hispanic Institute for Blindness Prevention provides monthly clinics at the Pine Ridge Community Center that include pre- and post-diabetes screenings, eye examinations, and eyeglass fittings. Since this program began in January 2007, more than 1,580 residents have received free screenings. One hundred and thirty-seven residents have received free HIV testing in partnership with La Clínica del Pueblo. More than 198 women have received free breast cancer screenings in partnership with the George Washington University Hospital Mammovan.

Montgomery College

In January 2009, CASA began offering monthly workshops in collaboration with Montgomery College. A total of 201 residents have participated in the workshops which include topics such as admissions applications, continuing education, certificate programs such as GED, and adult ESOL and literacy. Participants receive college guides for parents and a schedule of non-credit courses.

**ACTIVITIES FUNDED IN THE CONTRACT**

ACTIVITY	DELIVERABLES
Pine Ridge Coordinator	Center must be open for 40 hours per week.
English Classes : ESOL	Minimum of 2 classes (each 10-weeks long meeting for 2 hours 3 times per week for a total of 60 hours per class) offered twice a year for a total of 4 classes serving a minimum of 35 clients during the contract term.
Computer Training	Minimum of 100 clients enrolled in computer classes (each class is 10-weeks long)

	and meets for 6 hours per week for a total of 60 hours per class).
Citizenship Classes	Minimum of 3 classes (each 10-weeks long meeting for 3 hours one time per week for a total of 30 hours per class) serving a minimum of 30 clients during the contract term.
Spanish Literacy Classes	Minimum of 1 class, 14-weeks long meeting for 2 hours per day 3 times per week for a total of 84 hours per class, serving a minimum of 8 clients during the contract term.
After-School Program	Provide after-school program for 1 session lasting 10 weeks, Monday-Thursday and 2 hours per week, serving 12 students. After-school activities will include music, art, environmental education, and tutoring. Parents of the enrolled students will be invited to participate in selected sessions.
Environmental Workshops and/or Clean-ups	Provide (in collaboration with Audobon Naturalist Society and other organizations) one environmental workshop or clean-up in the Pine Ridge area.
Obesity Prevention Training	Provide (in collaboration with Montgomery County Department of Health and Human Services) a minimum of 6 sessions, each a minimum of 1.5 hours long each, serving a minimum of 60 clients.
Nutrition Classes	Provide (in collaboration with University of Maryland) minimum of 5 sessions, each a total of 12 hours long on nutrition training serving a minimum of 45 clients served.
Community Celebration	One Community celebration with food music and games, etc. serving a minimum of 70 clients.
Blindness Prevention Clinic Exams	Provide (in collaboration with the Hispanic Blindness Prevention) a minimum of 6 visits during the contract term, each a minimum of 3-hours long. Visits will include pre- and post diabetes screenings, eye examinations and glasses to clients in need. CASA will serve a minimum of 120 clients through this program.