

Before Starting the CoC Application

The CoC Consolidated Application consists of three parts, the CoC Application, the CoC Priority Listing, and all the CoC's project applications that were either approved and ranked, or rejected. All three must be submitted for the CoC Consolidated Application to be considered complete.

The Collaborative Applicant is responsible for reviewing the following:

1. The FY 2019 CoC Program Competition Notice of Funding Available (NOFA) for specific application and program requirements.
2. The FY 2019 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.
6. Questions marked with an asterisk (*), which are mandatory and require a response.

1A. Continuum of Care (CoC) Identification

Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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1A-1. CoC Name and Number: MD-601 - Montgomery County CoC

1A-2. Collaborative Applicant Name: Montgomery County Maryland

1A-3. CoC Designation: CA

1A-4. HMIS Lead: Montgomery County Maryland

1B. Continuum of Care (CoC) Engagement

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Warning! The CoC Application score could be affected if information is incomplete on this formlet.

1B-1. CoC Meeting Participants.

For the period of May 1, 2018 to April 30, 2019, applicants must indicate whether the Organization/Person listed:

1. participated in CoC meetings;
2. voted, including selecting CoC Board members; and
3. participated in the CoC's coordinated entry system.

Organization/Person	Participates in CoC Meetings	Votes, including selecting CoC Board Members	Participates in Coordinated Entry System
Local Government Staff/Officials	Yes	Yes	Yes
CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
Law Enforcement	Yes	Yes	No
Local Jail(s)	Yes	Yes	Yes
Hospital(s)	Yes	Yes	Yes
EMS/Crisis Response Team(s)	Yes	Yes	Yes
Mental Health Service Organizations	Yes	Yes	Yes
Substance Abuse Service Organizations	Yes	Yes	Yes
Affordable Housing Developer(s)	Yes	Yes	Yes
Disability Service Organizations	Yes	Yes	Yes
Disability Advocates	Yes	No	No
Public Housing Authorities	Yes	Yes	Yes
CoC Funded Youth Homeless Organizations	Yes	Yes	Yes
Non-CoC Funded Youth Homeless Organizations	Yes	Yes	Yes

Youth Advocates	Yes	Yes	Yes
School Administrators/Homeless Liaisons	Yes	Yes	No
CoC Funded Victim Service Providers	Not Applicable	No	No
Non-CoC Funded Victim Service Providers	Yes	Yes	Yes
Domestic Violence Advocates	Yes	Yes	No
Street Outreach Team(s)	Yes	Yes	Yes
Lesbian, Gay, Bisexual, Transgender (LGBT) Advocates	Yes	Yes	No
LGBT Service Organizations	Yes	Yes	No
Agencies that serve survivors of human trafficking	Yes	Yes	No
Other homeless subpopulation advocates	Yes	Yes	No
Homeless or Formerly Homeless Persons	Yes	Yes	No
Mental Illness Advocates	Yes	Yes	No
Substance Abuse Advocates	Yes	Yes	No
Other:(limit 50 characters)			
Renters' Rights Advocates	Yes	No	No

1B-1a. CoC's Strategy to Solicit/Consider Opinions on Preventing/Ending Homelessness.

Applicants must describe how the CoC:

- 1. solicits and considers opinions from a broad array of organizations and individuals that have knowledge of homelessness, or an interest in preventing and ending homelessness;**
 - 2. communicates information during public meetings or other forums the CoC uses to solicit public information;**
 - 3. takes into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness; and**
 - 4. ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats, e.g., PDF.**
- (limit 2,000 characters)**

1.The CoC is open to all organizations and persons that have knowledge of and/or an interest in preventing and ending homelessness and solicits input from members and stakeholders as noted above. In addition to the Interagency Commission on Homelessness (ICH), the CoC Governing Board, the CoC has eight standing committees: Governance, Intergovernmental Advisory, System Coordination, Strategy & Planning, Outcomes & Improvement, Partnership & Funding, People's and Communications. 2.The CoC provides multiple forums to communicate information and solicit input from the public. Individuals can join committees or issue specific workgroups. Community-wide meetings, held bi-annually, are open to the public, provide a forum for sharing information, and solicit feedback. A public comment period at the beginning of each ICH meeting provides further opportunity to garner public input. The CoC also uses online surveys to solicit feedback to insure input from CoC members who are unable to attend in-person meetings. Input from these avenues is used to inform the

work of committees and workgroups. Notification of meetings is made via email to the CoC membership, announced at CoC meetings and posted on the CoC website. 3. Information gathered at public meetings is used by the ICH/CoC to inform the CoCs approach. Currently, the CoC is revising the Strategic Plan to End Homelessness in Montgomery County. The CoC engaged in a participatory, community-wide planning process to develop a shared vision and set of common goals and strategies to make strides towards ending homelessness in Montgomery County. 4. The CoC, through the Department of Health and Human Services makes all documentation on the website and other materials accessible to those with visual or hearing impairments. Sign language interpretation, and other accommodations are available upon request. Meetings are held in ADA compliant facilities.

1B-2. Open Invitation for New Members.

Applicants must describe:

- 1. the invitation process;**
 - 2. how the CoC communicates the invitation process to solicit new members;**
 - 3. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats;**
 - 4. how often the CoC solicits new members; and**
 - 5. any special outreach the CoC conducted to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC.**
- (limit 2,000 characters)**

1. The CoC has an open invitation process and new members can join at any time. To join, interested persons/groups complete an application and submit it to the CoC Coordinator. Information on how to apply for membership is posted on the CoC website. Once a year, a formal solicitation occurs for new members. There is no membership fee to join the CoC. 2. This year, outreach was conducted specifically to reach stakeholders not formally involved in the CoC including DV providers; recovery homes and substance use treatment facilities; healthcare providers including hospitals, primary care clinics, and community based health services; justice system including jail and mental health court; and youth service focused organizations. Invitations were sent out via email, CoC website, and personal calls. The community-wide meetings also provided a forum to solicit formal membership. Invitations to join new committees and working group went out to over 400 community partners. 3. The CoC, through the Department of Health and Human Services makes all documentation on the website and other materials accessible to those with visual or hearing impairments. Sign language interpretation, and other accommodations are available upon request. Meetings are held in ADA compliant facilities. 4. Member solicitation is conducted throughout the year, with membership drives occurring in the month proceeding each of the bi-annual community-wide meetings. 5. Special outreach is conducted to assure participation of those with lived experience of homelessness serve on the various committees of the ICH and as a standing member of the governing board. Focus groups were conducted for people with lived experience to inform CoC policies and practices. A "People's Committee" has been formed to include members with lived experience of homelessness. This committee reports directly to the ICH and plays an active role in informing policy and funding priorities.

1B-3. Public Notification for Proposals from Organizations Not Previously Funded.

Applicants must describe:

- 1. how the CoC notifies the public that it is accepting project application proposals, and that it is open to and will consider applications from organizations that have not previously received CoC Program funding, as well as the method in which proposals should be submitted;**
- 2. the process the CoC uses to determine whether the project application will be included in the FY 2019 CoC Program Competition process;**
- 3. the date(s) the CoC publicly announced it was open to proposal;**
- 4. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats; and**
- 5. if the CoC does not accept proposals from organizations that have not previously received CoC Program funding or did not announce it was open to proposals from non-CoC Program funded organizations, the applicant must state this fact in the response and provide the reason the CoC does not accept proposals from organizations that have not previously received CoC Program funding.**
(limit 2,000 characters)

1.The CoC posts on the website and emails that applications are now being accepted. An information session was held on July 15 to review funding priorities, requirements, scoring criteria, priority populations and timelines. This session was open to the public and clearly indicated that project applications would be accepted from any eligible entity, even those who had not previously received CoC funds. Participation was available in-person and via webinar. An audio and visual recording was posted on the CoC website on July 18. 2.All new project applications, regardless of previous funding history, that were submitted in accordance with competition deadlines by an eligible entity for an eligible project were included in the competition. Interested entities were required to submit a letter of intent to apply for funding by July 22 and proposals were due no later than 5pm on August 26. A complete application included: a pdf version of the HUD application, a Housing First addendum developed by the CoC, renewal project Policy and Procedures and full project budget. All information regarding project application requirements, application materials, scoring criteria and timelines was posted on the CoC website. TA was offered to any entity to ensure accessibility. The Allocation Committee used a standard scoring tool to review & rank projects based on HUD threshold requirements, priorities of the CoC, organizational capacity, quality of project description, use of Housing First model, and cost effectiveness. 3.The CoC NOFA funding opportunity was announced via email to the full CoC on July 3. It was posted on the CoC website on July 8. 4.The CoC, through the Department of Health and Human Services makes all documentation on the website and other materials accessible to those with visual or hearing impairments. Sign language interpretation is available upon request. Meetings are held in ADA compliant facilities. 5.MD-601 accepts proposals from any organization.

1C. Continuum of Care (CoC) Coordination

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1C-1. CoCs Coordination, Planning, and Operation of Projects.

Applicants must select the appropriate response for each federal, state, local, private, other organizations, or program source the CoC included in the planning and operation of projects that serve individuals experiencing homelessness, families experiencing homelessness, unaccompanied youth experiencing homelessness, persons who are fleeing domestic violence, or persons at risk of homelessness.

Entities or Organizations the CoC coordinates planning and operation of projects	Coordinates with Planning and Operation of Projects
Housing Opportunities for Persons with AIDS (HOPWA)	Yes
Temporary Assistance for Needy Families (TANF)	Yes
Runaway and Homeless Youth (RHY)	Not Applicable
Head Start Program	Yes
Funding Collaboratives	Not Applicable
Private Foundations	Yes
Housing and services programs funded through U.S. Department of Justice (DOJ) Funded Housing and Service Programs	Yes
Housing and services programs funded through U.S. Health and Human Services (HHS) Funded Housing and Service Programs	Yes
Housing and service programs funded through other Federal resources	Yes
Housing and services programs funded through State Government	Yes
Housing and services programs funded through Local Government	Yes
Housing and service programs funded through private entities, including foundations	Yes
Other:(limit 50 characters)	
Youth and prevention service, local gov't funded	Yes

DV providers	Yes
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1C-2. CoC Consultation with ESG Program Recipients.

Applicants must describe how the CoC:
1. consulted with ESG Program recipients in planning and allocating ESG funds;
2. participated in the evaluating and reporting performance of ESG Program recipients and subrecipients; and
3. ensured local homelessness information is communicated and addressed in the Consolidated Plan updates.
(limit 2,000 characters)

1.Montgomery County (MC) government is the sole recipient of ESG funds in the MD-601 geographic area. As both the CoC Collaborative Applicant & the administering entity for ESG funds, the MC Dept. of Health & Human Services (DHHS) assures CoC input in the planning & allocation of funds. The CoC Governing Board, of which MC is a member, identifies needs based on a review of the CoC's strategic plan and a gaps analysis developed by the CoC that incorporated Point-in-Time, Housing Inventory Chart, and other local data. The CoC then recommends how to best use local ESG funds. In addition, DHHS is also a member of the Maryland Interagency Council on Homelessness (MD ICH). The MD ICH identifies gaps and needs for the State of Maryland & provides input as to how Maryland ESG funds should be allocated. 2.The CoC Outcomes and Improvement committee develops performance outcomes for the CoC and reviews performance for all providers in the CoC geographic area, including ESG funded providers. The committee reviews HMIS data to assess performance regularly and reports out on findings. 3.DHHS collaborates with the Montgomery County Dept. of Housing & Community Affairs (DHCA), who develops the local Consolidated Plan. DHHS provides PIT, HIC data, & CAPER report which identifies needs in the homeless system, & helps draft the plan. DHHS also provides PIT & HIC data to the Maryland ICH which is used to determine need and inform the State's consolidated plan.

1C-2a. Providing PIT and HIC Data to Consolidated Plan Jurisdictions.

Yes to both

Applicants must indicate whether the CoC provided Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area.

1C-2b. Providing Other Data to Consolidated Plan Jurisdictions.

Yes

Applicants must indicate whether the CoC ensured local homelessness information is communicated to Consolidated Plan Jurisdictions within its geographic area so it can be addressed in Consolidated Plan

updates.

1C-3. Addressing the Safety Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.

Applicants must describe:

- 1. the CoC's protocols, including protocols for coordinated entry and the CoC's emergency transfer plan, that prioritize safety and incorporate trauma-informed, victim-centered services; and**
- 2. how the CoC, through its coordinated entry, maximizes client choice for housing and services while ensuring safety and confidentiality.**
(limit 2,000 characters)

1.The CoC embraces a victim-centered, trauma-informed, housing focused approach in all programs, services and policies. To address the safety needs of victims of domestic violence, dating violence, sexual assault and stalking, the CoC has developed an emergency transfer plan that allows tenants to request an emergency transfer from the tenant's current unit to another unit. The ability to request a transfer is available regardless of sex, gender identity, or sexual orientation. Transfers are considered for victims of domestic violence where there is imminent threat of further harm should the tenant remain in their current housing and for tenants who have experienced sexual assault where the assault occurred in their dwelling unit within the previous 90 days of the request. The CoC works to honor transfer requests for tenants currently receiving assistance; however, availability may depend upon a preliminary determination that the tenant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking, and on whether the CoC has another dwelling unit that is available and safe to offer the tenant for temporary or permanent occupancy. 2.Whenever possible, an emergency transfer will occur within the tenant's current CoC program. If this is not possible, the program can present the emergency transfer request to the Coordinated Entry staff to transfer the tenant to another program. Tenants are offered choice in location and program to the extent possible based on their service needs as well as availability. All emergency transfer requests are kept confidential and only shared on a need to know basis. The CoC recognizes that sharing victim information is a safety risk and should be avoided. All victim information is shared in a separate and secure database.

1C-3a. Training–Best Practices in Serving DV Survivors.

Applicants must describe how the CoC coordinates with victim services providers to provide training, at least on an annual basis, for:

- 1. CoC area project staff that addresses safety and best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence; and**
- 2. Coordinated Entry staff that addresses safety and best practices (e.g., Trauma Informed Care) on safety and planning protocols in serving survivors of domestic violence.**
(limit 2,000 characters)

1.All CoC housing and service providers are required to provide annual training to their staff on trauma-informed care and best practices. Documentation of staff

training is part of the annual contract monitoring report conducted by the Department of Health and Human Services.

2. In addition, CoC Coordinated Entry staff are trained annually on the CoC emergency transfer plan, best practices in serving survivors, and ensuring safety for all CoC clients.

On May 22, 2019 the Department of Health and Human Services held a community-wide training on trauma-informed, victim-centered care, and Coordinated Entry for survivors of domestic violence. The trainers included Marja Booker - Manager with the Abused Person Program and Jill Larson Manager of the Betty Ann Kranke domestic violence shelter. Members of the CoC and Coordinated Entry staff were in attendance. This training addressed best practices for serving people who have experienced trauma including survivors of domestic violence, dating violence, sexual assault, and stalking. This training will be provided annually.

1C-3b. Domestic Violence—Community Need Data.

Applicants must describe how the CoC uses de-identified aggregate data from a comparable database to assess the special needs related to domestic violence, dating violence, sexual assault, and stalking. (limit 2,000 characters)

The CoC uses data provided by the Montgomery County Victim Advisory Commission and from the Betty Ann Kranke Center (BAK), the County's domestic violence shelter, to assess community needs related to domestic violence, dating violence and stalking. This includes de-identified aggregate data on the total number of households served in domestic violence shelter, average length of stay in shelter and exit destination. During the county FY18, 231 households including 498 individuals were served by the domestic violence shelter. Households averaged 33 days in shelter with 70% exiting with 60 days of admission. Of those exiting, 15% exited to a permanent housing destination, 22% exited to family/friends, and 3% returned to their abuser. This data has demonstrated a need for additional support services after the households are discharged from BAK. We are partnering with the DV advocate organizations and service providers to obtain additional data on the rates of recidivism and the acuity of households to better inform service delivery and housing needs. To better assess the needs of persons experiencing domestic violence the CoC, in partnership with BAK, utilize a protected database to collect personal identifiable information (PII) including name, age, gender, race and ethnicity as well as any other information that could disclose a person's location. All DV households are included on the Coordinated Entry System (CES) list to ensure access to all CoC Programs including Federal and State ESG programs. All PII data is kept confidential and is not entered in the CoC HMIS system in compliance with VAWA. Using unique client identification numbers for persons served at BAK, data on project start date and end date is entered into HMIS in an isolated data structure that is not accessible to other CoC projects. This enables the CoC to include this client data in CoC-wide summary reports and allows for full inclusion of domestic violence project participants in CES.

***1C-4. PHAs within CoC. Attachments Required.**

Applicants must submit information for the two largest PHAs or the two PHAs with which the CoC has a working relationship within the CoC's geographic area.

Public Housing Agency Name	% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2018 who were experiencing homelessness at entry	PHA has General or Limited Homeless Preference	PHA has a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On
Housing Opportunities Commission	8.90%	Yes-HCV	Yes-HCV
Rockville Housing Enterprises	0.00%	No	No

1C-4a. PHAs' Written Policies on Homeless Admission Preferences.

Applicants must:

1. provide the steps the CoC has taken, with the two largest PHAs within the CoC's geographic area or the two PHAs the CoC has working relationships with, to adopt a homeless admission preference—if the CoC only has one PHA within its geographic area, applicants may respond for one; or

2. state that the CoC does not work with the PHAs in its geographic area. (limit 2,000 characters)

1. Montgomery County as the Collaborative Applicant has met with Rockville Housing Enterprises (RHE) to discuss the possibility of creating a homeless admission preference and to invite RHE to become more engaged in CoC activities. RHE is not able to implement a preference at this time but continues to be willing to collaborate with the CoC to serve eligible homeless residents. RHE has limited housing vouchers and want to ensure they are able to serve the residents that lost permanent housing in their specific geographical area. The RHE and the City of Rockville is supportive to the CoC and is open to exploring a preference option in the future. As first steps, RHE will work to improve data collection on housing status of applicants and the CoC will utilize HMIS to assist in collecting this data from homeless participants. Additionally the City of Rockville has a representative that serves on the Interagency Commission on Homelessness (ICH), the governing body of the CoC and may have some influence over RHE. Montgomery County continuously works with the Housing Opportunities Commission (HOC), the primary PHA to expand the homeless preference in the County. Currently HOC has a limited local preference for ten Housing Choice Vouchers as part of the Move-Up Initiative. HOC serves as a Commissioner on the ICH and regularly participates in the CoC. HOC also operates two PSH projects and has collaborated in writing and obtaining HUD Family Unification and the Non-Elderly Disabled (NED) Programs that do include homeless prioritization. Steps included developing questions to identify at risk, homeless, disabled persons when submitting their application to the PHA waitlist. The PHA pulls names from the database and informs the CoC lead. The CoC utilizes HMIS to locate the homeless participant and assist with PHA application process. In the most recent application for additional NED vouchers, HOC agreed to accept referrals for the Coordinated Entry System.

2.N/A

1C-4b. Moving On Strategy with Affordable Housing Providers.

Applicants must indicate whether the CoC has a Moving On Strategy with affordable housing providers in its jurisdiction.

Yes

If “Yes” is selected above, describe the type of provider, for example, multifamily assisted housing owners, PHAs, Low Income Tax Credit (LIHTC) developments, or local low-income housing programs. (limit 1,000 characters)

MD-601 has developed a Move On strategy to enable households who may be in need of ongoing rental support but no longer need supportive services to transition from PSH to affordable housing options. The CoC has partnered with HOC, as well as affordable housing providers including Montgomery Housing Partnership (MHP) and Housing Unlimited (HUI) to create a bridge for households ready to transition from PSH. HOC has set aside 10 federally-funded housing choice vouchers for families and an additional 15 locally-funded rental subsidies for this purpose. In addition, MHP has dedicated five units and HUI has dedicated six beds. Finally, the CoC has made arrangements with the Montgomery County Department of Housing and Community Affairs to offer priority to CoC participants to have first access to the County’s local mandatory inclusionary zoning set-aside program for low- to moderate-income households.

1C-5. Protecting Against Discrimination.

Applicants must describe the actions the CoC has taken to address all forms of discrimination, such as discrimination based on any protected classes under the Fair Housing Act and 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing. (limit 2,000 characters)

A CoC-wide Equal Access protocol was approved on January 2018 as part of the Coordinated Entry policy. The CoC conducted annual training on Equal Access and how to implement Equal Access in December 2017 as part of the community-wide effort to implement a Coordinated Entry Policy in accordance with HUD guidelines. The protocol prohibits discrimination & provides guidance for meeting the needs of all minority groups including LGBTQ and persons of color. Shelters are required to have policies & procedures to assure equal access and protect privacy. Posters are displayed at all sites that state “At this shelter, we seek to provide a welcoming and safe environment where all people are respected. For this reason, we do not discriminate nor, can we tolerate discriminatory behavior toward anyone on the basis of race, ethnicity, national origin, religion, sexual orientation, gender identity or expression, physical or mental disability, age, or physical appearance.” Shelter & housing protocols include providing LGBT persons their own room, if possible, a separate shower/bathroom, and with new construction, shared bathrooms have an identified stall with full coverage for privacy. The CoC’s Coordinated Entry Policy ensures that all providers have anti-discriminatory policies and eligibility criteria is minimal so that LGBT individuals and their families are not denied services. Over the last few years, the CoC has been focused on identifying and addressing housing discrimination by landlords and property managers. The

Housing Coordinator oversees the strategy for locating housing and coordinates with all Housing Locators in the CoC. Part of this strategy is to track and report any form of housing discrimination based on source of income, race, sexual orientation or other. The CoC partners closely with local Human Rights Commission and the Dept. of Housing and Community Affairs to ensure all tenants and providers understand their rights and what to do if they are violated.

***1C-5a. Anti-Discrimination Policy and Training.**

Applicants must indicate whether the CoC implemented an anti-discrimination policy and conduct training:

1. Did the CoC implement a CoC-wide anti-discrimination policy that applies to all projects regardless of funding source?	Yes
2. Did the CoC conduct annual CoC-wide training with providers on how to effectively address discrimination based on any protected class under the Fair Housing Act?	Yes
3. Did the CoC conduct annual training on how to effectively address discrimination based on any protected class under 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing?	Yes

***1C-6. Criminalization of Homelessness.**

Applicants must select all that apply that describe the strategies the CoC implemented to prevent the criminalization of homelessness in the CoC's geographic area.

1. Engaged/educated local policymakers:	<input checked="" type="checkbox"/>
2. Engaged/educated law enforcement:	<input checked="" type="checkbox"/>
3. Engaged/educated local business leaders:	<input checked="" type="checkbox"/>
4. Implemented communitywide plans:	<input checked="" type="checkbox"/>
5. No strategies have been implemented:	<input type="checkbox"/>
6. Other:(limit 50 characters)	
ICH ad hoc committee on decriminalization	<input checked="" type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

1C-7. Centralized or Coordinated Assessment System. Attachment Required.

Applicants must:

- 1. demonstrate the coordinated entry system covers the entire CoC geographic area;**
- 2. demonstrate the coordinated entry system reaches people who are least likely to apply for homelessness assistance in the absence of special outreach; and**
- 3. demonstrate the assessment process prioritizes people most in need of assistance and ensures they receive assistance in a timely manner.**
(limit 2,000 characters)

1.The CoC has parallel Coordinated Entry Systems (CES) for single adults and families. Both cover the entire geographic region and can be accessed 24-7. The CES for single adults offers multiple access points throughout the CoC in order to reach people experiencing homelessness wherever they are including emergency shelter, on the streets, transitional housing, meal programs, hospitals, behavioral health providers and treatment facilities, jails, and DV providers. The CES for families is more centralized with access points at the Department of Health & Human Services (DHHS) three regional service centers and the County's 24-7 Crisis Center. DHHS offices are located throughout the county and are convenient to all families experiencing homelessness. 2.If a household identified by the community is unable to access the CES office locations, trained CES staff can conduct assessments in the community. Through outreach and multiple access points, the CES reaches people least likely to apply for assistance. Street outreach and meal programs reach individuals that are disengaged from services by offering low barrier access to assessment and assistance. The family CES offices are co-located with DHHS mainstream benefit programs (TANF, SNAP, etc.) and all mainstream benefit workers conduct a "screening for other needs" to identify households experiencing homelessness who may not be requesting access to shelter services. 3.Both the single adult and family CES use the VI-SPDAT/Family VI-SPDAT as well as the Montgomery County Acuity Scale to prioritize households for services and housing. For all populations, the CoC prioritizes Veterans first, then those experiencing chronic homelessness. If the household is not in a priority population, people are prioritized based on vulnerability and then length of time homeless. The CES team meets weekly for families and bi-weekly for single adults to ensure assistance is provided in a timely manner.

1D. Continuum of Care (CoC) Discharge Planning

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1D-1. Discharge Planning Coordination.

Applicants must indicate whether the CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).

Foster Care:	<input checked="" type="checkbox"/>
Health Care:	<input checked="" type="checkbox"/>
Mental Health Care:	<input checked="" type="checkbox"/>
Correctional Facilities:	<input checked="" type="checkbox"/>
None:	<input type="checkbox"/>

1E. Local CoC Competition

Instructions

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***1E-1. Local CoC Competition–Announcement, Established Deadline, Applicant Notifications. Attachments Required.**

Applicants must indicate whether the CoC:

1. informed project applicants in its local competition announcement about point values or other ranking criteria the CoC would use to rank projects on the CoC Project Listings for submission to HUD for the FY 2019 CoC Program Competition;	Yes
2. established a local competition deadline, and posted publicly, for project applications that was no later than 30 days before the FY 2019 CoC Program Competition Application submission deadline;	Yes
3. notified applicants that their project application(s) were being rejected or reduced, in writing along with the reason for the decision, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline; and	Yes
4. notified applicants that their project applications were accepted and ranked on the CoC Priority Listing in writing, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline.	Yes

1E-2. Project Review and Ranking–Objective Criteria.

Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2019 CoC Program Competition:

1. Used objective criteria to review and rank projects for funding (e.g., cost effectiveness of the project, performance data, type of population served);	Yes
2. Included one factor related to improving system performance (e.g., exits to permanent housing (PH) destinations, retention of PH, length of time homeless, returns to homelessness, job/income growth, etc.); and	Yes
3. Included a specific method for evaluating projects submitted by victim services providers that utilized data generated from a comparable database and evaluated these projects on the degree they improve safety for the population served.	Yes

1E-3. Project Review and Ranking–Severity of Needs and Vulnerabilities.

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Applicants must describe:
1. the specific severity of needs and vulnerabilities the CoC considered when reviewing and ranking projects; and
2. how the CoC takes severity of needs and vulnerabilities into account when reviewing and ranking projects.
(limit 2,000 characters)

1.The Allocation Committee, who reviews and ranks projects, took special care this year to ensure they were accounting for the severity of needs and vulnerabilities of the populations served. As the system has adopted a Housing First philosophy, all projects are required to accept households with low or no income, current or past substance use, DV survivors, chronic homelessness, and serious mental illness. To distinguish between the projects, the Allocation Committee considered the % of households with high service needs and the % of households with extreme vulnerabilities based on a local assessment tool- Montgomery County Acuity Scale. 2.The CoC recognizes the need to evaluate the severity of needs of the population served by projects in an objective way. Historically, applicants were asked to describe in narrative their participant population. Using this criteria, nearly all projects received the highest score on severity of needs. This year, applicants were asked to complete the Acuity Scale for all program participants prior to submitting their application. Those projects serving households with high acuity and a high percent of households with extreme vulnerability based on the Acuity Scale, received higher points. Projects were scored by the Allocation Committee using standardized criteria, with twenty percent of points awarded based on the severity of needs & vulnerabilities of person to be served. In addition to severity of needs, projects are evaluated on performance outcomes, cost effectiveness, and good financial stewardship. Having a balanced scoresheet allows projects that serve those with the most vulnerabilities to not be penalized for having poorer outcomes or costing more than the average project.

1E-4. Public Postings–CoC Consolidated Application. Attachment Required.

Applicants must:
1. indicate how the CoC made public the review and ranking process the CoC used for all project applications; or
2. check 6 if the CoC did not make public the review and ranking process; and
3. indicate how the CoC made public the CoC Consolidated Application—including the CoC Application and CoC Priority Listing that includes all project applications accepted and ranked or rejected—which HUD required CoCs to post to their websites, or partners websites, at least 2 days before the FY 2019 CoC Program Competition application submission deadline; or
4. check 6 if the CoC did not make public the CoC Consolidated Application.

Public Posting of Objective Review and Ranking Process

Public Posting of CoC Consolidated Application including: CoC Application, CoC Priority Listing, Project Listings

1. Email	<input checked="checked" type="checkbox"/>	1. Email	<input checked="checked" type="checkbox"/>
2. Mail	<input checked="checked" type="checkbox"/>	2. Mail	<input checked="checked" type="checkbox"/>
3. Advertising in Local Newspaper(s)	<input type="checkbox"/>	3. Advertising in Local Newspaper(s)	<input type="checkbox"/>
4. Advertising on Radio or Television	<input type="checkbox"/>	4. Advertising on Radio or Television	<input type="checkbox"/>
5. Social Media (Twitter, Facebook, etc.)	<input type="checkbox"/>	5. Social Media (Twitter, Facebook, etc.)	<input type="checkbox"/>
6. Did Not Publicly Post Review and Ranking Process	<input type="checkbox"/>	6. Did Not Publicly Post CoC Consolidated Application	<input type="checkbox"/>

1E-5. Reallocation between FY 2015 and FY 2018.

Applicants must report the percentage of the CoC's ARD that was reallocated between the FY 2015 and FY 2018 CoC Program Competitions.

Reallocation: 5%

1E-5a. Reallocation–CoC Review of Performance of Existing Projects.

Applicants must:

- 1. describe the CoC written process for reallocation;**
 - 2. indicate whether the CoC approved the reallocation process;**
 - 3. describe how the CoC communicated to all applicants the reallocation process;**
 - 4. describe how the CoC identified projects that were low performing or for which there is less need; and**
 - 5. describe how the CoC determined whether projects that were deemed low performing would be reallocated.**
- (limit 2,000 characters)**

1.As stated in the written policy, the Montgomery County Continuum of Care will reallocate HUD CoC program funds as needed, in accordance with the Montgomery County CoC's strategic plan, to improve CoC performance, reduce homelessness and promote housing stability. Funds can be reallocated on a voluntary or involuntary basis. The policy describes voluntary and involuntary reallocation. 2.Each year, the CoC approves the policy via the Allocation Committee. The Allocation Committee members are selected and approved by the Interagency Commission on Homelessness (ICH), which serves as the governing body of the CoC. 3.The reallocation and ranking process of available to the public on the CoC website and through email distribution. 4.For involuntary reallocation, a project is identified as being low performing by scoring poorly during the CoC ranking and review process, has unsatisfactory project performance measures, and/or has a pattern of under expenditures. The Collaborative Applicant will work with the project to develop a project improvement plan before reallocation funds. Performance measures are

determined by the Outcomes and Improvement Committee and CoC priorities are determined by the ICH. In addition, the Montgomery County DHHS conducts annual site visits to monitor performance and collects data using a standard form to review case records as well as policies and procedures to document compliance. DHHS program monitors also review HMIS data to verify utilization & length of stay. 5.If the project has not made significant changes to improve its performance or meet set targets in the agreed upon timeframe, the CoC may choose to reallocate funding, either in whole or in part, and make it available through a competitive process.

DV Bonus

Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

Please submit technical questions to the HUD Exchange Ask-A-Question at <https://www.hudexchange.info/program-support/my-question/>

Resources:

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1F-1 DV Bonus Projects.

Applicants must indicate whether the CoC is requesting DV Bonus projects which are included on the CoC Priority Listing:

No

Applicant Name	DUNS Number
This list contains no items	

2A. Homeless Management Information System (HMIS) Implementation

Intructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

Please submit technical questions to the HUD Exchange Ask-A-Question at <https://www.hudexchange.info/program-support/my-question/>

Resources:

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2A-1. HMIS Vendor Identification. Mediware

Applicants must review the HMIS software vendor name brought forward from FY 2018 CoC Application and update the information if there was a change.

2A-2. Bed Coverage Rate Using HIC and HMIS Data.

Using 2019 HIC and HMIS data, applicants must report by project type:

Project Type	Total Number of Beds in 2019 HIC	Total Beds Dedicated for DV in 2019 HIC	Total Number of 2019 HIC Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) beds	276	59	217	100.00%
Safe Haven (SH) beds	34	0	34	100.00%
Transitional Housing (TH) beds	109	20	89	100.00%
Rapid Re-Housing (RRH) beds	283	0	283	100.00%
Permanent Supportive Housing (PSH) beds	2,030	0	2,030	100.00%
Other Permanent Housing (OPH) beds	197	0	197	100.00%

2A-2a. Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-2.

For each project type with a bed coverage rate that is at or below 84.99 percent in question 2A-2., applicants must describe:

**1. steps the CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and
2. how the CoC will implement the steps described to increase bed coverage to at least 85 percent.
(limit 2,000 characters)**

Not applicable

***2A-3. Longitudinal System Analysis (LSA) Submission.**

Applicants must indicate whether the CoC submitted its LSA data to HUD in HDX 2.0. Yes

***2A-4. HIC HDX Submission Date.**

**Applicants must enter the date the CoC submitted the 2019 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX).
(mm/dd/yyyy)** 04/29/2019

2B. Continuum of Care (CoC) Point-in-Time Count

Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

Please submit technical questions to the HUD Exchange Ask-A-Question at <https://www.hudexchange.info/program-support/my-question/>

Resources:

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<https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources>

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2B-1. PIT Count Date. 01/23/2019

Applicants must enter the date the CoC conducted its 2019 PIT count (mm/dd/yyyy).

2B-2. PIT Count Data–HDX Submission Date. 04/30/2019

Applicants must enter the date the CoC submitted its PIT count data in HDX (mm/dd/yyyy).

2B-3. Sheltered PIT Count–Change in Implementation.

Applicants must describe:

1. any changes in the sheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and

2. how the changes affected the CoC's sheltered PIT count results; or

3. state "Not Applicable" if there were no changes.

(limit 2,000 characters)

1.The CoC conducted the sheltered PIT count only using its Homeless Management Information System. A sub-assessment was created to capture the demographic information required by HUD, the CoC, and the Metropolitan Council of Governments. This was a change from previous year when an excel spreadsheet was also utilized to capture data. Training was offered on several occasions and PowerPoint presentation was distributed to all CoC providers.

2.The use of the HMIS sub-assessment improved data accuracy, reduced duplication, and facilitated data analysis.

3.See above.

***2B-4. Sheltered PIT Count–Changes Due to Presidentially-declared Disaster.**

Applicants must select whether the CoC added or removed emergency shelter, transitional housing, or Safe-Haven inventory because of funding specific to a Presidentially-declared disaster, resulting in a change to the CoC’s 2019 sheltered PIT count.

No

2B-5. Unsheltered PIT Count–Changes in Implementation.

Applicants must describe:

- 1. any changes in the unsheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and**
 - 2. how the changes affected the CoC’s unsheltered PIT count results; or**
 - 3. state “Not Applicable” if there were no changes.**
- (limit 2,000 characters)**

1.The 2019 Unsheltered PIT count implementation changed slightly from the 2018 count. Historically, the count included conducting surveys at meal programs the morning after the count. This practice was borne out of a lack of street outreach and trained volunteers to participate in Point-in-Time. Over the last three years, the number of street outreach workers in the CoC has nearly tripled so there is no longer a need for morning after counts. This change also reduces the likelihood of duplication by not counting individuals that may or may not have been unsheltered or may have been unsheltered in another jurisdiction and thus included in their count.

2.These changes in methodology likely contributed to a decrease in the unsheltered PIT count from 133 persons in 2018 to 75 persons in 2019. The significant decrease can largely be attributed to the CoC’s efforts to end chronic homelessness as those experiencing chronic homelessness are more likely to be unsheltered. The PIT showed a decrease in chronic homelessness of 93%.

3.See above.

***2B-6. PIT Count–Identifying Youth Experiencing Homelessness.**

Applicants must:

Indicate whether the CoC implemented specific measures to identify youth experiencing homelessness in their 2019 PIT count.

No

2B-7. PIT Count–Improvements to Implementation.

Applicants must describe the CoC’s actions implemented in its 2019 PIT

count to better count:

- 1. individuals and families experiencing chronic homelessness;**
- 2. families with children experiencing homelessness; and**
- 3. Veterans experiencing homelessness.**

(limit 2,000 characters)

The CoC conducts semi-annual outreach “blitz” counts to identify new and potential “hotspots” where unsheltered households may be located prior to the PIT. The “blitz” counts happen over a 3-night period in between the hours of 11PM and 8 AM. In addition to counting households experiencing homelessness, outreach providers and “blitz” volunteers collect information on individuals and families experiencing homelessness by conducting a brief survey. This survey is used to identify individuals and families that may be chronic or Veterans and families with children. Any client who is confirmed as either chronic or Veteran is added to the CoC By-Name-List. The information gleaned on hotspots is used to inform outreach efforts on the night of PIT count. In addition, these blitz counts create opportunities to engage hard to reach chronically homeless individuals and families, which increases the likelihood that they participate in the annual PIT count. Prior to the PIT count, the CoC also engaged multiple stakeholders including homeless services providers, the police, fire and rescue, hospitals, and people experiencing homelessness to better identify individuals, families, and homeless encampments.

3A. Continuum of Care (CoC) System Performance

Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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*3A-1. First Time Homeless as Reported in HDX.

Applicants must:

Report the Number of First Time Homeless as Reported in HDX.
--

1,414

3A-1a. First Time Homeless Risk Factors.

Applicants must:

1. describe the process the CoC developed to identify risk factors the CoC uses to identify persons becoming homeless for the first time;
2. describe the CoC's strategy to address individuals and families at risk of becoming homeless; and
3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time. (limit 2,000 characters)

1.The CoC uses HMIS data to determine risk factors for persons experiencing homelessness for the first time including both demographic data and precipitating factors. Prevention providers including the Montgomery County Dept of Health and Human Services (DHHS) & Emergency Assistance Coalition (EAC) provider agencies also provide feedback about emerging trends based on their work with at-risk households.2.As part of the Coordinated Entry System, DHHS is the primary point of contact for residents at risk of homelessness and operates three sites throughout the CoC where individuals and families can apply for emergency housing assistance (including back rent, utility assistance, security deposit/1st months rent). DHHS assesses need and

coordinates provision of a network of assistance including emergency financial assistance & case management to help households retain housing or obtain new housing. Whenever possible, DHHS attempts to divert a household from the homeless continuum by offering family mediation, one-time grants to offset costs to family/friends with whom they can stay, relocation assistance to help households obtain housing out of the area as well as linkages to mainstream benefits, employment, & behavioral health/health resources to reduce risk. The CoC is committed to making every attempt to resolve the housing crisis of any individual or family prior to entering shelter. CoC members have been trained by the Cleveland Mediation Center as well as dedicating local and state funding to diversion efforts. Partnerships with the schools, EAC providers, local hospitals, & other providers help identify those at risk. Households with repeated housing instability and high vulnerability can receive short to medium term case management to address barriers.3.The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

***3A-2. Length of Time Homeless as Reported in HDX.**

Applicants must:

Report Average Length of Time Individuals and Persons in Families Remained Homeless as Reported in HDX.

107

3A-2a. Strategy to Reduce Length of Time Homeless.

Applicants must:

- 1. describe the CoC's strategy to reduce the length of time individuals and persons in families remain homeless;**
 - 2. describe how the CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and**
 - 3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the length of time individuals and families remain homeless.**
- (limit 2,000 characters)**

1.To reduce length-of time homeless (LOT) the CoC prioritizes persons who have the longest LOT for housing by using HMIS records and 3rd party verification. The CoC has also focused efforts on more quickly connecting persons experiencing homelessness to housing by the addition of a Housing Coordinator who coordinates CoC-wide housing location activities and cultivates landlords to accept those with criminal history, poor credit and history of housing instability. Lease-up events that bring together persons referred to PSH with landlords who have vacancies have led to multiple lease signings in a single day. Local funding has allowed us to add Housing Locators who can assist persons to navigate the application and lease up process and shorten the time for housing search.2.Other strategies to reduce the LOT homeless include more assertive street outreach to highly disengaged, reducing barriers to accessing financial assistance for first month's rent and security deposits, credit repair and records expungement, streamlining the process for applying for entitlements, and improving access to affordable childcare. The CoC also continues to increase access to permanent housing such as RRH, PSH, and a

local shallow subsidy program by removing program barriers and increasing program capacity. More availability of programs will decrease the amount of time a household needs to spend in shelter. To create more ebb and flow in the system, the CoC continues to focus on Move-On opportunities and reducing the length of stay in RRH to free up units for those in shelter and on the streets. To monitor the success of these activities, the CoC has begun tracking the length of time from referral for CoC housing to move in, and the length of stay in each project type and specific program including shelter, transitional, and RRH. 3. The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

***3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations as reported in HDX.	41%
2. Report the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX.	98%

3A-3a. Exits to Permanent Housing Destinations/Retention of Permanent Housing.

Applicants must:

1. describe the CoC's strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;
2. provide the organization name or position title responsible for overseeing the CoC's strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;
3. describe the CoC's strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations; and
4. provide the organization name or position title responsible for overseeing the CoC's strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.

(limit 2,000 characters)

1. MD-601 uses several strategies to increase the rate at which persons/families exit ES, TH, SH and RRH to permanent housing destinations. The CoC's CES uses a standard assessment tool to match persons to the right housing option thereby improving exits to housing. The Montgomery County DHHS Housing Coordinator (HC) cultivates landlords open to renting to persons experiencing homelessness and tracks openings. The HC also convenes Housing Locators

(HLs) from across the CoC to coordinate efforts, discuss best practices and share resources. HLs work with households to connect them to housing and help them navigate the leasing process. CoC providers also connect individuals to employment and mainstream cash benefits including SSI, SSDI, TANF, SNAP and others to help increase income needed to afford housing costs. The CoC has continued to increase the supply of PSH and RRH beds as well as a shallow rental subsidy to provide expanded housing options. The CoC has also partnered with the PHA to apply for additional vouchers for Veterans and persons with disabilities. 2.& 4. The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.3.MD-601's continued high retention rate is supported by the CoC's CES; a tiered PSH case management strategy that bases the level of support on the acuity of needs; and adherence to Housing First model. In addition, the CoC through its written standards has refined the CoC program termination policies to reduce termination for non-compliance with services and increase rehousing of households who were not successful in their current housing option. The CoC has also implemented in-house diversion and prevention continuing case management to continue to provide households with support after program exit. The CoC is also providing long-term case management to CES households approved for NED 811 Vouchers.

***3A-4. Returns to Homelessness as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families returning to homelessness over a 6-month period as reported in HDX.	5%
2. Report the percentage of individuals and persons in families returning to homelessness over a 12-month period as reported in HDX.	3%

3A-4a. Returns to Homelessness–CoC Strategy to Reduce Rate.

Applicants must:

1. describe the strategy the CoC has implemented to identify individuals and persons in families who return to homelessness;
2. describe the CoC's strategy to reduce the rate of additional returns to homelessness; and
3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the rate individuals and persons in families return to homelessness.
(limit 2,000 characters)

1.The CoC uses HMIS data to track destination and reasons for exits from CoC permanent housing and to track returns to homelessness by person and by program type. In FY18, the highest rate of return to homelessness within 12 months was for those exiting from Safe Havens (8%) and Street Outreach (5%), a decrease from FY17; and these two groups experience significant challenges to maintaining housing. The CoC did apply for HMIS assistance to enhance HMIS reporting capacity and improve data quality which will allow the CoC to

delve more deeply into factors that may contribute to returns including race/ethnicity, income, and other demographic factors. Enhancing HMIS to track Service Transactions, for lease violations, may assist in identifying trends for populations returning to homelessness.2.Strategies to reduce returns to homelessness include refinement of CoC provider termination policies to reduce program termination for noncompliance and/or unsuccessful housing placements; implementation of a coordinated entry protocol for transferring households among PH programs to better meet participants needs to prevent returns; increased use of the MC Acuity Scale to assure provision of the right intensity of case management services to promote housing stability; and continued use of the CoC coordinated entry process including the common assessment tool to assure people are referred to the right housing option. For those at imminent risk of return to homelessness additional strategies include short-term case management and emergency financial assistance; links to family/friends with whom persons can stay; and referrals to the County shallow rent subsidy program. The CoC continues to use an integrated service model to help those with high housing instability access supports across systems to stabilize housing.3.The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

***3A-5. Cash Income Changes as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their employment income from entry to exit as reported in HDX.	13%
2. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their non-employment cash income from entry to exit as reported in HDX.	27%

3A-5a. Increasing Employment Income.

Applicants must:

1. describe the CoC's strategy to increase employment income;
 2. describe the CoC's strategy to increase access to employment;
 3. describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
 4. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase jobs and income from employment.
- (limit 2,000 characters)**

1.The CoC recognizes the importance of increasing income from employment in order to sustain housing. Our strategy is to partner with agencies whose expertise is in vocational services and break down barriers to accessing such programs. Additionally, the CoC has emphasizes the need to focus on employment in all Rapid Rehousing programs and this will lead to shorter lengths of stay and allow the CoC to serve more households annually. 2.CoC

programs link participants to vocational programs including Career Catchers, Catholic Charities JOBS, Interfaith Works Empowerment Center, supportive employment, and other programs that assist with job readiness, search and placement. Many of our shelter, RRH, and PSH providers have formal relationships with these agencies and employment counselors are colocated with homeless services. 3.The CoC works with mainstream employment groups such as WorkSource Montgomery, Cornerstone Montgomery, DORS, & ResCare to help homeless persons increase income. WorkSource Montgomery operates the American Jobs Centers which provides help with job search, resume writing, referrals to training programs & work readiness training. In addition, WorkSource Montgomery provides specialized help to youth & persons with criminal history to obtain employment. Cornerstone Montgomery & DORS provide assessment, work readiness training, supportive employment, & placement services to persons with disabilities. ResCare, the area's Welfare to Work agency, provides job readiness, workforce experience, employment coaching, & job search assistance to families receiving TANF benefits. 4.The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

3A-5b. Increasing Non-employment Cash Income.

Applicants must:

- 1. describe the CoC's strategy to increase non-employment cash income;**
- 2. describe the CoC's strategy to increase access to non-employment cash sources;**
- 3. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase non-employment cash income.**

1 & 2. All CoC providers screen persons for mainstream benefits such as TANF, SNAP, state Temporary Disability Assistance Payments, SSI, SSDI, Home Energy Assistance and other non-employment cash assistance to maximize income and benefits. CoC project case managers are trained to assist with benefit applications & help obtain needed documentation. Outreach, Safe Haven and emergency shelter staff are SOAR trained. The CoC Adult & Family Provider teams, which meet bi-monthly, provide a forum to train providers & provide information. In addition, CoC provider staff are able to attend training about mainstream benefits and programs offered by the Montgomery County Department of Health and Human Services (DHHS) Center for Continuous Learning.

Households apply for benefits through the DHHS Office of Eligibility and Support Services and the Office of Home Energy Program. The CoC has a partnership with this office and can provide alternative methods for applying if there are barriers to applying at the office in a traditional manner. 3.The Montgomery County Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

3A-5c. Increasing Employment. Attachment Required.

Applicants must describe how the CoC:

- 1. promoted partnerships and access to employment opportunities with**

private employers and private employment organizations, such as holding job fairs, outreach to employers, and partnering with staffing agencies; and

**2. is working with public and private organizations to provide meaningful, education and training, on-the-job training, internship, and employment opportunities for residents of permanent supportive housing that further their recovery and well-being.
(limit 2,000 characters)**

1. The CoC routinely provides updates on employment opportunities, job fairs, and vocational training to providers from WorkSource Montgomery, Supportive Employment agencies, and DORS via email. The CoC hosts a bi-annual Homeless Resource Day (HRD) which provides a one-stop-shop for people experiencing homelessness to apply for benefits, obtain health screenings, get haircuts and clothing, and includes employers such as Shelters to Shelters program. Business leaders and members of the local Chamber of Commerce are included in many workgroups and committees. The CoC has recognized the need to support persons in obtaining and/or increasing income via employment. WorkSource development has been identified as a priority gap to address in the CoC. Employment specialist and vocational assistance has been incorporated into the case management role for Rapid Re-housing, and will be included in permanent supportive contracts. ICH is also seeking to add a member of the business community to improve relations with employers. 2. The CoC does work with public and private organization to provide vocational and employment opportunities. To develop a more comprehensive plan, the CoC is planning to utilize grant funds to conduct an environmental scan of employment opportunities and programs available to individuals experiencing homelessness. Similar to the CoC Housing Coordinator, a consultant would be utilized to provide coordination of various employment providers, support employment specialist within provider programs, and develop relationships with potential employers and internships within the CoC geographical area. Current partners include Career Catchers, Cornerstone Montgomery, Montgomery County Coalition for the Homeless, and Interfaith Works. Furthermore, the County contracts with WorkSource Montgomery, who serves as the County's local workforce development board to provide employment services throughout the County.

3A-5d. Promoting Employment, Volunteerism, and Community Service.

Applicants must select all the steps the CoC has taken to promote employment, volunteerism and community service among people experiencing homelessness in the CoC's geographic area:

1. The CoC trains provider organization staff on connecting program participants and people experiencing homelessness with education and job training opportunities.	<input type="checkbox"/>
2. The CoC trains provider organization staff on facilitating informal employment opportunities for program participants and people experiencing homelessness (e.g., babysitting, housekeeping, food delivery).	<input type="checkbox"/>
3. The CoC trains provider organization staff on connecting program participants with formal employment opportunities.	<input type="checkbox"/>
4. The CoC trains provider organization staff on volunteer opportunities for program participants and people experiencing homelessness.	<input type="checkbox"/>
5. The CoC works with organizations to create volunteer opportunities for program participants.	<input type="checkbox"/>

6. The CoC works with community organizations to create opportunities for civic participation for people experiencing homelessness (e.g., townhall forums, meeting with public officials).	<input type="checkbox"/>
7. Provider organizations within the CoC have incentives for employment.	<input type="checkbox"/>
8. The CoC trains provider organization staff on helping program participants budget and maximize their income to maintain stability in permanent housing.	<input type="checkbox"/>

3A-6. System Performance Measures 05/30/2019
Data–HDX Submission Date

**Applicants must enter the date the CoCs
submitted its FY 2018 System Performance
Measures data in HDX. (mm/dd/yyyy)**

3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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The FY 2019 CoC Program Competition Notice of Funding Availability at:

<https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/#nofa-and-notices>

Warning! The CoC Application score could be affected if information is incomplete on this formlet.

3B-1. Prioritizing Households with Children.

Applicants must check each factor the CoC currently uses to prioritize households with children for assistance during FY 2019.

1. History of or Vulnerability to Victimization (e.g. domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of previous homeless episodes	<input checked="" type="checkbox"/>
3. Unsheltered homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad credit or rental history	<input checked="" type="checkbox"/>
6. Head of Household with Mental/Physical Disability	<input checked="" type="checkbox"/>

3B-1a. Rapid Rehousing of Families with Children.

Applicants must:

1. describe how the CoC currently rehouses every household of families with children within 30 days of becoming homeless that addresses both housing and service needs;

2. describe how the CoC addresses both housing and service needs to ensure families with children successfully maintain their housing once

assistance ends; and

3. provide the organization name or position title responsible for overseeing the CoC's strategy to rapidly rehouse families with children within 30 days of them becoming homeless.

(limit 2,000 characters)

The CoC has revamped its coordinated intake to focus on diversion efforts to prevent shelter admission & rapidly rehouse them. Diversion can include housing location & financial assistance to obtain new housing; mediation with family/friends; relocation; and linkages to mainstream benefits and employment to increase income. When unsuccessful, shelters provide housing location help and case management that links homeless families to mainstream benefits & employment services. Families assessed with multiple needs & high barriers are referred for a CoC intensive team meeting to coordinate planning & access to supports across systems. One-time financial assistance for deposits, first month rent or relocation costs also help families exit homelessness. Families are also assisted with connecting to childcare subsidies, food stamps and other entitlements. Credit repair and expungement services are also offered by the CoC. 2.The CoC coordinated entry system uses a standard assessment to prioritize and quickly refer homeless families to the right housing intervention. Families in RRH receive case management including budgeting assistance; connection to mainstream benefits and employment opportunities; and linkages to educational, behavioral health and physical health services as needed to sustain housing when assistance ends. The CoC is committed to increasing RRH subsidies, a successful housing intervention as 79% maintained or exited to permanent during FY18. Families are also assisted to register for PHA waiting lists. Those who lack resources to maintain housing at program end are connected to the CoC locally-funded shallow rent subsidy program and/or are provided financial assistance to locate a more affordable unit. Emergency financial assistance is also available for those who are at-risk of loss of housing. 3.The Department of Health and Human Services, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

3B-1b. Antidiscrimination Policies.

Applicants must check all that apply that describe actions the CoC is taking to ensure providers (including emergency shelter, transitional housing, and permanent housing (PSH and RRH)) within the CoC adhere to antidiscrimination policies by not denying admission to or separating any family members from other members of their family or caregivers based on any protected classes under the Fair Housing Act, and consistent with 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or - Insured Housing.

1. CoC conducts mandatory training for all CoC- and ESG-funded housing and services providers on these topics.	<input checked="" type="checkbox"/>
2. CoC conducts optional training for all CoC- and ESG-funded housing and service providers on these topics.	<input checked="" type="checkbox"/>
3. CoC has worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	<input checked="" type="checkbox"/>

4. CoC has worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within the CoC geographic area that might be out of compliance and has taken steps to work directly with those facilities to come into compliance.

☒

3B-1c. Unaccompanied Youth Experiencing Homelessness–Addressing Needs.

Applicants must indicate whether the CoC’s strategy to address the unique needs of unaccompanied youth experiencing homelessness who are 24 years of age and younger includes the following:

1. Unsheltered homelessness	Yes
2. Human trafficking and other forms of exploitation	Yes
3. LGBT youth homelessness	Yes
4. Exits from foster care into homelessness	Yes
5. Family reunification and community engagement	Yes
6. Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs	Yes

3B-1c.1. Unaccompanied Youth Experiencing Homelessness–Prioritization Based on Needs.

Applicants must check all that apply that describes the CoC’s current strategy to prioritize unaccompanied youth based on their needs.

1. History of, or Vulnerability to, Victimization (e.g., domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of Previous Homeless Episodes	<input checked="" type="checkbox"/>
3. Unsheltered Homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad Credit or Rental History	<input checked="" type="checkbox"/>

3B-1d. Youth Experiencing Homelessness–Housing and Services Strategies.

Applicants must describe how the CoC increased availability of housing and services for:

- 1. all youth experiencing homelessness, including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive; and**
 - 2. youth experiencing unsheltered homelessness including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive.**
- (limit 3,000 characters)**

1.The CoC's strategy to increase housing and services for youth starts with an effort to more accurately count the number of youth experiencing homelessness. The CoC recognizes that youth may not engage in traditional homeless services and reaching them requires peer engagement. For this reason, the CoC joined the Maryland Youth REACH (Reach out, Engage, Assist, & Count to end Homelessness) which is Maryland's effort to better understand the number, characteristics, and needs of youth and young adults who are on their own and struggling with housing to improve the ways the CoC can help.2.The second part of the strategy to increase resources for youth was the creation of a youth advisory group (YAG) to provide feedback on the services and housing needed. The YAG has identified the need for additional housing and a place to "hang out" other than the adult shelters. The CoC has secured local funding to develop a drop-in center for youth that will serve as the access point for the youth Coordinated Entry System and target engagement of unsheltered youth experiencing homelessness. The drop-in center is expected to begin operations in January 2020.The CoC is also reviewing existing programs that serve youth experiencing homelessness to increase the effectiveness of housing and services. Currently there are two rapid rehousing programs that specifically target unaccompanied youth and parenting youth. In all other programs, youth is considered a vulnerability and contributes to how youth are prioritized for housing. This year, the CoC expanded a youth transitional housing program by 4 beds, going from 8 to 12.

3B-1d.1. Youth Experiencing Homelessness–Measuring Effectiveness of Housing and Services Strategies.

Applicants must:

- 1. provide evidence the CoC uses to measure each of the strategies in question 3B-1d. to increase the availability of housing and services for youth experiencing homelessness;**
- 2. describe the measure(s) the CoC uses to calculate the effectiveness of both strategies in question 3B-1d.; and**
- 3. describe why the CoC believes the measure it uses is an appropriate way to determine the effectiveness of both strategies in question 3B-1d. (limit 3,000 characters)**

1.The CoC will measure the effectiveness of strategies to increase housing and services to youth experiencing homelessness by collecting data on the number of youth receiving services and exits by youth to positive housing destinations. The CoC will also track the efforts of the Youth Advisory Group through the number of meetings, attendance, and number of advocacy events. As previously mentioned, the CoC is planning to open a youth drop-in center in January 2020. Tracking utilization of this program by youth will provide valuable feedback as to whether programming meets the needs of youth and exits to permanent housing will be a valuable measure to assessing program effectiveness. 2.For RRH and transitional housing programs, the CoC will be evaluating the cost per positive exit for youth to determine the cost effectiveness of the new program model. It is expected that the cost per positive exit will decrease due to the reduction in the length of stay in the rapid rehousing programs. 3.The CoC believes this is the best way to measure effectiveness as lower costs allow the CoC to serve more youth without impacting positive outcomes.

3B-1e. Collaboration–Education Services.

Applicants must describe:

- 1. the formal partnerships with:**
 - a. youth education providers;**
 - b. McKinney-Vento LEA or SEA; and**
 - c. school districts; and**
- 2. how the CoC collaborates with:**
 - a. youth education providers;**
 - b. McKinney-Vento Local LEA or SEA; and**
 - c. school districts.**

(limit 2,000 characters)

1.MD-601 CoC policy requires all homeless service providers, including those that are ESG and CoC funded, to ensure that children are enrolled in school and/or are connected to early childhood education. At program admission, the educational needs of children and youth are assessed by homeless providers and information is obtained from the home school. A brochure developed by Montgomery County Public Schools (MCPS) is provided to all homeless households and unaccompanied youth explaining their rights. If not currently enrolled, CoC provider staff will assist parents to enroll their children/youth in school or early childhood education. Unaccompanied youth are also assisted to enroll in school or other educational programming. Staff work with the MCPS Homeless Liaison to coordinate transportation to school so children/youth can continue without interruption. Additionally, a representative of MCPS sits on the Interagency Commission on Homelessness, the governing body of the CoC.

2.To assure that all providers and school personnel are familiar with these procedures, Montgomery County Department of Health and Human Services (DHHS) the Collaborative Applicant, trains MCPS staff about CoC resources & how to refer families for shelter/assistance. The MCPS Liaison educates all homeless providers about the eligibility of youth & families for educational services. DHHS monitors homeless programs to assure that procedures are followed & reviews case records to ensure educational needs of children/youth are met. Finally, the Maryland Department of Education has also begun including CoC lead participation at annual meetings with McKinney-Vento LEAs. MD-601 has been participating in these meetings as a avenue to further collaborate and strengthen partnerships.

3B-1e.1. Informing Individuals and Families Experiencing Homeless about Education Services Eligibility.

Applicants must describe policies and procedures the CoC adopted to inform individuals and families who become homeless of their eligibility for education services.
(limit 2,000 characters)

MD-601 CoC policy requires all homeless service providers, including those that are ESG and CoC funded, to ensure that children are enrolled in school and/or are connected to early childhood education. At program admission, the educational needs of children and youth are assessed by homeless providers and information is obtained from the home school. A brochure developed by Montgomery County Public Schools (MCPS) is provided to all homeless

households and unaccompanied youth explaining their rights. If not currently enrolled, CoC provider staff will assist parents to enroll their children/youth in school or early childhood education. Unaccompanied youth are also assisted to enroll in school or other educational programming. Staff work with the MCPS Homeless Liaison to coordinate transportation to school so children/youth can continue without interruption.

To assure that all providers and school personnel are familiar with these procedures, Montgomery County Department of Health and Human Services (DHHS) the Collaborative Applicant, trains MCPS staff about CoC resources & how to refer families for shelter/assistance. The MCPS Liaison educates all homeless providers about the eligibility of youth & families for educational services. DHHS monitors homeless programs to assure that procedures are followed & reviews case records to ensure educational needs of children/youth are met.

3B-1e.2. Written/Formal Agreements or Partnerships with Early Childhood Services Providers.

Applicant must indicate whether the CoC has an MOU/MOA or other types of agreements with listed providers of early childhood services and supports and may add other providers not listed.

	MOU/MOA	Other Formal Agreement
Early Childhood Providers	No	Yes
Head Start	No	No
Early Head Start	No	No
Child Care and Development Fund	No	No
Federal Home Visiting Program	No	No
Healthy Start	No	No
Public Pre-K	No	No
Birth to 3 years	No	Yes
Tribal Home Visiting Program	No	No
Other: (limit 50 characters)		
Local Childcare Subsidy	No	Yes
	No	No

3B-2. Active List of Veterans Experiencing Homelessness.

Applicant must indicate whether the CoC uses an active list or by-name list to identify all veterans experiencing homelessness in the CoC. Yes

3B-2a. VA Coordination—Ending Veterans Homelessness.

Applicants must indicate whether the CoC is actively working with the U.S. Department of Veterans Affairs (VA) and VA-funded programs to achieve the benchmarks and Yes

criteria for ending veteran homelessness.

3B-2b. Housing First for Veterans.

Applicants must indicate whether the CoC Yes
has sufficient resources to ensure each
veteran experiencing homelessness is
assisted to quickly move into permanent
housing using a Housing First approach.

3B-3. Racial Disparity Assessment. Attachment Required.

Applicants must:
1. select all that apply to indicate the findings from the CoC's Racial
Disparity Assessment; or
2. select 7 if the CoC did not conduct a Racial Disparity Assessment.

1. People of different races or ethnicities are more likely to receive homeless assistance.	<input checked="" type="checkbox"/>
2. People of different races or ethnicities are less likely to receive homeless assistance.	<input type="checkbox"/>
3. People of different races or ethnicities are more likely to receive a positive outcome from homeless assistance.	<input type="checkbox"/>
4. People of different races or ethnicities are less likely to receive a positive outcome from homeless assistance.	<input checked="" type="checkbox"/>
5. There are no racial or ethnic disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
6. The results are inconclusive for racial or ethnic disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
7. The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

3B-3a. Addressing Racial Disparities.

Applicants must select all that apply to indicate the CoC's strategy to
address any racial disparities identified in its Racial Disparities
Assessment:

1. The CoC is ensuring that staff at the project level are representative of the persons accessing homeless services in the CoC.	<input checked="" type="checkbox"/>
2. The CoC has identified the cause(s) of racial disparities in their homeless system.	<input checked="" type="checkbox"/>
3. The CoC has identified strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
4. The CoC has implemented strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>

5. The CoC has identified resources available to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
6: The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

Instructions:

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Warning! The CoC Application score could be affected if information is incomplete on this formlet.

4A-1. Healthcare—Enrollment/Effective Utilization

Applicants must indicate, for each type of healthcare listed below, whether the CoC assists persons experiencing homelessness with enrolling in health insurance and effectively utilizing Medicaid and other benefits.

Type of Health Care	Assist with Enrollment	Assist with Utilization of Benefits?
Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)	Yes	Yes
Private Insurers:	Yes	Yes
Non-Profit, Philanthropic:	Yes	Yes
Other: (limit 50 characters)		
	No	No

4A-1a. Mainstream Benefits.

Applicants must:

1. describe how the CoC systematically keeps program staff up to date regarding mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within the geographic area;
2. describe how the CoC disseminates the availability of mainstream resources and other assistance information to projects and how often;
3. describe how the CoC works with projects to collaborate with healthcare organizations to assist program participants with enrolling in

health insurance;
4. describe how the CoC provides assistance with the effective utilization of Medicaid and other benefits; and
5. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy for mainstream benefits.
(limit 2,000 characters)

1.The CoC systematically keeps program staff up-to-date through maintaining relationships with mainstream providers and colleagues in the Montgomery County Department of Health and Human Services (MC DHHS) to ensure that the CoC is aware of any updates to resource availability. 2.The CoC shares information on the availability of mainstream resources via email, monthly CES meetings, and community-wide meetings. CoC Adult & Family Provider teams, which meet bi-monthly, provide a forum to train providers & share information about mainstream resources. SOAR training is also provided four times per year through the CoC Local Behavioral Health Authority.3.The CoC coordinates with mainstream programs to enroll persons in health insurance and other benefits. MobileMed provides health insurance enrollment assistance & health services on-site at shelters for 300 homeless adults per year. DHHS assists persons to enroll in Medicaid, TANF, SNAP, Temporary Disability Assistance, SSI and other benefits at its annual Homeless Resource Day. Health Care for the Homeless partners with area hospitals to assure persons are enrolled in health insurance coverage prior to discharge and provides assistance post-discharge to medically vulnerable persons that need continued assistance with insurance eligibility.4. During Homeless Resource Day, Social Security Administration provides annual training to CoC providers and informs CoC of public training in the community. Information about new/updated resources is sent to all CoC providers via email alerts. The CoC collaborates with community partners to ensure effective utilization of Medicaid and other available benefits during intensive team case reviews, communication with contract monitors, and Continuous Learning Courses available through DHHS. 5. DHHS, Chief of Services to End and Prevent Homelessness is responsible for overseeing this strategy.

4A-2. Lowering Barriers to Entry Data:

Applicants must report:

1. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition.	13
2. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	13
Percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects the CoC has ranked in its CoC Priority Listing in the FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

4A-3. Street Outreach.

Applicants must:

1. describe the CoC's street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are

**identified and engaged;
2. state whether the CoC's Street Outreach covers 100 percent of the CoC's geographic area;
3. describe how often the CoC conducts street outreach; and
4. describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.
(limit 2,000 characters)**

1 & 2. The CoC has four homeless street outreach providers that serve 100% of the CoC geographic area. In the last three years, the outreach capacity in the CoC has nearly tripled. 3. Outreach is provided daily with all teams required to provide services during early morning, late evening, and on the weekends as well as during normal business hours. Providers have been trained in Motivational Interviewing and Assertive Engagement. The CoC's Outreach Coordinator oversees the overall outreach strategy. This includes overseeing semi-annual "blitz" counts to identify trends and emerging hot spots. This person also acts as a liaison between the outreach providers and the business community. Clients are assigned to street outreach through the Coordinated Entry System, targeting those most resistant to services. Outreach teams have bilingual staff and access to a language line for those with Limited English Proficiency. 4. Outreach is assertive and persistent. Services are provided on the streets and in locations where people experiencing homelessness frequent. When appropriate, outreach workers connect clients to other beneficial services like Assertive Community Treatment, emergency shelter, Safe Haven, and substance use treatment. Another part of the strategy involves partnering with library staff, police officers, meal programs, and businesses to identify individuals that are the most resistant to services. This year, the CoC added a Homeless Outreach Hotline for community members to call and report locations of encampments and people sleeping outside. This has greatly improved our knowledge of the unsheltered population.

4A-4. RRH Beds as Reported in HIC.

Applicants must report the total number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2018 and 2019.

	2018	2019	Difference
RRH beds available to serve all populations in the HIC	289	283	-6

4A-5. Rehabilitation/Construction Costs—New No Projects.

Applicants must indicate whether any new project application the CoC ranked and submitted in its CoC Priority Listing in the FY 2019 CoC Program Competition is requesting \$200,000 or more in funding for housing rehabilitation or new construction.

4A-6. Projects Serving Homeless under Other Federal Statutes. No

Applicants must indicate whether the CoC is requesting to designate one or more of its SSO or TH projects to serve families with children or youth defined as homeless under other federal statutes.

4B. Attachments

Instructions:

Multiple files may be attached as a single .zip file. For instructions on how to use .zip files, a reference document is available on the e-snaps training site:
<https://www.hudexchange.info/resource/3118/creating-a-zip-file-and-capturing-a-screenshot-resource>

Document Type	Required?	Document Description	Date Attached
FY 2019 CoC Competition Report (HDX Report)	Yes	MD-601 FY 2019 Co...	09/26/2019
1C-4.PHA Administration Plan–Moving On Multifamily Assisted Housing Owners' Preference.	No	MD-601 Moving on ...	09/26/2019
1C-4. PHA Administrative Plan Homeless Preference.	No	MD-601 PHA Admini...	09/26/2019
1C-7. Centralized or Coordinated Assessment System.	Yes	MD-601 CE Assessm...	09/26/2019
1E-1.Public Posting–15-Day Notification Outside e-snaps–Projects Accepted.	Yes	MD-601 Projects A...	09/26/2019
1E-1. Public Posting–15-Day Notification Outside e-snaps–Projects Rejected or Reduced.	Yes	MD-601 Projects R...	09/26/2019
1E-1.Public Posting–30-Day Local Competition Deadline.	Yes	MD-601 Local Comp...	09/26/2019
1E-1. Public Posting–Local Competition Announcement.	Yes	MD-601 Local Comp...	09/26/2019
1E-4.Public Posting–CoC-Approved Consolidated Application	Yes		
3A. Written Agreement with Local Education or Training Organization.	No	MD-601 Local Work...	09/26/2019
3A. Written Agreement with State or Local Workforce Development Board.	No	MD-601 Local Educ...	09/26/2019
3B-3. Summary of Racial Disparity Assessment.	Yes	MD-601 Racial Dis...	09/26/2019
4A-7a. Project List-Homeless under Other Federal Statutes.	No		
Other	No	MD-601 Certificat...	09/26/2019
Other	No		

Other	No		
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Attachment Details

Document Description: MD-601 FY 2019 CoC Competition Report

Attachment Details

Document Description: MD-601 Moving on Multifamily Preference

Attachment Details

Document Description: MD-601 PHA Administrative Plan Homeless Preference

Attachment Details

Document Description: MD-601 CE Assessment Tool

Attachment Details

Document Description: MD-601 Projects Accepted Notification

Attachment Details

Document Description: MD-601 Projects Rejected/Reduced Notification

Attachment Details

Document Description: MD-601 Local Competition Deadline

Attachment Details

Document Description: MD-601 Local Competition Public Announcement

Attachment Details

Document Description:

Attachment Details

Document Description: MD-601 Local Workforce Agreement

Attachment Details

Document Description: MD-601 Local Education or Training
Organization Agreements

Attachment Details

Document Description: MD-601 Racial Disparity Assessment Summary

Attachment Details

Document Description:

Attachment Details

Document Description: MD-601 Certificate of Consistency

Attachment Details

Document Description:

Attachment Details

Document Description:

Submission Summary

Ensure that the Project Priority List is complete prior to submitting.

Page	Last Updated
1A. Identification	09/20/2019
1B. Engagement	09/27/2019
1C. Coordination	09/26/2019
1D. Discharge Planning	No Input Required
1E. Local CoC Competition	09/26/2019
1F. DV Bonus	No Input Required
2A. HMIS Implementation	09/27/2019
2B. PIT Count	09/27/2019
3A. System Performance	09/27/2019
3B. Performance and Strategic Planning	09/26/2019
4A. Mainstream Benefits and Additional Policies	09/26/2019
4B. Attachments	Please Complete

FY2019 CoC Application	Page 51	09/27/2019
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Submission Summary

No Input Required

2019 HDX Competition Report

PIT Count Data for MD-601 - Montgomery County CoC

Total Population PIT Count Data

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count	981	894	840	647
Emergency Shelter Total	589	563	531	459
Safe Haven Total	35	37	28	22
Transitional Housing Total	261	163	148	91
Total Sheltered Count	885	763	707	572
Total Unsheltered Count	96	131	133	75

Chronically Homeless PIT Counts

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count of Chronically Homeless Persons	151	163	124	11
Sheltered Count of Chronically Homeless Persons	107	112	94	9
Unsheltered Count of Chronically Homeless Persons	44	51	30	2

2019 HDX Competition Report

PIT Count Data for MD-601 - Montgomery County CoC

Homeless Households with Children PIT Counts

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children	109	86	85	61
Sheltered Count of Homeless Households with Children	109	84	85	61
Unsheltered Count of Homeless Households with Children	0	2	0	0

Homeless Veteran PIT Counts

	2011	2016	2017	2018	2019
Total Sheltered and Unsheltered Count of the Number of Homeless Veterans	41	17	14	18	13
Sheltered Count of Homeless Veterans	27	12	11	18	11
Unsheltered Count of Homeless Veterans	14	5	3	0	2

2019 HDX Competition Report

HIC Data for MD-601 - Montgomery County CoC

HMIS Bed Coverage Rate

Project Type	Total Beds in 2019 HIC	Total Beds in 2019 HIC Dedicated for DV	Total Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) Beds	275	59	216	100.00%
Safe Haven (SH) Beds	34	0	34	100.00%
Transitional Housing (TH) Beds	109	20	89	100.00%
Rapid Re-Housing (RRH) Beds	283	0	283	100.00%
Permanent Supportive Housing (PSH) Beds	2030	0	1897	93.45%
Other Permanent Housing (OPH) Beds	197	0	197	100.00%
Total Beds	2,928	79	2716	95.33%

2019 HDX Competition Report

HIC Data for MD-601 - Montgomery County CoC

PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

Chronically Homeless Bed Counts	2016 HIC	2017 HIC	2018 HIC	2019 HIC
Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC	210	249	425	439

Rapid Rehousing (RRH) Units Dedicated to Persons in Household with Children

Households with Children	2016 HIC	2017 HIC	2018 HIC	2019 HIC
RRH units available to serve families on the HIC	55	55	89	93

Rapid Rehousing Beds Dedicated to All Persons

All Household Types	2016 HIC	2017 HIC	2018 HIC	2019 HIC
RRH beds available to serve all populations on the HIC	182	180	289	283

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Summary Report for MD-601 - Montgomery County CoC

Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

Metric 1.1: Change in the average and median length of time persons are homeless in ES and SH projects.

Metric 1.2: Change in the average and median length of time persons are homeless in ES, SH, and TH projects.

a. This measure is of the client's entry, exit, and bed night dates strictly as entered in the HMIS system.

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2017	FY 2018	Submitted FY 2017	FY 2018	Difference	Submitted FY 2017	FY 2018	Difference
1.1 Persons in ES and SH	2305	2099	96	84	-12	49	48	-1
1.2 Persons in ES, SH, and TH	2452	2202	124	107	-17	60	57	-3

b. This measure is based on data element 3.17.

This measure includes data from each client's Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects between Project Start and Housing Move-In. This information is added to the client's entry date, effectively extending the client's entry date backward in time. This "adjusted entry date" is then used in the calculations just as if it were the client's actual entry date.

The construction of this measure changed, per HUD's specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2017	FY 2018	Submitted FY 2017	FY 2018	Difference	Submitted FY 2017	FY 2018	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	2310	2175	254	329	75	79	93	14
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	2480	2297	291	385	94	97	106	9

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

After entering data, please review and confirm your entries and totals. Some HMIS reports may not list the project types in exactly the same order as they are displayed below.

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)	Returns to Homelessness in Less than 6 Months		Returns to Homelessness from 6 to 12 Months		Returns to Homelessness from 13 to 24 Months		Number of Returns in 2 Years	
		FY 2018	% of Returns	FY 2018	% of Returns	FY 2018	% of Returns	FY 2018	% of Returns
Exit was from SO	64	11	17%	3	5%	7	11%	21	33%
Exit was from ES	513	18	4%	16	3%	32	6%	66	13%
Exit was from TH	177	9	5%	5	3%	26	15%	40	23%
Exit was from SH	13	3	23%	1	8%	0	0%	4	31%
Exit was from PH	209	10	5%	5	2%	7	3%	22	11%
TOTAL Returns to Homelessness	976	51	5%	30	3%	72	7%	153	16%

Measure 3: Number of Homeless Persons

Metric 3.1 – Change in PIT Counts

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

	January 2017 PIT Count	January 2018 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	894	840	-54
Emergency Shelter Total	563	531	-32
Safe Haven Total	37	28	-9
Transitional Housing Total	163	148	-15
Total Sheltered Count	763	707	-56
Unsheltered Count	131	133	2

Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2017	FY 2018	Difference
Universe: Unduplicated Total sheltered homeless persons	2507	2314	-193
Emergency Shelter Total	2287	2134	-153
Safe Haven Total	66	66	0
Transitional Housing Total	290	253	-37

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	334	332	-2
Number of adults with increased earned income	20	34	14
Percentage of adults who increased earned income	6%	10%	4%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	334	332	-2
Number of adults with increased non-employment cash income	80	111	31
Percentage of adults who increased non-employment cash income	24%	33%	9%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	334	332	-2
Number of adults with increased total income	90	135	45
Percentage of adults who increased total income	27%	41%	14%

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	159	160	1
Number of adults who exited with increased earned income	23	21	-2
Percentage of adults who increased earned income	14%	13%	-1%

Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	159	160	1
Number of adults who exited with increased non-employment cash income	28	43	15
Percentage of adults who increased non-employment cash income	18%	27%	9%

Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	159	160	1
Number of adults who exited with increased total income	46	57	11
Percentage of adults who increased total income	29%	36%	7%

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	2144	2007	-137
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	616	593	-23
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	1528	1414	-114

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	2308	2393	85
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	734	882	148
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	1574	1511	-63

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2018 (Oct 1, 2017 - Sept 30, 2018) reporting period.

Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2017	FY 2018	Difference
Universe: Persons who exit Street Outreach	102	51	-51
Of persons above, those who exited to temporary & some institutional destinations	25	8	-17
Of the persons above, those who exited to permanent housing destinations	19	25	6
% Successful exits	43%	65%	22%

Metric 7b.1 – Change in exits to permanent housing destinations

2019 HDX Competition Report

FY2018 - Performance Measurement Module (Sys PM)

	Submitted FY 2017	FY 2018	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	2016	1906	-110
Of the persons above, those who exited to permanent housing destinations	717	785	68
% Successful exits	36%	41%	5%

Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2017	FY 2018	Difference
Universe: Persons in all PH projects except PH-RRH	1889	1530	-359
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	1842	1498	-344
% Successful exits/retention	98%	98%	0%

2019 HDX Competition Report

FY2018 - SysPM Data Quality

MD-601 - Montgomery County CoC

This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports into order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.

2019 HDX Competition Report

FY2018 - SysPM Data Quality

	All ES, SH				All TH				All PSH, OPH				All RRH				All Street Outreach			
	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018
1. Number of non-DV Beds on HIC	268	257	260	258	273	284	178	150	1924	1948	2030	2243	75	160	180	289				
2. Number of HMIS Beds	268	257	260	258	273	284	178	150	1800	1812	1927	2123	75	104	121	289				
3. HMIS Participation Rate from HIC (%)	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	93.56	93.02	94.93	94.65	100.00	65.00	67.22	100.00				
4. Unduplicated Persons Served (HMIS)	2524	2384	2330	2440	419	470	317	264	1903	1946	2033	2358	213	329	358	497	454	361	431	530
5. Total Leavers (HMIS)	2199	2045	1994	2147	186	267	193	191	194	185	181	318	67	144	141	191	390	304	304	433
6. Destination of Don't Know, Refused, or Missing (HMIS)	826	937	840	399	25	34	12	5	12	16	23	12	7	11	16	13	200	132	125	174
7. Destination Error Rate (%)	37.56	45.82	42.13	18.58	13.44	12.73	6.22	2.62	6.19	8.65	12.71	3.77	10.45	7.64	11.35	6.81	51.28	43.42	41.12	40.18

2019 HDX Competition Report

Submission and Count Dates for MD-601 - Montgomery County CoC

Date of PIT Count

	Date	Received HUD Waiver
Date CoC Conducted 2019 PIT Count	1/23/2019	

Report Submission Date in HDX

	Submitted On	Met Deadline
2019 PIT Count Submittal Date	4/30/2019	Yes
2019 HIC Count Submittal Date	4/29/2019	Yes
2018 System PM Submittal Date	5/30/2019	Yes

Amended and Restated Memorandum of Understanding

Department of Housing and Community Affairs and Housing Opportunities Commission of Montgomery County

Recordation Tax Funding

Montgomery County, Maryland, through its Department of Housing and Community Affairs ("DHCA"), and the Housing Opportunities Commission of Montgomery County ("HOC") entered into a Memorandum of Understanding dated August 27, 2018 (the "MOU"), to partner in the implementation of rental assistance programs dedicated to providing and maintaining housing for Montgomery County residents through the provision of rent subsidies and other housing related assistance.

DHCA and HOC wish to amend and restate the MOU to, among other things, include additional assistance programs within the scope of the MOU ("Amended and Restated MOU").

The parties agree that there continues to be an urgent need to provide rental subsidies to low and moderate-income residents of Montgomery County due to the high cost of housing. To ensure housing acquisition, and retention for Montgomery County residents, the following programs and initiatives will provide security deposit assistance, moving assistance, unit renovations and/or rental subsidies (individually referred to as "program" and collectively referred to as "programs"):

Rent Supplement Program (RSP)

Ambassador Apartments Relocation Project (ARP)

Move-Up Initiative (MUI)

Community Choice Homes Initiative (CCH)

Youth Bridge Initiative (YBI)

State Rental Allowance Program (RAP)

Eviction Prevention Initiative (EPI)

DHCA shall be responsible for:

- Providing funding to HOC to support staffing, administrative costs, security deposit assistance, moving assistance, unit renovations and rental subsidies for program participants.

- Providing oversight and monitoring of HOC to ensure successful implementation of the RSP, ARP, MUI, CCH, YBI, RAP and EPI including DHCA's review of HOC's quarterly submissions of invoices and supporting documentation as well as a quarterly program report, as provided below.

HOC shall be responsible for:

- Hiring and maintaining staff to implement the RSP, ARP, MUI, CCH, YBI, RAP and the EPI.
- Supervising staff and overseeing the day-to-day operations of the RSP, ARP, MUI, CCH, YBI, RAP and the EPI.
- Developing and maintaining an application, enrollment, screening and eligibility process for the RSP, ARP, MUI, CCH, YBI, RAP and the EPI.
- Developing and executing agreements and contracts with landlords to ensure their compliance with each program's requirements.
- Issuing security deposit and/or rental subsidy payments to landlords on behalf of RSP, ARP, MUI, CCH, YBI, RAP and EPI participants.
- Issuing moving and unit renovation payments to vendors on behalf of RSP, ARP, MUI, CCH and YBI participants.
- Re-certifying RSP, MUI, CCH and YBI participants annually.
- Managing RSP, ARP, MUI, CCH, YBI, RAP and EPI budgets to ensure appropriate expenditures and adherence to overall budgets.
- Maintaining demographic information to include: average household size, age classification, race, ethnicity, household bedroom sizes, average rent, range of area median income, average gross monthly income, and average program subsidy.

NOW THEREFORE, the parties acknowledge and agree that this Amended and Restated MOU and the funding provided hereunder is conditioned on the satisfaction of each of the following terms and conditions:

1. Program Implementation

HOC will implement and administer the Rent Supplement Program, Ambassador Apartments Relocation Project, Move-Up Initiative, Community Choice Homes Initiative, Youth Bridge Initiative, State Rental Allowance Program and the Eviction Prevention Initiative according to the attached operational procedures and guidelines (EXHIBIT A, EXHIBIT C, EXHIBIT E, EXHIBIT G, EXHIBIT I, EXHIBIT K and EXHIBIT M).

2. Funding

DHCA agrees to provide funding to HOC to cover the cost of staffing, administrative expenses, unit renovations, security deposits, moving expenses and rental subsidies

as outlined in the attached budgets (EXHIBIT B, EXHIBIT D, EXHIBIT F, EXHIBIT H, EXHIBIT J, EXHIBIT L and EXHIBIT N) for the period of July 1, 2018 through June 30, 2019. Total funding for the period of July 1, 2018 through June 30, 2019 is \$3,294,606.10.

3. Quarterly Funding Request

HOC will submit on a quarterly basis a funding request/invoice based on documented expenditures for each program.

4. Quarterly Program Report

HOC will submit on a quarterly basis a program report including program enrollment information (e.g., participant demographic information), total expenditures and projected funding need for the subsequent quarter for each program and such other information as DHCA requests.

5. Termination Provisions

- a. Termination for Convenience.* This Amended and Restated MOU may be terminated, in whole or in part, by mutual agreement of the parties. Such termination shall be evidenced in writing and executed by both parties.
- b. Termination for Default.* If either party fails to fulfill its obligations under this Amended and Restated MOU properly and on time, or otherwise violates any provision of the Amended and Restated MOU, the other party may terminate the MOU after providing written notice and an opportunity to cure to the non-performing party. The notice shall specify the acts or omissions relied upon as cause for termination and provide at least a 30-day period to cure the non-performance. In the event the cure cannot reasonably be accomplished in 30 days, the cure period shall be extended for such reasonable time as is necessary to accomplish the cure, so long as the non-performing party commences the cure within the 30-day period and diligently pursues it thereafter.
- c. Termination for Lack of Funding.* Upon ninety (90) days prior written notice, either party may terminate this Amended and Restated MOU for lack of funding, including but not limited to, a failure by the County Council to appropriate funds.
- d. Any mutual termination of this Agreement must be in writing and signed by both parties. Any termination for default, after the cure period, shall be unilateral and evidenced by a notice to the non-performing party from the other party. Any notice for lack of funding shall be unilateral and evidenced by a written notice to the other party.*

- e. Notice shall be deemed received or given (i) three days from the date mailed postage prepaid with the United States Postal Service or (ii) on the date of hand delivery during regular business hours, and shall be delivered as follows:

To DHCA:

Director
Department of Housing and Community Affairs
1401 Rockville Pike, 4th Floor
Rockville, MD
20852

To HOC:

Executive Director
Housing Opportunities Commission of Montgomery County
10400 Detrick Avenue
Kensington, MD 20895

6. Indemnification.

Each party agrees to indemnify and hold the other party harmless from any loss or any other damage that may be done to or suffered by the other party due to the other party's willful or intentional misconduct or negligence in fulfilling its obligations under this Amended and Restated MOU.

Any obligation or liability of DHCA or HOC arising in any way from this Amended and Restated MOU is subject to, limited by, and contingent upon the appropriation and availability of funds. Any indemnification given by DHCA or HOC in this Agreement is limited by the damage caps and notice requirements stated in the Local Government Tort Claims Act, Md. Code Ann., Cts. & Jud. Proc. §§ 5-301, et seq. (the "LGTCA"); and Md. Code Ann., Cts. & Jud. Proc. §5-5A-02 (together the "County Indemnification Statutes"), all as amended from time to time, and that any indemnification given by either party in this Amended and Restated MOU is not intended to create any rights or causes of action in any third parties or to increase either party's liability above the caps provided in the County Indemnification Statutes, as applicable. Any increases in any caps shall apply to this Amended and Restated MOU automatically.

7. Miscellaneous.

- a. This Amended and Restated MOU shall not be assignable or transferable without the prior written consent of DHCA and HOC.
- b. This Amended and Restated MOU may not be changed, altered, or modified except by written agreement executed by DHCA and HOC.

- c. This Amended and Restated MOU is for the exclusive benefit of DHCA and HOC. No other person or entity shall have rights under or be deemed a beneficiary of this Amended and Restated MOU.
- d. This Amended and Restated MOU supersedes and replaces in its entirety the MOU executed by the parties on August 27, 2018.
- e. Primary contacts for the administration of this Agreement are:
 - For DHCA: Timothy J. Goetzinger
Acting Director
1401 Rockville Pike, 4th Floor
Rockville, MD 20852
timothy.goetzingermontgomerycountymd.gov
 - For HOC: Fred Swan
Director
Resident Services
10400 Detrick Avenue
Kensington, MD 20895
fred.swan@hocmc.org
- f. Counterparts. This Amended and Restated MOU may be executed in counterparts, each of which shall constitute an original.

8. Agreement.

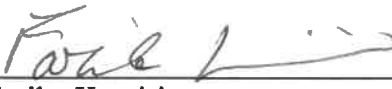
This Amended and Restated MOU, together with any EXHIBITs attached hereto and incorporated herein by reference, represents the complete, total and final understanding of DHCA and HOC and no other understanding or representations oral or written, regarding the subject matter of this Amended and Restated MOU shall be deemed to exist or bind the parties hereto at the time of the execution.

9. Term.

The term of this Amended and Restated MOU begins on July 1, 2018 and ends on June 30, 2019. This Amended and Restated MOU can be renewed upon the availability of funds and the mutual agreement of the parties if evidenced in writing signed by both parties.

(Signatures on following page)

MONTGOMERY COUNTY, MARYLAND

By: 
Fariba Kassiri
Deputy Chief Administrative Officer

Date: 3/15/19


Recommended by:

Department of Housing and Community Affairs

By: 
Timothy J. Goetzinger
Acting Director

Date: 3/12/19

APPROVED FOR FORM AND LEGALITY

By: 
Vickie L. Gaul
Associate County Attorney

Date: 3/14/19

EXHIBIT E

MOVE UP INITIATIVE Operational Procedures & Guidelines

Overview:

The Move Up Initiative (MUI) is a partnership between the Montgomery County's Department of Health and Human Services (DHHS) and HOC. The purposes of the MUI are two-fold: (i) to assist the County in reaching its goal of ending chronic homelessness and (ii) to provide a means for permanent supportive housing program participants to "move up" from programs that provide intensive supportive services and housing assistance to being more integrated into the broader County communities once they no longer need the supportive services. There are currently a number of single adults and families residing in site-based permanent supportive housing programs that no longer need the level of supportive services that are attached to these programs. However, these single adults and families still need long term housing subsidies.

As a means of moving these single adults and families into scattered sites units within the broader community, a funding source for long term housing subsidies are needed. Also, by moving these single adults and families up to more independent housing, the program slots that they vacate can be used to house the chronically homeless and help the County reach its goal of ending chronic homelessness. Ten housing subsidies will be provided through the MUI. The following procedures and guidelines govern the implementation and ongoing operation of the MUI.

Eligibility Criteria:

The MUI is intended to serve Montgomery County residents who are currently participants in permanent supportive housing programs within the County's Homeless Continuum of Care (CoC) that no longer need the intensive support services but continue to need long term housing subsidies. All applicants must meet the eligibility criteria to be approved for program participation and to continue to receive assistance.

To be deemed eligible for MUI all applicants/participants must:

- Be a Montgomery County resident residing in a permanent supportive housing program within the CoC;
- Be referred by DHHS;
- Not have income that exceeds 60% of Area Median Income;
- Not (nor the unit they reside in) be receiving other Federal subsidies (e.g., Housing Choice Voucher, Low Income **Public** Housing, Section 236 Preservation Program, etc.); and,

- Have a rent obligation/burden that exceeds 30% of their gross monthly income

Referrals & Eligibility Screening:

Applicants are referred to HOC from DHHS. All residents must complete the MUI application process to be considered for enrollment. All applications will be reviewed for completeness and will not be accepted if not completed. Once all required documents and information is submitted, HOC will review documents and information to screen for eligibility determination. The following process/guidelines will be utilized to evaluate each eligibility criteria.

Income

Applicants must demonstrate that they fall within the eligible income parameters by providing documentation of all income for all household members. Documentation includes tax returns, W2s, pay stubs, letters from employers, etc. Additionally, applicants must submit documentation of any government assistance (e.g., SSI, SSDI, TCA, etc.) and other income sources (e.g., child support, alimony, etc.). HOC will verify submitted documentation and information. If an applicant is approved for program participation their household income must remain within the eligible income parameters at all times for continued participation.

Rent Requirement & Landlord Contract

Applicants and program participants must reside in, or intend to reside in, a housing unit in Montgomery County with rent that does not exceed the Fair Market Rent Standards. Applicant's landlord must sign a MUI contract for the landlord to be approved for program participation. If an applicant is approved for program participation their landlord must maintain an active contract with HOC and be in full compliance at all times for the participant to continue to be eligible for assistance.

Rent Arrearages

Participants must be current with the rent at all times to continue to receive assistance. MUI assistance is for ongoing rent only and not for rent arrearages.

Receipt of Federal Assistance

HOC will screen to see if applicants are receiving any federal housing assistance (i.e., Housing Choice Voucher, Low Income Public Housing, Section 236 Preservation Program, etc.). Any applicant determined to be receiving assistance will not be eligible or approved for program participation. If any participant is determined to be receiving federal housing assistance at any time they will be terminated from the program.

Rent Obligation/Burden

HOC will determine an applicant's rent obligation/burden based on their gross monthly income as compared to the monthly rent for the unit they reside (or plan to reside) in. Applicants rent burden must be determined to be greater than 30% of their gross monthly income to be determined eligible for the program. Additionally, participant's rent burden must remain above 30% of their gross monthly income to continue to receive assistance.

Subsidy Determination:

Program participant's subsidy amount will be determined based on their income and the total rent for the unit they reside in. Unit rents cannot exceed the Fair Market Rent Standards. The actual subsidy amount shall be based on the difference between 30% of participant's gross monthly income and the total rent amount.

Length of Program Participation:

Contingent upon funding availability, program participants will receive 12-months of assistance after initial enrollment in the MUI. Program participants can continue to receive assistance in 12-months intervals if they are determined eligible through the recertification process. Contingent upon funding availability, there shall be no limit on the number of 12-months intervals of assistance for program participants.

Termination:

Program participants shall be terminated from the MUI and have their subsidy discontinued for the following reasons:

Failure to meet any eligibility requirement;

- Failure to pay rent (i.e., accumulating rent arrearages);
- Failure to comply with lease;
- Eviction;
- Vacating housing unit without prior notification to program staff;
- Being convicted of a felony; and,
- A lack of funding availability to pay subsidies on behalf of program participant.

Appeal Process:

Applicants who are denied enrollment/participation in, or terminated from, the MUI may appeal these decisions. Appeals must be requested in writing and received by HOC within 30 business days of the notice of denial or termination. Upon receipt of an appeal request, HOC will schedule an in-person case review with the application within 14 business days

of receiving the request. Applicants/former participants shall be allowed to present their case for an appeal at the review (including presenting any/all documentation, explanations and clarifications). The HOC Program Specialist will make an appeal decision and notify the applicants/former participants within 14 business days of the case review. If an applicant/former participant is not satisfied with the decision of the HOC Program Specialist, then they may appeal to the HOC Resident Services Director. All appeals to the HOC Resident Services Director must be received in writing within 10 business days of the notice of denial by the HOC Program Specialist. Upon receipt of an appeal request, the HOC Resident Services Director (or his/her designee) will schedule an in-person review with the applicants/former participants within 15 business days of receiving the request. Applicants/former participants shall be allowed to present their case for an appeal at the review (including presenting any/all documentation, explanations and clarifications). The HOC Resident Services Director will make an appeal decision and notify the applicant within 15 business days of the review. The decision of the HOC Resident Services Director is final and cannot be appealed.



Administrative Plan

Housing Choice Voucher Program

Revisions Approved by HOC's Board of Commissioners: May 8, 2019

- The evicted person no longer participates in any drug related criminal activity.

If an applicant makes a false statement in order to qualify for a local preference, HOC will deny the local preference.

F. LOCAL PREFERENCES [24 CFR 5.410]

HOC offers public notice when changing its preference system and the notices are publicized using the same guidelines as those for opening and closing the wait list.

HOC uses the following local preference system:

First Local Preference – Displacement: Families who are displaced as a result of a State or County redevelopment project, or a change in the nature of a project that is part of the County plan for maintaining affordable housing, and who are referred by the County Executive’s Office. A signed certification from the County Executive’s office is required for the family to qualify for this preference. [Two Points]

Second Local Preference – Residency preference for families who live, work, or have a bona fide offer to work in Montgomery County. To qualify for this preference, evidence is required either at the time of application or at the time of selection from the wait list. HOC will treat graduates of, or active participants in, education or training programs in Montgomery County as residents of Montgomery County if the education or training program is designed to prepare individuals for the job market. To qualify and satisfy this preference, graduates must have graduated after the initial application for housing. [One Point]

Third Local Preference – HUD funded 2006 Main Stream Disabled (MSD) program; 15 units. [Two Points]

Fourth Local Preference – Veterans: Preference is given for ten (10) veterans and their families. The applicant must be at least 18 years old and a veteran.

HOC verifies the preference with a list of homeless veterans and their families provided by the Montgomery County Department of Health and Human Services (DHHS). [Three Points]

Fifth Local Preference – Families with Histories of Homelessness: Preference is given for ten (10) families with histories of homelessness who are currently housed within the Montgomery County Homeless Continuum of Care. The applicant must be at least 18 years old and have at least one minor child (under the age of 18) within the household.

HOC verifies the preference by receiving direct referrals from the Montgomery County Department of Health and Human Services (DHHS). [Three Points]

Sixth Local Preference – HUD funded 2017/2018 Mainstream Disabled (MSD) Grant program: Preference is given for Non-Elderly Disabled (NED) families who meet at least one of the following criteria:

1. Transitioning out of institutional or other segregated settings;
2. At serious risk of institutionalization;
3. Homeless; or
4. At risk of becoming homeless.

NED is defined as disabled persons aged 18-62 and can include any member of a household. Eligibility for this preference is initially indicated based on responses to questions on HOC's wait list, which are designed to capture these criteria. Once a NED family is called up for a subsidy based on this preference, HOC staff conducts comprehensive verification of the preference qualifications, as explained in Section M of this Chapter. [Three Points]

Treatment of Single Applicants

Single applicants are treated as any other eligible family on the wait list for the tenant-based and project-based voucher wait lists.

G. INCOME TARGETTING

In accordance with the Quality Housing and Work Responsibility Act of 1998, each fiscal year HOC reserves a minimum of seventy-five (75) percent of its Section 8 new admissions for families whose incomes do not exceed thirty (30) percent of the area median income (AMI). HUD refers to these families as “extremely low-income families.” HOC must admit families who qualify under the Extremely Low-Income limit to meet the income targeting requirement, regardless of preference. This policy applies to the tenant-based and project-based voucher wait lists.

HOC's income targeting requirement does not apply to low-income families continuously assisted, as provided for under the 1937 Housing Act.

HOC is also exempted from this requirement when HOC provides assistance to low income or moderate-income families entitled to preservation assistance under the tenant-based voucher program as a result of a mortgage prepayment or opt-out.

H. INITIAL DETERMINATION OF LOCAL PREFERENCE QUALIFICATION

[24 CFR 5.415]

May 2017

At the time of application, an applicant's entitlement to a local preference may be made on the following basis:

Montgomery County, MD

Continuum of Care



Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT)

Prescreen Triage Tool for Single Adults

AMERICAN VERSION 2.0

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**COMMUNITY
SOLUTIONS**



Administration

Interviewer's Name	Agency	-- Team -- Staff -- Volunteer
Survey Date DD/MM/YYYY ____/____/____	Survey Time ____	Survey Location _____

Opening Script

Hi, my name is [] and I work for a group called []. I have a brief survey I would like complete with you; it shouldn't take more than 8 – 10 minutes. The answers will help us determine how we can go about providing supports to you. Most questions only require a "yes" or "no". Other questions may require a one-word answer. The information collected does go into the Homeless Management Information System, which will ensure that, instead of going to agencies all over the County to get on waiting lists, you will be considered for all appropriate options and will only need to do this again if something changes. If you have a case manager who is already helping you, you should still work with them, whether you complete this survey or not.

Honest, accurate answers are important to help us identify the right services for you. Sometimes we are able to identify services that might be a good match for you based on the information you provide. If that happens we will try to contact you, so it's really important that you provide current contact information. This could include phone numbers, locations you frequent, case managers or organizations that you work with, or any other information that might help us find you.

Would you like to take the survey with me? [Check the box that the Ct gave consent.]

Basic Information

First Name

Nickname

Last Name

In what language do you feel best able to express yourself? _____

Date of Birth _____ **Age** _____ **Social Security** _____ **Number Consent to participate**

DD/MM/YYYY ____/____/____ -- Yes -- No
Gender: ☐ Male, ☐ Female, ☐ Transgender male to female, ☐ Transgender female to male, ☐ Doesn't know, ☐ Refused

Race: ☐ American Indian or Alaska Native, ☐ Asian, Black or African American, ☐ White, ☐ Native Hawaiian or Other Pacific Islander, ☐ Doesn't know, ☐ Refused

Ethnicity: ☐ Hispanic/ Latino, ☐ Non-Hispanic/ Non-Latino ☐ Doesn't know, ☐ Refused

IF THE PERSON IS 60 YEARS OF AGE OR OLDER, THEN SCORE 1.

A. History of Housing and Homelessness

1. Where do you sleep most frequently? (check one)

- Shelters
 -- Transitional Housing
 -- Safe Haven
 -- **Outdoors**
 -- **Other (specify):** _____
 -- **Refused**

IF THE PERSON ANSWERS ANYTHING OTHER THAN "SHELTER", "TRANSITIONAL HOUSING", OR "SAFE HAVEN", THEN SCORE 1.

SCORE:

2. How long has it been since you lived in permanent stable housing? _____

-- Refused

3. In the last three years, how many times have you been homeless? _____

-- Refused

IF THE PERSON HAS EXPERIENCED 1 OR MORE CONSECUTIVE YEARS OF HOMELESSNESS, AND/OR 4+ EPISODES OF HOMELESSNESS, THEN SCORE 1.

SCORE:

B. Risks

4. In the past six months, how many times have you...

a) Received health care at an emergency department/room? _____

-- Refused

b) Taken an ambulance to the hospital? _____

-- Refused

c) Been hospitalized as an inpatient? _____

-- Refused

d) Used a crisis service, including sexual assault crisis, mental health crisis, family/intimate violence, distress centers and suicide prevention hotlines? _____

-- Refused

e) Talked to police because you witnessed a crime, were the victim of a crime, or the alleged perpetrator of a crime or because the police told you that you must move along? _____

-- Refused

f) Stayed one or more nights in a holding cell, jail or prison, whether that was a short-term stay like the drunk tank, a longer stay for a more serious offence, or anything in between? _____

-- Refused

5. Have you been attacked or beaten up since you've become homeless?

-- Y -- N -- Refused

6. Have you threatened to or tried to harm yourself or anyone else in the last year?

-- Y -- N -- Refused

7. Do you have any legal stuff going on right now that may result in you being locked up, having to pay fines, or that make it more difficult to rent a place to live? --Y --N --Refused

IF "YES," THEN SCORE 1 FOR **LEGAL ISSUES**.

SCORE:

8. Does anybody force or trick you to do things that you do not want to do? --Y --N --Refused

9. Do you ever do things that may be considered to be risky like exchange sex for money, run drugs for someone, have unprotected sex with someone you don't know, share a needle, or anything like that? --Y --N --Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **RISK OF EXPLOITATION**.

SCORE:

C. Socialization & Daily Functioning

10. Is there any person, past landlord, business, bookie, dealer, or government group like the IRS that thinks you owe them money? --Y --N --Refused

11. Do you get any money from the government, a pension, an inheritance, working under the table, a regular job, or anything like that? --Y --N --Refused

IF "YES" TO QUESTION 10 OR "NO" TO QUESTION 11, THEN SCORE 1 FOR **MONEY MANAGEMENT**.

SCORE:

12. Do you have planned activities, other than just surviving, that make you feel happy and fulfilled? --Y --N --Refused

IF "NO," THEN SCORE 1 FOR **MEANINGFUL DAILY ACTIVITY**.

SCORE:

13. Are you currently able to take care of basic needs like bathing, changing clothes, using a restroom, getting food and clean water and other things like that? --Y --N --Refused

IF "NO," THEN SCORE 1 FOR **SELF-CARE**.

SCORE:

14. Is your current homelessness in any way caused by a relationship that broke down, an unhealthy or abusive relationship, or because family or friends caused you to become evicted? --Y --N --Refused

IF "YES," THEN SCORE 1 FOR **SOCIAL RELATIONSHIPS**.

SCORE:

D. Wellness

15. Have you ever had to leave an apartment, shelter program, or other place you were staying because of your physical health? --Y --N --Refused
16. Do you have any chronic health issues with your liver, kidneys, stomach, lungs or heart? --Y --N --Refused
17. If there was space available in a program that specifically assists people that live with HIV or AIDS, would that be of interest to you? --Y --N --Refused
18. Do you have any physical disabilities that would limit the type of housing you could access, or would make it hard to live independently because you'd need help? --Y --N --Refused
19. When you are sick or not feeling well, do you avoid getting help? --Y --N --Refused
20. *FOR FEMALE RESPONDENTS ONLY:* Are you currently pregnant? --Y --N --N/A or Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR PHYSICAL HEALTH.

SCORE:

21. Has your drinking or drug use led you to being kicked out of an apartment or program where you were staying in the past? --Y --N --Refused
22. Will drinking or drug use make it difficult for you to stay housed or afford your housing? --Y --N --Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR SUBSTANCE USE.

SCORE:

23. Have you ever had trouble maintaining your housing, or been kicked out of an apartment, shelter program or other place you were staying, because of:
- a) A mental health issue or concern? --Y --N --Refused
- b) A past head injury? --Y --N --Refused
- c) A learning disability, developmental disability, or other impairment? --Y --N --Refused
24. Do you have any mental health or brain issues that would make it hard for you to live independently because you'd need help? --Y --N --Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR MENTAL HEALTH.

SCORE:

IF THE RESPONDENT SCORED 1 FOR PHYSICAL HEALTH AND 1 FOR SUBSTANCE USE AND 1 FOR MENTAL HEALTH, SCORE 1 FOR TRI-MORBIDITY.

SCORE:

VULNERABILITY INDEX - SERVICE PRIORITIZATION DECISION ASSISTANCE TOOL (VI-SPDAT)

SINGLE ADULTS

AMERICAN VERSION 2.0

25. Are there any medications that a doctor said you should be taking that, for whatever reason, you are not taking? -- Y -- N -- Refused

26. Are there any medications like painkillers that you don't take the way the doctor prescribed or where you sell the medication? -- Y -- N -- Refused

IF "YES" TO ANY OF THE ABOVE, SCORE 1 FOR **MEDICATIONS**.

SCORE:

27. **YES OR NO:** Has your current period of homelessness been caused by an experience of emotional, physical, psychological, sexual, or other type of abuse, or by any other trauma you have experienced? -- Y -- N -- Refused

IF "YES", SCORE 1 FOR **ABUSE AND TRAUMA**.

SCORE:

Scoring Summary

DOMAIN	SUBTOTAL	RESULTS
PRE-SURVEY	/1	Score: Recommendation: 0-3: no housing intervention 4-7: an assessment for Rapid Re-Housing 8+: an assessment for Permanent Supportive Housing/Housing First
A. HISTORY OF HOUSING & HOMELESSNESS	/2	
B. RISKS	/4	
C. SOCIALIZATION & DAILY FUNCTIONS	/4	
D. WELLNESS	/6	
GRAND TOTAL:	/17	

Follow-Up Questions

On a regular day, where is it easiest to find you and what time of day is easiest to do so?	place: _____ time: ____: ____ or _____
Is there a phone number and/or email where someone can safely get in touch with you or leave you a message?	phone: (____) _____ - _____ email: _____
Ok, now I'd like to take your picture so that it is easier to find you and confirm your identity in the future. May I do so?	-- Yes -- No -- Refused

Communities are encouraged to think of additional questions that may be relevant to the programs being operated or your specific local context. This may include questions related to:

- military service and nature of discharge
- legal status in country
- children that may reside with the adult at some point in the future
- ageing out of care
- income and source of it
- safety planning
- mobility issues
- current restrictions on where a person can legally reside

VULNERABILITY INDEX - SERVICE PRIORITIZATION DECISION ASSISTANCE TOOL (VI-SPDAT)

2019 CoC Competition – Funding Recommendations

The CoC Allocation Committee met on September 9, 2019 and made the following funding recommendations to the ICH at it's September 11, 2019 meeting. The ICH voted to move forward with these recommendations. Additionally, the CoC Planning Grant of \$269,478 was approved.

Rank	Organization	Project	Project Type	Grant Request
1	Montgomery County Coalition for the Homeless	Keys First	PSH	\$948,996
2	Housing Opportunities Commission	McKinney XIV	PSH	\$771,485
3	Montgomery County Coalition for the Homeless	Hope Housing	PSH	\$597,332
4	Pathways to Housing DC	Project Home	PSH	\$538,250
5	Catholic Charities	Rapid Rehousing	RRH	\$545,396
6	Montgomery County Coalition for the Homeless	Cordell	PSH	\$145,242
7	Montgomery County Coalition for the Homeless	Seneca	PSH	\$394,510
8	Interfaith Works	Interfaith Homes	PSH	\$345,441
9	Montgomery County Coalition for the Homeless	Home First 2	PSH	\$334,336
10	Housing Opportunities Commission	McKinney X	PSH	\$3,586,636
11	Montgomery County Coalition for the Homeless	Home First 1	PSH	\$168,285
12	National Center for Children and Families	Rapid Rehousing I and II	RRH	\$606,580
13	Stepping Stones	Rapid Rehousing	RRH	\$424,904

*Highlighted Projects are in Tier 2.

**NCCF Rapid Rehousing straddles Tier 1 and Tier 2 with \$99,918 in Tier 1.

Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:48 PM
To: Stacey Gold-Erd
Cc: Harris, Amanda; Branda, Ilana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Bonus Project RRH with Workforce Development ranked 13th and is in Tier 2

The ranking recommendation for all projects is posted to the website.

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

Thank you for your service to the community.

Kim M. Ball
Services to End and Prevent Homelessness
1301 Piccard Drive, 2nd Floor
Rockville, MD 20850
240-777-4125 Office
240-832-9803 Cell

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:43 PM
To: Christy Respress; A. D. Rachel Pierre
Cc: Harris, Amanda; Branda, Ilana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Project in your agency ranked as follows:

1. Project Home ranked 4th and is in Tier 1

The ranking recommendation for all projects has been posted to the website

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

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Rockville, MD 20850
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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:34 PM
To: 'sherylbc@aol.com'; Ralph Belk; Wellington, Janice
Cc: Harris, Amanda; Branda, ILana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Projects in your agency ranked as follows:

1. RRH I and II ranked 12th and is in Tier 2
2. RRH DV Project Application was reviewed and determined to be ineligible. It will not be included in the NOFA application.
3. RRH Expansion Application was reviewed and determined to be ineligible. It will not be included in the NOFA application.

The ranking recommendation for all projects is posted to the website.

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:25 PM
To: Chesney, Amanda; Klinkenbergh, Mary B; Gremi, Nevila; Poullard, Allison; catherine.mccafferty@cc-dc.org
Cc: Harris, Amanda; Branda, ILana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Project in your agency ranked as follows:

1. Catholic Charities Montgomery RRH ranked 5th and is in Tier 1

The ranking recommendation for all projects has been posted to the website

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

Thank you for your partnership

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:21 PM
To: srock@iworksmc.org; Hong, Christine
Cc: Harris, Amanda; Branda, ILana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Project in your agency ranked as follows:

Interfaith Homes ranked 8th and is in Tier 1

The ranking recommendation for all projects has been posted to the website
<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

Thank you for your partnership

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:14 PM
To: Sinclair-Smith, Susie; Schiller, Jennifer; Swati Shah
Cc: Harris, Amanda; Branda, Ilana
Subject: NOFA Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Projects in your agency ranked as follows:

1. Keys First ranked 1st and is in Tier 1
2. Hope Housing ranked 3rd and is in Tier 1
3. Cordell Place ranked 6th and is in Tier 1
4. Seneca Heights PLQ ranked 7th and is in Tier 1
5. Home First 2 ranked 9th and is in Tier 1
6. Home First 1 ranked 11th and is in Tier 1

The ranking recommendation for all projects has been posted to the website

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

Thank you for your partnership

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:19 PM
To: Fred Swan; Mary Phillips, LGSW; Kramer, Cathy
Cc: Harris, Amanda; Branda, ILana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Projects in your agency ranked as follows:

1. McKinney XIV ranked 2nd and is in Tier 1
2. McKinney X ranked 10 and is in Tier 1

The ranking recommendation for all projects has been posted to the website
<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

Thank you for your partnership

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:34 PM
To: 'sherylbc@aol.com'; Ralph Belk; Wellington, Janice
Cc: Harris, Amanda; Branda, ILana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

Projects in your agency ranked as follows:

1. RRH I and II ranked 12th and is in Tier 2
2. RRH DV Project Application was reviewed and determined to be ineligible. It will not be included in the NOFA application.
3. RRH Expansion Application was reviewed and determined to be ineligible. It will not be included in the NOFA application.

The ranking recommendation for all projects is posted to the website.

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

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Huggins, Gloria

From: Ball, Kim
Sent: Thursday, September 12, 2019 4:41 PM
To: Talia Gimeno
Cc: Harris, Amanda; Branda, Ilana
Subject: NOFA Project Ranking

Good Afternoon,

The Allocation Committee met on Monday, Sept. 9, 2019 and made the following recommendations for our NOFA application to the County Interagency Commission on Homelessness on Wednesday, Sept. 11, 2019 and the recommendations were approved.

DV Bonus Project in your agency was reviewed and determined to be ineligible. It will not be included in the NOFA application.

The ranking recommendation for all projects is posted to the website.

<https://montgomerycountymd.gov/homelessness/Continuumofcare.html>

We appreciate your service to our community.

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end homelessness in Montgomery County, Maryland. Support for CoC efforts includes federal, state, local and private funds, including more than \$8.2 million dollars in the U.S. Department of Housing and Urban Development (HUD) funding awarded through the Continuum of Care Funding Competition.

Interagency Commission on Homelessness | Continuum of Care 2019 Competition

The 2019 Continuum of Care (CoC) Competition is open! HUD will be awarding approximately \$2.3 billion as part of the 2019 CoC Competition for new and renewal projects. Detailed information about the CoC can be found on the HUD website at [HUD 2019 CoC Competition](#). Montgomery County is eligible to apply for funding for \$449,130 for a CoC bonus project; \$350,357 for a Domestic Violence bonus project; and \$269,478 for CoC Planning project.

Important Dates

Monday, July 15	Continuum of Care Competition Information Session
Monday, July 22	Letter of Intent to apply for Domestic Violence, Bonus or Expansion
Monday, August 5	Renewal Projects' supporting documentation, HUD monitoring reports, summary of expenditure draw downs, policies and procedures
Monday, August 26	New and Renewal Projects Applications Due in PDF only (Including Housing First Addendum with application)
Friday, September 13	Notification of Project Selection and Ranking and Priority Rating will be provided to agency and posted to website no later than Monday, September 16

Please review the links below for additional information about the CoC process, funding priorities and application requirements.

Additional information about the Montgomery County CoC Competition will be posted on the CoC website [Montgomery County CoC Competition](#) as it becomes available.

Key Documents

Important Dates

Monday, July 15	Continuum of Care Competition Information Session
Monday, July 22	Letter of Intent to apply for Domestic Violence, Bonus or Expansion
Monday, August 5	Renewal Projects' supporting documentation, HUD monitoring reports, summary of expenditure draw downs, policies and procedures
Monday, August 26	New and Renewal Projects Applications Due in PDF only (Including Housing First Addendum with application)
Friday, September 13	Notification of Project Selection and Ranking and Priority Rating will be provided to agency and posted to website no later than Monday, September 16

Please review the links below for additional information about the CoC process, funding priorities and application requirements.

Additional information about the Montgomery County CoC Competition will be posted on the CoC website [Montgomery County CoC Competition](#) as it becomes available.

Key Documents

2019 2018 2017 2016

[CoC 2019 Project Application Housing First Addendum - Due August 26 with project application](#)
[CoC 2019 Renewal Score Sheet Final](#)
[CoC 2019 Bonus Score Sheet Final](#)
[CoC 2019 Domestic Violence Score Sheet Final](#)
[CoC 2019 Competition Information Session Presentation - July 15, 2019](#)
[CoC 2019 Competition Information Session JoinMe Recording](#)

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Montgomery County Continuum of Care **CoC Program - Ranking and Selection Process**

Each year the U.S. Department of Housing and Urban Development (HUD) allocates funding for homeless assistance programs through the Continuum of Care (CoC) competition process. In order to receive funding, each Continuum of Care must submit a consolidated application for funding that describes how local activities meet or exceed HUD requirements and are aligned with community needs. The CoC is required to rank in order of priority funding requests from all eligible providers. The Montgomery County Department of Health and Human Services (DHHS), acting as the Collaborative Applicant for the Montgomery County MD Continuum of Care, is responsible for coordinating this process and submitting a Consolidated Application on behalf of the Montgomery County CoC. Each year DHHS reviews HUD requirements and priorities for funding under the Continuum of Care Competition.

The CoC Allocation Committee is responsible for reviewing and ranking project applications to be included as part of the Consolidated Application. Members include a range of public and private stakeholders representing the CoC. Allocation Committee members cannot be an employee, board member or volunteer of a project applicant that is requesting new or renewal funding.

DHHS Services to End and Prevent Homelessness, as the CoC Collaborative Applicant, supports the committee but is not a voting member. The Collaborative Applicant identifies HUD Continuum of Care Competition requirements and priorities for funding, compiles materials for each renewal project, announces funding availability to the Continuum of Care for new projects, develops an evaluation tool used to rate projects, schedules Allocation Committee meetings to conduct the review process, and provides technical assistance to applicants. All providers wishing to receive Continuum of Care funding must submit a project application and all requested supplemental information by deadlines outlined by the Collaborative Applicant that include performance data, HUD monitoring reports and a summary of drawdown expenses.

Members of the Allocation Committee review information related to the needs of the CoC including the most recent housing inventory chart, Point-in-Time data, federal priorities, CoC strategic plan priorities and identified service gaps. Committee members will review renewal projects based on bed utilization, HUD and CoC performance measures, cost effectiveness, Continuum of Care priority needs, alignment with HUD priorities, fidelity to Housing First philosophy, and compliance with HUD funding requirements. New project applications will be reviewed for applicant experience, project quality, cost effectiveness, alignment of HUD priorities, fidelity to Housing First philosophy, and priority to Continuum of Care needs. Each Project Application will be scored individually using a standardized ranking tool. Planning Projects are reviewed for submission but not ranked per HUD guidance.

Projects will be ranked by the Allocation committee by majority vote based on CoC need and ranking tool scores. Projects will be organized to best meet the needs of the CoC and maximize overall funding. All applicants will be notified directly regarding the recommendations of the Allocation Committee.

Refer to Competition and Project Application Instructions on CoC website for detailed application instructions and information about specific criteria to be assessed.

CoC 2019 Competition - Renewal Project Evaluation Criterion

Organization Name:

Project Name:

Program Effectiveness (25pts maximum)

Available Pts	Description	Score
10	Cost Effectiveness: For RRH- Cost per positive exit. For PSH- Annual cost per household compared to average annual cost per household in the CoC.	
5	Bed Utilization: Threshold 85%	
5	For RRH - At least 75% exit to Permanent Housing	
5	For PSH - At least 90% retain or exit to Permanent Housing	
5	For RRH- At least 75% increased income via any sources	
5	For PSH - At least 70% increased or maintained income	

Scope of Work (30pts maximum)

Available Pts	Description	Score
5	Scope: # served, description of services provided, promote housing stability and connection to mainstream benefits, partnership with other service providers including behavioral health, employment, and in home medical support	
10	Alignment with CoC Priorities	
10	Housing First Fidelity: Per review of Housing First Addendum	
5	Participation in Coordinated Entry System: For PSH and RRH projects - 95% of referrals come through CES	

Severity of Needs (20pts maximum)

Available Pts	Description	Score
20	% of households served with high acuity and the % of households with extreme vulnerabilities	

Performance Measures (15pts maximum)

Available Pts	Description	Score
5	Rapid Placement: % of households will be accepted within 5 business days from date of referral	
	5pts 100% - 90%, 3pts 89% - 70% , 0pts 69% & below	
5	Rapid Exit to PH: % of households referred who obtain permanent housing within 30 days of acceptance to the program	
	5pts 100% - 75%, 3pts 74% - 50% , 0pts 49% & below	
5	Increase Income/ Benefits: % of households that obtained eligible entitlements (SNAP, MA, SSI/SSDI)	
	5pts 100% - 90%, 3pts 89% - 70% , 0pts 69% & below	

Past Performance (10pts maximum)

Available Pts	Description	Score
5	HUD and DHHS Audit and Monitoring Reports: No unresolved findings and clean monitoring reports. No non-compliance findings for two consecutive years	
5	HUD and DHHS Expenditures: Consistent quarterly drawdowns and at least 95% of funds expended for both HUD and DHHS grants	
	5pts - 95% 3pts - 90% 1pts - 85% 0pts - less than 85%	

5 Points Bonus - Cash funds from non-DHHS sources that exceed the required match of 25%

TOTAL SCORE	
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CoC 2019 Competition - Bonus Project Evaluation Criterion

Organization Name:

Project Name:

*** All projects must meet the HUD eligibility threshold to be considered.**

	<p>Project meets eligibility threshold: New PSH or RRH must receive 3 out of the 4 pts available and 1 pt. must be under the 3rd criteria</p> <p><input type="checkbox"/> Type of housing, including # and configuration of units</p> <p><input type="checkbox"/> Type of supportive services that will be offered to participants to ensure successful retention or help to obtain housing</p> <p><input type="checkbox"/> Specific Plan to coordinate and integrate with other mainstream health, social services and employment programs; and assist to obtain eligible benefits i.e. Medicaid, SSI, early childhood education</p> <p><input type="checkbox"/> Participants are assisted to obtain and remain in PH in a manner that fits their needs.</p>
Pass/ Fail	

Experience (25pts maximum)

Available Pts	Description	Score
5	Experience of the applicant or sub-recipients in providing services including but not limited to housing support, behavioral health, case management, and employment to the proposed population.	
5	Experience of the applicant or sub-recipients in providing housing to the proposed population.	
10	Experience of the applicant or sub-recipients in applying a Housing First approach	
5	Experience effectively using federal funds including HUD grants and other public funding, including satisfactory drawdowns and performance for existing grants as evidenced by timely reimbursement of sub-recipients (if applicable), regular drawdowns, timely resolution of monitoring findings, and timely submission of required reporting on existing grants.	
	Total Experience Points	0

Design of Housing and Supportive Services (35pts maximum)

Available Pts	Description	
5	Alignment with CoC Priorities	
15	Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe, affordable, accessible, and acceptable. Plan should specifically address landlord recruitment and retention as well as property management including tenant selection, routine maintenance, and managing rent and utility payments.	
5	Fidelity to the Housing First Approach: Per review of Housing First Addendum	
10	Describe the plan to provide supportive services to the proposed population including the type and scale, assistance to obtain mainstream benefits and employment, community integration, connection to additional support services such as home health care and behavioral health, low barrier access, and person-centered goal planning.	

	Total Design Points	0
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Timeliness (10pts maximum)

Available Pts	Description	Score
10	Describe the plan for rapid implementation of the program, documenting how the project will be ready to begin housing the first program participant. Provide a detailed schedule for proposed activities for 60 days, 120 days, and 180 days after the grant award.	

Financial (20pts maximum)

Available Pts	Description	Score
15	Project is cost effective when cost per household is compared to the average	
5	Financial audit findings	
	5pts - No unresolved findings or no audit conducted 0 pts- Any unresolved findings	
	Total Financial Points	0

CoC Participation (10pts maximum)

Available Pts	Description	Score
10	100% of referrals will come from the Coordinated Entry System or the Department of Health and Human Services	

5 Points Bonus - Cash funds from non-DHHS sources that exceed the required match of 25%

TOTAL SCORE	
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CoC 2019 Competition - Domestic Violence Project Evaluation Criterion

Organization Name:

Project Name:

All projects must meet the HUD eligibility threshold to be considered.

Pass/ Fail	<p>Project meets eligibility threshold: New PSH or RRH must receive 3 out of the 4 pts available and 1 pt. must be under the 3rd criteria</p> <p><input type="checkbox"/> Type of housing, including # and configuration of units</p> <p><input type="checkbox"/> Type of supportive services that will be offered to participants to ensure successful retention or help to obtain housing</p> <p><input type="checkbox"/> Specific Plan to coordinate and integrate with other mainstream health, social services and employment programs; and assist to obtain eligible benefits i.e. Medicaid, SSI, early childhood education</p> <p><input type="checkbox"/> Participants are assisted to obtain and remain in PH in a manner that fits their needs.</p>
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Experience (25pts maximum)

Available Pts	Description	Score
5	Experience of the applicant or sub-recipients in providing services including but not limited to housing support, behavioral health, case management, and employment to the proposed population.	
5	Experience of the applicant or sub-recipients in providing housing to the proposed population.	
5	Experience of the applicant or sub-recipients in applying a Housing First approach	
5	Experience of the applicant or sub-recipients in providing services to survivors of domestic violence, dating violence, or stalking.	
5	Experience effectively using federal funds including HUD grants and other public funding, including satisfactory drawdowns and performance for existing grants as evidenced by timely reimbursement of sub-recipients (if applicable), regular drawdowns, timely resolution of monitoring findings, and timely submission of required reporting on existing grants.	
	Total Experience Points	0

Design of Housing and Supportive Services (35pts maximum)

Available Pts	Description	
5	Alignment with CoC Priorities	
10	Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe, affordable, accessible, and acceptable. Plan should specifically address landlord recruitment and retention as well as property management including tenant selection, routine maintenance, and managing rent and utility payments.	
5	Fidelity to the Housing First Approach: Per review of Housing First Addendum	
5	Describe the plan to provide trauma-informed, victim centered services.	

10	Describe the plan to provide supportive services to the proposed population including the type and scale, assistance to obtain mainstream benefits and employment, community integration, connection to additional support services such as home health care and behavioral health, low barrier access, and person-centered goal planning.	
	Total Design Points	0

Timeliness (10pts maximum)

Available Pts	Description	Score
10	Describe the plan for rapid implementation of the program, documenting how the project will be ready to begin housing the first program participant. Provide a detailed schedule for proposed activities for 60 days, 120 days, and 180 days after the grant award.	
	Total Timeliness Points	0

Financial (25pts maximum)

Available Pts	Description	Score
15	Project is cost effective when cost per household is compared to the average	
10	Financial audit findings	
	10pts - No unresolved findings or no audit conducted 0 pts- Any unresolved findings	
	Total Financial Points	0

CoC Participation (5pts maximum)

Available Pts	Description	Score
5	100% of referrals will come from the Coordinated Entry System or the Department of Health and Human Services	
	Total CoC Participation Points	0

5 Points Bonus - Cash funds from non-DHHS sources that exceed the required match of 25%

TOTAL SCORE	
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CONTRACT #1063548 for WorkSource Montgomery, Inc. FY 16-17

This Contract (Contract) is between Montgomery County, Maryland, (the County) and WorkSource Montgomery, Inc., a Maryland non-stock, non-profit corporation (Contractor).

BACKGROUND

- A. On October 13, 2015, the County Council enacted Bill 40-15, amending Chapter 30B, Economic Development Corporation, and authorized the County Council to designate a single non-profit corporation as the County's Workforce Development Corporation.
- B. On July 21, 2015, WorkSource Montgomery, Inc. submitted its Articles of Incorporation and Bylaws to the County Executive and County Council, formally requesting to be designated as the County's Workforce Development Corporation.
- C. On October 20, 2015, the County Council adopted Resolution No. 18-295, designating WorkSource Montgomery, Inc. as the County's Workforce Development Corporation.
- D. On October 20, 2015, the County Council adopted Resolution No. 18-296 to amend Resolution No. 18-150, Section G for the FY16 Designation of Entities for Non-Competitive Contract Award Status, and added WorkSource Montgomery, Inc. to the list of entities with Non-Competitive Contract Award Status and authorized the County to enter into a non-competitive contract with WSM in the amount of \$443,000.
- E. This Contract is entered into in accordance with Montgomery County Code § 11B-14(a)(4).

ARTICLE I
SCOPE OF SERVICES

- A. The Contractor must work in partnership with the County, the Montgomery County Economic Development Corporation (MCEDC) and the Workforce Development Board, to implement the County's workforce development policies, goals and programs established and approved by the Workforce Development Board. The Contractor is required to create and implement a comprehensive and demand-driven system of workforce development within Montgomery County that:
 - 1. Meets the talent attraction, development, and retention needs of strategic industries in the County;
 - 2. Meets the needs of the underemployed and unemployed in the County, and
 - 3. Develops career pathways that lead to sustainable wage jobs to support a thriving economy.

By carrying out the services identified below:

B. In collaboration with the County, MCEDC and the Workforce Development Board, the Contractor must:

1. Build the infrastructure required to support and sustain a one system approach to workforce development services in the County, including:
 - a. Develop and manage data tracking systems;
 - b. Develop and implement standards for organizational quality and service delivery;
 - c. Hire staff required to implement programs;
 - d. Develop and implement organizational, financial, and operating policies;
 - e. Conduct a financial audit annually and management audits as necessary;
 - f. Successfully implement the requirements of the Workforce Innovation and Opportunity Act (WIOA) and use the federal legislation to leverage systematic approaches to building career pathways; and
 - g. Demonstrate progress towards unifying the separate parts of the system.
2. Convene, at least quarterly, workforce development organizations and key stakeholders to visualize, create, and implement a 'one system' approach to workforce development.
3. Develop and maintain current and new Strategic Industry Alliances that are used to engage in discussions with the targeted Montgomery County businesses within specified industries to identify workforce skill needs and initiatives that align with business needs to develop a qualified supply chain.
4. Ensure customers receive needed services efficiently and effectively, regardless of who delivers those services.
5. Develop plans and initiatives that support and implement the following priorities and Strategic Goals and support the Talent Section of the Comprehensive Economic Development Plan:

Strategic Goal 1: Align all programmatic and strategic workforce efforts throughout the County to provide comprehensive workforce solutions to businesses and jobseekers (including the emerging workforce).

Strategic Goal 2: Deliver accessible, efficient, and effective workforce services that are industry-driven, data-informed, skills-oriented, and population-specific.

Strategic Goal 3: Launch a new brand and a communication and marketing strategy for the system that results in increased awareness and use among business leaders and the community.

A. To support these Strategic Goals, the Contractor must:

- a. Demonstrate progress in recruiting, developing, and sustaining a quality and innovative workforce in the County;
 - b. Connect individuals to and/or provide training and skill development services for jobs and careers that provide family-sustaining wages;
 - c. Provide training and skill development services for jobs and careers that provide family-sustaining wages;
 - d. Establish and implement a system of career pathways that includes a set of strategies and practices that are designed as a series of connected education and training strategies and support services to increase an individual's educational and skills attainment and employment outcome that increases an individual's educational and skills attainment and employment outcomes;
 - e. Implement a system of career pathways aligned with strategic industries for economic growth and aligned across workforce and education service deliverers that enable individuals to secure industry-relevant certification, obtain employment and advance to higher levels of future education and employment in a high-demand industry;
 - f. Develop approaches for workforce development programs that facilitate regional cooperation;
 - g. Promote entrepreneurs and facilitate the growth and expansion of small businesses;
 - h. Ensure those who are unemployed and underemployed benefit from an accessible and responsive workforce development system; and
 - i. Increase business satisfaction and trust through efficient, effective, responsive, and accountable workforce services.
 - j. Be accountable for connecting customers with needed services and/or delivering those services when appropriate.
6. The Contractor must report annually by November 1 to the County Executive and the Council on progress toward the strategic goals and priorities by specifically

providing evidence of progress against the following critical success measures that define success for the organization and the system;

- a. Increase and sustain employer customer satisfaction.
 - b. Increase and sustain jobseeker customer satisfaction.
 - c. Increase the number of businesses engaged with MCEDC that report using workforce services.
 - d. Number of employees that are employed at or above the County's living wage rate.
 - e. Number of employees that were placed in a job in the targeted industry for which they were being trained.
 - f. Decrease cycle time to develop and execute products and services.
 - g. Improve the image of the workforce system.
 - h. Return on Investment.
 - i. To supplement the above measures, the contractor must develop work program to include output and outcome measures as indicated in Exhibit D. Measures are to be reported by Fiscal Year to CountyStat beginning with FY17, within 60 days of the end of each Fiscal Year
7. The Contractor must demonstrate progress towards transforming the current system in such a way as to become the "go-to place" for all businesses and jobseekers to find solutions to their workforce needs.
- B. The Contractor must engage contractors, subcontractors and partners as needed.
- C. The Contractor must engage in a direct relationship with the State and/or Federal government as the Grantee and fiscal agent for all state or federal WIOA grants.
- D. The Contractor must raise public or private funds or accept other services consistent with its purpose.
- E. The Contractor must direct its program management and finances.
- F. The Contractor must make public data sets available on the web to improve public knowledge of the corporation and its operations, further its mission, and increase its accountability and responsiveness.

- G. The Contractor must provide the County Executive, the County Council, and the Workforce Development Board upon request all non-confidential data produced and received by the corporation, including research, economic data, and minutes of its board meetings.

ARTICLE II REPORTS

- A. The Contractor must provide an annual report of its activities and finances and an audited financial statement to the County Executive, the County Council, and the Workforce Development Board by November 1st of each calendar year for the previous fiscal year. This report must include the Contractor's plan to submit and receive additional public and private funding for its operations.

ARTICLE III CONTRACT ADMINISTRATOR

- A. The Contractor designates Dr. Ellie Giles, or designee, as the Project Director in charge of implementing the terms as described in the Contract.
- B. The County designates Lily Qi, Assistant Chief Administrative Officer, or her designee to serve as the County Contract Administrator for this Contract. Along with the duties and responsibilities outlined in Paragraph 6, Contract Administration, of the General Conditions of Contract between County and Contractor, the Contract Administrator must collaborate with MCEDC and the Workforce Development Board concerning the tasks to be performed by WSM under this Contract.

ARTICLE IV COMPENSATION

- A. In consideration for services outlined in Article I, Scope of Services and Article II Reports, the County will pay the Contractor a maximum amount of \$443,000 in FY'16 which amount has been appropriated and encumbered. Payments will be made twice during the contract term. The initial payment of 50% of the maximum compensation of \$443,000 will be paid upon execution of this contract. The second and final payment of the remaining balance of the maximum compensation will be paid on June 30, 2016. All payments are subject to the County's acceptance and approval of Contractor's invoices and the requisite report showing work performed as required under the scope of services. The recommended invoice format is attached as Exhibit A.
- B. In FY 17, in consideration for services outlined in Article I, Scope of Services and Article II, Reports, the County will pay the Contractor as follows. Compensation for FY 17 and any renewal term of this Contract is undetermined at this time and will be based on appropriation and encumbrance and limited to an executed purchase order

issued by the Office of Procurement. Equal payments of the compensation amount will be made quarterly during FY 17, on September 30, 2016, December 31, 2016, March 31, 2017, and June 30, 2017. All payments are subject to the County's acceptance and approval of the Contractor's invoices and the requisite report showing work performed as required under the scope of services including a monthly visit and activity report with the invoice. The recommended invoice format is attached as Exhibit A.

1. No services shall be performed by the Contractor under this Contract prior to the execution of a County Purchase Order for those services, and the Contractor's receipt of the said County Purchase Order.
2. Compensation must not exceed funds appropriated by the County and encumbered in the County Purchase Order issued to the Contractor.

ARTICLE V TERM

The term of this Contract commences, upon signature of the Director, Department of Procurement and continues through June 30, 2017. Before the Contract term ends and subject to continued funding by the County Council, the Director may (but is not required to) renew this Contract if the Director determines that renewal is in the best interests of the County. The Contractor's satisfactory performance does not guarantee renewal of this Contract. The Director may, but is not required, to exercise the option to renew this Contract for up to three (3) additional one-year terms. The compensation amount beyond June 30, 2016, as well as any renewal and the compensation amounts for each renewal term are contingent upon the Contractor's continued designation as the County's Workforce Development Corporation, the Contractor being named as a Council Grantee for the purposes described in this Contract and fiscal appropriations.

ARTICLE VI GENERAL CONDITIONS AND INSURANCE

The General Conditions of Contract Between County and Contractor ("General Conditions") are incorporated by reference and made a part of this Contract as Exhibit B.

The insurance requirements incorporated into this Contract as Exhibit C supersede the requirements listed in Paragraph 21, Insurance, of the General Conditions.

ARTICLE VII PRIORITY OF DOCUMENTS

The following documents are attached hereto as exhibits and are incorporated into this Contract by reference and made a part of this Contract. In the event of any conflict between this Contract and any of the exhibits attached hereto, the terms of this Contract shall govern and take legal precedence and the documents will be interpreted in the following order of precedence

- a. This Contract Document;
- b. This General Conditions of Contract Between County and Contractor (Exhibit B); and Mandatory Insurance Requirements (Exhibit C);
- c. The Form of Invoice (Exhibit A);
- d. Performance Measures (Exhibit D).

ARTICLE VIII NOTICES

All notices and other communications hereunder shall be in writing (whether or not a writing is expressly required hereby), and shall be hand delivered or sent by an express delivery service that keeps written records of delivery or sent by facsimile with a copy sent by certified mail return receipt requested or express delivery service and shall be deemed to have been given when received or refused by the respective parties at the below addresses (or at such other address as a party may hereafter designate for itself by notice to the other party as required hereby):

If to the County, to:
Office of the County Executive
101 Monroe St. Second Floor
Rockville, Maryland 20850

Attn: Lily Qi, Assistant Chief Administrative Officer

If to the Contractor, to:
WorkSource Montgomery, Inc.

Attn: Dr. Ellie Giles, CEO
C/O Strumpf Associates
1050 17th Street, NW
Suite 600
DC 20036

IN WITNESS WHEREOF, the parties have executed and delivered this Agreement under seal as of the date first above written.

SIGNATURES

WorkSource Montgomery, Inc.

By: 
Dr. Ellie Giles, CEO
WorkSource Montgomery, Inc.

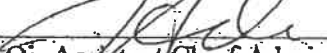
Date: 3/31/16

MONTGOMERY COUNTY, MARYLAND

By: 
Cheri Branson, Director
Office of Procurement


Date: 5/2/16

RECOMMENDED BY:

By: 
Lily Qi, Assistant Chief Administrative
Officer
Office of the County Executive

Date: 4/1/16

**APPROVED AS TO FORM AND
LEGALITY BY THE OFFICE OF THE
COUNTY ATTORNEY**

By: 
Scott R. Foncannon

Date: 4-6-16

AMENDMENT 4

WorkSource Montgomery, Inc.
1050 17th Street NW, Suite 600
Washington, DC 20036

Contract No. 1063548
Amendment No. 4

This amendment is between Montgomery County, Maryland (County) and WorkSource Montgomery, Inc. (Contractor).

Background

1. The parties entered into Contract No. 1063548 on May 2, 2016.
2. The term of the present Contract ends on June 30, 2017, (Contract term).
3. The purpose of the Contract is to implement the County's workforce development policies, goals and programs established and approved by the Workforce Development Board.
4. The maximum amount payable under this Contract for all goods and services provided is \$1,505,344.
5. On April 4, 2017, the County Council approved Resolution 18-764 allocating a portion of the proceeds from the Pepco/Exelon merger and increasing the Contractor's FY17 grant award by \$425,000.
6. On May 16, 2017, the County Council approved Resolution 18-805, increasing the Contractor's FY17 grant award by \$250,000.
7. The purpose of this amendment is to:
 - a) Increase the maximum compensation payable to the Contractor in accordance with Resolutions 18-805 and 18-764;
 - b) Modify Article I Scope of Services, Article II Reports, Article IV Compensation and Article VII Priority of Documents to provide for the disbursement of the first installment of funds derived from the Pepco/Exelon Merger, as an advance payment;
 - c) Renew the Contract for the period from July 1, 2017 through June 30, 2018; and
 - d) Modify the Payment Schedule for FY18.

Changes

1. The maximum compensation for goods and services provided during FY17 is increased by \$675,000 from \$1,062,344 to \$1,737,344.
2. The maximum compensation payable from the date of original Contract execution through June 30, 2017 is increased by \$675,000 from \$1,505,344 to \$2,180,344.
3. The County will make a single payment in advance of services being provided under the allocation of \$425,000 approved via Council Resolution 18-764 upon receipt of a request for payment from the Contractor for this amount.
4. The County will make a single payment in advance of services being provided under the allocation of \$250,000 approved via Council Resolution 18-805 upon receipt of a request for payment from the Contractor for this amount.
5. The Contract is being renewed from July 1, 2017 – June 30, 2018.
6. **Background** is amended by adding the following as item F.

F. On May 15th, 2015, the Maryland Public Service Commission under Order No. 86990 approved the merger of Pepco Holdings Incorporated and Exelon Corporation. The

merger included Condition 24. Under this condition:

Pepco will pay \$1.7 million over 4 installments of \$425,000 for Montgomery County to implement workforce development programming. Under the condition, Montgomery County may organize its workforce development programs under one entity, in order to create a comprehensive workforce development system that will unite many stakeholders under common objectives. Exelon and Pepco shall partner with Montgomery County and whatever entity is selected by the County to promote workforce development in Montgomery County with an emphasis on promotion of training and job creation in the areas of energy-efficiency, renewable energy and Science, Technology, Engineering and Math ("STEM") fields.

7. **Article I Scope of Services** is amended by adding the following:

- A. 4. Develops programs to promote training and job creation in the areas of energy-efficiency, renewable energy and Science, Technology, Engineering and Math ("STEM") fields.
- B. 5. Strategic Goal 4. Develop programs to engage job seekers and incumbent workers in opportunities in green technologies, renewable energy, energy-efficiency and STEM, focusing specifically on opportunities to engage youth and Post-Doctoral students in STEM fields, engaging young adult entrepreneurs, advancing green technologies and other opportunities in these growing industry segments.
- C. 5. A. k. **Summer youth STEM career exploration opportunities** – Through the new Summer- R.I.S.E program, increase efforts to place up to 300 participants in STEM related organizations to enhance awareness of career opportunities within the STEM-based industries.
- B. 5. A. l. **Post-Doc STEM programs** – In partnership with BHI, plan and implement several STEM related Post-Doc programs to facilitate connections for high-demand opportunities. These programs should connect recent PhD's with Montgomery County companies, research institutions, and government agencies.
- B. 5. A. m. **Young adult entrepreneur program** - Partner with Launch Academy and Shahab Kaviani to bring a strong entrepreneurship program to Montgomery County. Work with the Academy to promote entrepreneurial development through a targeted mentoring and a 10 week immersive bootcamp.
- B. 5. A. n. **Advancing green technologies** –Partner with national, state and local organizations to enhance existing green technologies programs and grow needed technology opportunities through targeted talent development. Identify in-demand opportunities and work with the industry to structure Green career pathways.
- B. 8. Funding allocation and use must be consistent with the scope of services stipulated in this contract, including Exhibit E (the attached Pepco/Exelon Merger Condition). The Contract Administrator has final authority to approve any variances or modifications.

8. **Article II Reports** is replaced by the following:

The Contractor must provide an annual report of its activities and finances and an audited financial statement to the County Executive, the County Council, and the Workforce

Development Board by November 1st of each calendar year, for the previous fiscal year. This report must include the following:

1. The Contractor's plan to submit and receive additional public and private funding for its operations
2. Specific evidence of progress against critical success measures identified in Article I. B. 6.
3. Documentation of the number of jobseekers and other participants in programs funded by the proceeds of the Pepco/Exelon merger, including the number of participants per program, stakeholders engaged, graduation or participation rate, amount of funds expended and other information requested by the Contract Administrator.

9. **Article IV Compensation** is replaced by the following:

- A. In consideration for services outlined in Article I, Scope of Services and Article II Reports, the County will pay the Contractor a maximum amount of \$393,000 in FY'16. All payments are subject to the County's acceptance and approval of Contractor's invoices. The recommended invoice format is attached as Exhibit A. for FY16, the County will make one single advance payment in the amount of \$393,000.00 upon receipt, acceptance and approval of the Contractor's invoice.
- B. (a) FY17 Compensation:
 1. In consideration for services outlined in Article I, Scope of Services and Article II, Reports, the County will pay the Contractor in equal quarterly amounts. The first quarterly payment will be made in advance of the Contractor's performance of services, upon execution Amendment No. 2, as approved in accordance with the County's Procurement Law and Regulations. Subsequent payments will be made on December 31, 2016, March 31, 2017, and June 30, 2017. All payments are subject to the County's acceptance and approval of the Contractor's invoices and the requisite report showing work performed as required under the scope of services including a monthly visit and activity report with the invoice.
 2. The County will make a single payment in advance of services being provided for the additional \$80,000 approved via Council Resolution 18-576, upon receipt of a request for payment from the Contractor for this amount.
 3. The County will disburse the first installment of funds derived from the Pepco/Exelon Merger, as an advance payment in the amount of \$425,000, subject to appropriation and encumbrance by the County and upon receipt, acceptance and approval of the Contractor's invoice. This payment is being made in anticipation of services outlined in Article I - Scope of Services, Article II - Reports and Exhibit E - Condition 24 of the *Workforce Development Programs of the Pepco/Exelon Merger Order*.
 4. The County will make a single payment of \$250,000 to provide additional funding for the Summer R.I.S.E program as approved via Council Resolution 18-

805. The payment will be made in advance of services being provided and upon receipt, acceptance and approval of the Contractor's invoice.

(b) FY18 compensation will be based on appropriation and encumbrance and limited to an executed purchase order issued by the Office of Procurement. Equal payments of the compensation amount will be made semi-annually during FY18, on July 1, 2017 and December 31, 2017. All payments are subject to the County's acceptance and approval of the Contractor's invoices and the requisite report showing work performed as required under the scope of services including a monthly meeting and activity report with the invoice.

C. Compensation for any renewal term of this Contract is undetermined at this time and will be based on the appropriation and encumbrance of funding and limited to an executed purchase order issued by the Office of Procurement. All payments are subject to the County's acceptance and approval of the Contractor's invoices and requisite report showing work performed as required under the scope of services including a monthly visit and activity report with the invoice. The recommended invoice format is attached as Exhibit A.

1. No services shall be performed by the Contractor under this Contract prior to the execution of a County Purchase Order for those services, and the Contractor's receipt of the said County Purchase Order.
2. Compensation must not exceed funds appropriated by the County and encumbered in the County Purchase Order issued to the Contractor.

10. **Article VII Priority of Documents** is amended as follows:

Renumber item "c" to "d" and "d" to "e", respectively.

Insert new item c. "Condition 24 Workforce Development Programs of the Pepco/Exelon Merger Order," only as applies to funds derived from Pepco/Exelon Merger, (Exhibit E)

Effect

1. Existing Contract provisions remain in effect unless specifically changed by this amendment.
2. This amendment is entered into prior to the expiration of the Contract term.
3. This amendment is entered into on the date of signature by the Director, Office of Procurement.
4. No goods or services are to be provided pursuant to this amendment until it is signed by the Director, Office of Procurement.

Amendment No.4
WorkSource Montgomery, Inc.
Contract No. 1063548

SIGNATURES

WorkSource Montgomery, Inc.

By: C. H. [Signature]

Title: CEO

Date: 5/31/17

MONTGOMERY COUNTY, MARYLAND

By: [Signature]
Cherri Branson, Director
Office of Procurement

Date: 6/7/17

RECOMMENDED:

By: [Signature]
Fariba Kassiri
Assistant Chief Administrative Officer
Office of the County Executive

Date: 5-31-17

Approved as to Form & Legality
Office of the County Attorney

By: [Signature]

Date: 5-25-17

This amendment is between Montgomery County, Maryland (County) and WorkSource Montgomery, Inc. (Contractor).

Background

1. The parties entered into Contract No. 1063548 on May 2, 2016.
2. The purpose of the Contract is to implement the County's workforce development policies, goals and programs established and approved by the Workforce Development Board.
3. The term of the present Contract ends on June 30, 2018, (Contract term).
4. The maximum amount payable under this contract for all goods and services provided through the present contract term is \$3,837,688.
5. On July 18, 2017, the County Council approved Resolution 18-875 increasing the Contractor's FY18 grant award \$80,000.
6. The purpose of this amendment is to:
 - a. Increase the maximum compensation payable to the Contractor for additional goods or services provided.
 - b. Modify Article I Scope of Services, Article III, Contract Administrator and Article VII Priority of Documents.
 - c. Designate a new Contract Administrator.

Changes

1. The maximum compensation for goods or services provided from July 1, 2017 through June 30, 2018, is increased by \$80,000 from \$1,657,344 to \$1,737,344.
2. The maximum amount payable under this contract for all goods and services provided from the date of original contract execution through June 30, 2018 is increased by \$80,000 from \$3,837,688 to \$3,917,688.
3. **Article I. Scope of Services** is amended by adding the following new paragraphs:
 - H. The Contractor must ensure that the Montgomery County Correctional Facility/American Job Center (MCCF/AJC) is properly staffed at all times with qualified and experienced personnel, who meet the requirement set forth in Exhibit F. The staffing complement must include but is not limited to:
 - One full-time program manager/coordinator to provide intensive case management services and wraparound support; and
 - One full-time program specialist to provide job readiness workshops and computer basic skills training.
 - I. The Contractor must ensure that the following tasks are performed and deliverables are met in the operation and support of the MCCF/AJC:
 1. Develop a Re-Entry Program Customer Flow that enables a smooth transition of MCCF/AJC customers back to the community. The program must conduct Welcome Home sessions to introduce customers to community staff and resources thirty (30) days prior to their release from the facility.
 2. Develop a video tour and other re-entry informational materials that describe Job Center and WIOA services.
 3. Monitor and support pre-employment workshops conducted within the MCCF/AJC that facilitate comprehensive job readiness and job search programs. Workshops and services to be provided include but are not limited to:
 - Job-search and job-placement assistance;

- Assistance in preparing resumes;
 - Job-skill assessment, aptitudes and needs;
 - Career coaching;
 - Individual employment plans; and
 - Personal development services.
4. Job Coaches must maintain ongoing communication with the Case Manager and Work Release Coordinator at Pre-Release Center (PRC) to continue the job search process for individuals who have been released from MCCF/AJC.
 5. Conduct visits to the Pre-Release Center at least monthly and for other collaborative meetings as needed.
 6. Enroll at least 5% of total participants completing the curriculum at the Montgomery County Correctional Facility Job Center for WIOA Services.
 7. Obtain transitional employment for at least 5% of participants.
 8. Conduct outreach and maintain a database of employers to increase employment opportunities for re-entry participants.
 9. Conduct outreach and maintain a database of community-based supportive service organizations.
 10. Explore progressive re-entry service delivery programs through professional Workforce Development organizations.

4. The new Contract Administrator is Sonetta Neufville.
5. **Article III.B. Contract Administrator** is deleted and replaced in its entirety with the following:
B. The County designates Sonetta Neufville, Administrative Manager, to serve as the County's Contract Administrator. Along with the duties and responsibilities outlined in Paragraph 6, Contract Administration of the General Conditions of Contract between County and Contractor, the Contract Administrator must collaborate with the Contractor concerning the tasks to be performed by the Contractor under this Contract.
6. **Article VII Priority of Documents** is amended as follows:
Insert new item f. "Position Descriptions" (Exhibit F).

Effect

1. Existing contract provisions remain in effect unless specifically changed by this amendment.
2. This amendment is entered into prior to the expiration of the contract term.
3. This amendment is entered into on the date of signature by the Director, Office of Procurement.
4. No goods or services are to be provided pursuant to this amendment until it is signed by the Director, Office of Procurement.

Amendment No. 6

WorkSource Montgomery, Inc.

Contract No. 1063548

SIGNATURES

<u>WorkSource Montgomery Inc.</u>	
By: <u>Ellie Giles</u>	
Ellie Giles	
Chief Executive Officer	
Date: <u>10/19/17</u>	

MONTGOMERY COUNTY, MARYLAND

By: Cherri Branson
Cherri Branson, Director
Office of Procurement

Date: 10/25/17

RECOMMENDED:

By: Fariba Kassiri
Fariba Kassiri
Assistant Chief Administrative Officer

OFFICE OF THE COUNTY EXECUTIVE

Date: 10-19-17

APPROVED AS TO FORM AND LEGALITY
BY THE OFFICE OF COUNTY ATTORNEY

BY: Kim M. P...
Date: 10/19/17

Exhibit F

POSITION DESCRIPTIONS

Program Manager/Coordinator

This is a full-time position which must perform at least the follow tasks and deliverables:

- Oversee the recruitment of Montgomery County Correctional Facility/American Job Center (MCCF/AJC) participants.
- Provide individual guidance and support, group sessions, access to education and trainings, and workforce services to participants.
- Leverage and secure partnerships and resources for the MCCF/AJC.
- Assist program participants by providing personalized case management to create and maintain an individualized plan for a detailed career transition to the workforce and securing permanent employment.
- Conduct regular group guidance and support meetings with participants.
- Provide individual and group guidance and support to participants related to job search and career development by assisting participants with job applications process, including resume writing, job interview preparation (including mock interviews and job acceptance as appropriate), and provide feedback and guidance in the post interview process.
- Assist participants in exploring employment opportunities including access to on-the-job training and career advancement jobs.
- Support data collection and evaluation activities and prepare program and other related reports.
- Outreach and develop new contacts and maintain current relationships with current employers.
- Work in collaboration with Community American Job Center for proper coordination of services and to advocate on the participant's behalf.
- Explore labor market trends – specifically, statistics available through the State Department of Labor, Licensing, and Regulations and review participants' career interests. Consult with business/industry representatives to determine needs for additional training.
- Maintain records on participant's employment progress and assist in the development of reports.

Minimum Qualifications

- Certified Offender Workforce Development Specialist (OWDS) and Global Career Development Facilitator (GCDF).
- Considerable (3 years) experience in coordination of program activities.
- Strong interpersonal skills to tactfully and effectively interact with people.
- Experience assisting clients in career development and establishing realistic goals, taking into consideration personal and professional circumstances as well as barriers to the achievement of their goals.
- Knowledge of appropriate entry level jobs for former offenders.
- Ability to establish and maintain effective and collaborative relationships with community members and public/private entities.
- Experience in facilitating group sessions.
- Experience working with diverse populations, especially offender and ex-offender populations
- Excellent interpersonal and strong oral and written communication skills. Must exercise discretion and protect privacy of participants.
- Excellent computer skills, knowledge and experience in relevant software applications, and ability to work with the internet.

Program Specialist

This is a full-time position which must perform at least the follow tasks and deliverables:

- Assist program participants by providing personalized case management to create and maintain an individualized plan for a detailed career transition to the workforce and securing permanent employment.
- Conduct regular group guidance and support meetings with participants.
- Assist participants in exploring employment opportunities including access to on-the-job training and career advancement jobs.
- Provide individual and group guidance and support to participants related to job search and career development by assisting participants with the job application process, including resume writing, job interview preparation (including mock interviews and job acceptance as appropriate), and provide feedback and guidance in the post interview process.
- Work in collaboration with Pre-Release Reentry Services Division and Community American Job Center for proper coordination of services and to advocate on the participants' behalf.
- Support data collection and evaluation activities and prepare program and other related reports.
- Explore labor market trends – specifically, statistics available through the State Department of Labor, Licensing, and Regulations and review participants' career interests. Consult with business/industry representatives to determine needs for additional training.
- Maintain records on participant's employment progress and assist in the development of reports.
- Explore labor market trends – specifically, statistics available through the State Department of Labor, Licensing, and Regulations and review participants' career interests. Consult with business/industry representatives to determine needs for additional training.
- Provide individual and group guidance and support to participants related to job search and career development
- Maintain records on participant's employment progress and assist in the development of reports.

Minimum Qualifications

- Certified Offender Workforce Development Specialist (OWDS) and Global Career Development Facilitator (GCDF)
- Considerable (3 years) experience in coordination of program activities.
- Experience assisting clients in career development and establishing realistic goals, taking into consideration personal and professional circumstances as well as barriers to the achievement of their goals.
- Knowledge of appropriate entry level jobs for former offenders.
- Ability to establish and maintain effective and collaborative relations with community members and with public/private entities.
- Experience in facilitating group sessions.
- Excellent interpersonal and strong oral and written communication skills. Must exercise discretion and protect privacy of participants.
- Excellent interpersonal skills and ability to communicate directly orally and in writing.
- Excellent computer skills, knowledge and experience in relevant software applications, and ability to work with the internet.

WorkSource Montgomery, Inc.
1801 Rockville Pike – Suite 320
Rockville, MD 20852

Contract No. 1063548
Amendment No. 9

This amendment is between Montgomery County, Maryland (County) and WorkSource Montgomery, Inc. (Contractor).

Background

1. The parties entered into Contract No. 1063548 on May 2, 2016.
2. The term of the present Contract ends on June 30, 2019 (Contract term).
3. The maximum amount payable under this contract for all goods and services provided through the present contract term is \$5,897,282.
4. The purpose of the contract is to implement the County's workforce development policies, goals and programs established and approved by the Workforce Development Board.
5. The contract authorizes an extension of the contract term.
6. The purpose of this amendment is to extend the contract term and increase the maximum compensation payable to Contractor for additional goods or services during the extended contract term.
7. Montgomery County and WorkSource Montgomery are presently working on a further amendment to the Contract that will detail additional terms to address the following:
 - a. Workforce development staffing, operations and services at the Montgomery County Correctional Facility's satellite American Job Center
 - b. Transition plan
 - c. Computer resources and security
 - d. Records, reports and other deliverables for the Montgomery County Correctional Facility's satellite American Job Center project.

Changes

1. The contract term is extended through June 30, 2020, with the stipulation that if the County and Contractor are unable to agree upon a further amendment to the Contract incorporating additional terms as set forth in paragraph 7 in Background, above, within sixty (60) days of the date of this Amendment no. 9, the County may, at no additional cost, liability or obligation to the County, terminate the Contract upon thirty (30) days' written notice.
2. The compensation for goods or services provided from July 1, 2019, through June 30, 2020, will be a maximum not to exceed \$1,889,594.
3. The maximum amount payable under this Contract for all goods and services provided from the date of original contract execution is increased by \$1,889,594 from \$5,897,282 to \$7,786,876.

Effect

1. Existing contract provisions remain in effect unless specifically changed by this amendment.
2. This amendment is entered into prior to the expiration of the contract term.
3. This amendment is entered into on the date of signature by the Director, Office of Procurement.
4. No goods or services are to be provided pursuant to this amendment until it is signed by the Director, Office of Procurement.

Amendment No. 9
WorkSource Montgomery, Inc.
Contract No. 1063548

SIGNATURES

<u>WORKSOURCE MONTGOMERY</u>	
<hr/>	
(Corporate Contractor's Signature)	
<hr/>	
Title	
<hr/>	
Date	
<hr/>	


MONTGOMERY COUNTY, MARYLAND

By:

Avinash G. Shetty, Director
Office of Procurement

Date:

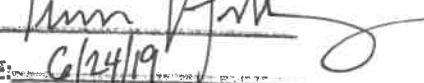
RECOMMENDED:

By: 
Fariba Kassiri
Deputy Chief Administrative Officer
Office of the County Executive

Date: 6/24/19

APPROVED AS TO FORM AND LEGALITY

OFFICE OF THE COUNTY ATTORNEY

BY: 
DATE: 6/24/19

FY 16 COMMUNITY GRANT CONTRACT

Contract # 1059421

This Contract is between Montgomery County, Maryland ("County") and The CareerCatchers, Inc. (the Contractor) at 8720 Georgia Avenue, Suite 205, Silver Spring, MD 20910.

BACKGROUND/INTENT

1. Montgomery County has identified the need to provide an array of comprehensive services to victims of domestic violence in order to enable them and their families to live violence-free lives.
2. In 2009 the County created the Family Justice Center (FJC) a strong collaboration of County and private agencies dedicated to finding innovative programs to preserve the safety and dignity of families.
3. The CareerCatchers, Inc. is an Internal Revenue Code 501 (C3) non-profit corporation responsible for working with under and unemployed, low-income, foreign-born and disadvantaged Montgomery County residents by providing clients with a personalized offering of individual support as they move along the path to self-sufficiency. Services are tailored to infuse women with knowledge and resources that will help them take long-term safety steps leading to self-sufficiency.
4. This Contract is entered into pursuant to Montgomery County Procurement Regulation 4.1.12.3(d), and Montgomery County Code Section 11B-14(a)(4) as the Contractor has been awarded a Council Grant to provide the services described in this Contract.

I. SCOPE OF SERVICES

The Contractor must perform the following activities and deliver the following goods and services to ensure that their services are provided to Montgomery County residents that are victims or survivors of domestic in accordance with the conditions of the grants awarded to the Contractor.

1. The Contractor must provide employment and vocational counseling services for victims and survivors of domestic violence at the Montgomery County Family Justice Center, the Betty Ann Kranke Center, The Career Catchers Silver Spring office, The CareerCatchers Gaithersburg office, and Montgomery County public libraries. The Career Catchers Counselors will work with victims and survivors of domestic violence to reduce life generated risks by helping them find sustainable employment to support the whole family's long-term safety. These services will include but not limited to individualized/group career/vocational counseling services, career planning, goal setting, networking, skills evaluation, résumé preparation, cover letter preparation, assistance with job search, assistance with job applications, interview training and follow-up, assistance with locating online resources to support job search activities, assistance with obtaining access to funds for skills training, assistance with accessing experience-building opportunities and provision of job retention support.
2. The Contractor must ensure domestic violence clients receive personalized guidance to develop the skills and confidence for continuous growth in the workplace.
3. The Contractor must connect clients to partners as needed to overcome individual barriers to work (Basic English language skills, computer skills, professional clothing, etc.)

II. REPORTS AND PERFORMANCE MEASURES The Contractor is required to and must submit a minimum of two (2) reports during the term of this Contract to the Office of Management and Budget.

A. Community Grant Reports

The Contractor must submit a report by January 31, 2016 and on July 29, 2016 to the Montgomery County Sheriff's Office, via e-mail to Darlene.Fairfax@montgomerycountymd.gov and the Office of Management and Budget via e-mail to Jedediah.Millard@montgomerycountymd.gov. The report must describe the results achieved

FY 16 COMMUNITY GRANT CONTRACT

Contract # 1059421

with the funds awarded under the Community Grant. The Report must be submitted in a format specified by the County.

B. Statistical Reports

As a part of measuring the Contractor's performance with results of employment counseling and vocational services provided to domestic violence victims under this Contract, the Contractor must submit quarterly statistical reports to Thomas Manion, Acting Director, MCFJC in the Sheriff's Office via e-mail to Thomas.Manion@montgomerycountymd.gov within 10 days after the close of each quarter. The Contractor's statistical reports must include, at a minimum, the following program performance measures:

- 1) The number of clients completing intake session, packet, and resume and site location where services were provided.
- 2) The number of clients who report completing a workforce development course, certificate program, or volunteer opportunity.
- 3) The number of clients identified and helped in finding scholarships.
- 4) The number of clients who report starting a job or advancing in their current job.

III. QUALITY ASSURANCE

The Contractor's staff or volunteers providing direct assistance to victims/clients under this Contract must submit and successfully pass a mandatory criminal background check by the Montgomery County's Sheriff's Office prior to providing services to clients.

IV. COMPENSATION

The County will reimburse the Contractor for the cost of providing County-approved services incurred in providing the goods and services described in the Scope of Services, Reports and Performance Measures, and Quality Assurance articles of this Contract and Attachment C, Contractor's budget.

- A.** The Contractor's County-approved Project Budget is incorporated by reference into, and made a part of this Contract, as Attachment C.
- B.** The maximum compensation payable by the County to the Contractor under this Contract must not exceed \$50,000.00 for the initial term of this Contract and is subject to satisfactory Contractor performance.

V. INVOICES

The Contractor must submit monthly invoices and supporting documentation, including, but not limited to, all required reports, to the County, in a format approved by the County. At a minimum, each invoice must be based on the Contractor's County-approved Project Budget and be in a format approved by the County. The County will make payment to the Contractor within 30 days of receipt, acceptance, and approval by the County's Contract Monitor of an invoice submitted by the Contractor in an approved format. Invoices must be submitted to Darlene Fairfax, County Contracts Monitor, via e-mail to Darlene.fairfax@montgomerycountymd.gov, and Thomas Manion, Acting Director, Montgomery County Family Justice Center (MCFJC) in the Sheriff's Office via e-mail to Thomas.Manion@montgomerycountymd.gov.

VI. TERM

The term of this Contract will commence on the date of the Contract Signature by the Director, Office of Procurement and will continue through June 30, 2016. Before the Contract term ends, the Director may, but is not required to, renew this Contract for additional one-year terms. Contractor's satisfactory performance does not guarantee the renewal of this Contract. Renewal of this Contract is contingent upon the appropriation and encumbrance of funds and the Contractor being named as a Council and/or County Executive Grantee for the purposes described in this Contract.

FY 16 COMMUNITY GRANT CONTRACT

Contract # 1059421

VII. GENERAL CONDITIONS AND INSURANCE

- A. The General Conditions of Contract Between County and Contractor ("General Conditions", Attachment A) are incorporated by reference into and made part of this Contract.

The Mandatory Insurance Requirements (Attachment B) supersede the insurance requirements outlined in the General Conditions, Paragraph 21. This insurance must be kept in full force and effect during the term of this Contract, including all extensions. This insurance must be evidenced by a certificate of insurance, and if requested by the County, the Contractor must provide a copy of the insurance policies. The Contractor's insurance shall be primary.

- B. The Contractor must provide copies of all applicable insurance certificates to Darlene Fairfax, County's Contract Monitor, in the Sheriff's Office at the beginning of the initial term of this Contract and must also submit for approval, by the County, any changes to those certificates made after the certificates have been reviewed and accepted by the County.

VIII. PRIORITY OF DOCUMENTS

The following documents are incorporated by reference into and made part of this Contract and are listed in order of legal precedence below in the event of a conflict in their terms:

- A. This Contract document;
- B. The General Conditions of Contract Between County & Contractor (Attachment A) and the Mandatory Insurance Requirements (Attachment B); and
- C. The Contractor's County-approved FY2016 Council Grant Application (Attachment C), which includes the County-approved Project Budget.

[SIGNATURE PAGE FOLLOWS]:

FY 16 COMMUNITY GRANT CONTRACT
Contract # 1059421

SIGNATURES

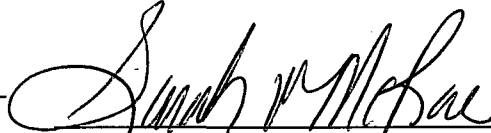
THE CAREERCATCHERS, INC.

MONTGOMERY COUNTY, MARYLAND



Signature

Typed: Ms. Mariana McNeil



Cherri Branson
Director, Office of Procurement

Date

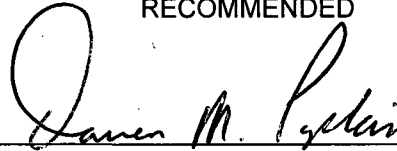
12/3/2015

Title: Executive Director

Date

11/19/2015

RECOMMENDED



By: Darren M. Popkin
Darren M. Popkin, Sheriff
Montgomery County Sheriff's Office

Date:

11/20/15

APPROVED AS TO FORM AND LEGALITY BY
THE OFFICE OF THE COUNTY ATTORNEY



By: Assistant County Attorney *Paralegal*

Date:

11/18/15

Contractor's Name: **The CareerCatchers, Inc.**
Address: **8720 Georgia Avenue, Suite 205**
City, State, Zip: **Silver Spring, MD 20910**

Contract No: **1059421**
Amendment No. **5**

This Amendment is between Montgomery County, Maryland ("County") and **The CareerCatchers, Inc.** ("Contractor").

BACKGROUND

1. The parties entered into Contract number **1059421** on **July 1, 2015**.
2. The term of the present Contract ends on **June 30, 2019**.
3. The maximum amount payable under this contract for all goods and services provided through the present contract term is **\$175,000**.
4. The purpose of this Contract is **to provide individualized employment counseling and vocational services to survivors of domestic violence**
5. The purpose of this Amendment is to extend the contract term, provide for compensation to be provided to the Contractor for goods and services provided during the extended term, and to update the Contractor's budget for the extended term.

CHANGES

1. Effective **July 1, 2019**, the Contract Term is extended through **June 30, 2020**.
2. The compensation provided from July 1, 2019 through June 30, 2020 will be a maximum amount not to exceed **\$60,000**.
3. The maximum compensation payable to the Contractor from the date of original contract execution through June 30, 2020 is increased by \$60,000 from \$175,000 to \$235,000.
4. Attachment C, Contractor's Budget in the original contract is superseded and replaced with the revised Attachment C, Contractor's Budget attached to this Amendment.

EFFECT

1. Existing Contract provisions remain in effect unless specifically changed by this Amendment.
2. This Amendment is entered into effective July 1, 2019, upon signature by the Director, Office of Procurement.
3. No goods or services are to be provided pursuant to this Amendment until it is signed by the Director, Office of Procurement.

[Signature Page Follows]

Contract Amendment #: 5
Contractor's Name: The CareerCatchers, Inc.
Contract #: 1059421
Page 2

SIGNATURES

THE CAREERCATCHERS, INC.


Mariana McNeil
Executive Director


Date: 6/6/2019

MONTGOMERY COUNTY, MARYLAND


Avinash G. Shetty, Director
Office of Procurement


Date: 6/20/2019

RECOMMENDED:

By: 
Darren M. Popkin, Sheriff
Montgomery County Sheriff's Office

Date: 6/13/2019

**APPROVED AS TO FORM AND
LEGALITY BY THE OFFICE OF
THE COUNTY ATTORNEY**

By: 

Printed: Teron Astor

Date: 6/3/19

Background

1. The parties entered into Grant Agreement 1089127 for \$45,000 on July 20, 2018.
2. The maximum amount payable under this contract for all goods and services provided through the present contract term is \$45,000.
3. The purpose of the contract is to provide employment services to homeless or formerly homeless men at the men's emergency shelter.
4. The contract authorizes up to two extensions of the contract term.
5. The purpose of this amendment is to extend the contract term and to increase the maximum compensation payable to Contractor for additional goods or services during the extended contract term.

Changes

1. The term "Contract" and "Grant Agreement" will be used interchangeably throughout this document and are synonymous.
2. The Grant Agreement term is extended through July 19, 2020.
3. The compensation for goods or services provided from the start date of this Amendment through July 19, 2020, will be a maximum not to exceed \$45,000.
4. The maximum amount payable under this Grant Agreement for all goods and services provided from the date of original contract execution is increased by \$45,000 from \$45,000 to \$90,000.
5. The current CDBG income limits are attached hereto as Exhibit 1.


Effect

1. Existing contract provisions remain in effect unless specifically changed by this amendment.
2. This amendment is entered into prior to the expiration of the contract term.
3. This amendment is effective July 20, 2019, upon signature by the Director, Office of Procurement.
4. No goods or services are to be provided pursuant to this amendment until it is signed by the Director, Office of Procurement.

19-004174

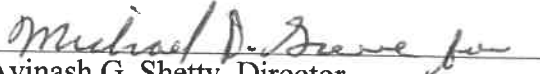
SIGNATURES

**THE MONTGOMERY COUNTY
COALITION FOR THE HOMELESS,
INC.**


Ms. Susie Sinclair-Smith, Executive
Director


June 12, 2019
Date

**MONTGOMERY COUNTY,
MARYLAND**


Avinash G. Shetty, Director
Office of Procurement

7/17/19
Date


Recommended by:


Timothy Goetzinger, Acting Director
Department of Housing and Community
Affairs

6/13/19
Date

Federal I.D. Number: 52-1735674
DUNS #: 860058809

APPROVED AS TO FORM AND
LEGALITY:


Neal Anker
Associate County Attorney
County Attorney's Office

6-11-19
Date

19-004174

EXHIBIT I

CDBG INCOME LIMITS (4/2019)			
Family Size	30% AMI	50% AMI	"80%" (~68% AMI)
	Extremely Low Income	Very Low Income	Low Income (capped)
1	25,500	42,500	54,350
2	29,150	48,550	62,100
3	32,800	54,600	69,850
4	36,400	60,650	77,600
5	39,350	65,550	83,850
6	42,250	70,400	90,050
7	45,150	75,250	96,250
8	48,050	80,100	102,450

19-004174

Contractor: Interfaith Works, Inc.
Address: 114 West Montgomery Avenue
Rockville, Maryland 20850

Contract No.: 1088872
Amendment 1
19-004270

Background

1. The parties entered into Contract No. 1088872 for \$66,000 on July 11, 2018.
2. The maximum amount payable under this contract for all goods and services provided through the present contract term is \$66,000.
3. The purpose of the contract is to provide job counseling, training and placement assistance to homeless and low-income residents of the County.
4. The contract authorizes up to two extensions of the contract term.
5. The purpose of this amendment is to extend the contract term and to increase the maximum compensation payable to Contractor for additional goods or services during the extended contract term.

Changes

1. The contract term is extended through July 10, 2020.
2. The compensation for goods or services provided from the start date of this Amendment through July 10, 2020, will be a maximum not to exceed \$43,000.
3. The maximum amount payable under this contract for all goods and services provided from the date of original contract execution is increased by \$43,000 from \$66,000 to \$109,000.
4. An updated scope and budget for the use of the funds payable under this contract is attached hereto as Exhibit 1.

Effect

1. Existing contract provisions remain in effect unless specifically changed by this amendment.
2. This amendment is entered into prior to the expiration of the contract term.
3. This amendment is effective July 11, 2019, upon signature by the Director, Office of Procurement.
4. No goods or services are to be provided pursuant to this amendment until it is signed by the Director, Office of Procurement.

Contractor: Interfaith Works, Inc.
Address: 114 West Montgomery Avenue
Rockville, Maryland 20850

Contract No.: 1088872
Amendment 1
19-004270

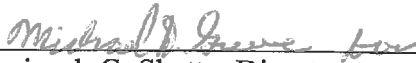
SIGNATURES

INTERFAITH WORKS, INC.


Mr. Shane Rock, Executive Director


6/27/19
Date

**MONTGOMERY COUNTY,
MARYLAND**


Avinash G. Shetty, Director
Office of Procurement

7/8/19
Date

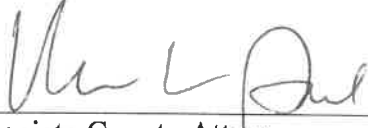
Recommended by:


Timothy J. Goetzinger, Acting Director
Department of Housing and Community
Affairs

6/28/19
Date

Federal I.D. No: 52-1072684
DUNS No: 621459858

APPROVED AS TO FORM AND
LEGALITY:


Associate County Attorney
County Attorney's Office

6-19-19
Date

EXHIBIT I

ACTIVITIES

The Contractor must, at a minimum, provide the following services throughout the contract term:

- Verify and document Montgomery County residency for all clients;
- Conduct client intake and provide individual assessments of skills, interests and credentials for 280 clients;
- Maintain individual case files for all clients;
- Provide fourteen 12-session, 30-hour Job Readiness Classes and 6-session Introduction to Microsoft Office Classes in English and Spanish to approximately 125 clients during the contract period, with a minimum of 110 clients graduating;
- Assist clients individually with preparing resumes and cover letters, practicing interview skills, offering computer training on job search skills, and providing a targeted job search;
- Market to, and identify, potential employers with career path opportunities and facilitate linkages with appropriate clients;
- Provide follow up and support to a minimum of 175 clients that secure jobs and track how long they remain employed; and
- Provide DHCA with all reports, records and documentation as requested including, but not limited to, those items described in the DELIVERABLES section below.

DELIVERABLES

ACTIVITY	DELIVERABLES	DOCUMENTATION
Client eligibility	Verify and document Montgomery County residency for all clients	Client files with verification documentation
Client interest /ability assessments	Approximately 280 completed assessments	Maintain individual case files for all clients
Job Readiness Workshops and Computer Classes	Provide 14 classes throughout the contract term, each serving an average of 9 attendees (total 125 clients), with approximately 110 clients graduating from the course	Dates of workshops, attendance lists and list of graduates
Individual Client Meetings and Training	Meet with approximately 280 clients as needed to assist in resume and cover letter preparation, job search training, targeted job searches and related computer training.	Report detailing each individual's demographic status and participation, including skills assessment, trainings received to final employment status

Contractor: Interfaith Works, Inc.
Address: 114 West Montgomery Avenue
Rockville, Maryland 20850

Contract No.: 1088872
Amendment 1
19-004270

Assist in obtaining job and keeping it with ongoing remedial training and problem resolution as needed	Recruit employers and refer individuals based on their skills	Number of corporate contacts and employers recruited; # of clients placed in internships, # of job offers, and wage and benefit data for jobs secured
Jobs secured	Place a minimum of 175 eligible clients with employers	
Job transition and maintenance	Ongoing support to new and previously placed clients throughout the contract term	Tracking of job retention and issues addressed
Report	Timely on-line semi-annual reports (see Exhibit I of the original contract) and semi-annual brief narrative accomplishment summaries	Reports

REPORTING

County funding also requires the Contractor to submit separate on-line Semi-Annual reports as described in Exhibit I of the original contract. The Contractor must also email DHCA brief semi-annual written narrative reports that summarize the program goals achieved, as well as explanation of any that were not. These reports must also describe any particularly notable program accomplishments during the reporting period, including a brief paragraph describing any clients that benefited to an unusually great degree from the program activities, with photos if applicable. Releases signed by the client must be provided with any photos. Payments will not be made if any required reports have not been submitted.

BUDGET

All funding provided under this Contract must be used for the specific expenses enumerated below. If salaries are funded, the hourly rate of pay must not exceed the figures indicated below. Funds may be reallocated among categories at the written request of the Contractor with the approval of DHCA, but the aggregate total must not exceed the \$43,000 maximum contract value. All funding, if any, remaining undistributed at the end of the contract will be recaptured by DHCA and reallocated to other eligible projects. The Contractor must provide any additional funding that may be required from other sources to ensure full delivery of the services described herein.

All services under this Contract must be performed during the active term of the Contract. The Contractor must provide DHCA with the final invoice no later than 30 days following the end of the Contract term. The Contractor must submit monthly invoices to DHCA documenting the expenses for which reimbursement is requested unless other timing has been approved by DHCA. Under no circumstances can invoices be submitted less frequently than quarterly.

RACIAL DISPARITIES AMONG PEOPLE EXPERIENCING HOMELESSNESS IN MONTGOMERY COUNTY, MARYLAND

ANNA BLASCO, SEPTEMBER 7, 2018

INTRODUCTION

People of color are over represented in the homeless population. The 2017 Point-in-Time Count found 40.6% of people experiencing homelessness on a single night across the U.S. were Black, compared to 12.6% of the U.S. population.¹ This represents a racial disparity, defined by *The Sentencing Project* as “when the proportion of a racial or ethnic group within the control of the system is greater than the proportion of such groups in the general population.” Disparities may be the result of overt racism or bias from individuals or systems, or it may result from the subtle influence of many factors that are indirectly related to race.² The purpose of this paper is to understand where bias and inequalities are being perpetuated within the homeless system so the community can address them.

This paper follows guidance from the National Alliance to End Homelessness, which recommended communities begin to address racial disparities by examining data. The Alliance recommends two primary paths of inquiry: reviewing how demographic data among people experiencing homelessness compares to Census data on the general population; and analyzing who is becoming homeless, and how successfully different populations are exiting the system to permanent housing.³ This paper addresses these proposed research topics in the form of four key questions:

1. Who experiences homelessness in Montgomery County?
2. Where do people stay before becoming homeless?
3. What does homelessness look like for different populations?
4. How successful is the County at ending homelessness for everyone?

This paper begins by exploring why race is important to consider when addressing homelessness and reviews recent research on the intersection of race and homelessness. This is followed by a summary of Montgomery County’s demographics, housing costs, cost of living, as well as the historical and social forces which have shaped housing in the County. The four research questions above are each considered. Finally, recommendations for further inquiry are proposed.

¹ Henry, Meghan et al. “The 2017 Annual Homeless Assessment Report (AHAR) to Congress.” U.S. *Department of Housing and Urban Development*, Dec. 2017. <https://www.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf>

² “Reducing Racial Disparity in the Criminal Justice System A Manual for Practitioners and Policymakers,” *The Sentencing Project*, 1 Sep. 2008, <https://www.sentencingproject.org/publications/reducing-racial-disparity-in-the-criminal-justice-system-a-manual-for-practitioners-and-policymakers/>.

³ Crawford, Chandra and Mindy Mitchell. “Addressing Racial Disparities Among People Experiencing Homelessness: Start with Data,” 8 Aug. 2018, <https://endhomelessness.org/addressing-racial-disparities-among-people-experiencing-homelessness-start-data>.

WHY RACE MATTERS IN HOMELESSNESS

Homelessness has negative impacts on the health of people who experience it. Homelessness is associated with higher mortality rates and chronic health issues.⁴ Pregnant women experiencing homelessness are more likely to have babies with a low birth weight, and infant mortality for children of homeless mothers is higher than the general population. Homeless children are at increased risk of health problems. Children who experience homelessness were found to have double the rates of upper respiratory infections and minor skin ailments, and were more likely to have ear disorders than the general population.⁵ Homelessness can also exacerbate existing health problems, making it more difficult to get health care and adhere to treatment regimens.⁶

Racial and ethnic minorities also face inequalities in health. The Center for Disease Control reports that rates of premature death from stroke and heart disease, infant mortality, and homicide were higher among Black persons than White persons. Rates of tuberculosis are higher among racial and ethnic minority groups than among Whites. Non-Asian racial and ethnic minorities also continue to have higher rates of HIV diagnoses than Whites, and doctors are less likely to prescribe antiretroviral therapy to Black persons.⁷

Researchers believe that homelessness is primarily the result of a mismatch between the cost of available housing and incomes. Higher rents, particularly within the most affordable percentile of the housing market, are associated with increased homelessness.⁸ Increased housing costs do not impact different populations the same way. The American Community Survey found that on average, White households pay 29% of their income towards rent, while Hispanic households pay 32%, and Black households pay 37%.⁹ Other housing problems like residential segregation, discrimination, environmental factors, and wealth and equity gaps disproportionately affect people of color.¹⁰

⁴ Jones, Marian Moser. "Does Race Matter in Addressing Homelessness? A Review of the Literature." *World Medical and Health Policy*, vol. 8, no. 2, 2016, pp. 139 – 156.

⁵ Rafferty, Yvonne and Shinn, Marybeth. "The Impact of Homelessness on Children." *American Psychologist*, vol. 46, no. 11, 1991, pp. 1170-1179, <http://dx.doi.org/10.1037/0003-066X.46.11.1170>.

⁶ Hwang, Stephen W. "Homelessness and Health." *CMAJ: Canadian Medical Association Journal*, vol. 164, no. 2, 2001, pp. 229–233 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC80688/>.

⁷ "CDC Health Disparities and Inequalities Report." *Center for Disease Control and Prevention*. Nov. 2013, <https://www.cdc.gov/minorityhealth/chdireport.html>

⁸ Honig, Marjorie and Filer, Randall K., "Causes of Intercity Variation in Homelessness." *The American Economic Review*, vol. 83, no. 1, 1993, pp. 248-255, <https://www.jstor.org/stable/2117507?seq=1>

⁹ "Topic Indicators: Affordable Housing," *ACT Rochester*, <http://www.actrochester.org/housing/affordable-housing/median-rental-prices/median-gross-rent-by-race-ethnicity/data-tables>.

¹⁰ Matthew, Dayna Bowen et al., "Time for justice: Tackling race inequalities in health and housing." *Brookings*, 19 Oct. 2016, <https://www.brookings.edu/research/time-for-justice-tackling-race-inequalities-in-health-and-housing/>

This paper accepts the argument that a color-blind solution to homelessness is less effective than one that considers the racial structures that create different paths into and out of homelessness.¹¹ If Montgomery County hopes to end homelessness, it must do so for everyone, with the understanding that homelessness does not impact all groups equally, and that paths into and out of homelessness may look different for different populations.

SUMMARY OF RECENT RESEARCH

This section provides a brief overview of existing research on the relationship between race and homelessness which has informed this report. In a review of the literature, Marian Moser Jones found Black homeless adults tend to be younger, less likely to be married, and experience fewer and shorter homelessness episodes than white homeless adults. One study suggested that Black households are more likely to experience homelessness due to external issues such as discrimination, while White households are more likely to have serious mental illness as the root cause. Regarding ethnicity, one study suggested Hispanic households experience homelessness at disproportionately lower rates due to a tendency to “double up” with family or friends.¹²

A recent study of data from six communities by The Center for Social Innovation examined outcomes of the homeless system by race. It found American Indian and Alaska Natives were 48% more likely to exit to homelessness than other persons, but were less likely to do so with a permanent housing subsidy. Native Hawaiian and Other Pacific Islander persons were more likely to exit into permanent housing with a subsidy.¹³ A study found Black persons experiencing homelessness had longer stays in homelessness than White persons. White persons experiencing homelessness were more likely to move between three or more communities during their homelessness episode.¹⁴

A study of youth experiencing homelessness found that Black young people aged 18 to 25 are overrepresented. This population as estimated to have an 83% increased risk of having experienced homelessness over youth of other races, even when controlling for other factors

¹¹ Jones 141

¹² Jones 140

¹³ Olivet, Jeffrey et al. *Supporting Partnerships for Anti-Racist Communities, Phase One Study Findings*. Center for Social Innovation, 2018. <http://center4si.com/wp-content/uploads/2018/03/SPARC-Phase-1-Findings-March-20181.pdf>

¹⁴ Carter III, George R. “From Exclusion to Destitution: Race, Affordable Housing, and Homelessness.” *Cityscape*, vol. 13, no. 12, 2011, pp. 33-70 <http://www.jstor.org/stable/20868768>

such as income and education. The authors proposed rates of school suspensions, incarceration, and foster care placement to be contributing factors to this discrepancy.¹⁵

¹⁵ Morton, M.H., Dworsky, A., & Samuels, G.M. *Missed opportunities: Youth homelessness in America, National Estimates*. Chicago, IL. Chapin Hall at the University of Chicago, 2017.
<http://voicesofyouthcount.org/brief/national-estimates-of-youth-homelessness/>

ABOUT MONTGOMERY COUNTY

This section provides context about the focus of this report, Montgomery County, Maryland. It provides information about demographics, housing costs, and the cost of living. Finally, this section concludes with a note about the historical and social context which continues to impact the housing market in the County.

DEMOGRAPHICS

The racial makeup of Montgomery County according to the U.S. Census looks different from both Maryland and the United States as a whole. A larger proportion of people identified their race as Multi-Racial and Asian in Montgomery County than in Maryland or the U.S. A slightly higher proportion of people identified their race as Black in Montgomery County than in the U.S. The state of Maryland has a higher percentage of Black persons than the County. Montgomery County has a higher proportion of people identifying as Hispanic or Latino than the state.¹⁶

TABLE 1: GENERAL POPULATION DATA ACCORDING TO U.S. CENSUS

	Montgomery County	Maryland	United States
BLACK OR AFRICAN-AMERICAN	17.8%	29.6%	12.6%
WHITE	55.2%	57.2%	73.3%
ASIAN	14.6%	6.1%	5.2%
MULTIPLE RACES	4.2%	3.1%	3.1%
HISPANIC OR LATINO	18.6%	9.2%	17.3%

HOUSING COSTS

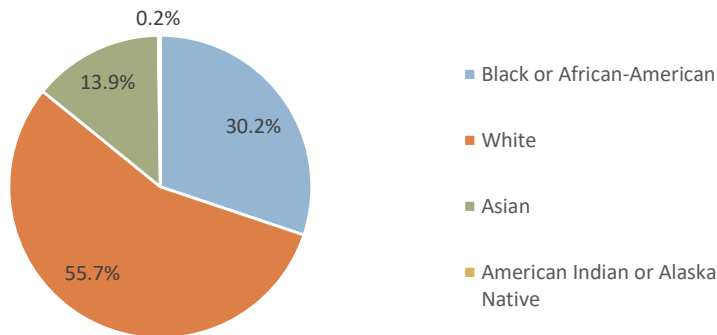
Renter households compose 34% of households in the County. Housing costs for renters in the County are high. The National Low Income Housing Coalition estimates a person earning

¹⁶ "American FactFinder Montgomery County, Maryland." *U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates*, <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

minimum wage in the County would need to work 137 hours a week to afford a modest two-bedroom apartment in Montgomery County.¹⁷

Over half of renter households in the County are “housing cost burdened,” meaning they pay more than 30% of their income towards rent. Under a quarter (22.1%) pay more than 50% of their income towards rent in the County. Black persons are disproportionately housing cost burdened, making up just 17.8% of the County population but 30% of households paying more than half their income towards rent. Housing cost burdens are even higher for low income residents of the County. Of the poorest renter households, those making under 30% of the Area Median Income, 63% pay more than half their income towards rent.¹⁸

HOUSEHOLDS PAYING OVER 50% OF INCOME TOWARDS RENT



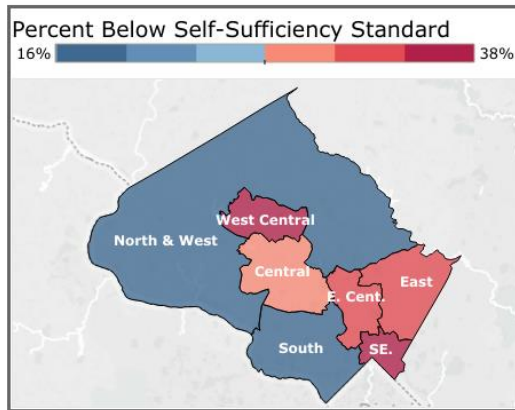
COST OF LIVING

Looking at housing costs alone ignores that people have other basic needs that people must meet. Another measure of the income needed to live in Montgomery County is the Self-Sufficiency Standard. The Self-Sufficiency Standard is a measure of the income people need to meet their basic needs. The Standard considers six basic needs. These are: housing, child care, food, transportation, health care, and other needs such as clothing. This report refers to Montgomery County as if it was uniform. Yet Self-Sufficiency data reveals that some regions in the County have a higher percentage of households struggling to afford the cost of living.¹⁹

¹⁷ “Out of Reach 2018: Maryland,” *National Low Income Housing Coalition*, <http://nlihc.org/oor/maryland>.

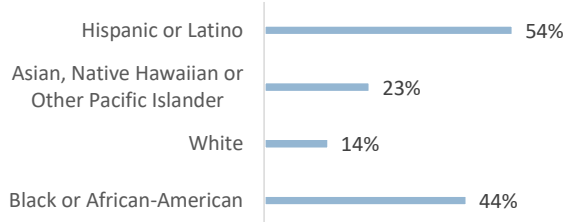
¹⁸ Consolidated Planning/Comprehensive Housing Affordability Strategy (CHAS) Data, 2011-2015 American Community Survey 5-year average, <https://www.huduser.gov/portal/datasets/cp.html>

¹⁹ “Overview of the Self-Sufficiency Standard.” *Montgomery County CountyStat*. 14 March 2018. https://public.tableau.com/profile/countystat#!/vizhome/Self-SufficiencyStandard_FD3/Title



Racial and ethnic minorities are disproportionately represented in the share of households below the Self-Sufficiency Standard. Hispanic or Latino persons have the highest rates of households below the Self-Sufficiency Standard (54%), followed by Black persons (44%).²⁰

PERCENT BELOW SELF-SUFFICIENCY STANDARD IN MONTGOMERY COUNTY



HISTORICAL AND SOCIETAL DISCRIMINATION

This paper seeks to understand if homeless system may be achieving unequal outcomes for people of different races and perpetuating racial disparities. It is important to note that the homeless system operates within a social and historical context which continues to influence people's lives today. These forces and practices include:

²⁰ "Montgomery County CountyStat

- Redlining, where lenders deny a credit-worthy applicant a housing loan because the neighborhood is a minority or economically disadvantaged community;²¹
- Restrictive covenants, which are contractual agreements which restrict who can buy, sell, or rent property based on race;²²
- Blockbusting, where real estate brokers generated business by encouraging minority buyers to move into White neighborhoods to encourage more people to sell their homes; and²³
- Urban renewal programs, which both improved housing conditions for some as well as disproportionately displaced minority neighborhoods through federally-funded “slum clearance” efforts.²⁴

It is beyond the scope of this paper to fully explore the history of these practices in Montgomery County. Instead, two brief examples of these types of harmful and discriminatory practices in Montgomery County follow.

Silver Spring, the second most populous place in Montgomery County, was developed as a “sundown suburb.” This refers to a place where restrictive covenants made it impossible for Black persons to own or rent homes, and was considered unsafe for Black persons to be after dark. According to historian David Rotenstein, Silver Spring remained “almost exclusively white” due to “redlining, steering, and discrimination,” for two decades after the Supreme Court ruled restrictive covenants were unenforceable.²⁵

Samuel Lytton, a free person of color, founded Lyttonsville in Silver Spring in 1853. Many residents of Lyttonsville lacked running water and plumbing into the 1960s. Barred from living in most of Silver Spring, Lyttonsville was a close knit, primarily Black community. Urban renewal in the 1970s led to the destruction of most of the community’s historic buildings and cultural landscape.²⁶ Restrictive covenants and the destruction of historically Black neighborhoods shaped the housing market in which people today must navigate to obtain and maintain housing.

²¹ Mitchell, Bruce, and Juan Franco. “HOLC ‘Redlining’ Maps: The Persistent Structure of Segregation and Economic Inequality.” *NCRC*, 27 Mar. 2018, ncrc.org/holc/.

²² “1920s–1948: Racially Restrictive Covenants,” *The Fair Housing Center of Greater Boston*, <http://www.bostonfairhousing.org/timeline/index.html>.

²³ Ouazad, Amine, “Blockbusting: Brokers and the dynamics of segregation,” *Journal of Economic Theory*, May 2015, vol. 157 pp. 811–841, <https://www.sciencedirect.com/science/article/pii/S0022053115000393>.

²⁴ Robert K. Nelson and Edward L. Ayers, “Renewing Inequality,” *University of Richmond’s Digital Scholarship Lab*, <https://dsl.richmond.edu/panorama/renewal/#view=0/0/1&viz=cartogram&text=about>.

²⁵ Rotenstein, David S. “Protesting Invisibility in Silver Spring, Maryland,” *The Activist History Review*, 23 June 2017, https://activisthistory.com/2017/06/23/protesting-invisibility-in-silver-spring-maryland/#_ednref

²⁶ Shih, Karen. “For new Lyttonsville residents, an enlightening look at the past,” *The Gazette*, 20 Feb. 2008, http://www.gazette.net/stories/022008/wheanew212823_32370.shtml

DATA SOURCES

The data for this report comes primarily from two sources. One source is the Point-in-Time Count, a one-night snapshot of people experiencing homelessness. The U.S. Department of Housing and Urban Development (HUD) requires communities to conduct the count each year during one night in January. It includes people living both in homelessness programs such as emergency shelters, as well as people sleeping in outside, in cars, and in abandoned buildings. Point-in-Time Count data in this report is from 2016 unless stated otherwise.

The second primary data source is the Montgomery County Homeless Management Information System (HMIS). Communities are also required by HUD to collect information on people experiencing homelessness in a locally administered HMIS database. HMIS provides a more detailed picture of homelessness. HMIS includes information on where people stayed before entering the homeless system, how long they stayed in different program types, and where they went when they left. Communities report HMIS and Point-in-Time count data to HUD annually. This report also uses national data from the Point-in-Time Count and HMIS made available annually by HUD.

Commented [AB1]: For what year

The data on people identified as chronically homeless comes from the Montgomery County Master List. The list is an excel spreadsheet used by the County to identify and prioritize chronically homeless individuals for housing opportunities. The data on single adults in emergency shelter and street outreach comes from an Annual Performance Report (APR) pulled from HMIS.

ANALYSIS

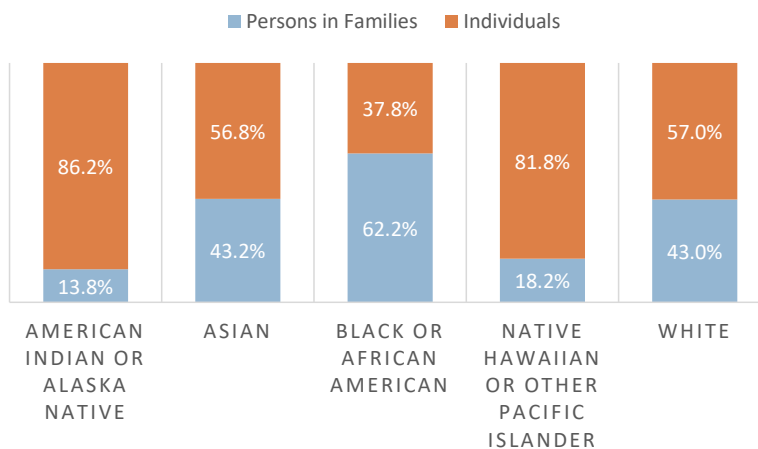
This section provides an analysis of the intersection of race and homelessness in Montgomery County. The following questions are explored:

1. Who experiences homelessness in Montgomery County?
2. Where do people stay before becoming homeless?
3. What does homelessness look like for different populations?
4. How successful is the County at ending homelessness for everyone?

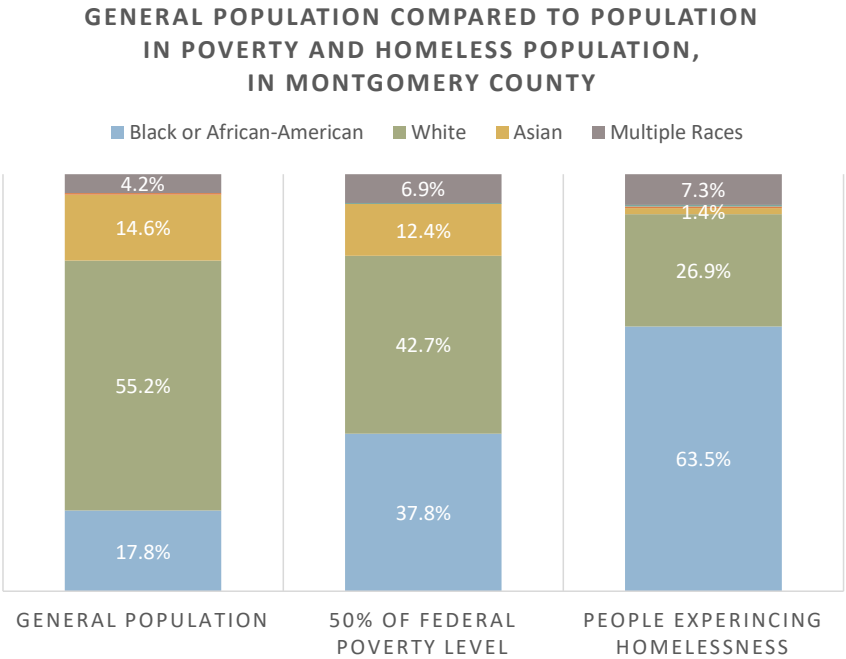
1. WHO EXPERIENCES HOMELESSNESS?

The racial makeup of the homeless population in Montgomery County has stayed relatively constant over the past three years. The majority of people experiencing homelessness in Montgomery County are Black, followed by White. American Indian or Alaska Natives and Native Hawaiian or Other Pacific Islanders make up a small percentage of people experiencing homelessness in the County. A larger percentage of Black persons in the County experience homelessness as part of a family than other groups. Of all people experiencing homelessness, 42.1% were Black members of family. In contrast, White members of a family made up 11% of total homeless persons in a given year. White and Asian persons more frequently experience homelessness as individuals.

**PERCENT OF GROUP EXPERIENCING
HOMELESSNESS AS AN INDIVIDUAL OR PART OF
A FAMILY**



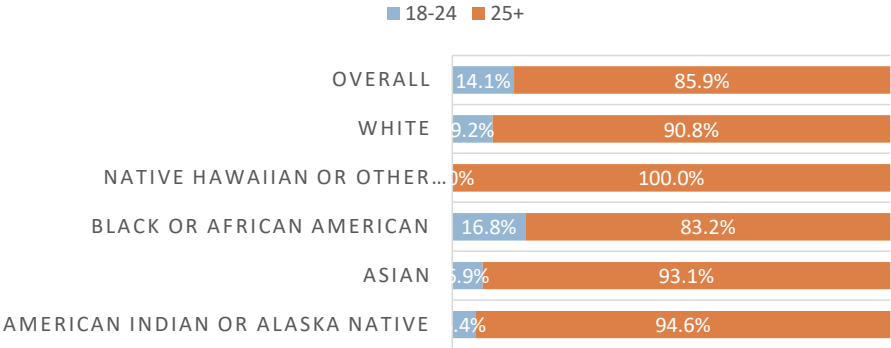
Black and Multi-Racial persons are over represented among people experiencing homelessness, even when taking poverty rates into account. White and Asian persons are underrepresented. The chart below compares the general population of Montgomery County to the population of people at 50% of the Federal Poverty Level, and people experiencing homelessness.



General Population from U.S. Census, Federal Poverty Level rates from 2012-2016 American Community Survey, rates of homelessness from 2016 Point-In-Time Count

Most people who experience homelessness in Montgomery County are over the age of 25 (86%). The highest rates of young adults experiencing homelessness are among Black persons (17%), followed by White persons (9%).

AGE OF PEOPLE EXPERINCING HOMELESSNESS IN MONTGOMERY COUNTY

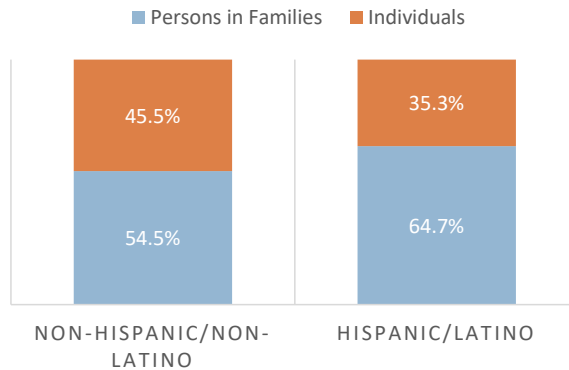


The overrepresentation of Black persons is greatest within the population of young adults experiencing homelessness. Black persons compose 78.9% of 18 to 24 year-olds, for a total of 582 persons counted in a year. This is similar to the findings of the Center for Social Innovation study of six cities. This report found Black people were most overrepresented among this group. This study also found individuals aged 18-24 were over three and a half times more likely to exit back into homelessness than people in families.²⁷

People who identify their ethnicity as Hispanic or Latino are underrepresented among people experiencing homelessness. Montgomery County’s population is 18.6% Hispanic or Latino, but 15.2% of the homeless population are Hispanic or Latino. The trend nationally is different. The U.S. population is 17.3% Hispanic or Latino, but the homeless population is 21.6% Hispanic or Latino. In Montgomery County, more Hispanic or Latino persons experience homelessness as part of a family than persons that do not identify as Hispanic or Latino.

²⁷ Olivet, Jeffrey et al. 10

PERCENT EXPERIENCING HOMELESSNESS AS AN INDIVIDUAL OR PART OF A FAMILY



The Center for Social Innovation found Hispanic or Latino groups were underrepresented in their sample. Researchers have hypothesized that Hispanic households experience homelessness at disproportionately lower rates due to a tendency to “double up” with family or friends.²⁸ Or, it may be an underestimate. Recent immigrants may be more likely to double up or live in substandard housing rather than enter the homeless system. People who are undocumented may avoid homelessness services out of fear of deportation. As a result, they may be undercounted in Point-in-Time count.²⁹ This may be a factor in Montgomery County. While data on undocumented immigrants is not available, the U.S. Census does estimate that 15.5% of households in Montgomery County were not U.S. citizens. Of these households, 43.3% indicated they were Hispanic or Latino.³⁰

Montgomery County is currently engaged in a community effort to end chronic homelessness called “Inside/Not Outside.”³¹ Chronic homelessness has a very specific definition, but generally refers to a person with a disability who has been homeless for over a year.³² The County has developed a “Master List,” which includes important information necessary to identify and

²⁸ Jones 140

²⁹ Olivet, Jeffrey et al. 4

³⁰ “Comparative Social Characteristics in the United States, 2012-2016 American Community Survey 5-Year Estimates.” U.S. Census Bureau

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

³¹ “Inside/Not Outside,” *Montgomery County*, <https://www.montgomerycountymd.gov/Homelessness/index.html>.

³² “Flowchart of HUD’s Definition of Chronic Homelessness,” U.S. Department of Housing and Urban Development, Nov. 2016, <https://www.hudexchange.info/resource/5181/flowchart-of-huds-definition-of-chronic-homelessness/>.

prioritize people experiencing chronic homelessness. At the time the Master List was provided for this analysis, it included 409 individuals, 381 which had already been placed into housing.

Over half of people experiencing Chronic homelessness in the County are Black (56.2%). But a higher proportion of chronically homeless people are White (39.1%) compared to the homeless population generally (26.9%). White and Black persons on the list had nearly identical rates of having already moved into housing (93%). A smaller percentage of Asian persons had moved into housing (83%). The chronic population has a higher proportion of Non-Hispanic/Non-Latino (12%) individuals than the general homeless population (18%). Chronically homeless individuals are more heavily male (64%) than the general homeless population in the County (52%).

ANALYSIS

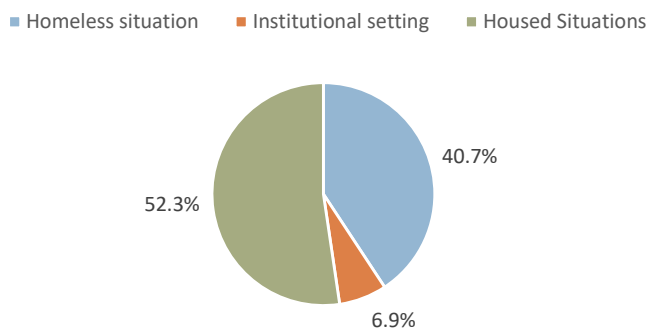
The County follows the national trend of overrepresentation of Black persons among people experiencing homelessness. Black families in particular are over represented. This may be the reason why young people aged 18-24 are majority Black. The County differs from national trend regarding Hispanic or Latino persons experiencing homelessness. Hispanic or Latino persons are underrepresented among homeless populations in the County. This may point to a need for more outreach to this community, or the need for greater insight about why these groups are not accessing homeless services.

2. WHERE DO PEOPLE STAY BEFORE BECOMING HOMELESS?

This section focuses on where people stayed before entering the homeless system. Understanding where people stayed immediately before entering homelessness can help inform how homelessness may have been prevented.³³ There are three broad categories of prior living situation: homeless, housed, or in an institution.

Over half of people experiencing homelessness in the County were in housing before entering the homeless system or program. Black persons had the highest rates of coming from a housed situation. Over half (55.1%) of Black persons came from housed situations compared to 45.3% of White persons and 48.7% of Asian persons.

PRIOR LIVING SITUATION OF PEOPLE EXPERINCING HOMELESSNESS IN MONTGOMERY COUNTY

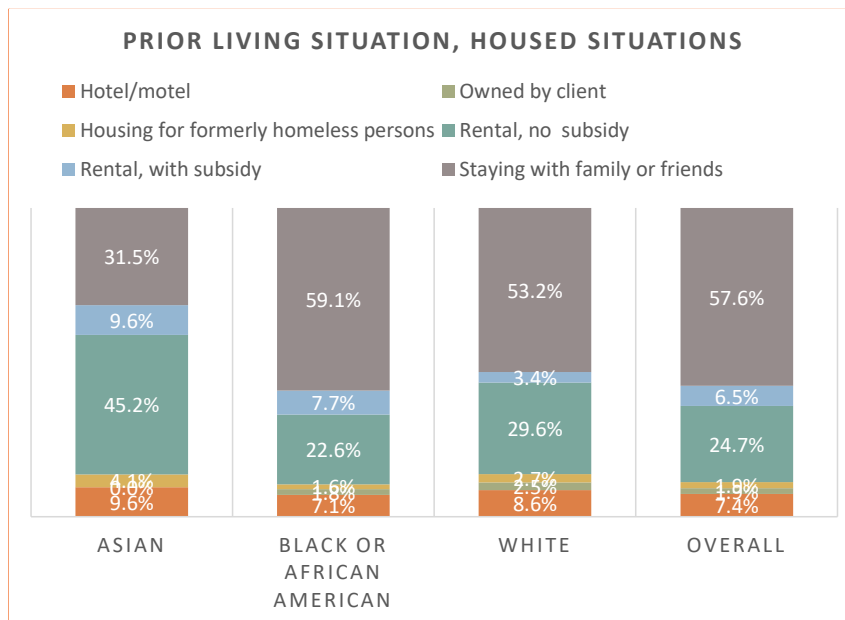


In the County, having stayed with family or friends is the most common prior living situation by far (57.6%). Doubling up with family or friends can be a smart economic decision from some low-income households. One study found mothers who double up save about \$4,640 per year on average.³⁴ But researchers have also linked doubling with negative outcomes, such as “marital arguments, marital instability, psychological distress, and tension between parents and children.” This is why people generally double up as a last resort, making it a common precursor to homelessness. One study in New Zealand found that a very small part of the population doubled up at some point (11%). But over half of people who doubled up also experienced

³³ For this measure, HMIS data from 2016 – 2017 was pulled for individuals entering any of the following program types: street outreach, emergency shelter, safe haven, or permanent housing. This counts every entry into each program type, and therefore counts people who entered more than one project multiple times. Despite this, the composition of populations is not skewed, meaning populations are counted multiple times at roughly the same rates.

³⁴ Pilkauskas, Natasha V. et al. “The Prevalence and Economic Value of Doubling Up,” *Demography*, 2014, pp. 1667-1676, DOI 10.1007/s13524-014-0327-4.

homelessness (59%), compared to just 1% of those who have never doubled up.³⁵ Black persons had the highest rate of having come from doubled up situation (59.1%). Black families came from this situation more often (61%) than Black individuals (57.7%) or White families (50.7%).



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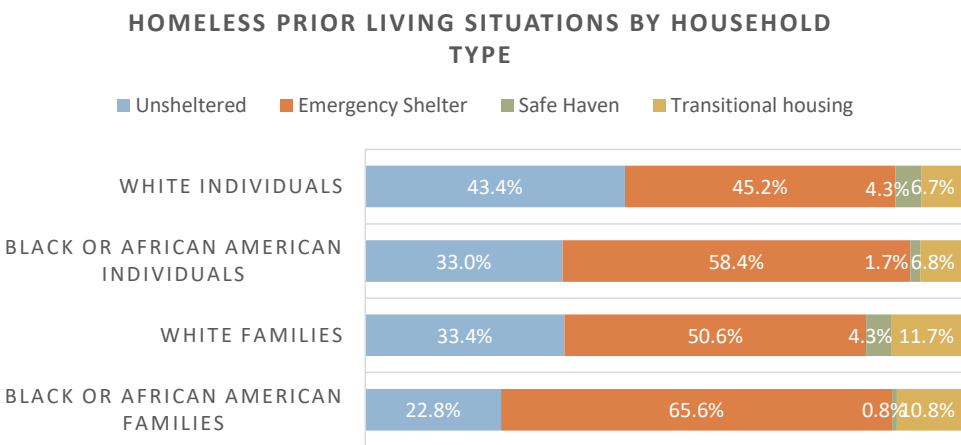
In Montgomery County, Black and White persons had similar rates of having come from an apartment they rented themselves. Asian persons had the highest rate of having come from housing they rented themselves than any other group (54.8%). Asian persons made up just 1.8% of persons coming from housed situations, so this may be skewed due to a small population size. Very few people who came from housed prior living situations came from a rental housing where they were receiving a rental subsidy of some kind (6.5%). Black persons were more likely to have come from a subsidized rental (7.7%) than white persons (3.4%).

While most people who enter the homeless system or program came from a housing, 40.7% came from another homeless situation. This includes people who moved from one homeless program to another and people who entered a homeless program from unsheltered situations. Most people entered the system from either emergency shelter (56.0%) or unsheltered locations (33.5%). It is not necessarily a bad thing for people to have a homeless destination as

³⁵ Entner Wright, Bradley R. et al. “Factors Associated with Doubled-Up Housing—a Common Precursor to Homelessness,” *Social Service Review*, vol. 72 no. 1, 1998, pp. 92-111, <https://www.jstor.org/stable/10.1086/515747>.

their prior living situation. For example, it would be positive for someone who was sleeping outside to enter shelter.

White individuals had the highest rates of having come from unsheltered locations. This aligns with the Point-in-Time Count, which also found White persons had a higher proportion of unsheltered persons than other populations. Black families had the highest rate of having come from an emergency shelter. These families may be moving from one shelter to another, or from shelter to another homeless program like transitional housing.

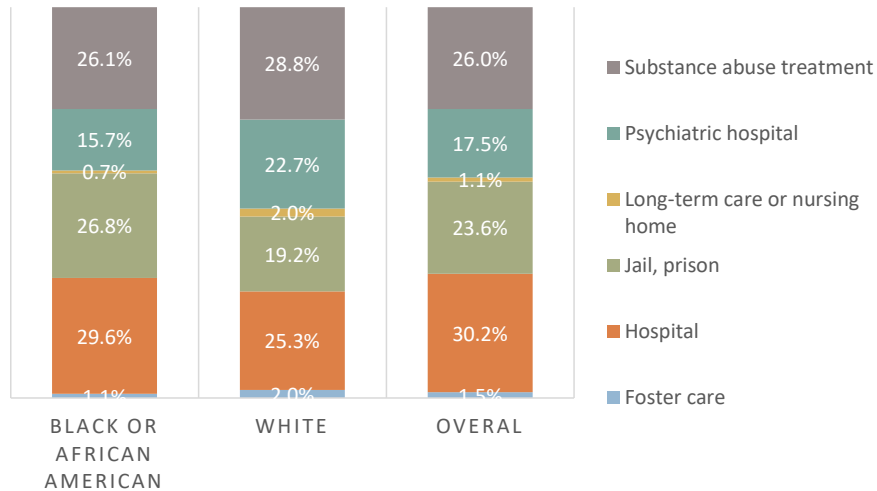


Very few people entered the homeless system from an institutional situation (6.9%). Institutional situations include hospitals, jails, and substance abuse treatment facilities. This is likely because the primary federal funding source for homelessness programs, the Continuum of Care program, restricts service providers from serving people coming directly from an institution where they remained for over 90 days.³⁶ Asian persons are not included in this analysis because this population had too few entries from this category. White persons had higher rates of coming from a psychiatric facility (22.7%) than Black persons (15.7%). Black persons were more likely to enter from jail or prison (26.8%) than White persons (19.2%). Most people entering from institutional destinations were single adults (74.7%).

Commented [AB3]: Includes jails? This explanation confused prof. Make it more clear?

³⁶ U.S. Department of Housing and Urban Development, “Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program Interim Rule” 24 CFR Part 578. https://www.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf

INSTITUTIONAL PRIOR LIVING SITUATIONS



ANALYSIS

One way to better target prevention resources is look at where people who are currently homeless came from before entering the system. The County Council budgeted \$6 million for homeless prevention and \$150,000 for homeless diversion in Fiscal year 2019.³⁷ These two program types offer similar services and financial assistance but are targeted to different groups. Prevention serves people who may become homeless in the future because they've received an eviction notice, for example. Diversion serves people who are requesting a shelter bed tonight because they have nowhere else to stay.

Prevention programs are typically targeted to people who rent their own apartments, while diversion programs are typically targeted at people who were staying with family or friends. The fact that not all populations enter homelessness from the same situations at the same rate raises important questions of equity. Black persons had higher rates of staying with family before becoming homeless than White persons. White persons had higher rates of renting their own apartment before becoming homeless. These differences are important to consider when evaluating how to allocate funds to prevention and diversion programs.

³⁷ "Special Needs Housing – Prevention Program," Montgomery County Operating Budget, <https://apps.montgomerycountymd.gov/BASISOPERATING/Common/Program.aspx?ID=SNS&PROGID=P61P08>.

Black persons had the highest rate of having come from doubled up situation. Black families and individuals have a support network they rely on when facing a housing crisis. But for some reason these situations fall apart and they seek support from the homeless system. One possible explanation for this is “network impoverishment.” The Center for Social Innovation coined this term, and found that Black focus group participants felt the instability of their social networks was a contributing factor in their homelessness. Network impoverishment leads to homelessness not because someone’s friends or family are unwilling to support someone at-risk of homelessness, but because they are able to due to their own financial or other hardships.³⁸

Commented [AB4]: Back this up with some data perhaps about inherited wealth or net worth or something? Prof wants to know what the degree of “network impoverishment” is among Whites.

Once in shelter, Black families appear to move between shelters and within the homeless system more than other groups. Black single adults also had higher rates of entries from Emergency Shelter than White single adults. This finding raises more questions than it answers. There are a few reasons why someone would have an entry from an emergency shelter. People may be moving from

- A shelter to a transitional housing or safe haven program;
- A winter overflow shelter to a year-round shelter;
- A domestic violence shelter to a non-domestic violence shelter;
- A motel where they received a shelter voucher to an emergency shelter; or
- An emergency shelter from a different jurisdiction (such as DC).

It is possible to consider positive and negative reasons for all these potential causes of mobility.

People entering from institutional situations align with research which proposes that Black persons are more likely to experience homelessness due to “external” factors such as economic problems. In this case, the “external” factor is the racial disparities that exist within the criminal justice system. “Internal” factors such as mental illness are said to be more frequently the cause of homelessness among White persons.³⁹

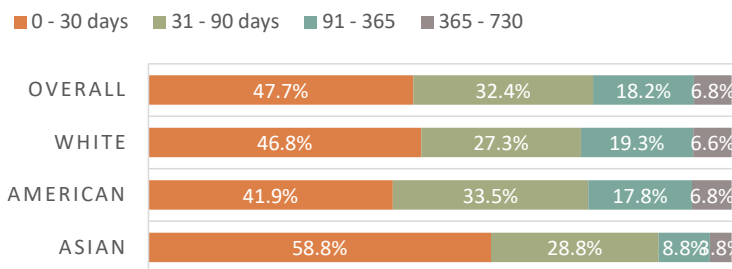
³⁸ Olivet et al. 12

³⁹ Jones 140

3. WHAT DOES HOMELESSNESS LOOK LIKE FOR DIFFERENT POPULATIONS?

This section explores how the experience of homelessness differs by population. It focuses on how long people remain homeless, and where they experience homelessness. The length of time people stayed in the homeless system did not vary much by race.⁴⁰ Asian persons had a different trend, staying for shorter periods of time than other populations. Although the small number of persons included in this population may be skewing this trend. Families and individuals of different populations had very similar lengths of stay.

LENGTH OF STAY IN HOMELESSNESS



The length of time it takes populations to locate permanent housing does vary among the chronically homeless population. Montgomery County is working to house every person identified as chronically homeless. Due to this initiative, detailed information is available for this population.

Chronically homeless individuals by definition have been homeless for a long period of time. On average, five years had elapsed from when a chronically homeless individual in the County first contacted the homeless system to their entry into housing. Once the County assigned these individuals to a housing provider, however, providers are able to house them quickly - in an average of 76 days. These averages differ by race. It took an average of 80 days to house Black individuals once assigned to a housing provider, but 72 for White and 55 days for Asian individuals.

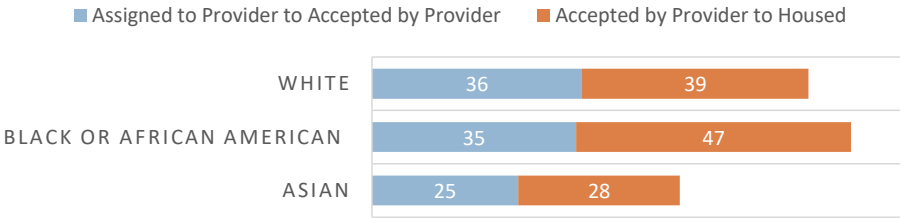
There are two periods included in the average length of time to housing. First, how long it takes for homeless service providers to accept individuals into their program. And second, how long it takes to house someone once accepted. It takes homeless service providers roughly the same amount of time on average to accept White and Black individuals. Providers accept Asian

⁴⁰ The data for this measure comes from HMIS and includes people who exited the homelessness system over the past two years. Some people had longer lengths of stay than this and are therefore not included in this analysis.

individuals much more quickly, an average of ten days less. There are only 12 Asian persons identified as chronically homeless in this dataset compared to 230 Black and 130 White persons. These small numbers may skew the data.

The slowdown for Black individuals is almost entirely in the length of time it takes to locate housing. Once accepted into a program, it is taking homeless service providers more time on average to locate housing for Black persons than for White persons.

AVERAGE NUMBER OF DAYS TO HOUSE CHRONICALLY HOMELESS INDIVIDUALS



One reason it takes over a month on average to house Chronically homeless individuals is it is difficult to convince landlords to rent to this population. People who have been homeless for a long time likely lack a positive rental history, and may have a criminal history or bad credit. Unfortunately, the available data does not include information about these barriers to housing.

The County does track scores on an assessment tool which used to prioritize chronically homeless individuals for assistance.⁴¹ The assessment tool includes questions that relate to housing barriers such as outstanding legal issues, income, and employment. The assessment tool is a rough approximation of housing barriers, as most of the information used to calculate someone’s score would not be revealed to a landlord. White persons had higher average assessment scores than Black persons. This may indicate that White persons looked the same if not worse on rental applications as Black persons. Asian persons had lower average scores than other populations, which may explain why providers housed individuals more quickly on average.

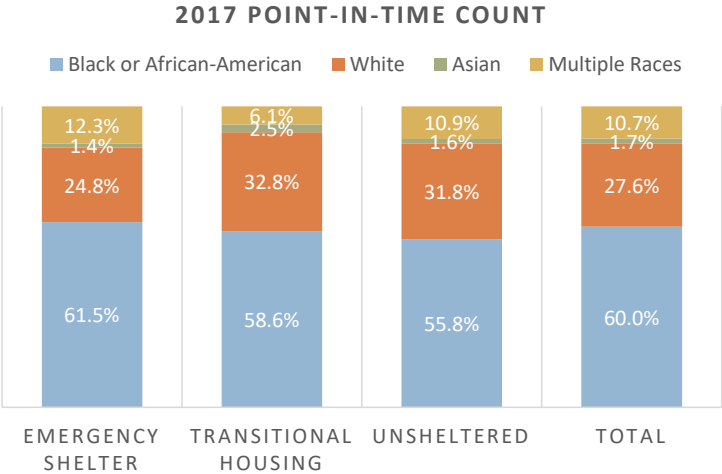
Another area of interest is where people stay while homelessness. Examining where people receive services while homeless can illuminate bias within referral practices or program screening criteria. Unfortunately, little data was made available to inform this analysis. For example, Montgomery County operates a centralized system for assessing and referring

⁴¹ Montgomery County uses a tool called the VI-SPDAT. More information on this tool is available here: <http://org-beehivegroupcadev.nationbuilder.com/spdat>.

families to different service providers based on their needs. Examining data on how rates of referral to different program types differs by population would be a useful exercise. But this information was not available for this assessment.

The Point-in-Time Count does record where people were during a single night in January. It includes the locations of people who are “sheltered” during the night of the count in either Emergency Shelter or Transitional Housing. It also counts people who are “unsheltered,” which includes sleeping in the street, in cars, or abandoned buildings. Unlike other data used in this analysis, the Point-in-Time Count includes a category for people who identify as multi-racial.

Most populations were in a sheltered location during the count at roughly equal rates. White persons were more likely than other persons to be in unsheltered locations. White persons composed up 27.6% of the homeless population counted, but 31.8% of the unsheltered homeless population. This aligns with nation-wide Point-in-Time Count estimates, where White persons have much higher rates of unsheltered homelessness (40.8%) than Black persons (25.5%).⁴²



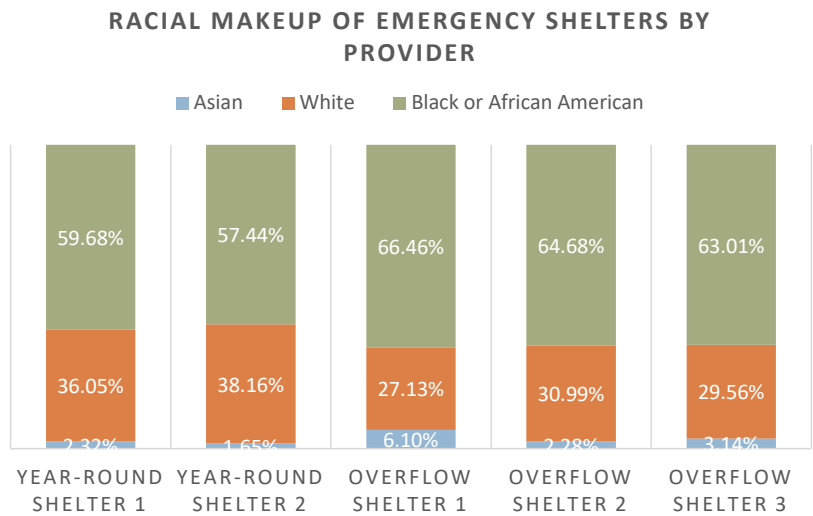
The Point-in-Time count can be dependent on the weather as well as changes in counting method. The percentage of White persons that are unsheltered has remained stable during the last three counts. But the percentage of Black persons who were unsheltered jumped

⁴² “HUD 2017 Continuum of Care Homeless Assistance Programs Homeless Persons and Subpopulations” U.S. Department of Housing and Urban Development, Dec. 2017, https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_NatlTerrDC_2017.pdf.

dramatically in 2017. In 2016, 6.6% of Black persons counted were in unsheltered locations, but this rate increased to 13.5% in 2017.

This section looks at the location of single adults in shelter or street outreach.⁴³ Single adults in emergency shelter represent half of all persons experiencing homelessness in the County according to the 2017 Point-in-Time Count. The majority of individuals in shelter or street outreach during the report year period were Black (58.7%). White individuals composed 30.7% of individuals in shelter, and 2.4% were Asian.

Year-round, the County has primarily one woman’s and one men’s emergency shelter. In the winter the County opens more shelters to accommodate the increase in people seeking shelter during that time. The graph below illustrates the racial makeup of different emergency shelters by provider. While the racial makeup does not vary much by provider, it does appear that overflow shelters serve higher rates of Black individuals than the year-round shelters.



ANALYSIS

Regarding the length of time people experience homelessness, it appears White chronically homeless individuals are moving to permanent housing faster than Black individuals. But it is not clear why. LaTrecia Jones is the Housing Coordinator for Montgomery County. Her role is to

⁴³ The dataset provided includes 1,513 single adults in shelter and street outreach between July 2017 and July 2018. This timeframe is slightly different than the other data presented in this report.

build relationships with landlords and encouraging them to rent to homeless individuals. In an interview, LaTrecia noted it is much more difficult to convince a landlord to rent to someone with a criminal background than other types of housing barriers. She felt the difference in length of time was due to the higher prevalence of criminal records among Black persons.⁴⁴

Data from the County supports LaTrecia's experience. As discussed in the previous section, Black persons had higher rates of coming from jail, prison, or juvenile detention facilities before entering homelessness programs than White persons. Black persons represent 60.4% of all entries from this prior living situation. In Montgomery County, as in the rest of the US, there are large racial disparities in incarceration rates. According to the Vera Institute, in 2015 Black households made up 47.2% of the jail population in the County, despite representing 19.1% of the County's population.⁴⁵

Black individuals have higher rates of using overflow shelter than year-round shelter. This is surprising as winter overflow shelters are meant to ensure people do not have to sleep outside during temperatures that could lead to hypothermia. White persons make up a disproportionate percent of the unsheltered population in the County. If winter overflow shelters were serving people who would otherwise be unsheltered, why are they serving a higher percentage of Black individuals than year-round shelters? This question requires further analysis.

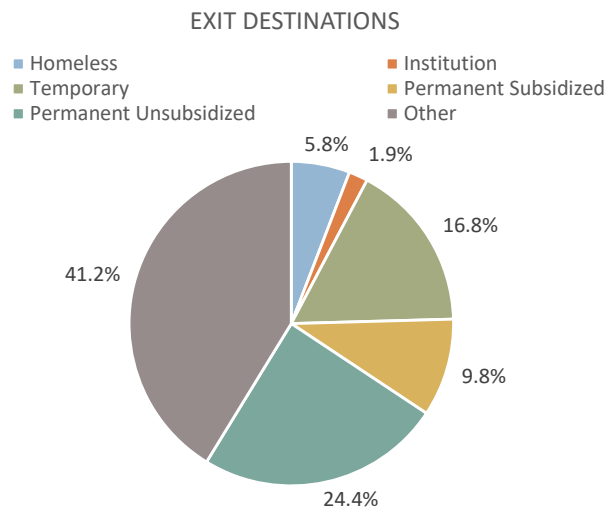
⁴⁴ Jones, LaTrecia. Personal Interview. 2 Aug. 2018.

⁴⁵ "Incarceration Trends," *Vera Institute*, <http://trends.vera.org/rates/montgomery-county-md?incarceration=disparity>

4. HOW SUCCESSFUL IS THE COUNTY ENDING HOMELESSNESS FOR EVERYONE?

The ultimate goal of the homeless system is to quickly return everyone who experiences homelessness back to permanent housing, and ensure they do not become homeless again. This section examines how the County is measuring up to this goal for all populations. The previous section addressed the “quickly” part of this goal. This section will focus on exits to permanent housing and returns to homelessness.⁴⁶

Unfortunately, it is not clear how many people are successfully exiting to permanent housing in the County. The most common exit destination among all persons is the “Other” category (41.2%). This category is primarily composed of different classifications of missing data, such as when program staff do not conduct an exit interview, or the data was not collected for some other reason. For close to half of exits from the system, there is no data on where people went when they left.



Individuals have much higher rates of exiting to other destinations (63.5%) than families (21.5%). Missing data is most common among single adults exiting emergency shelter. In 2016, 78% of single adults exiting emergency shelter exited to other destinations. The County’s use of overflow winter shelters exacerbates this issue. Overflow shelters are designed to be a safe place to sleep during cold weather, and often provide very minimal services. Shelter staff have

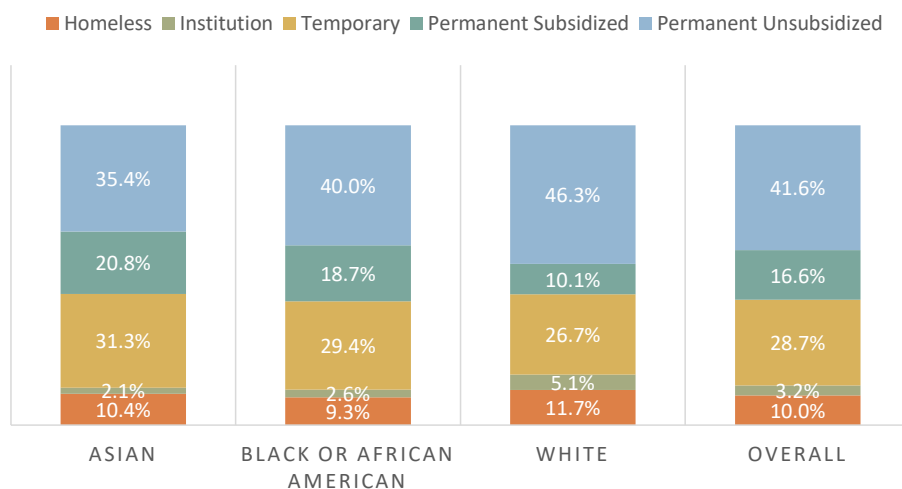
⁴⁶ This section uses HMIS data from 2016 – 2017 for people exiting the homeless system. This counts every exit, including people who exited one emergency shelter for another emergency shelter, for example. Despite this, the composition of persons is not skewed, meaning persons are counted multiple times at roughly the same rates.

difficulty collecting accurate data on where people go when they leave. One hypothermia shelter, for example, recorded 94.7% of all exits to “other” destinations.

Excluding the “Other” category of exits reveals more information about differences between populations. The bottom three categories in the chart below are generally considered negative exits: exits back to homeless destinations, into an institution, or to a temporary destination. The top two categories, permanent subsidized and permanent unsubsidized housing are positive exits.⁴⁷

Most populations had roughly equal rates of exits to positive destinations, between 56% and 58%. Black persons had high rates of positive exits, composing 72.9% of all positive exits. This may not be an accurate reflection of outcomes among Black individuals in particular. Single adults leaving Emergency Shelter, particularly overflow shelters, have the highest rates of exits to unknown destinations, and the majority of people in these shelters are Black.

EXIT DESTINATIONS EXCLUDING "OTHER"



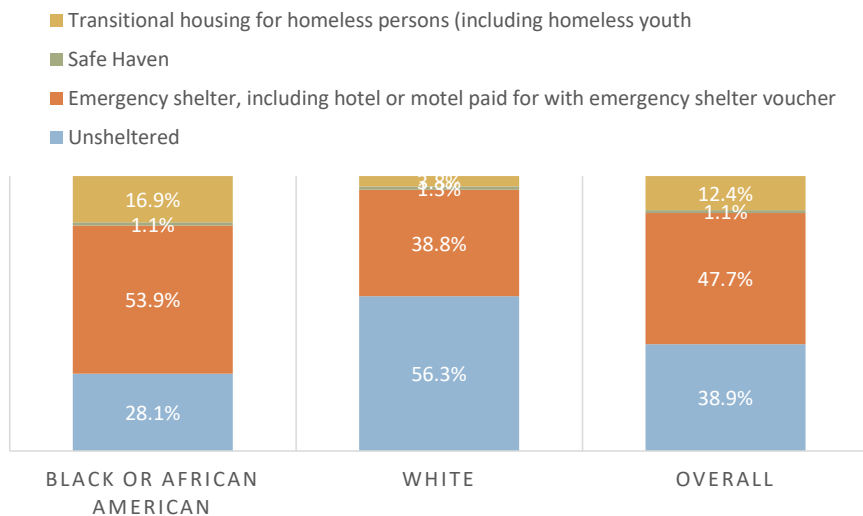
Just 3.2% of people exit the system to institutional destinations. The most common institutional destinations were non-psychiatric hospitals (27 exits), and jail or prison (23 exits). Most of the people who exited to institutions were single adults, 58.8% were Black and 41.1% were white.

⁴⁷ “System Performance Measure 7: Destination Classification,” *U.S. Department of Housing and Urban Development*, March 2016, <https://www.hudexchange.info/resource/4966/system-performance-measure-7-destination-classification/>.

Few people in general exited the system to homeless. This destination makes up just 10% of known exits. This may be due to data quality issues. It is likely many of the exits to “other” destinations are actually to homeless destinations. White persons had the highest rate of exits back into homelessness. Families and individuals fared differently. Individuals exited back into homelessness at a much higher rates than families.

Exiting to a homeless destination could mean moving into homeless services program. This is not always negative. For example, it would be a good thing for someone who was previously unsheltered to move into transitional housing. This is because they would be sheltered and presumably the program would help them get permanent housing. One homelessness destination is always negative: unsheltered homelessness. Unsheltered homelessness is associated with premature death and poor mental and physical health.⁴⁸ White persons had much higher rates of exiting to unsheltered homelessness (56.3%) than Black persons (28.1%).

HOMELESSNESS DESTINATIONS



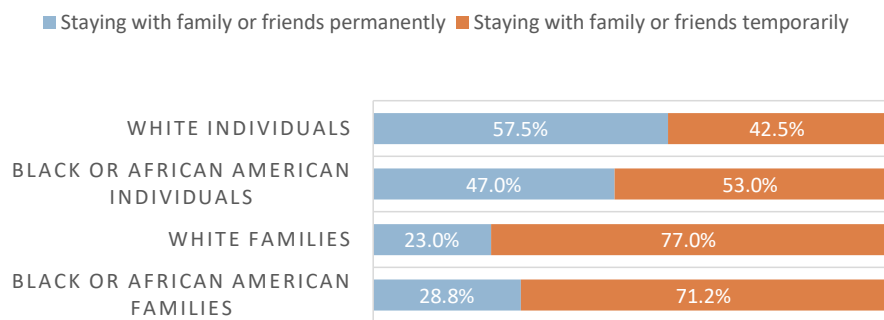
Temporary destinations accounted for 28.7% of all exits. Temporary destinations include staying with family and friends temporarily, renting a hotel or motel, and staying in a halfway house. Most exits to temporary destinations are to stay with family or friends (88.6%). There

⁴⁸ Montgomery, Ann Elizabeth et al. “Homelessness, Unsheltered Status, and Risk Factors for Mortality: Findings From the 100,000 Homes Campaign.” *Public Health Reports* 131.6 (2016): 765–772. *PMC*. DOI: 10.1177/0033354916667501

are two exit destinations regarding family and friends available to staff conducting exit interviews: staying with family or friends permanently, or staying with family or friends temporarily. There is often not a clear distinction between staying with family and friends permanently and staying with them temporarily. Most of the time these situations are judged to be temporary (67.3%).

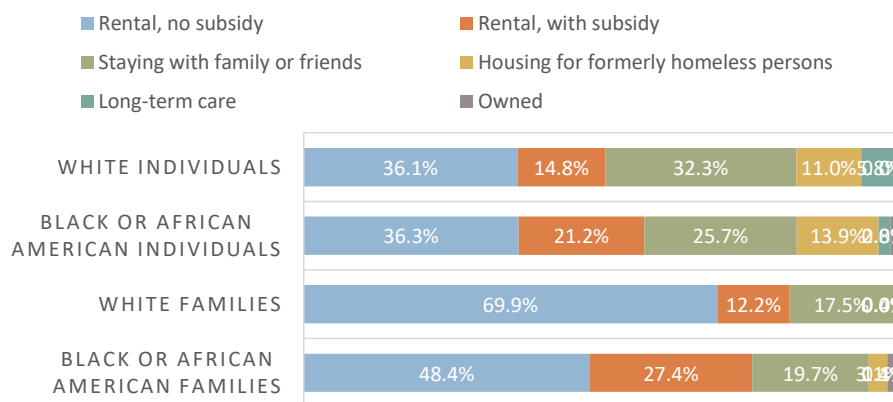
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PERCENT STAYING WITH FAMILY OR FRIENDS PERMANENTLY AND TEMPORARILY



Single adults had much higher rates of staying with family or friends permanently than families. Over half of exits to this destination among White individuals were deemed to be permanent. White families, on the other hand, had a much higher rate of exits to family and friends deemed temporary.

PERMANENT HOUSING DESTINATIONS, BY HOUSEHOLD TYPE



When people exit to permanent housing, they most often rent and apartment without the support of a subsidy (48.2%). White persons were more likely to exit to this destination than Black persons. White families in particular had high rates of exits to a rental without a subsidy (69.9%) when compared to Black families (48.4%) and individuals of either race.

Among people experiencing Chronic homelessness, most who have been placed in housing moved into Permanent Supportive Housing programs. Permanent Supportive Housing is an intervention that pairs a permanent housing subsidy with supportive services, and is often held up as the solution to Chronic Homelessness.⁴⁹ White chronically homeless individuals had slightly higher rates of being placed in Permanent Supportive Housing. Black persons were twice as likely as White persons to rent their own apartment. White persons had much higher rates of staying with family (3.1%) than Black persons (0.9%).

PERMANENT HOUSING EXIT DESTINATIONS, CHRONICALLY HOMELESS INDIVIDUALS

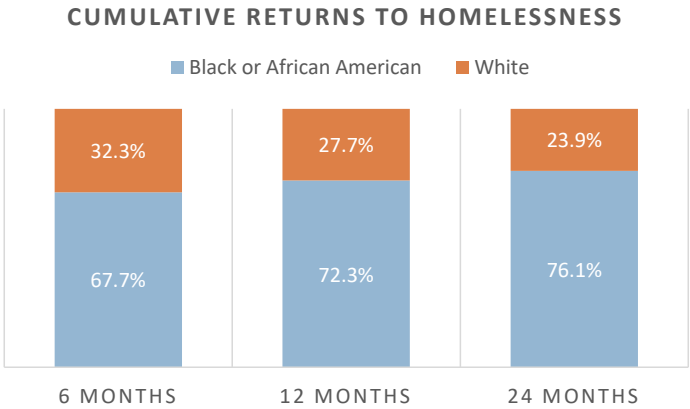
HOUSING TYPE	Asian	Black or African American	White
Housing Choice Voucher	0.0%	2.3%	1.3%
Permanent Supportive Housing	91.7%	89.2%	92.5%
Long-Term Care Facility or Nursing Home	0.0%	2.3%	0.6%
Rental by Client	8.3%	5.0%	2.5%
Housed Without Assistance ("Self-Resolved")	0.0%	0.5%	0.0%
Staying with Family Permanently	0.0%	0.9%	3.1%

Helping people exit homelessness back to permanent housing is an important achievement. The ultimate goal of the homeless system, however, is to ensure people do not become homeless again. The Montgomery County homeless system appears to be successful in this regard. Once

⁴⁹ "Permanent Supportive Housing," *National Alliance to End Homelessness*, <https://endhomelessness.org/ending-homelessness/solutions/permanent-supportive-housing/>.

people exit to permanent housing, very few become homeless again.⁵⁰ It is important to note that it is difficult to measure returns to homelessness accurately. The available data only represents people who left the Montgomery County homelessness system for permanent housing, and later returned to homelessness again in Montgomery County. The County is part of the DC metropolitan region, getting to DC or Virginia is as easy as hopping on the metro. It is possible some people became homeless in other surrounding states, and are not captured in this measure of returns.

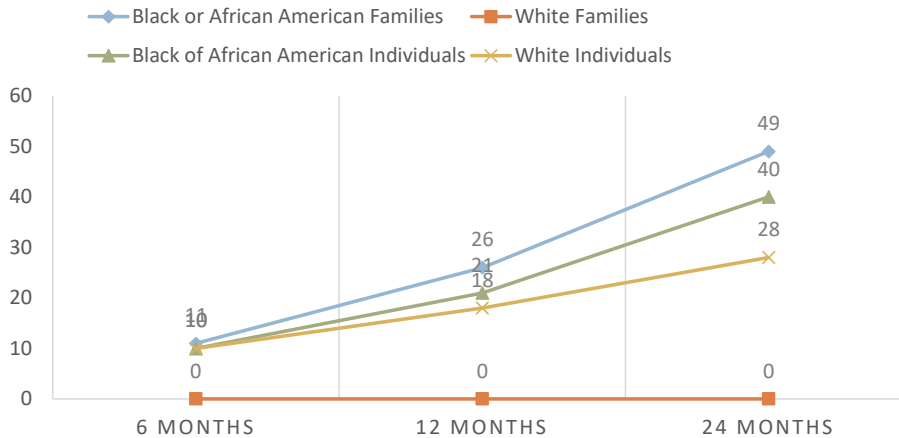
The majority of people who do return to the Montgomery County homeless system within two years are Black. In the first six months after exiting the homeless system to permanent housing, 67.7% of people who returned to homelessness were Black (21 persons). After two years, 76.1% of people who returned were Black (89 persons).



Families of different races diverge in how frequently they return to homelessness. Black families had the highest rate of return, composing 41.9% of all returns after 24 months. No White families returned during this time period. More Black individuals returned than White individuals.

⁵⁰ This section uses data for persons who exited the Montgomery County homeless system between 7/1/15 and 7/1/17 who entered the homeless system again between 7/1/17 and 6/30/18.

CUMULATIVE RETURNS TO HOMELESSNESS



ANALYSIS

Unfortunately, the available data does not provide a clear picture of whether or the Montgomery County homeless services system is successfully accomplishing its goal of housing everyone experiencing homelessness. While just 10% of known exits are to homeless destinations, it is likely many of the exits to unknown destinations are exits to homelessness. This obscures the picture of how successful exits back into permanent housing vary by race. This is particularly true of single adults because the majority of unknown exits are from single adult shelters, which serve a higher proportion of Black individuals than other program types.

When people do exit to permanent housing, a little under a quarter of people leave the homeless system to stay with family or friends. Families and individuals fared differently, with Black families more frequently exiting to this destination than White families, but Black individuals exited less frequently to this destination than White individuals. This complicates the idea of “network impoverishment” mentioned earlier. This theory proposes Black persons have friends and family who want to help, but are unable to, while White persons are able to rely on well-resourced friends and family who can support them. Perhaps members of a network are more likely to accept a family with minor children, even if this strains the household’s resources, than an individual adult.

Very few people return to homelessness after being housed. It is concerning, however, that Black and White families have such divergent rates of return. It is unclear why the majority of returns to homelessness are among Black families.

RECOMMENDATIONS AND CONCLUSION

The National Alliance to End Homelessness recommends communities begin to address racial disparities by examining data. This paper has examined information on people experiencing homelessness in the County to answer four key questions:

1. Who experiences homelessness in Montgomery County?
2. Where do people stay before becoming homeless?
3. What does homelessness look like for different populations?
4. How successful is the County at ending homelessness for everyone?

The results clearly indicate that there are racial disparities among people experiencing homelessness in the County. What is not always clear, however, is what the solutions to racial inequities are. While some recommendations are included below, they are modest in scope considering the urgency of the issue at hand. This reflects the limited data available for this analysis, as well as the state of the field in general.

Little guidance is available for communities regarding how to begin addressing the challenges they find once they've examined their data. Despite the Center for Social Innovation's leadership on the issue of racial disparities among people experiencing homelessness, the group's landmark report made only brief recommendations. These include:

- Training for homeless services staff on racism;
- Professional development for leaders of color in the homeless sector;
- Creation of positions dedicated to creating equity-based responses to homelessness;
- Greater diversity on boards of directors;
- Enforcement of fair housing protections;
- Development of new affordable housing; and
- Representation for people facing evictions.⁵¹

To better understand how to address racial inequities within the homelessness system, Montgomery County should use this analysis as a base from which to gather further information. This report has highlighted many areas which require further analysis. Recommendations for further research include:

- **Evaluate outreach efforts to the Hispanic and Latino community.** Hispanic and Latino groups experience homelessness at lower rates. The County should evaluate if outreach and engagement efforts are reaching Hispanic and Latino persons. The County should

⁵¹ Olivet 19

determine if there are barriers to this population seeking services and seek to remove them.

- **Examine program and project-level data.** This analysis focused on how the homeless system achieved differential outcomes for people of different populations. Further analysis is needed to understand how program-types and projects are serving different populations.
- **Assess the use of winter overflow shelters.** Winter overflow shelters serve a greater percentage of Black persons than year-round shelter. This trend is concerning because Overflow shelters offer minimal services or support, which may hinder the ability of the individuals in these programs to access housing. The County should examine if there are barriers within year-round shelters that make it more difficult for Black persons to access them.
- **Investigate returns to homelessness.** Very few people return to homelessness in the County once they've obtained permanent housing. It is concerning, however, that a higher number of Black persons, particularly Black families, return compared to White individuals and families. The County should study the circumstances that led to these returns. Additionally, the County should consider collaborating with adjacent communities to improve return data. By sharing data with neighboring communities, that County will gain a more accurate picture of returns to homelessness.

Programmatic and Policy recommendations include:

- **Engage people with lived experience of homelessness in the change process.** This report does not include the insights of people who are currently or have previously experienced homelessness. People with lived experience can provide valuable insight. Future efforts should engage people with lived experience as partners in addressing racial bias and inequities within the homeless system.
- **Strengthen support networks.** Black persons have higher rates of coming from staying with family or friends before becoming homeless than other groups, but return to family or friends at lower rates. The County should consider how prevention and diversion resources can be used to strengthen these support networks to prevent people from having to enter the homeless system in the first place. The County should also review how rapid re-housing and other rental assistance programs support people to move back with family and friends when safe and appropriate.
- **Explore alternatives to winter overflow shelter.** The County should explore if winter overflow shelters are the best use of resources, considering there is little evidence of their effectiveness at resulting in housing outcomes.
- **Build strong relationships with landlords.** Most known exits from the homeless system are to unsubsidized rental apartments. Clearly, landlords are a critical partner for the

homeless system. This report suggests it may be difficult for individuals with a criminal background to obtain housing. The County should seek to improve relationships with landlords to ensure that everyone, particularly those with a criminal record, is able to quickly exit to housing. Additionally, the County should consider establishing a landlord insurance fund. These funds encourage landlords to accept individuals perceived to be riskier tenants by providing reimbursement in the case of damage to a unit above and beyond a security deposit.

**Certification of Consistency
with the Consolidated Plan****U.S. Department of Housing
and Urban Development**

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.
(Type or clearly print the following information:)

Applicant Name: Montgomery County Continuum of Care MD-601

Project Name: see attached list


Location of the Project: see attached list

Name of the Federal
Program to which the
applicant is applying: HUD Continuum of Care

Name of
Certifying Jurisdiction: Montgomery County, MD

Certifying Official
of the Jurisdiction
Name: Tim Goetzinger

Title: Chief, Division of Finance and Administration

Signature: 

Date: 9/24/19

**Certification of Consistency
with the Consolidated Plan****U.S. Department of Housing
and Urban Development**

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.
(Type or clearly print the following information:)

Applicant Name: Montgomery County Continuum of Care - MD-601

Project Name: see attached list

Location of the Project: see attached list

Name of the Federal
Program to which the
applicant is applying: HUD Continuum of Care

Name of
Certifying Jurisdiction: City of Gaithersburg

Certifying Official
of the Jurisdiction
Name: Tony Tomasello

Title: City Manager

Signature: 

Date: 9-24-19

Attachment to Certification of Consistency with the Consolidated Plan

Applicant Name: Continuum of Care MD-601

Name of Certifying Jurisdiction: City of Gaithersburg

Project Name	Location	Federal Program
Montgomery County Coalition for the Homeless: Personal Living Quarters/Seneca Heights Apartments	18715 North Frederick Avenue Gaithersburg, MD 20879	CoC Program: Permanent – PSH

Attachment to Certification of Consistency with the Consolidated Plan

Applicant Name: Continuum of Care MD-601

Name of Certifying Jurisdiction: Montgomery County, Maryland

Project Name	Location	Federal Program
Catholic Charities: Rapid Rehousing	924 G Street NW Washington, DC 20001 Scattered site in Montgomery County	CoC Program: Permanent - RRH
Housing Opportunities Commission: Supportive Housing 10	10400 Detrick Avenue Kensington, MD 20895 Scattered site in Montgomery County	CoC Program: Permanent – PSH
Housing Opportunities Commission: Supportive Housing 14	10400 Detrick Avenue Kensington, MD 20895 Scattered site in Montgomery County	CoC Program: Permanent – PSH
Interfaith Works Inc: Interfaith Homes	114 Montgomery Avenue Rockville, MD 20850 Scattered site in Montgomery County	CoC Program: Permanent - PSH
Montgomery County Coalition for the Homeless: Cordell	4715 Cordell Avenue Bethesda, MD 20814	CoC Program: Permanent - PSH
Montgomery County Coalition for the Homeless: Home First I	600 B East Gude Drive Rockville, MD 20850 Scattered site in Montgomery County	CoC Program: Permanent - PSH
Montgomery County Coalition for the Homeless: Home First II	600 B East Gude Drive Rockville, MD 20850 Scattered site in Montgomery County	CoC Program: Permanent - PSH
Montgomery County Coalition for the Homeless: Home Housing	600 B East Gude Drive Rockville, MD 20850 Scattered site in Montgomery County	CoC Program: Permanent - PSH
Montgomery County Coalition for the Homeless: Personal Living Quarters/Seneca Heights Apartments	18715 North Frederick Avenue Gaithersburg, MD 20879	CoC Program: Permanent – PSH
Montgomery County Coalition for the Homeless: Keys First	600 B East Gude Drive Rockville, MD 20850 Scattered site in Montgomery County	CoC Program: Permanent – PSH
National Center for Children and Families: Rapid Rehousing I & II	6301 Greentree Road Bethesda, MD 20817 Scattered site in Montgomery County	CoC Program: Permanent – RRH
Pathways DC Project Home	101 Q Street NE Washington, DC 20002 Scattered site in Montgomery County	CoC Program: Permanent – PSH
Stepping Stones Shelter: RRH with Workforce Development	1070 Copperstone Court Rockville, MD 20852 Scattered site in Montgomery County	CoC Program: Permanent - RRH