An Inventory and Assessment of Housing-Related Programs: Department of Housing and Community Affairs, Department of Health and Human Services, and Housing Opportunities Commission

OFFICE OF LEGISLATIVE OVERSIGHT
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AN INVENTORY AND ASSESSMENT OF HOUSING RELATED PROGRAMS: DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS, DEPARTMENT OF HEALTH AND HUMAN SERVICES AND HOUSING OPPORTUNITIES COMMISSION

OFFICE OF LEGISLATIVE OVERSIGHT REPORT 2010-9

THE ASSIGNMENT

This report presents a comprehensive inventory of 63 housing programs and services administered by the Department of Housing and Community Affairs (DHCA), the Department of Health and Human Services (DHHS) and the Housing Opportunities Commission (HOC). It organizes the inventory into seven categories; examines whether programs in each category are similar; and assesses whether similar programs complement or duplicate work performed by each other. The Council requested this study to provide a basis for an informed discussion about the need for additional research or analysis of County housing programs.

FY10 WORKYEARS AND ESTIMATED PROGRAM EXPENDITURES

This study defines a housing-related program as an organized activity administered and provided by career staff, for-profit providers, or non-profit providers. In FY10, the 63 programs in the inventory accounted for $300 million in expenditures and 424.08 workyears.

FY10 Estimated Workyears and Expenditures for Housing-Related Programs ($000s)

Department/Agency	Workyears	Operating	Capital	Total Exp.	Percent of Total
Dept. of Housing and Community Affairs	53.10	$27,546	$25,000	$52,546	18%
Dept. of Health and Human Services	86.81	$52,358	0	$52,358	17%
Housing Opportunities Commission	284.17	$116,076	$79,088	$195,164	65%
Total	**424.08**	**$195,980**	**$104,088**	**$300,068**	**100%**

ORGANIZATIONAL OVERVIEW

DHCA, DHHS, and HOC administer their housing programs using different organizational structures and service delivery models. Collectively, the three organizations provide almost 7,000 tenant-based rent subsidies and manage 21,336 housing units. Of these, approximately 14,300 units provide a unit-based subsidy.

- DHCA manages a loan portfolio of more than 14,600 properties financed with County Housing Initiative Fund (HIF) and Federal HOME funds, including 9,400 assisted units. DHCA licenses 85,000 rental units annually; inspects all multifamily rental units; and operates a complaint line, an eviction assistance program, a home purchasing program, and loan programs to weatherize and repair single family homes. DHCA has two major divisions: Housing and Code Enforcement and Community Development.

- DHHS administers emergency assistance funds to keep people housed, implements multiple rental subsidy programs, and manages contracts for emergency shelter, transitional shelter, and permanent supportive housing programs. DHHS' programs serve seniors and persons with disabilities, persons with mental illness, and households living with HIV/AIDS. DHHS has four service areas that provide housing programs.

- HOC administers an in-house portfolio (3,400 units) and a contract portfolio (3,336 units) managed by seven professional firms. HOC administers the Federal Housing Choice Voucher and Public Housing programs and five other tenant subsidy programs. HOC provides emergency assistance and support services for HOC clients; issues tax exempt bonds to finance acquisition and capital development projects for HOC and private lenders; and develops or acquires new and existing housing to preserve housing affordability. HOC has five operational divisions: Housing Management, Housing Resources, Resident Services, Mortgage Finance, and Real Estate.

Funding for the inventory consists of $117 million in County funds (39%); $115 million in Federal and State grants (38%); and $68 million in HOC funds (23%). Sources of Council appropriations are the General Fund, the Housing Initiative Fund, the Capital Budget, and Federal and State Grants. HOC's revenue sources include direct Federal and State grant awards, tenant income, management fees, County grants, and Federal and State grants passed through from the County. HOC receives 75% of all Federal and State grants as direct awards.

FY10 Housing-Related Program Expenditures by Source of Funds ($000s)

Sources of Funding		DHCA	DHHS	HOC	Total	% of Total	Grants	
							$	%
County Appropriations	County Funds*[1]	$46,719	$35,804	$34,292	$116,815	39%		
	State Grants**	$397	$10,949	$295	$11,641	4%	$11,641	10%
	Federal Grants**	$5,430	$5,605	$5,935	$16,970	5%	$16,970	15%
Subtotal for County Appropriation		**$52,546**	**$52,358**	**$40,522**	**$145,426**	**48.5%**	**$28,611**	**25%**
Other HOC Resources	HOC Funds			$68,278	$68,278	23%		
	Direct State Grants			$4,984	$4,984	2%	$4,984	4%
	Direct Federal Grants			$81,380	$81,380	27%	$81,380	71%
Subtotal for Other HOC Resources				**$154,642**	**$154,642**	**51.5%**	**$86,364**	**75%**
GRAND TOTALS		**$52,546**	**$52,358**	**$195,164**	**$300,068**	**100%**	**$114,975**	**100%**

Classifying the inventory by category shows Housing Stock programs account for the most expenditures, Property Services and Supports programs account for the most workyears, and Services and Supports for People programs, followed by Rental Affordability programs, account for the greatest number of programs.[2]

FY10 Classification of Programs, Workyears and Expenditures by Category

Housing Resource Category	#	WYS	Exp.(000)s
Homeownership Programs provide resources to make homeownership affordable and sustainable.	5	16.00	$3,593
Services and Supports for People provide services at emergency shelters, transitional housing, rental housing and group homes.	19	49.10	$6,206
Housing Stabilization –Financial Assistance Programs provide payments to prevent or address tenant emergencies.	4	19.00	$14,409
Housing Stabilization - Shelter, Transitional, and Permanent Supportive Housing provides emergency shelter, transitional housing, and permanent housing with supportive services.	5	71.50	$26,971
Property Services and Support Programs direct resources **t**o property inspections, maintenance and repairs.	9	162.7	$42,546
Rental Affordability Programs provide vouchers or housing subsidies or offer below-market rents to address affordability.	14	67.88	$84,611
Housing Stock Programs use resources to develop new housing, or renovate or modernize existing properties.	6	28.90	$120,384
Totals	**62**	**415.08**	**$298,720**

[1] *DHCA's County funds include $170,000 from Takoma Park ** DHHS' State ($6.4 million) and Federal ($3 million) grant monies for Home Energy Assistance benefit payments are appropriated in the State's budget.
[2] OLO did not assign HOC's Resident Services Administration to a category since its activities are administrative.

Numerous examples of coordination, both organizationally and programmatically, exist among DHCA, DHHS, and HOC, especially where resources or program activities intersect.

- Resource sharing arrangements, such as blended emergency assistance plans or blended funding for capital projects are among the most prevalent examples of resource coordination.
- Program coordination occurs through legally mandated, interdependent program structures, service contracts, case by case project collaboration, and the federal continuum of care coordination for homelessness services.

An assessment of program overlap by housing resource area shows that every category has similar programs administered by two or more organizations; however, minimal duplication of services exists. Four categories have similar programs that are well coordinated or organized as a continuum; three categories have similar programs where opportunities to improve coordination may exist.

- Of the nine Property Services and Support programs, duplication of effort exists for two inspection programs, one administered by DHCA and one by HOC.
- Of the 14 Rental Affordability programs, some overlap exists among eligibility criteria for HOC's and DHHS' shallow rent subsidy programs; however, regulations address duplicative benefits.
- Of the 19 Services and Supports for People programs, common services exist but each program's services vary considerably, based on different funding sources, client needs, and housing environments. Minimal duplication exists since services are offered on-site at dispersed locations.

Assessment of Coordination Among Similar Programs by Category

Housing Resource Category (# of programs)	DHCA	DHHS	HOC	Summary Observations about Similar Programs
Similar Programs have Overlapping Activities and Duplicative Efforts				
Property Services and Support (9)	✓		✓	Similar programs have overlapping activities and duplicative efforts.
Similar Programs are Neither Complementary nor Duplicative				
Rental Affordability Programs (14)	✓	✓	✓	Similar programs are neither complementary nor duplicative. Some programs have overlapping eligibility criteria.
Services and Supports for People (19)	✓	✓	✓	Similar programs are neither complementary nor duplicative. Programs are provided on-site at different locations.
Similar Programs are Coordinated or Organized as a Continuum				
Housing Stock Programs (6)	✓		✓	Similar programs are complementary because staff frequently collaborate on project development and financing.
Emergency Financial Assistance Services (4)	✓	✓	✓	Similar programs are actively coordinated by staff.
Shelter, Transitional and Permanent Supportive Housing Services (5)		✓	✓	Similar programs provide a continuum of services for different populations with different levels of need.
Homeownership Programs (5)	✓		✓	Similar programs are complementary because prospective buyers of DHCA housing are able to access HOC's below-market rate loans.

The three areas and discussion issues listed below respond to the Council's request for an informed discussion about the need for additional research or analysis of County housing programs. The questions address areas where common activities administered by different organizations may merit follow-up study.

Discussion Issue #1: Property Inspection Programs

DHCA's and HOC's housing inspection programs operate separately, which results in inspections of the same properties by both organizations. Although previous attempts to coordinate the agencies' inspection efforts were unsuccessful, both organizations are interested in reviewing these efforts.

1. What are the similarities and differences between the County and federal housing quality standards?

2. What are the agencies' current efforts to improve coordination and eliminate duplication among their respective property inspection programs?

3. What are the obstacles to adopting a single set of uniform standards enforced by one group of cross trained inspectors?

Discussion Issue #2: Rental Affordability Programs

DHCA, DHHS, and HOC's rental affordability programs have different approaches to providing subsidies, different sources of funds, different target populations, and different eligibility criteria. Some overlap exists in program purpose or eligibility. For example income eligibility criteria for HOC's and DHHS' locally funded shallow rent subsidy programs overlap but service duplication does not occur.

1. Does the current array of rental affordability programs make sense to the agencies who currently administer them? Why or why not?

2. What opportunities exist to align eligibility criteria and consolidate administrative functions, particularly among locally funded programs?

Discussion Issue #3: Resident Services and Support Programs

HOC and DHHS administer 19 programs that primarily provide supportive services, plus 12 other programs that provide supports as an integral part of a broader program. For all of these programs, the most commonly provided services are: case management; health programs, social activities; child care; housing locator services; and services related to employment and academic supports. Many of HOC's programs are County service contracts.

1. How does each organization determine the location, staffing, and services provided through its different resident and support services programs?

2. Are DHHS' and HOC's processes for establishing programs aligned so that residents with similar needs receive comparable services regardless of which organization provides the service?

3. How do the costs for providing services compare across the organizations' programs and what factors explain any variations among the costs?

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Chapter I. Authority, Scope, and Organization of Report

A. Authority

Council Resolution 16-1047, *FY 2010 Work Program of the Office of Legislative Oversight*, adopted July 21, 2009.

B. Purpose and Scope of Report

The Montgomery County Departments of Housing and Community Affairs (DHCA) and Health and Human Services (DHHS) along with the Housing Opportunities Commission (HOC) provide housing-related programs and/or services for residents and visitors of the County. The management and delivery of these programs is paid from funds appropriated by the County Council, as well as Federal and State grants that HOC receives directly.

The Council appropriates County funds in several accounts, including the DHCA and DHHS departmental program budgets, the Capital Program, and through a grant placed in a County non-departmental account designated for use by HOC. The funds the County Council appropriates consist of County General Funds, revenues to the HIF, and State and Federal grants awarded to County departments and agencies.

This Office of Legislative Oversight (OLO) report presents a comprehensive inventory of DHCA's, DHHS' and HOC's housing-related programs and services. It describes the agencies' organizational coordinating practices, and assesses the similarity and/or duplication among their programs. The Council requested this review of the three agencies' housing-related programs and coordinating practices so that it could have an informed discussion about whether any additional research or analysis of County housing programs is warranted.

C. Scope and Methodology

This study defines the term "housing-related program" as an organized activity administered and provided by DHCA, DHHS, or HOC through career staff or for-profit or nonprofit contract staff. The agencies' array of "housing-related programs" encompass services for homeowners, renters, and special needs populations; services to maintain housing and prevent homelessness (often provided by contracts with nonprofits and intermediaries); and services to develop, maintain and renovate housing units, usually provided by for-profit and nonprofit developers. The inventory includes programs for which the County Council appropriates funds, and those paid for with Federal and State grants received directly by HOC.

Office of Legislative Oversight (OLO) staff members Sue Richards and Jennifer Renkema conducted this study, with invaluable help from Teri Busch, Kristen Latham and Leslie Rubin. OLO conducted interviews with staff from the Montgomery County Department of Housing and Community Affairs, the Department of Health and Human Services, and the Housing Opportunities Commission.

OLO worked closely with the three agencies' staff to assemble the comprehensive inventory of housing-related programs. To accommodate the study's time constraints, the inventory provides only summary information about each program's funding, staffing resources, and major activities.

The scope of the inventory is limited to housing-related programs managed by the three agencies. As such, it excludes housing programs that other County departments or agencies administer, such as the Fair Housing Program in the Office of Human Rights, or the services for homeless students funded by the federal McKinney Grant and administered by MCPS. It also excludes DHHS' and DHCA's non-housing services that either supplement housing infrastructure and maintenance programs or provide additional support to those that are served by the housing programs. Examples of these excluded programs include DHHS' public mental health services, its child care assistance and other mainstream supportive services that are designed for the general population; and DHCA's community development block grants that are used for community organizing activities or neighborhood infrastructure improvements. However, this study does include supportive services that are provided in conjunction with housing programs.

D. Organization of Report

Chapter II, Background, presents an overview of County housing policy documents and recent initiatives, as well as some of the related federal reports that the County submits to receive federal funds;

Chapters III-V, Program Summaries by Agency, provides an inventory of housing-related programs for the Department of Housing and Community Affairs, Department of Health and Human Services, and the Housing Opportunities Commission, including program activities and funding;

Chapter VI, **Assessing Coordination and Overlap Among Housing-Related Programs,** examines various aspects of program coordination among the programs in the comprehensive inventory. The chapter identifies how many of the programs in the inventory are similar; and the degree to which similar programs conduct work that is complementary or duplicative.

Chapter VII, Findings, summarizes OLO findings; and **Chapter VIII, Recommendations,** provides OLO's recommendations for follow-up tasks if the Council wants to improve the organizational collaboration among the three agencies, to limit the duplication among separately administered programs, or to consolidate the delivery of similar programs; and

Chapter VIII presents **Agency Comments** received on a final draft of this report.

E. Glossary

The following list defines some of the key terms used in this report.

Agency: One of the various local and state government entities having relevance to housing, including Montgomery County Government Executive departments, Legislative offices, and boards (Adapted from HOC FY2010 Adopted Budget Glossary).

Area Median Income: Washington-Arlington-Alexandria, DC-VA-MD-WV area median income as defined by the Department of Housing and Urban Development. The 2009 AMI is $102,700 for a family of four (HOC FY2010 Adopted Budget Glossary).

County Main Grant: A source of county funding that is appropriated to the Housing Opportunities Commission Non-Departmental Account for affordable housing and supportive services to eligible families and individuals.

Grant: A county, state, or federal financial assistance award making payment in case or in kind for a specific program (HOC FY2010 Adopted Budget Glossary).

Housing Choice Voucher (HCV): Housing choice voucher program is the federal government's major program for assisting low and very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. The participant is free to choose any housing that meets the requirements of the program.

Housing Program Inventory: This study defines a "housing-related program" as an organized activity administered and provided by DHCA, DHHS, or HOC through career staff or for-profit or nonprofit contract staff. The agencies' array of "housing-related programs" includes administration of the Federal Housing Choice Voucher and Public Housing programs and encompass services for homeowners, renters, and special needs populations; services to maintain housing and prevent homelessness (often provided by contracts with nonprofits and intermediaries); and services to develop, maintain and renovate housing units, usually provided by for-profit and nonprofit developers. The Inventory is a compilation of all programs identified.

Opportunity Housing: Housing developed or acquired by HOC using a variety of locally designed and financed programs, which generally serve low- and moderate-income households (HOC FY2010 Adopted Budget Glossary).

Unit-Based Subsidy: A rental subsidy that is used for a specific apartment complex or home. Public housing agencies may reserve up to 20% of its subsidies as such. Unit-based subsidies are often referred to as "project-based voucher," as oppsed to "tenant-based" where the tenant is not limited to specific complexes and may use the subsidy anywhere.

For a more complete housing glossary, please see the Montgomery County Housing Opportunities Commission Adopted Budget Fiscal Year 2010 or the U.S. Department of Housing and Urban Development Website.

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Chapter II. Background

Delivering programs to provide safe, affordable housing for all has been a longstanding commitment at both the County and the national level. Although the comprehensive inventory of housing-related programs that is the centerpiece of this study reflects current housing program priorities, this set of activities does not develop in a vacuum.

To provide context for this study, this chapter presents information about some of the County's key housing policy documents, recent initiatives, and related federal reports that the County submits to receive federal funds. The County's documents demonstrate the continuous, broad base of County agencies and stakeholders groups that have provided policy leadership. The federal planning documents portray some of the policy approaches that underlie agency programming decisions as well as some indicators of recent progress and current gaps.

A. Select County Housing Strategies, Policy Documents and Reports

The policy documents summarized below reflect the County's sustained commitment to developing innovative tools and approaches, and they identify some of the specific issues that are current concerns. The programs and policies identified and summarized for this report include:

- Housing Initiative Fund;
- Montgomery County Housing Policy;
- The Affordable Housing Roundtable;
- Special Needs Housing Assessment;
- Homelessness in Montgomery County: Beginning to End, 2002-2012;
- Code Enforcement Task Force Report;
- Tenants Work Group Report;
- Affordable Housing Task Force;
- Housing First; and
- Housing Opportunities Commission Five-Year Strategic Plan.

1. The Housing Initiative Fund

Established in 1988, the purpose of the Housing Initiative Fund is to maintain and expand the supply of affordable housing in the County. The Fund provides funding for the acquisition, construction, or rehabilitation of affordable multifamily housing projects.

The Housing Initiative Fund leverages other public and private financing at a ratio of seven dollars for every Housing Initiative Fund dollar spent. According to the most recent Housing Initiative Fund report, in FY08 and FY09, DHCA preserved 1,732 affordable housing units and produced 1,549 affordable housing units. The Montgomery Housing Initiative Fund is administered by the Department of Housing and Community Affairs (DHCA).

2. The Montgomery County Housing Policy

The purpose of Montgomery County's Housing Policy is "to guide the implementation of the County's housing program and policies, provide recommendations for improving them, and direct the allocation of resources." The County Council most recently updated and adopted a new policy, "Montgomery County - The Place to Call Home, A Housing Policy for Montgomery County, Maryland," in July 2001.

The Housing Policy states that the vision for Montgomery County is *for all residents to have decent housing in sound neighborhoods.* The adopted vision includes:

- Everyone with a place to call home – no one homeless;
- Affordable housing for all who live and/or work in the County, regardless of age or position;
- Supportive services and housing opportunities for those who have developmental/emotional disabilities, mental illness, or sensory and mobility impairment;
- Housing that meets all building maintenance codes and is in good condition; and
- Ample living space within a housing unit for all its occupants.

The Housing Policy endorses seven main objectives for accomplishing the vision:

- **Variety and choice in housing**, in various types of new and existing neighborhoods in conformance with the County's General Plan;
- **Assistance for persons with diverse housing needs,** including housing for the elderly, persons with disabilities, persons with mental illness, and persons transitioning from homelessness;
- **Safe, high-quality neighborhoods**.
- **Communities with affordable housing**, throughout the County, especially for households at the median income level and below;
- **Housing for all stages of life**, to serve the County's existing and planned employment and the changing needs of its residents;
- **Equal opportunity housing**, to ensure that all residents have an opportunity to purchase, rent, finance, and occupy housing in the County;
- **Sustainable communities** and environment sensitivity in housing, neighborhood design, and redevelopment.

In addition to the goal of preserving the existing affordable housing stock, the Housing Policy adopts an annual affordable housing production goal of 1,000 to 1,200 units per year.

3. The Affordable Housing Roundtable

In October 2002, the County Council sponsored the Affordable Housing Roundtable. The roundtable brought together representatives from nonprofit organizations, a residential property management company, and a financial institution to discuss strategies for promoting, developing, and retaining affordable and special needs housing.

The Planning, Housing, and Economic Development Committee (PHED) held a follow up worksession in February 2003. Through the Affordable Housing Roundtable and follow up PHED Committee worksession, the Committee adopted seventeen new and continuing initiatives to promote, develop, and retain affordable and special needs housing.

4. Special Needs Housing Assessment

The July 2001 Housing Policy calls on the County to "encourage production of housing for populations with special needs, including seniors, persons with disabilities, persons with mental illness and persons transitioning from homelessness." In order to do this, the County commissioned a Special Needs Housing Assessment which described the County's existing supply of special needs housing by geographical location and type of disability served. It outlined industry trends for preferred housing types and styles for those with different types of disabilities and other special needs. In October 2005, preliminary information on the inventory of special needs housing was provided by M-NCPPC, DHCA, DHHS, and HOC.

5. Homelessness in Montgomery County: Beginning to End, 2002-2012

The Montgomery County Coalition for the Homeless recently completed "Homelessness in Montgomery County: Beginning to End, 2002-2012." The document outlines objectives and actions that the County Government, community-based service providers, stakeholders, and community members can take to alleviate homelessness. The document was developed after a two-year process that included community retreats and workgroup meetings.

The document provides some history of the problem of homelessness in the County and data describing the homeless problem. The rest of the Beginning to End plan is organized into six objectives and corresponding actions and steps. The objectives are to:

- Increase the stock of affordable housing and subsidized housing for all Montgomery County citizens;
- Stop the flow of people into homelessness from other systems of care;
- Improve wages and wage supports so that people can afford housing and provide better support services for economically disadvantaged people;
- Develop appropriate community resources for people needing treatment for mental health or addictive disorder;
- Reduce barriers to people exiting homelessness; and
- Raise public awareness about homelessness, its prevalence in Montgomery County, its impact and potential solutions.

6. Code Enforcement Task Force Report

In September 2007, the Code Enforcement Work Group was formed at the request of the County Executive to address a number of housing and zoning code issues that may cause adverse impacts and public safety issues in residential neighborhoods. The Work Group was comprised of County Executive staff from numerous departments and County Council staff.

The group developed a set of recommendations to address many code enforcement issues, which fall into three categories:

- Legislative changes to various chapters of the County Code including increasing parking restrictions, clarification of home occupation, and modification of building permit rules;
- Business process changes and improved coordination across departments with a focus on client interaction; and
- Education programs for residents and community associations that inform property owners of their rights and responsibilities.

7. Tenants Work Group Report

In November 2008, the County Executive formed the Tenants Work Group to research and analyze renter concerns and make proposals to improve the rental market and address affordability. The group included property owners, representatives of tenant and community groups and County and State government. In December of 2009, the group released the results of the first-ever survey of County tenants, followed by the release of a March 2010 report. Highlights of both include:

- There are approximately 80,000 rental units in the County (25% of the County's households);
- Sixty-three percent felt safe in their building;
- Nearly 20 percent of tenants reported average rent increases of eight percent or more;
- Another 52 percent said their rents increased in the four to seven percent range;
- Forty-three percent of respondents did not expect that they could continue to afford to pay rent five years from now in their current rental;
- Many tenants report that their rents are increasing faster than the cost of living or their own incomes;
- Some apartment complexes have ongoing maintenance problems; and
- The County has a number of resources available for tenants, from both government and non-government organizations, but the information is often hard to find and there is no central source for accessing the information.

8. Affordable Housing Task Force

Montgomery County formed the Affordable Housing Task Force to address the increasing lack of affordable housing within the County. The Task Force consisted of housing experts, representatives of the financial and development industry, builders, housing providers, planners, community members and representatives of governmental departments. In March 2008, the Task Force provided the following recommendations:

- **Preserve Affordable Housing** through the creation of a short-term property acquisition fund and revolving equity fund;
- **Create Affordable Housing** through the improvement of the planning and economic environment for the development of affordable housing, reduction of parking requirements for housing developments in order to reduce homeowner costs, and encourage the use of mass transit;
- **Adopt Regulatory Reform** with expedited regulatory reviews;
- **Achieve Community Acceptance of Affordable Housing** through the development and implementation of an extensive community support educational campaign;
- **Goals for Affordable Housing Preservation and Production** through the review and assessment of the affordable housing preservation and production goals; and
- **Home Purchase Assistance for Public Employees** that provides temporary abatement of property taxes, transfer taxes, and recordation fees for eligible County employees.

9. Housing First

Created in 2007, the Housing First Initiative provides permanent housing and follow-up social support to help previously homeless individuals and families move to permanent housing, rather than stay in an endless series of temporary or transition situations. The Initiative requires DHCA to reserve $4.5 million for the Housing Initiative Fund to implement a plan to transition housing programs for the homeless to a Housing First model. The program's funds may be used to acquire properties, provide rental subsidies, fund case management provided by County staff or under contract and pay costs associated with the transition of existing shelter services.

Modeled after the national Housing First Program, the program has the following critical elements:

- Focus on helping individuals and families access and sustain permanent housing stability as quickly as possible;
- Time-limited or long-term services, depending upon individual need; and
- Housing is not contingent on compliance with services—instead, participants must comply with a standard lease agreement and are provided with the services and supports that are necessary to help them do so successfully.

10. HOC's 5 year Strategic Plan

Every two years, HOC adopts a five-year Strategic Plan to guide how it will fulfill its mission to provide affordable housing and supportive services. The most current plan, 2008-2012, highlights the Federal Government's ongoing disinvestment in housing, including changes at HUD to erode support for the Housing Voucher Program, to restructure the public housing program, moving to an asset management model and deficit funding formula. In response, HOC's objectives and related implementation actions stress actions to identify new funds and income sources, to enhance efficiency, to increase services, to maximize revenues, and exercise leadership. The objectives and implementation actions are reproduced below:

Table 2-1: Housing Opportunities Commission Strategic Plan Objectives

Objective	Implementation Actions
Preserve and produce affordable housing	• Acquire and finance units to preserve long-term affordability and to increase opportunities for households • Negotiate extended affordability with owners of multifamily properties • Identify land for future development or redevelopment • Pursue opportunities for transit-oriented housing developments • Expand homeownership opportunities
Strengthen HOC's ability to generate income for operations, affordable housing programs and services	• Develop new sources of funding • Expand Housing Opportunities and Concepts (HO&C) to generate income to expand and preserve affordable housing • Increase revenues from existing HOC activities • Seek grants from new sources for supportive services and educational opportunities
Decentralize delivery of services to clients and residents in conjunction with enhancing efficiency	• Identify appropriate facilities to provide customer service • Train staff to provide multiple services at multiple locations • Explore technological initiatives to enhance services to customers
Expand services to residents and clients to address the County's changing needs	• Expand the use of public-private partnerships for resident services initiatives • Expand opportunities for residents to advise HOC about issues that affect their housing and services • Increase services to prevent homelessness • Expand resident services activities to include all residents in HOC's income-restricted housing
Manage HOC's portfolio to maximize public purpose and to maximize revenues	• Maintain affordability • Develop an HOC portfolio model to identify and describe HOC's optimal mix of housing • Develop criteria for acquisitions, dispositions and renovations • Develop a long-range property renovation plan • Optimize market rents in order to maintain and increase public purpose activities within the existing portfolio
Exercise leadership in meeting Montgomery County's housing and related social service needs	• Develop and pursue legislation and policy to secure adequate and reliable funding for affordable housing and supportive services • Strengthen HOC's relationships with government at the local, state and federal levels

B. Federal Planning Documents

This section summarizes two federal planning documents, U.S. Department of Housing and Urban Development's Consolidated Plan for Housing and Community Development and the Continuum of Care, which affect County housing policy.

1. Consolidated Plan for Housing and Community Development

The U.S. Department of Housing and Urban Development (HUD) requires localities to prepare a Consolidated Plan for Housing and Community Development in order to receive HUD grant funds. The Consolidated Plan describes the County's policies and priorities for spending federal funds to address issues related to affordable housing, homelessness, and neighborhood revitalization. The Consolidated Plan addresses policies and priorities over the next five years. Localities also develop annual Action Plans that identify how the jurisdiction will spend federal funds received each year to meet the priority needs identified in the multi-year Consolidated Plan.

The Department of Housing and Community Affairs is responsible for completing the annual Consolidated Housing Plan. To develop the plan, DHCA facilitates an annual public hearing process to afford residents and community organizations opportunity to provide input; incorporates public input from issue-oriented forums and town meetings not directly related to the development of the plan; and, coordinates with other departments to obtain input about specific policy or program areas. As an example, DHCA incorporates input from the more than 30 organizations that contribute to the development of the County's Continuum of Care application (described below), and contacts the Housing Opportunities Commission to discuss its latest concerns.

2. Continuum of Care Application

HUD's policy for addressing the problem of homelessness is called the Continuum of Care. Under HUD's plan, communities that request federal funds must develop a community-based approach to identify and develop a plan to meet the needs of persons who are homeless.

The Department of Health and Human Services in Montgomery County takes the lead for annually developing the County's Continuum of Care application. The Continuum of Care application includes:

- An overview of the homeless problem in the County;
- An explanation of the County's strategy for addressing homelessness;
- A description of the fundamental components of the County's system of services; and
- A list and description of the priority projects for the fiscal year,[1]

The Continuum of Care application incorporates the activities of all the providers of services for people who are homeless in the County. It is accompanied by separate applications or requests for funds by individual providers of specific projects. Between January and April of each year, HUD informs localities as to which projects will receive federal funding for the upcoming fiscal year. HUD is more likely to approve funding for renewal projects than new projects.

[1] A Prioritization Panel comprised of twenty-five consumers, county staff, business people and veterans, review and rank programs for the Continuum of Care application.

In its role as the Continuum of Care coordination agency, DHHS conducts monthly meetings with key non-profit and other governmental service providers, and also conducts provider meetings with front line staff responsible for providing prevention and homeless services. DHHS also ensures coordination with mainstream providers such as public health, Veterans Affairs, TANF, and Social Security benefits, the mental health and substance abuse treatment continuums of care, and minority service providers.

DHHS trains service providers who provide housing services in a standardized intake and assessment process. These providers are then able to refer clients to shelter, transitional housing, and permanent supportive housing programs in the County.

The Continuum of Care provider system also uses a homeless management information system (HMIS) that tracks the progress of program participants. As part of its management responsibilities, DHHS ensures that all Continuum of Care providers are have access and training to use this information management system.

Table 2-2 shows a summary of bed capacity for 2008 and 2009. DHHS expects to have 2010 data available at the end of March, 2010.

Table 2-2: Summary of Continuum of Care Application Data: 2008 and 2009

Type of Housing and Population Served	2008	2009	Difference
Emergency Shelters – Total Beds	*244*	*244*	*0*
Year Round Individual Beds	111	111	0
Year Round Family Beds	133	133	0
Transitional Housing	*432*	*351*	*(81)*
Year Round Individual	160	156	(4)
Year Round Family	272	195	(77)
Permanent Supportive Housing	*812*	*1,123*	*311*
Year Round Individual	275	369	94
Year Round Family	537	754	217
Safe Haven (Individual)	*40*	*40*	*0*
Total Capacity	**1,528**	**1,758**	**230**

INTRODUCTION TO CHAPTERS III-V

Montgomery County operates a complex system of programs to provide decent, safe affordable housing for its citizens. In FY10, $300.1 million supports the administration of 63 housing programs delivered by DHCA, DHHS and HOC staff and their nonprofit partners. The following tables summarize FY10 estimated workyears, program expenditures, and sources of funding by organization.

FY10 Estimated Workyears and Expenditures. FY10 estimated expenditures for the 63 housing inventory programs total approximately $300.1 million. As summarized below, the Housing Opportunities Commission's programs account for about 65% of the total; DHCA's programs account for about 18% of the total; and DHHS' programs account for the final 17%. About two-thirds of expenditures ($196 million) are operating costs, and about one-third ($104.1 million) are capital expenses. The 63 programs are supported by about 424 workyears.

Table I-1: FY10 Estimated Workyears and Expenditures for Housing-Related Programs

Department/Agency	Workyears	Operating	Capital	Total Exp.	Percent of Total
Dept. of Housing and Community Affairs	53.10	$27,546	$25,000	$52,546	18%
Dept. of Health and Human Services	86.81	$52,358	$0	$52,358	17%
Housing Opportunities Commission	284.17	$116,076	$79,088	$195,164	65%
Total	**424.08**	**$195,980**	**$104,088**	**$300,068**	**100%**

Source: OLO

Sources of Funding. In FY10, the sources of funding for the 63 programs in the inventory are the County Government, federal and state grants, and HOC funds. County resources account for $117 million (39%), federal and state grants for a combined $115 million (38%), and HOC-generated funds for $68 million (23%). Table I-2 (on the next page) displays FY10 program expenditure data from the housing inventory by funding source.

Multiple federal and state grants flow directly to HOC or the County Government. In FY10, direct grants to HOC totaled $86.4 million, including $81.4 million in federal grants and $5 million in state grants. Direct grants to County Government totaled $28.6 million, including $17 million in Federal grants and $11.6 million in state grants. Of the $28.6 million it received in federal and state grants, the County passed through $6.2 million (21.7%) to HOC, including $5.9 million in federal grants and $295,000 in state grants.

HOC directly receives 75% of all federal and state grant dollars. These grants plus other HOC funds total $154.6 million, and account for 51.5% of all program expenditures. County Government appropriations total $145.5 million and account for the other 48.5%.

Table I-2: FY10 Sources of Funding for Housing-Related Program Expenditures ($000s)

Sources of Funding		DHCA	DHHS	HOC	Total	% of Total	Grants	
							$	%
County Appropriations	County Funds*	$46,719	$35,804	$34,292	$116,815	38.9%		
	State Grants**	$397	$10,949	$295	$11,641	3.9%	$11,641	10%
	Federal Grants**	$5,430	$5,605	$5,935	$16,970	5.7%	$16,970	15%
Subtotal for County Appropriation		**$52,546**	**$52,358**	**$40,522**	**$145,426**	**48.5%**	**$28,611**	**25%**
Other HOC Resources	HOC Funds			$68,278	$68,278	22.8%		
	Direct State Grants			$4,984	$4,984	1.7%	$4,984	4%
	Direct Federal Grants			$81,380	$81,380	27.1%	$81,380	71%
Subtotal for Other HOC Resources				**$154,642**	**$154,642**	**51.5%**	**$86,364**	**75%**
GRAND TOTALS		**$52,546**	**$52,358**	**$195,164**	**$300,068**	**100%**	**$114,975**	**100%**

*DHCA's $46.9 million in County funds includes $170,000 from Takoma Park
**$6.4 million of DHHS' state grant monies and $3.0 million of DHHS' federal grant monies are appropriated in the State's budget for Home Energy Assistance benefit payments. DHHS administers the program.

The next three chapters provide an overview of each agency's programs and services, organizational structure, and FY10 budget and funding sources:

Chapter III	Department of Housing and Community Affairs	Pages 15-38
Chapter IV	Department of Health and Human Services	Pages 39-66
Chapter V	Housing Opportunities Commission	Pages 67-114

Chapter III. Agency Profile – Department of Housing and Community Affairs

The mission of the Department of Housing and Community Affairs (DHCA) is to plan and implement activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas. DHCA actively works to both maintain the maximum number of existing units in the County's inventory of affordable housing and to assist others to add new units through multiple production and preservation strategies.[1] DHCA uses an array of funding, technical assistance, and regulatory controls to accomplish its mission.

This chapter provides an overview of the Department, its budget, and its housing-related programs and activities. It is organized as follows:

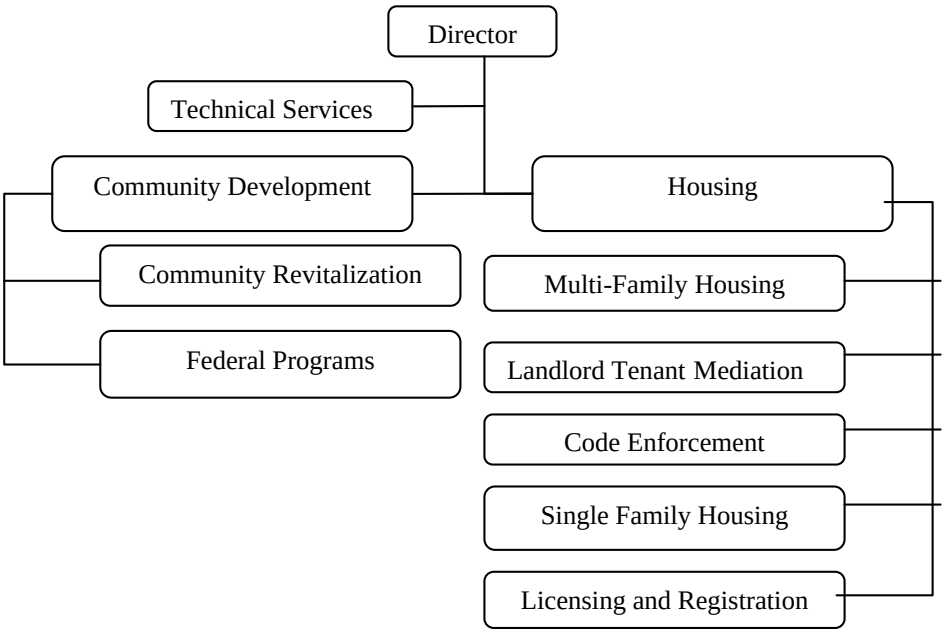
- **Part A, Organizational Structure (page 15),** provides the organizational chart of the Department;
- **Part B, FY10 Operating Budget Overview (page 16),** summarizes the FY10 revenues, expenditures, and workyears of the Department;
- **Part C, Federal Funding Sources (page 18),** provides a summary of several federal funding programs dedicated to housing-related services from which the County receives funding;
- **Part D, FY10 Programs and Services Overview (page 23),** presents one page synopses of DHCA' housing programs.

A. Organizational Structure and Staffing

The organizational structure of DHCA consists of an Office of the Director, and two divisions: the Housing and Code Enforcement Division and the Community Development Division. The exhibit on the next page outlines the organizational structure of the department. A description of each of these divisions is available at the beginning of their program inventory later in this chapter.

[1] About 14,600 units are in the loan portfolio of County and non-County financed properties that DHCA manages, roughly two thirds of this total (9,400 units) provide unit-based rent subsidies.

Department of Housing and Community Affairs Organizational Chart



Source: DHCA Website

B. FY10 Operating Budget Overview

This section provides an overview of DHCA's FY10 operating budget, workyears, and revenues.

1. FY10 Expenditures and Workyears

The FY10 operating budget for DHCA is $43.8 million, including $7.6 million in budgeted personnel costs, and $36.1 million in budgeted operating costs. Table 3-1 shows DHCA's FY10 operating budget expenditures by division. The Multi Family Housing Section ($31 million) and the Grants and Special Projects Section ($7.5 million) make up almost 90% of budgeted expenditures.

Table 3-1: FY10 Approved DHCA Expenditures by Division ($000s)

Program	Total	%
Director's Office	**$926**	**2%**
Administration and Technical Services	$926	2%
Community Development Division	**$7,781**	**18%**
Grants and Special Projects	$7,520	17%
Neighborhood Revitalization	$261	1%
Housing Division	**$35,071**	**80%**
Housing Administration	$105	<1%
Single Family Housing Programs	$655	1%
Multi-Family Housing	$30,951	71%
Code Enforcement	$1,957	4%
Landlord Tenant Mediation	$1,022	2%
Licensing	$381	1%
Total	**$43,778**	**100%**

Source: FY10 County Operating Budget

Positions and Workyears. DHCA's FY10 approved personnel complement has 85 positions (80 fulltime and 5 part-time) and 82.3 workyears. The Housing Code Enforcement Program is the largest division (25WYS), followed by Neighborhood Revitalization (10WYS) and the Single Family and Multi-Family Housing Programs (9WYS each).

Table 3-2: FY09 Approved DHCA Workyears

Program	Workyears	% of Total Workyears
Director's Office	**10.80**	**13%**
Administration	5.00	6%
Technical Services Unit	5.80	7%
Community Development Division	**16.00**	**19%**
Grants and Special Projects	6.00	7%
Neighborhood Revitalization	10.00	12%
Housing and Code Enforcement Division	**55.50**	**67%**
Housing Administration	2.00	2%
Single Family Housing Programs	9.00	11%
Multi-Family Housing	9.00	11%
Code Enforcement	25.00	30%
Landlord Tenant Mediation	7.50	9%
Licensing	3.00	4%
Total	**82.30**	100%

Note: Total workyears and percentages may differ from the summation of program workyears and percentages due to rounding. Shared administrative workyears are divided between the programs they serve. Source: Office of Management and Budget and Department of Housing and Community Affairs.

2. Revenues and Income

FY10 revenues for DHCA totaled approximately $50 million, including General Fund, Grant, and Montgomery Housing Initiative (MHI) revenues. Over three-quarters of all DHCA revenue came from the MHI, including $25 million in bond revenue.

Table 3-3: FY10 DHCA Approved Budget Operating Income

Revenues	Total	%
General Fund	**$4,590**	**9%**
Rental Licenses	$4,133	8%
Common Ownership Commission Registration	$356	1%
Civil Citations	$75	0%
Miscellaneous	$26	0%
Grant	**$7,570**	**15%**
Grant Revenue	$5,970	12%
Program Income	$1,600	3%
Montgomery Housing Initiative	**$38,316**	**76%**
Bonds	$25,000	50%
Program Income	$13,316	26%
Total	**$50,476**	**100%**

Source: DHCA Approved Budget FY10

C. Federal, State and Local Grants and Funding Sources

The federal government, particularly the Department of Housing and Urban Development (HUD) is a major source of state and local government funds to boost homeownership, increase access to affordable housing, and support community development. These grants include the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), and the HOME Investment Partnership**s** Grant (HOME).

In FY09 and FY10, the federal government supplemented these grants with recovery funds, e.g., the Community Development Block Grant-Recovery (CDBG-R), the Neighborhood Stabilization Grant, and the Homelessness Prevention and Rapid Re-Housing Program, which were awarded to state and local governments to stimulate economic investment.

Together with the County's locally funded Housing Initiative Fund, these grants contribute funds to many DHCA housing programs. The two sections that follow provide an explanation of the primary federal and local funds and a roadmap to the DHCA programs they fund. For more details about the activities, see the specific program summaries.

1. Federal Grants

Community Development Block Grant. The Community Development Block Grant (CDBG) allocates federal funds for activities that provide decent housing, a suitable living environment and expanded economic opportunities for low and moderate income persons. Most activities that receive CDBG funding either establish income eligibility requirements for project participants or locate the activity in a geographic area where the majority of residents have low or moderate incomes.

CDBG housing activities are administered by the County Government, the cities of Gaithersburg, Takoma Park and Rockville, and nonprofit organizations. The table below displays the programs in DHCA's housing-related program activities with CDBG funding in FY10.

Table 3-4: FY10 DHCA Housing Programs with CDBG Funds

Agency/Provider	Program Description	$(000s)
DHCA (Code Enforcement)	Demolition of condemned structures	$30
DHCA (Single Family Program)	Group Home Acquisition and Rehabilitation; Single Family Home Improvement Loans and HOC Public Housing Modernization	$1,460
Total		**$1,490**

Source: OLO and DHCA

Community Development Block Grant - Recovery (CDBG-R). The American Recovery and Reinvestment Act of 2009 included $13.6 billion for projects and programs administered by HUD to create jobs, modernize homes to make them more efficient, and help communities most affected by the economic crisis. As part of this program, the federal government funded approximately $1 billion for community development block grants for state and local governments across the country. Most local governments used the funding to rehabilitate affordable housing and improve key public facilities

In 2009, Montgomery County was awarded a $1.4 million CDBG-R grant, which can be spent over a three year period. The table below displays the housing-related activities that are being funded with these grant funds. DHCA currently has funds allocated among the Code Enforcement Program, the Multi-Family Loan Program, and the Weatherization Program.

Table 3-5: FY10 DHCA Housing Programs with CDBG-R Funds

Agency/Provider	Description	$ (000s)
DHCA	Rehabilitation and weatherization of low-income owner occupied homes	$496
DHCA	Comprehensive code enforcement and neighborhood-targeted activities (See Code Enforcement Program)	$334
Total		**$830**

Source: OLO and DHCA

Emergency Shelter Grant (ESG). The Emergency Shelter Grant is a federally funded program that allows the County to provide housing and other services to people who are homeless or in danger of becoming homeless. The table below displays DHCA's housing-related program activities with ESG funding in FY10:

Table 3-6: FY10 DHCA Housing Programs with ESG Funds

Agency	Program Description	$ (000s)
DHCA	Homeless Prevention Assistance for the eviction assistance program (See Eviction Assistance Program)	$68
DHCA	Renovation or maintenance of the County's homeless shelters (See Multi-Family Loan Program)	$87
Montgomery County Coalition for the Homeless (MCCH)	Partnership for Permanent Housing used to relocate families or individuals from homeless shelters to permanent, subsidized housing (Administered by Community Development Division)	$45
Total		**$200**

Source: OLO and DHCA

HOME Investment Partnerships. HOME Investment Partnerships (HOME) enable the County to sponsor organizations that develop affordable rental housing for low and moderate income individuals and families. Federal HOME loan funds are used for acquisition, rehabilitation, new construction, and tenant-based rental assistance. The table below displays DHCA's housing-related programs with HOME funding in FY10.

Table 3-7: FY10 DHCA Housing Programs with HOME Funds

Agency	Program Description	$ (000s)
DHCA	Housing Production and Rehabilitation Program (See Multi-Family Loan Program)	$1,381
DHCA	Community Housing Development Organizations: (CHDO) Housing Production. (See Multi-Family Loan Program)	$376
DHCA	American Dream Downpayment Assistance (Administered by Community Development Division in partnership with HOC)	$20
Comm. Housing Dev. Orgs. (CHDO)	Administrative funds for Montgomery Housing Partnership and Housing Unlimited (Administered by Community Development Division)	$116
HOC	Rental Assistance Program (Administered by Community Development Division. Also see HOC State Rental Allowance Program)	$112
MCCH	Rental Assistance Program (See Multi-Family Loan Program)	$750
OHR	Education and testing administered by the Office of Human Rights to affirmatively further Fair Housing (Administered by Community Development Division)	$37
Total		**$1,930**

Source: OLO and DHCA

Homelessness Prevention and Rapid Re-Housing Program (HPRP). This program (HPRP) is a federally funded program under the American Recovery and Reinvestment Act (ARRA) that provides financial assistance and services to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized. The intent of the program is to assist those individuals and families who would be homeless but for this assistance. It is targeted to households at or below 50% of the Area Median Income.

DHCA applied for this grant and received $2.1 million in grant funding for this program from the Federal Recovery Act. DHHS is responsible for administering the grant as part of the Homelessness Prevention and Shelter Services program.

As part of the Continuum of Care, the HPRP grant will enable DHHS to expand existing programs provided by select nonprofit sub-grantees. DHHS has an Open Solicitation for service coordination/case management services, and all nonprofits will apply through this competitive procurement process for HPRP funds. Some of the specific activities provided by the funding include: short- and medium-term rental assistance, security deposits, utility deposits, utility payments, moving cost assistance, and motel or hotel vouchers. In addition, contracted staff will provide case management, outreach, housing search and placement, legal services, mediation, and credit repair assistance.

Federal rules require grantees who are eligible to receive HPRP funds to complete a substantial amendment to their Consolidated Plan Action Plan. According to this amendment, the Consolidated Plan, the County's Continuum of Care, and the Housing First Model are all consistent. The Consolidated Plan documents the need for additional affordable housing, particularly for those at or below 50% of Area Median Income. The HPRP grant funds go directly to the homeless or those threatened with homelessness. Preventing homelessness, through early intervention and coordinated case management and financial assistance is a Consolidated Plan priority as is the provision of affordable housing, including affordable housing with supportive services, needed to help those who are already homeless.

Neighborhood Stabilization Program (NSP) and Neighborhood Conservation Initiative (NCI). These programs award grants to state and local governments to address the national housing foreclosure problem. The programs will focus on homes that can accommodate larger families, aiming to make these units as low-maintenance and energy efficient as possible.

The County received $2.1 million of federal grant NSP funding. In addition, the State of Maryland received an allocation of NSP funding to establish the Neighborhood Conservation Initiative Program (NCI), of which $2.5 million was given to the County. Combined, these grant awards total $4.6 million.

DHCA has contracted with HOC to acquire and rehabilitate 15-20 foreclosed homes that it will lease to low-income county residents. Staff in DHCA will oversee the grant and contract with HOC staff administering this program. The County program will target homes for larger families and people with household incomes that do not exceed 50% of the Area Median Income. HOC will rehabilitate these homes as necessary to make them as low-maintenance and energy efficient as possible. HOC will be responsible for the ongoing administration of this scattered site rental program.

2. County Funds – The Housing Initiative Fund

The Housing Initiative Fund (HIF) is a local housing trust fund used to direct revenues to specific housing programs and projects that further County housing policies. A special revenue fund established in County law, the HIF accounts for loans that fund the predevelopment, acquisition, construction, or rehabilitation of affordable residential facilities and cash rental assistance payments.

In FY10, the HIF fund is estimated at $34.8 million, including over $33.0 million in operating costs. The County provides all of the funding for the HIF. The main revenue sources for the HIF are property tax revenues, recordation tax proceeds, and investment income.

The County's Housing Policy and Council Budget Resolutions establish how HIF (and HOME funds) should be distributed. Council Resolution 16-970 specifies the following allocations for FY10 that link to housing-related programs in this inventory:

- DHCA allocates up to $1 million from HIF for the "Building Neighborhoods to Call Home" services;
- DHCA must allocate $592,120 from the HIF for the Closing Cost Assistance Program and $500,000 for closing cost assistance targeted to county employees;
- DHCA must reserve $8.9 million of the non-revolving program appropriation for implementation of the Housing First Plan, and combine these with funds appropriated to DHHS to continue capacity for at least 1,767 Rental Assistance Program clients, and 225 Housing Initiative Program clients;
- $1.890 million of recordation tax funds must be used for HOC's Rent Supplement Program; and
- $1.157 million must be used by DHHS for emergency rental assistance for low and moderate income households.

DHCA budgets the personnel costs associated with the Housing Initiative Fund as part of the Multi-Family Loan Program (see page 32). In FY10, these are approximately $1.03 million and 9 workyears.

HIF funds are disbursed to public and private entities for program and project administration, including HOC and DHHS. HIF loans are one of several sources of funds that developers and organizations access to develop affordable housing projects. Other sources of funds that DHCA administers include the Federal HOME Grant, the Federal Community Development Block Grant, and State rehabilitation and weatherization grants. In addition, the Payment In Lieu of Taxes program provides resources through agreements that offer multiyear exemptions or abatements of County and/or State property taxes.

D. FY10 Programs and Services Overview

This section presents the programs administered by DHCA that meet this study's definition of a housing-related program or service.[2] The next two tables provide summary lists of each program's expenditures and workyears, grouped by division and section. Following these data tables are one-page program summaries that include a program overview, funding and expenditure data, and information about coordination/overlaps with housing-related housing programs in HOC or DHHS. The program summaries are organized by section and listed on page 26.

Expenditures. DHCA's FY10 estimated expenditures for housing programs total approximately $52.5 million, including $51.6 million for programs in the Housing and Code Enforcement Division and $934,000 for Community Development Division programs. County revenues, at $46.7 million, fund almost 90% of the total, and federal revenues, at $5.4 million, fund another 10%. Of DHCA's total FY expenditures, 52% ($27. million) are operating expenditures and 48% ($25 million) are capital expenditures. All of the capital expenditures are County bond revenues. (See Appendix A for a summary chart of funding source details by program.)

[2] This study defines a "housing-related program" as an organized activity administered and provided by DHCA, DHHS, or HOC through career staff or for-profit or nonprofit contract staff. The agencies' array of "housing-related programs" encompass services for homeowners, renters, and special needs populations; services to maintain housing and prevent homelessness (often provided by contracts with nonprofits and intermediaries); and services to develop, maintain and renovate housing units, usually provided by for-profit and nonprofit developers.

Table 3-8: FY10 Estimated DHCA Program Expenditures by Revenue Source ($000s)

Program	County	State	Federal	Other	Total
Housing and Code Enforcement Division	**$45,615**	**$397**	**$5,430**	**$170**	**$51,612**
Single Family Housing Section					
Moderately Priced Dwelling Unit Program	$655				**$655**
Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program			$1,460		**$1,460**
Weatherization Program		$397	$1,300		**$1,697**
Workforce Housing Program*					
Multi Family Housing Section					
Multi-Family Loan Program **	$40,806		$2,238		**$43,044**
Housing Code Enforcement					
Code Enforcement and Inspection Program	$2,691		$364	$170	**$3,225**
Landlord Tenant Mediation					
Eviction Assistance Program	$60		$68		**$128**
Landlord Tenant Mediation Program	$1,022				**$1,022**
Licensing and Registration					
Rental Units Licensing and Registration Program	$381				**$381**
Community Development Division	**$934**	**$0**	**$0**	**$0**	**$934**
Building Neighborhoods to Call Home Services Program	$934				**$934**
Total	**$46,549**	**$397**	**$5,430**	**$170**	**$52,546**
Percent of Total	**89%**	**1%**	**10%**	**0%**	**100%**

*****Expenditures for this program are part of the MPDU Program Expenditures.
**Multi-Family Loan Program County funding amount reflects HIF ($30.9M and $25M bonds); Federal funding includes HOME ($1.401M), CDBG ($30K), HOME for MCCH Rental Assistance ($750K)
Source: DHCA Staff

Workyears. In FY10, DHCA has 53.10 workyears allocated to the programs in the inventory. For those sections with multiple programs, these allocations reflect DHCA estimates of staff positions distributed across multiple responsibilities. Some programs do not show a workyear allocation because the staff time to conduct these responsibilities are minimal or absorbed as part of another program (as shown by NA).

Table 3-9: FY10 DHCA Workyear Allocations by Program

Program	Workyear Allocation	% of Workyears
Housing and Code Enforcement Division		
Single Family Housing Section		
Moderately Priced Dwelling Unit Program	5.10	10%
Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program	3.70	7%
Weatherization Program	0.40	1%
Workforce Housing Program	NA	NA
Multi Family Housing Section		
Multi-Family Loan Program	8.40	16%
Housing Code Enforcement		
Code Enforcement and Inspection Program	25.00	47%
Landlord Tenant Mediation		
Eviction Assistance Program (1.5 WYs detailed from Landlord Tenant Mediation)	0	0%
Landlord Tenant Mediation Program	7.50	14%
Licensing and Registration		
Rental Units Licensing and Registration Program	3.00	5%
Community Development Division		
Building Neighborhoods to Call Home Services Program	NA	NA
Total	**53.10**	100%

Source: DHCA Staff

Program Summaries. The remainder of this chapter provides program summaries for the following DHCA housing programs.

Program	Page #
Housing and Code Enforcement Division	
Single Family Housing Section	
Moderately Priced Dwelling Unit Program	28
Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program	29
Weatherization Program	30
Workforce Housing Program	31
Multi Family Housing Section	
Multi-Family Loan Program	32
Housing Code Enforcement	
Code Enforcement and Inspection Program	33
Landlord Tenant	
Eviction Assistance Program	34
Landlord Tenant Program	35
Licensing and Registration	
Licensing and Registration Program	36
Community Development Division	
Neighborhood Revitalization	
Building Neighborhoods to Call Home Services Program	38

1. Housing and Code Enforcement Division

The Housing and Code Enforcement Division consists of six sections that administer a mix of licensing, financing, conciliation, and regulatory enforcement programs.

The FY10 total approved operating budget for the Housing and Code Enforcement Division is over $35 million and approximately 53.1 workyears. The remainder of this section summarizes the housing programs administered by the Division, organized by the following sections.

Division Section	Program Summaries Begin on Page
Single Family Housing. This section administers the Moderately Priced Dwelling Unit (MPDU) program, the Workforce Housing Initiative, and other programs that provide funding to replace, rehabilitate, and weatherize single family and group homes.	28
Multi-Family Housing. This section is responsible for making loans and grants that can be used for the acquisition and rehabilitation of multifamily housing.	32
Code Enforcement. This section is responsible for conducting inspections and enforcement actions to ensure compliance with the County's housing, building standards, solid waste, and property maintenance codes. This section administers complaint based inspections, targeted enforcement programs, and licensing inspections.	33
Landlord Tenant. This section is responsible for providing information, technical assistance, and conciliation services along with enforcement of applicable laws to ensure fair and equitable relations between landlords and tenants. In addition, this section works with DHHS and HOC to prevent the displacement and relocation of low-income families and individuals.	35
Licensing and Registration. This section administers the County's rental housing licensing program and the common ownership community housing unit registration program. It also publishes the annual rental facility report and maintains an online apartment guide.	36

Moderately Priced Dwelling Unit (MPDU) Program

Purpose

The MPDU Program markets affordable for sale and re-sale homes to first time homebuyers and markets below-market rental units for renters. The program provides moderate income households access to homeownership, creates mixed-income projects and neighborhoods, and maintains affordability of the County's private rental housing stock. To qualify for the home purchase program, annual household income must be 65% to 70% of the area median income (AMI). For renters, annual household income must be 65% of AMI; generally, allowable rents are set at 25% of household income.

FY10 Personnel Costs and Staffing

Approximately $574,000 and 5.1workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $655,000, including $80,000 in operating costs. The program is funded with County funds.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund	$393	60%
	Dept of Permitting Services	$112	17%
	MHI	$150	23%
Total		**$655**	**100%**

FY09 Activities and Usage

MPDU staff are responsible for administering zoning and plan approval, assuring documentation of a project's MPDU requirements, certifying consumer eligibility, establishing staging agreements with developers, establishing MPDU pricing, overseeing the selection of potential buyers through a lottery, and enforcing resale, shared profit, and rental restrictions.

Coordination and Overlap

The law requires DHCA to set aside up to 40% of newly constructed MPDUs for acquisition by HOC and nonprofit organizations.[3] Both HOC and DHCA administer programs for first time homebuyers that include housing counseling sessions. HOC also administers a downpayment assistance, closing cost assistance, and low-interest mortgage program, which can be used by MPDU purchasers.

[3] Montgomery County Code 25A-8b(1)

Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program

Purpose

The purposes of the program are to (1) help low and moderate income homeowners pay for repairs so their properties comply with County housing standards; and (2) help public and nonprofit group home owners to finance repairs. This program helps ensure homes and group homes are maintained in compliance with County codes and that units remain affordable.

FY10 Personnel Costs and Staffing

Approximately $421,000 and 3.7 workyears.

FY10 Estimated Program Expenditures and Sources of Funds

Estimated at $1.5 million. The programs are funded entirely with Community Development Block Grant (CDBG) dollars: $1.3 million is allocated to the Single Family Home Improvement Loan Program; $150,000 to Group Home Rehabilitation Loans, and $50,000 to Public Housing Modernization. For more details about CDBG, see the summary on page 18.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	CDBG	$1,460	100%
Total		**$1,460**	**100%**

FY09 Activities and Usage

Staff administer the loan application and approval process, including a determination of the loan amount based on the repairs that are needed. Staff provide contract oversight for the acquisition and rehabilitation of several foreclosure projects and oversee construction monitoring loans for HIF funded projects. The program offers loan terms of up to 20 years and can be used for roof, furnace, and hot water heater replacements, electrical and plumbing repairs, painting, and repair of termite damage. In FY09, the program approved 42 loan applications with a value of $1.3 million.

An eligible group home must have been operating for two years and be occupied by elderly or disabled residents with low and moderate incomes. The program loan amounts vary depending on the maintenance needs of the property.

Coordination and Overlap

These programs are unique because they provide loans for single family and group home repairs. The Single Family Home Loan Program is part of a larger set of homeowner programs administered by DHCA and HOC. DHCA staff coordinate the Group Home Loan Program with DHHS staff who oversee the services. Historically, DHHS' budget for the Group Home Program has not included sufficient dollars for repairs and renovation.

Weatherization Program

Purpose

This program enables low-income homeowners or renters to permanently reduce their energy bills by making their homes more energy efficient. Households with incomes at or below 60% of the state median income are eligible for the program. Program services are available to both homeowners and renters, with priority given to senior citizens, families with children, and persons with disabilities.

FY10 Personnel Costs and Staffing

Approximately $56,000 and 0.4 workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $1.7 million for weatherization. The program is funded through a combination of state and federal funding. The federal funds consist of a $5.2 million three-year appropriation.[4] The funding below reflects DHCA's anticipated expenditure schedule of 25% in FY10, 50% in FY11, and 25% in FY12.

Agency	Funding Sources (and use)	$ (000s)	%
State	Multiple State Grants	$397	23%
Federal	Supplemental Appropriation ARRA (FY10 amount only)	$1,300	77%
Total		**$1,697**	**100%**

FY09 Activities and Usage

DHCA staff review and approve grant applications. Energy efficient measures performed through the program include air sealing, wall and ceiling insulation, heating system improvements or replacement, and efficiency improvements in lighting, pipe insulation, hot water heater jackets, and duct wraps.

DHCA's funding for this program increased substantially beginning in Spring 2009 due to multiple federal and state grants awards. Staff supervise two contractors and expect to weatherize 260 houses in FY10, 400 houses in FY11, and 200 houses in FY12. Additional staff resources needed to administer the increased funding are being absorbed by existing Single Family staff.

Coordination and Overlap

DHCA and HOC are coordinating to weatherize up to 300 scattered townhouses and single family homes that are owned and rented by HOC, using federal weatherization funds. The State requires training for employees and contractors doing the work and DHCA's Weatherization funds were used to train both HOC staff and their contractors. Referrals can also come through DHHS' Home Energy Assistance Program.

[4] DHCA also intends to allocate a portion of the CDBG-R Grant for rehabilitation and weatherization to the Weatherization Program.

Workforce Housing Program (WHP)

Purpose	The Program promotes the development and sale of subsidized, price-controlled housing in selected high-density, transit-oriented zones. Eligible participants are moderate and high income households with incomes between 71% and 120% of AMI.[5] The goal of the program is to increase the availability of transit-accessible housing for County employees and other skilled and semi-skilled workers so that they are not priced out of housing near their workplace.
FY10 Personnel Costs and Staffing	MPDU staff in the Single Family Loan Section administer this program as part of other ongoing responsibilities.
FY10 Estimated Expenditures and Sources of Funds	DHCA has no separate FY10 estimated expenditures for this program; instead program expenditures are included under the MPDU program.
FY09 Activities and Usage	The County currently has one active Workforce Housing Program, The Villages at King Farm (49-unit mixed-use condominium development in the City of Rockville). DHCA staff are responsible for the application process, including the creation of a database that is used to establish a priority ranking among the applicants. The ranking process gives priority to public employees, households within the City of Rockville, first responders, and households that currently own or rent MPDUs. Interested households must submit an initial application to the project sales office, and also obtain a letter of pre-qualification from a preferred lender.
Coordination and Overlap	DHCA works with HOC to administer the program; HOC has developed the project while DHCA is managing the application process.

[5] In 2008, the qualifying annual household income ranged from $83,000 for a one-person household to $119,000 for a family of four.

Multi-Family Loan Program

Purpose

The program works to ensure the affordability and accessibility of the County's private multifamily housing stock to households with low or moderate incomes or special needs. The program enables for-profit and nonprofit developers, including HOC, to develop and renovate affordable multifamily housing properties and works to create mixed-income properties and communities.

FY10 Personnel Costs and Staffing

The FY10 appropriation of $56.14 million includes approximately $1.03 million and 8.4 workyears.[6] Personnel include a Manager III, a Loan Asset Manager, five program managers, and two administrative aides.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $43.0 million, including over $9 million in operating costs. The program funding sources are the County's Housing Initiative Fund (HIF); the federal HOME Investment Partnerships Program (HOME) funds; and $25 million in bond funding. DHCA also intends to allocate a portion of CDBG-R Grant funds for rehabilitation to this program.

Agency	Funding Sources (and use)	$ (000s)	%
County	HIF Program	$15,806	37%
	DHCA CIP 760100 (bond funding)	$25,000	58%
Federal	Emergency Shelter Grant	$87	<1%
	Home Investment Partnership	$1,401	2%
	HOME (MCCH Rental Assistance)	$750	1%
Total		**$43,044**	**100%**

FY09 Activities and Usage

DHCA staff originate and underwrite acquisition, predevelopment, construction, and permanent loans for the development or preservation of affordable housing, manage projects for and provides technical assistance to organizations developing rental projects for low-income families and individuals with special needs, monitor development of affordable housing projects under construction, and monitor completed projects assuring affordability and financial viability. The current pipeline of projects includes financing for Family Rental Acquisition/Rehabilitation projects; Supportive Housing projects; Homeownership, and Rental Assistance, including HOC's Paddington Square project. (See Appendix B for additional information)

Coordination and Overlap

HOC regularly applies for HIF and HOME funds for their projects. The County Housing Policy (2002) establishes how the HIF and HOME funds should be distributed.

[6] The FY10 MHI appropriation consists of costs for Code Enforcement, MPDU, Eviction Prevention, DHHS programs, HOC programs and Neighborhoods to Call Home, two FY10 savings plans plus the Multi-Family Loan Program.

Code Enforcement Inspection Program

Purpose

The program inspects owner-occupied, rental, vacant, and commercial properties to ensure compliance with the County Building and Maintenance Code. The Code is used to ensure safe and sanitary conditions, to assure the continued economic and social stability of structures and neighborhoods, and to protect the health, safety, and welfare of County residents. Specifically, the program enforces Chapter 26, (Housing Standards), 48 (Solid Waste), and 58 (Weeds) of the County Code.

FY10 Personnel Costs and Staffing

The FY10 personnel complement for this program is $2.7 million and 25 workyears.[7] Of the total complement, the Code Enforcement personnel budget accounts for 17.4 workyears ($1.67 million), 5.6 workyears ($593,000) charged to the Solid Waste Fund, and 2 workyears charged to Takoma Park ($126,000).[8]

FY10 Estimated Expenditures and Sources of Funds

Estimated total expenditures for this program are $3.2 million. The major revenue sources for the code enforcement program are rental licensing fees, solid waste fees, the Montgomery Housing Initiative Fund, CDBG grants, and Takoma Park.

Agency	Funding Sources (and use)	$ (000s)	%
County	Gen'l Fund (Rental Lic. Fees)	$1,789	56%
	MHI	$218	7%
	Solid Waste Fund	$684	21%
Federal	CDBG Demolition	$30	1%
	CDBG-R (3 Year FY09 Grant)	$334	10%
Other	City of Takoma Park contract	$170	5%
Total		**$3,225**	**100%**

FY09 Activities and Usage

The major activities of program staff include staffing a complaint hotline; inspecting of rental units and owner occupied properties; conducting accessory and registered living unit inspections, complaint inspections, and rental assistance compliance inspections; monitoring vacant/foreclosed properties;, and annually inspecting rental properties within Takoma Park.

Coordination and Overlap

Varying laws and regulations impose multiple inspection requirements for rental properties.[9] These requirements create a pattern of uneven and overlapping inspection activities. DHCA reports they are working with HOC to address these issues.[10]

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[7] Personnel include 1 manager, 3 field supervisors, 1 program manager, 18 inspectors, 2 office aides and 2.5 WYS of lapse.

[8] WYS allocation includes: Rental Licensing-15.2WYs; Housing Initiative Fund-1.8WYs; and CDBG grant-0.4WYS, TP 2.0 and SW 5.6. Currently, one of the lapsed positions is being funded by CDBG-R grant money.

[9] Inspection requirements are established in County law, federal housing regulations, and federal and local loan documents.

[10] HOC and DHCA staff separately inspect HOC multifamily units for compliance with federal housing quality standards (HQS) and County housing standards, respectively. HOC conducts annual inspections; and DHCA inspects all HOC-owned multifamily units in accordance with statutory licensing requirements. DHCA also conducts complaint based inspections of HOC's scattered site properties. Under federal rules, DHCA must enforce the more stringent County code requirements (instead of the less stringent federal HQS standards) for its HOME-financed properties. To do this, DHCA's schedule for HOME-financed properties requires annual inspections for properties with 25 or more units; biennial inspections for properties with 5-25 units; and triennial inspections for properties with 4 units or fewer.

Eviction Assistance Program

Purpose

The Eviction Assistance program in the Office of Landlord-Tenant Affairs (OLTA) prepares displacement prevention plans for households at risk of eviction due to non-payment of rent or utilities or other emergencies. By keeping families and individuals stably housed, this program reduces costs of emergency shelter and re-housing associated with homelessness. These activities are in addition to other Landlord-Tenant responsibilities, i.e. handling of informational calls, servicing walk-in customers, and individual complaint investigations and conciliations.

FY10 Personnel Costs and Staffing

Approximately $210,000 and 1.5 workyears, detailed from the Landlord-Tenant Program personnel complement of 7.5 workyears. (Note: Personnel costs are reported for informational purposes only; they are accounted for in the Landlord Tenant Program on the next page)

FY10 Estimated Expenditures and Sources of Funds

Estimated at $338,000, including $128,000 for emergency assistance grants. The program's operating funds come from the County's Housing Initiative Fund and a federal Emergency Shelter Grant. Dollars for personnel costs are from the County's rental licensing fees.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (Licensing Fees)	$210*	62%
	Montgomery Housing Initiative Revenues	$60	18%
Federal	DHCA Emergency Shelter Grant	$68	20%
Total		**$338**	**100%**

*These costs of $210,000 for personnel are displayed for informational purposes only. The summary tables account for these expenses in the Landlord Tenant Program.

FY09 Activities and Usage

Staff serve as case managers for tenants who are at risk of eviction. Staff conduct interviews with landlords and tenants to determine the facts of the case and develop plans for short-term and long-term resolution of the situation. DHCA develops plans, with their working knowledge of landlords throughout the County, to avoid evictions or relocations. Staff report approximately 200-300 households receive assistance annually.

Coordination and Overlap

DHCA's Eviction Assistance Program complements DHHS' Housing Stabilization and Shelter Services Programs and HOC's Rental Assistance and Emergency Assistance Programs and Housing Locator Programs. Staff report separate programs are needed to meet client need because the demand for assistance is overwhelming and because case managers are needed to coordinate varying eligibility requirements from multiple programs. According to DHHS' Housing First Plan, DHCA housing counseling staff are part of the mobile Neighborhood Safety Net Teams that provide streamlined applications so that households at high-risk of homelessness can access available resources. This is part of a larger collaborative effort to link the Housing First Plan and the Neighborhood Safety Net Initiative.

Landlord Tenant Program

Purpose

The Landlord Tenant Program provides assistance to resolve landlord and tenant disputes and enforces Chapter 29, Landlord-Tenant Relations of the Montgomery County Code. The goal is to promote fair and equitable relations between landlords and tenants. Both landlords and tenants may file complaints.

FY10 Personnel Costs and Staffing

Approximately $973,000 and 7.5 workyears. Personnel include a program manager and five full-time and two part-time investigators. Currently, two investigators (1.5WYs), accounted for in this program's costs, are detailed almost exclusively to the Eviction Assistance Program (See page 33).

FY10 Estimated Expenditures and Sources of Funds

Estimated at $1.02 million, including $49,000 for program operating expenses. DHCA allocates rental license fees and associated revenues to cover 100% of these program costs.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (Fees from Rental Licensing and other revenues)	$1,022	100%
Total		**$1,022**	**100%**

FY09 Activities and Usage

The major program activities include responding to requests for information and technical assistance, complaint intake and fact-finding, convening of conciliation conferences, and staff support for the Landlord Tenant Commission adjudicatory process. The investigator assigned to a complaint acts as a fact-finder to make a determination of whether there has been a violation of the lease or landlord-tenant law. DHCA reports that tenants file 98% of all complaints. In FY09, staff responded to thousands of information requests.

Coordination and Overlap

The Program adjudicatory and complaint resolution activities are unique. The program's information and technical assistance activities are similar to nonprofit organizations that provide housing counseling services, such as DHCA's contract with Casa de Maryland for tenant counseling activities in Long Branch.

Licensing and Registration Program

Purpose

The Licensing and Registration Program administers the licensing of rental properties and is responsible for enforcing provisions of Montgomery County Code, Chapter 29, Section 16 and Chapter 10B, Section 7.

FY10 Personnel Costs and Staffing

Approximately $307,400 and 3 workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $381,000, including operating costs. This program is 100% funded with rental licensing fees and Common Ownership Community fees.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (Fees for Rental Licensing and Common Ownership Communities)	$381	100%
Total		**$381**	**100%**

FY09 Activities and Usage

The Program handles the licensing of all residential rental properties located within the County's jurisdiction and the registration of common ownership communities (homeowners' associations and condominium associations) within the County's jurisdiction and the City of Takoma Park. The Program also:

- Conducts the County's annual rental facility survey of multifamily properties with twelve or more units;
- Administers the accessory apartment and registered living unit program;
- Maintains the DHCA web-based apartment directory; and
- Conducts outreach to inform landlords who may not be aware of licensing requirements or find those who are evading the requirement.

In FY09, the County has 85,000 licensed rental units representing both multifamily and individually licensed units. (Note: This total does not include rental units in Gaithersburg, Rockville, and Takoma Park which administer their own rental licensing programs.)

Coordination and Overlap

The license processing and surveys conducted by program staff are unique. The maintenance of the apartment directory is similar to other online housing databases such as those sponsored by private, for-profit, and nonprofit providers. Similarly, DHHS' contract with HOC for its Housing First Housing Locators requires HOC to compile a list of assisted apartment units. No comparable directory exists for single family housing units.

2. Community Development Division

The FY10 total approved operating budget for the Community Development Division is $7.8 million and 16 workyears. One program, administered by Neighborhood Revitalization, meets this study's definition of a housing-related program, in addition to the federal grants, previously identified in Section C, beginning at page 18.

Neighborhood Revitalization. This section provides planning and implementation activities to revitalize targeted neighborhood areas. These activities are funded through the County's Capital Program, the federal Community Development Block Grant, and the State Community Legacy grants. There is one housing-related program associated with this section: Building Neighborhoods to Call Home Services on the next page.

Grants and Special Projects. This section provides management and oversight to ensure compliance with the regulatory requirements for Federal funds awarded to the County by HUD.

Building Neighborhoods to Call Home Services
Apartment Assistance – Community Center Operations - Homeowner Assistance - Property Management Services - Revitalization Planning - Tenant Counseling

Purpose

The Building Neighborhoods to Call Home Services Program was initiated in FY01 to fund counseling, education and service coordination for tenants, homeowners, rental property owners, and property managers, and to fund revitalization planning. The program intends to strengthen neighborhoods, improve people's access to services, support the County's nonprofit partners, and extend services.

FY10 Personnel Costs and Staffing

Staff in the Community Development Division, Neighborhood Revitalization Section administer the program's contracts as part of their ongoing responsibilities.

FY10 Program Expenditures and Sources of Funds

The FY10 Operating Budget Resolution allocates $934,000 for this program, funded by the HIF. Funding for four contracts, valued at $434,000, is appropriated through the FY10 Non-Competitive Contract List. The nonprofit providers and contract amounts for the approved FY10 services are listed below.

Provider	Funding Sources (and use)	$ (000s)
CASA de Maryland	Tenant counseling in Long Branch	$350
CASA de Maryland	Operating expenses for the Pine Ridge Community Center*	$93
Mont. Hsg Partnership	Apartment Assistance Program*	$100
Mont. Hsg Partnership	Revitalization Planning in Long Branch	$150
Interfaith Works	Personnel expenditure for the cost of a part-time property manager*	$41
Rebuilding Together	Operating support to assist low-income homeowners with home repairs*	$200
Total		**$934**

*Funding appropriated through the FY10 Non-Competitive Contract List

Coordination and Overlap

The Long Branch revitalization planning activities are similar to DHCA community planning programs in other targeted neighborhoods. The resident coordinator and property management services are similar to those that HOC provides directly, or under contract to DHCA and others.

CHAPTER IV. Agency Profile – Department of Health and Human Services

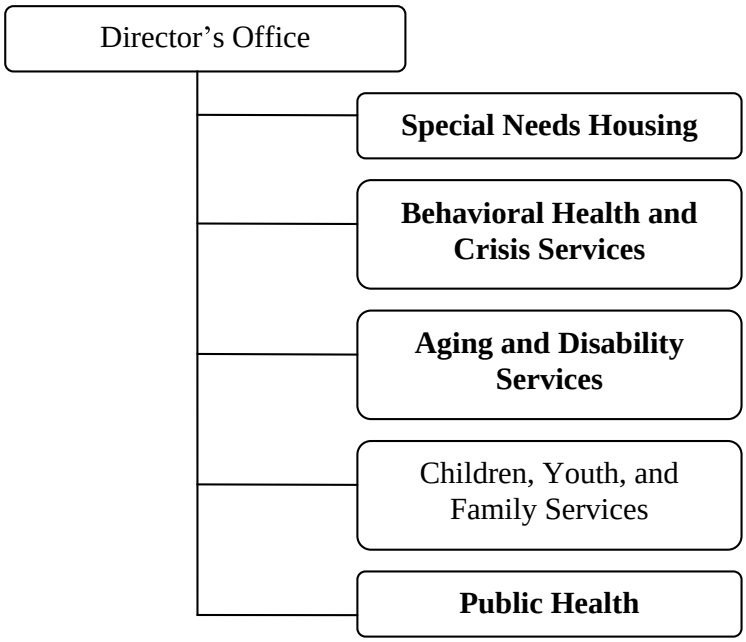
The Department of Health and Human Services (DHHS) has primary responsibility for the delivery of public health and human services in Montgomery County. The department's responsibilities include the provision of public health programs; the administration of protection programs and systems that provide for the safety and well-being of children and vulnerable adults; and the provision of programs and services that meet basic needs including food, shelter, and personal care.[1] This chapter provides an overview of DHHS's housing-related programs and budget and is organized as follows:

- **Part A, Organizational Structure (page 39)**, provides an organizational chart for DHHS;
- **Part B, FY10 Operating Budget Overview (page 40),** summarizes FY10 operating budget, workyears and revenues for both housing and non-housing programs; and
- **Part C, FY10 Housing-Related Programs and Services Overview (page 42),** presents one page descriptions of DHHS' housing-related programs.

A. Organizational Structure

DHHS's organization consists of an executive division and five service areas. The organizational chart of DHHS is displayed below. Four service areas – Special Needs Housing, Behavioral Health and Crisis Services, Aging and Disability Services, and Public Health Services – administer housing-related programs (bolded below). A description of each of these service areas is provided in the FY10 Programs and Services Overview, beginning on page 43 of this chapter. Children, Youth, and Family Services administers programs that serve homeless households and households that are at risk of homelessness, but these programs did not fit this study's definition of a housing-related program.

Department of Health and Human Services Organizational Chart



[1] DHHS website and FY10 Approved Operating Budget p. 4-219

B. DHHS FY10 Operating Budget Overview

This section provides an overview of DHHS' FY10 operating budget, workyears and revenues.

1. FY10 Expenditures and Workyears

The FY10 operating budget for DHHS is $269 million. Table 4-1 shows DHHS' FY10 operating budget by service area. At 27%, the Public Health service area represents the largest share of the adopted budget. Together, Public Health (27%) and Children, Youth & Family Services (26%) account for about half of DHHS' budget.

Table 4-1: FY10 Approved DHHS Expenditures by Service Area ($000s)

Service Areas	Total	%
Administrative Service Area		
Administration and Support	$29,154	11%
Operating Service Area		
Special Needs Housing	$17,991	7%
Behavioral Health and Crisis Services	$40,231	15%
Aging and Disability Services	$38,606	14%
Children, Youth & Family Services	$70,101	26%
Public Health	$72,489	27%
Total	**$268,571**	**100%**

Source: FY10 Operating Budget

Positions and Workyears. The FY10 operating budget for DHHS includes about 1,577 workyears. Table 4-2 shows the FY10 workyears for DHHS' service areas. In FY10, Public Health (561.8 WYs) and Children, Youth and Family Services (460.3 WYs) are the largest service areas.

Table 4-2: FY10 Approved DHHS Workyears

Division	Total	% Total Workyears
Administrative Divisions		**8%**
Administration and Support	125.40	8%
Operating Divisions		**92%**
Special Needs Housing	56.20	4%
Behavioral Health and Crisis Services	209.70	13%
Aging and Disability Services	163.70	10%
Children, Youth & Family Services	460.30	29%
Public Health	561.80	36%
Total	**1,577.10**	**100%**

Note: Total workyears and percentages may differ than the summation of program workyears and percentages due to rounding.
Source: FY10 Operating Budget

2. Revenues and Income

The main revenue sources DHHS uses to fund its operations are County Government funds and federal and state grants. Table 4-3 below displays the allocation of income by source for the FY10 Adopted Budget.

Table 4-3: FY10 DHHS Approved Budget Operating Income ($000s)

Revenues	Total	%
County General Fund Revenue	$34,029	31%
Grant Fund Revenue	$74,496	69%
Total	**$108,525**	**100%**

Source: FY10 Operating Budget

C. FY10 Housing-Related Programs and Services Overview

This section summarizes DHHS' activities and programs that meet this study's definition of a housing-related program or service. The introduction to this section provides a summary of DHHS' housing-related expenditures and workyears. The remainder of the section is organized by DHHS service area and provides summaries of each housing-related program, including a program overview, funding and expenditure data, and coordination/overlap with other housing-related programs. Programs reviewed in this section are listed on page 43.

Expenditures. In FY10, DHHS estimates $52.4 million in expenditures for housing-related programs spread across four service areas.[2] Special Needs Housing (SNH) administers $41.2 million (79%) of these expenditures, followed by Aging and Disability Services at $6.7 million (13%), Behavioral Health and Crisis Services (BHCS) at $3.9 million (8%), and Public Health Services at $525,000 (1%). 68% of expenditures are funded by the County, followed by the State (21%) and the federal government (11%). (See Appendix C for a summary chart of funding source details by program.)

FY10 expenditures for housing-related programs in the SNH Service Area are about $23.2 million greater than what is appropriated to SNH in the FY10 approved operating budget. This gap reflects funds that are appropriated elsewhere but used to operate SNH programs, a Federal grant appropriated to DHHS as a supplemental to the FY09 operating budget, and anticipated over expenditures in some programs. Specifically, the gap includes:

- $10.2 million from the HIF that is appropriated in the DHCA budget but used to operate SNH programs;
- $9.4 million in funds for the home energy assistance program, which is managed by SNH but the funds are primarily appropriated in the State's budget;
- $2.1 million from the Federal American Recovery and Reinvestment Act (stimulus funding), which was appropriated in the FY09 budget; and
- Anticipated over expenditures for motel expenses and emergency assistance grants.

Table 4-4: FY10 Estimated Program Expenditures by Revenue Source ($000s)

Program	County	State	Federal	Total
Special Needs Housing	$27,290	$8,861	$5,080	$41,231
Behavioral Health and Crisis Services	$2,475	$1,440	--	$3,915
Aging and Disability Services	$6,006	$681	--	$6,687
Public Health Services	--	--	$525	$525
Total	**$35,771**	**$10,982**	**$5,605**	**$52,358**

Source: DHHS

Workyears. DHHS provides services through internal staff and contractors. OLO identified approximately 87 workyears, both merit and temporary employees, within DHHS that are dedicated to housing functions. This does not include dedicated contract staff; i.e., Behavioral Health and Crisis Services provides all of its housing programs through contracts, and therefore does not have any workyears associated with it. When available, OLO provides workyear information for service contracts in the applicable program summary.

[2] Data are estimated FY10 expenditures as of December 2009.

Table 4-5: FY10 DHHS Workyears by Program

Program	Workyear Allocation	% of Workyears
Special Needs Housing	77.5*	89%
Behavioral Health and Crisis Services	0	0%
Aging and Disability Services	8.81	10%
Public Health Services	0.5	1%
Total	**86.81**	**100%**

*Includes permanent and temporary staff. DHHS hires some program staff through the County's temporary services contract and broker contracts.
Source: DHHS

Program Summaries. The remainder of this chapter provides program summaries for the following DHHS housing-related programs.

DHHS Housing-Related Programs

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Special Needs Housing	
County Rental Assistance Program	46
Handicapped Rental Assistance Program	47
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Behavioral Health and Crisis Services	
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Adult Group Home	55
Affordable Neighborhood Housing	56
Assisted Living Program	57
Gallery at White Flint	58
Housing for the Homeless Mentally Ill	59
Residential Rehabilitation Program	60
Aging and Disability Services	
Developmental Disability Supplement (Residential Portion)	62
Project Home/Adult Foster Care	63
Senior Assisted Living Group Home Supplement	64
Public Health Services	
Housing Opportunities for Persons with AIDS	66

1. Special Needs Housing

Special Needs Housing (SNH) operates housing stabilization services, rental assistance, home energy assistance programs and homeless/shelter services to alleviate or prevent housing emergencies or other negative housing-related situations for Montgomery County residents.

Special needs populations include homeless individuals and families, persons with mental health and substance abuse issues, individuals with developmental disabilities, transitioning youth, and seniors. SNH collaborates with public and private service provider agencies to:

- Promote the expansion of affordable housing for special needs populations,
- Maintain housing stability for vulnerable households,
- Link housing with essential supportive services for special needs populations, and
- Prevent homelessness and the loss of permanent housing.[3]

FY10 Revenue and Expenditures. Estimated expenditures for Special Needs Housing are $41.2 million for FY10. Funding for SNH programs comes from County (66%), State (22%), and federal (12%) sources.

Table 4-6: FY10 Estimated Special Needs Housing Program Expenditures by Revenue Source ($000s)

Program	County	State	Federal	Total
County Rental Assistance Program	$4,785	--	--	$4,785
Handicapped Rental Assistance Program	$420	--	--	$420
Home Energy Assistance Programs	$450	$7,180	$2,975	$10,605
Homelessness Prevention and Shelter Services (Housing First Initiative)	$15,616	$1,681	$2,105	$19,402
Housing Initiative Program	$4,966	--	--	$4,966
Partnership for Permanent Housing 2	$1,053	--	--	$1,053
Total	**$27,290**	**$8,861**	**$5,080**	**$41,231[4]**
% of Total	**66%**	**12%**	**21%**	**100%**

[3] Source: DHHS website
[4] Includes HIF and State funds not appropriated to SNH in the FY10 Approved Operating budget as well as a $2.1 million Federal grant not included in the FY10 Approved Operating budget and expected over expenditures for motel shelter expenses and emergency assistance grants.

Workyears and Contracts. SNH has 60.5 workyears for housing-related programs. In addition, DHHS hires a number of staff (17 WYs) through the County's temporary services contract and broker contracts. In all SNH programs are staffed by 77.5 workyears. Table 4-7 shows the FY10 workyears for each SNH program. In addition, SNH operates several of its programs through contracts with nonprofit organizations. For example, the shelter services, the Housing Initiative Program, and the Partnership for Permanent Housing 2 all operate at least in part through service contracts.

Table 4-7: FY10 Special Needs Housing Workyears

Program	FY10 Staff Costs ($000s)	Budgeted Staff	Temporary Staff*	Total Staff	% Total Workyears
County Rental Assistance Program	$526	5	2	7	9%
Handicapped Rental Assistance Program	$21	--	1	1	1%
Home Energy Assistance Programs	$739	6	7	13	17%
Homelessness Prevention and Shelter Services (Housing First Initiative)	$5,165	48.5	7	55.5	72%
Housing Initiative Program	$70	1	--	1	1%
Partnership for Permanent Housing 2	--	--	--	--	--
Total	**$6,521**	**60.5**	**17**	**77.5**	**100%**

*DHHS hires some program staff through the County's temporary services contract and through broker contracts.
Source: DHHS

Much of SNH's program services are provided through contracts with nonprofit organizations and the Housing Opportunities Commission. In FY10, SNH administers 68 contracts worth $16.5 million (Table 4-8, below). For a complete list of contracts, see Appendix D.

Table 4-8: Summary of FY10 Special Needs Housing Contracts

Program	Number of Contracts	Total Contract Value ($000s)
Homelessness Prevention and Shelter Services (Housing First Initiative)	58	$14,801
Housing Initiative Program	9	$671
Partnership for Permanent Housing 2	1	$1,053
Total	**68**	**$16,525**

Source: DHHS

County Rental Assistance Program

Purpose

This program provides "shallow" rent subsidies of up to $200 per month to eligible low income seniors, persons with disabilities, and families. To qualify, participants must have: (1) an income below 50% of the Area Median Income, and (2) a rent burden ranging from 25% to 35% of household income, depending on household size. Eligibility is reviewed annually.

FY10 Personnel Costs and Staffing

Approximately $526,000 for 7 workyears. This includes 5 County staff members and 2 temporary staff members.

FY10 Estimated Expenditures and Sources of Funds

$4.8 million. The program is funded by the County General Fund and the HIF. Nearly 89% ($4.2 million) of expenditures are for rent subsidy payments.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (personnel, operating, subsidies)	$1,144	100%
	Housing Initiative Fund (subsidies)	$3,641[5]	
Total		**$4,785**	**100%**

FY09 Activities and Usage

County residents can apply for the Rental Assistance Program by mail, at one of the County's four emergency services centers, or at one of the County's three Neighborhood Services Centers. Program staff determine eligibility, review eligibility annually, and issue subsidy payments to landlords. The program received a total of 3,423 new and renewal applications in FY09 and served, on average, 1,727 households per month. Of the residents served, 35% were seniors and 17% were persons with disabilities. As of November 2009 (FY10), the program had received but not reviewed 1,923 new applications.

Coordination and Overlap

Other SNH programs as well as HOC programs provide rent subsidies. In general, households are not eligible for more than one subsidy. In addition, HOC subsidies are only available to HOC residents, while County subsidies are generally available to non-HOC residents.

[5] Appropriated in the DHCA budget.

Handicapped Rental Assistance Program

Purpose

This program provides cash assistance of up to $150 per month for housing costs for individuals who reside in a licensed group home and who have a mental illness that constitutes a "handicapping condition."

Eligible individuals must receive benefits from a federal or state entitlement program (e.g., Temporary Cash Assistance, food stamps, Social Security Insurance, Medicare, or Medicaid) and be able to demonstrate six months of County residency before they apply. Eligibility is reviewed annually.

FY10 Personnel Costs and Staffing

$21,000 for 1 workyear hired through the County's temporary service contractor.

FY10 Estimated Expenditures and Sources of Funds

$420,000, which includes $399,000 for direct benefit payments. The program is funded entirely through the County General Fund.

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund	$420	100%
Total		**$420**	**100%**

FY09 Activities and Usage

County staff receive referrals from group homes, determine eligibility of applicants, review participants' eligibility annually, and issue monthly benefit payments to the group home. In FY09, the program served 245 individuals at an average cost of $1,630 per person.

Coordination and Overlap

This program does not overlap with or coordinate with other DHHS, HOC, or DHCA housing-related programs.

Home Energy Assistance Programs

Purpose

The County administers three energy assistance programs: the Maryland Energy Assistance Program (MEAP), the Maryland Electrical Universal Services Program, and the County Tax Rebate. These programs provide cash assistance to pay home heating and electric bills to help prevent homelessness for County residents (including HOC residents). Eligible households must have an income at or below 175% of the Federal poverty level.[6]

FY10 Personnel Costs and Staffing

$739,000 for 13 workyears. This includes six County staff members and seven temporary staff members.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $10.6 million. The program funding sources are a federal grant to the State, State ratepayer fees, and County energy taxes.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund	$450	4.2%
State	Administrative Grant to County	$739	67.7%
	EUSP State Benefit Payments (electrical bill payments)	$6,441[7]	
Federal	MEAP State Benefit Payments (heating bill payments)	$2,975[8]	28.1%
Total		**$10,605**	**100%**

The federal and state benefit payments, which are 89% of program expenditures, are made directly to energy providers. The State also makes the County rebate payment to energy providers along with the MEAP payment, and the County reimburses the State at the end of the fiscal year.

FY09 Activities and Usage

County residents can apply for energy assistance by mail, at one of the County's four emergency services centers, or at one of the County's three Neighborhood Services Centers. In FY09, DHHS staff received 10,435 applications and staff issued 8,384 EUSP grants ($5.6 million) and 7,826 MEAP grants ($2.6 million). All MEAP recipients also received a $50 County tax rebate ($0.4 million).

Coordination and Overlap

The DHHS Homelessness Prevention and Shelter Services program (p. 49) also provides utility assistance through emergency assistance grants for County residents. In addition, DHCA's Eviction Prevention program offers utility assistance to County residents, and HOC offers emergency assistance, including utility assistance, to Housing Choice Voucher Program participants.

[6] For 2009/2010 this is $38,588 for a family of four. (http://liheap.ncat.org/profiles/povertytables/FY2010/popstate.htm)
[7] Not appropriated to DHHS. The State administers this funding, but the County determines eligibility for benefits.
[8] Not appropriated to DHHS. The State administers this funding, but the County determines eligibility for benefits.

Homelessness Prevention and Shelter Services (Housing First Initiative)

Purpose

These services provide a variety of services to prevent homelessness or facilitate rapid re-housing of homeless families and individuals. Services include:

- Emergency assistance for utilities, rent, or security deposit;
- Shelter services or motel expenses for families and individuals;
- Transitional and permanent supportive housing programs; and
- Limited housing subsidies to help re-house families living in shelters.

FY10 Personnel Costs and Staffing

$4.7 million for 48.5 workyears. In addition, these programs have seven workyears hired through broker contracts for $509,000.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $19.4 million, including $5.3 million (27.5%) for emergency services grants and housing subsidies and $9.3 million (48.0%) for contracts with nonprofit service providers for emergency assistance grants and shelter services.[9]

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (shelter, personnel)	$14,330	80.5%
	Recordation Tax (emergency assistance grants)	$1,286[10]	
State[11]	Emergency Transitional Housing Services Grant (contracts)	$243	8.7%
	Homelessness Prevention Program Grant (eviction prevention, HOC homelessness prevention counselors)	$98	
	Homeless Women's Services – Crisis Shelter Grant (women's shelter)	$43	
	Emergency Assistance to Families with Children Grant (housing emergency prevention)	$967	
	Welfare Avoidance Grant (housing emergency prevention)	$62	
	Housing Counselor (housing locator services)	$32*	
	Service Linked Housing (HOC resident services)	$74	
	HB669 (personnel)	$162	
Federal[11]	Homeless Prevention and Rapid Re-housing Grant (eviction prevention grants, housing subsidies, case management)	$2,105**	10.8%
Total		**$19,402**	**100%**

*****This State grant is passed through to HOC for Housing Counseling Services (p. 94). Initially, the State grant and HOC contract were $37,000; however, the State grant and HOC contract were reduced. This amount reflects DHHS expected contract expenditures as of December 31, 2009.

** Three year grant appropriated in FY09 from Federal American Recovery and Reinvestment Act stimulus funding.

[9] See Appendix D for a list of contracts.
[10] Appropriated in DHCA budget.
[11] See Appendix E for additional information about services provided by State and Federal grants for this program.

FY09 Activities and Usage

Homelessness Prevention: Households apply for emergency assistance grants at the County's four emergency services centers and the Neighborhood Services Centers. Staff receive applications, determine eligibility, and make payments.

In FY09, the County provided 6,995 assistance grants to County residents to help them avoid eviction. Grant amounts averaged $637.

The County distributes a small amount of emergency assistance funds from the State to nonprofit organizations through service contracts. The County also has a contract with HOC for two Homelessness Prevention Counselors who work with HOC residents to help them gather resources to avoid eviction.

Emergency Shelter, Transitional Housing, and Permanent Supportive Housing: Families enter emergency shelters following intake and assessment at one of the County's four emergency services centers or the Crisis Center after hours. If shelters are full, the County places families (not singles) in motels for up to 30 days. Individuals are placed in emergency shelters after intake and a behavioral health screening at the Crisis Center. Individuals may present directly to overflow hypothermia shelters.

Households may be referred to a transitional or permanent supportive housing program by Special Needs Housing staff (located at an emergency services center or Neighborhood Services Center) or by a nonprofit provider that is trained by DHHS to perform intake, assessment, and referral for housing services.

In all, emergency shelter programs, transitional housing programs, and permanent supportive housing programs served 2,821 households in FY09. A complete list of shelters, transitional programs, and permanent supportive housing programs and the services they provide is included at Appendix F.

Type of Household	Shelters/ Motels	Transitional Housing	Permanent Supportive Housing	Total
Single Adults	1,350	371	362	2,083
Families	148	--	186	334
Motel Overflow	404	--	--	404
Total	**1,902**	**371**	**548**	**2,821**

Coordination and Overlap

These programs involve a high degree of coordination between the County and its partners, including the HOC and nonprofit organizations.

The programs offer services that have similar purposes to DHHS's Energy Assistance Program (p. 48), Housing Initiative Program (p. 51), and Partnership for Permanent Housing 2 (p. 52) and HOC's Supportive Housing Program. Emergency assistance offered by this program is also similar to that offered by HOC's emergency assistance for Housing Choice Voucher clients (p. 76) and DHCA's Eviction Assistance program (p. 34).

Housing Initiative Program

Purpose

The Housing Initiative Program (HIP) provides "deep" rental subsidies and service coordination for homeless households (adults and families with children). Households must have disabilities, have behavioral health needs (e.g., mental illness, developmental disability, or substance abuse issues), be elderly and in need of assistance, or be a youth transitioning from care. Households with income at or below 30% of the area median income (AMI) qualify for and may remain in the program as long as they meet the income requirement.[12] Participants must participate in low-intensity case management.

FY10 Personnel Costs and Staffing

$69,900 for one workyear. This program also has 4.48 workyears of contract staff for service coordination and housing locator services at a cost of $671,000.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $5.0 million, including $3.9 million for rent subsidy payments and $1.0 million for contracts with nonprofit organizations to provide support services.[13] The program is funded by the HIF (90%) and the General Fund (10%).

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund (contracts, personnel)	$498	100%
	HIF (rent subsidies, contracts)	$4,468[14]	
Total		**$4,966***	**100%**

*This includes $154,000 that is also included in HOC's Housing Locator's Program and

FY09 Activities and Usage

Households may be referred to this program by Special Needs Housing staff (located at an emergency services center or Neighborhood Services Center) or by a nonprofit housing provider that is part of the County's Continuum of Care. Staff review referrals and assess households for eligibility. Eligible households are referred to a housing locator through a service contract with HOC. Once housing is located, they are connected to a service coordinator through a service contract.

Since the program began in FY08, it has served 139 households, with 72 households added in FY09. In FY09, 32 additional slots were being held for DHCA projects, including Cordell House and single-family homes in Silver Spring. In FY10, staff expect to serve 84 new households and reduce the number of reserved slots to 28.

Monthly subsidy amounts range from $496 to $3,275, with households receiving an average subsidy of $1,261 per month. DHHS makes subsidy payments directly to landlords, while households receive a direct monthly utility allowance.

Coordination and Overlap

HIP provides the same services using the same eligibility criteria as the Partnership for Permanent Housing 2 (p. 51). HIP is administered by the County, while the Partnership for Permanent Housing 2 is administered by the Montgomery County Coalition for the Homeless under a contract with DHHS. Services under the Housing First Initiative also include other permanent supportive housing programs.

[12] In 2009, AMI was $21,550 for an individual and $30,800 for a family. (U.S. Department of Housing and Urban Development)
[13] See Appendix D for a list of contracts.
[14] Appropriated in DHCA budget

Partnership for Permanent Housing 2

Purpose

The Partnership for Permanent Housing 2 (PPH2)[15] provides "deep" rental subsidies and case management for homeless households (adults and families with children). Households must have disabilities, have behavioral health needs (e.g., mental illness, developmental disability, or substance abuse issues), be elderly and in need of assistance, or be a youth transitioning from care.

Households with income at or below 30% of the area median income (AMI) qualify for and may remain in the program as long as they meet income requirement.[16] Participants must participate in low-intensity case management.

FY10 Personnel Costs and Staffing

The Montgomery County Coalition for the Homeless operates this program under a contract with DHHS. $111,000 of this contract funds 2.23 workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $1.1 million, including $832,000 for rent subsidy payments and $221,000 for program administration and support services. The program is funded by the HIF (79%) and the General Fund (21%).

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund (staff, administration)	$221	100%
	HIF (rent subsidies)	$832[17]	
Total		$1,053	**100%**

FY09 Activities and Usage

Households are referred to this program by Special Needs Housing staff (located at an emergency services center or Neighborhood Services Center) or by a nonprofit housing provider that is part of the County's Continuum of Care. Staff review referrals, determine eligibility, help households locate housing, and provide support services.

Since the program's inception in 2006, it has served 65 households. In FY09, the program served 55 households. Monthly subsidy amounts range from $610 to $2,200, with households receiving an average subsidy of $1,262 per month.

Coordination and Overlap

PPH2 provides the same services using the same eligibility criteria as the Housing Initiative Program (see p. 51). PPH2 is administered by the Montgomery County Coalition for the Homeless via a contract, while the Housing Initiative Program HIP is administered by the County.

Services under the Housing First Initiative also include other permanent supportive housing programs.

[15] MCCH operates several Partnership for Permanent Housing programs that have differing funding sources and eligibility requirements; each program is distinguished by a number.
[16] In 2009, AMI was $21,550 for an individual and $30,800 for a family. (U.S. Department of Housing and Urban Development)
[17] Appropriated in DHCA budget.

2. Behavioral Health and Crisis Services

Behavioral Health and Crisis Services (BHCS) provides crisis intervention, mental health services, and substance abuse treatment through a combination of County-provided and contract services. Housing-related activities in this division include:

- Managing the contract for the Betty Ann Krahnke Center;
- Administering County and State housing subsidies for mental health consumers; and
- Screening mental health consumers for eligibility for housing programs administered by the Department of Housing and Community Affairs.

FY10 Revenue and Expenditures. Behavioral Health and Crisis Services has a budget of $3.9 million for housing-related programs in FY10, with the County funding 63% and the State funding 37%. County funding is concentrated in two areas: the Krankhe Center and residential rehabilitation.

Table 4-9: FY10 Estimated BHCS Housing-Related Program Expenditures by Revenue Source ($000s)

Program	County	State	Total
Abused Persons Program			
Betty Ann Krankhe Center	$1,145	0	$1,145
Systems Planning and Management			
Adult Group Home	0	$34	$34
Affordable Neighborhood Housing	$90	$64	$154
Assisted Living Program	$9	$668	$677
Gallery at White Flint	0	$127	$127
Housing for the Homeless Mentally Ill	$228	$149	$377
Residential Rehabilitation Programs	$1,002	$399	$1,401
Total	**$2,474**	**$1,441**	**$3,915**
Percent of Total	**63%**	**37%**	**100%**

Workyears and Contracts. All of BHCS' housing-related programs are provided through contracts with nonprofit organizations and the Housing Opportunities Commission. In FY10, BHCS administers 13 contracts worth $3.8 million (Table 4-10, below). For a complete list of contracts, see Appendix D. BHCS staff administer the contracts, but this staff time is not included in the program costs.

Table 4-10: Summary of FY10 BHCS Housing-Related Contracts

Program	Number of Contracts	Total Contract Value ($000s)
Abused Persons Program		
Betty Ann Krankhe Center	1	$1,145
Systems Planning and Management		
Adult Group Home	1	$34
Affordable Neighborhood Housing	1	$154
Assisted Living Program	1	$677
Housing for the Homeless Mentally Ill	2	$377
Residential Rehabilitation Programs	6	$1,401
Total	**13**	**$3,788**

Betty Ann Krahnke Center

Purpose

The Betty Ann Krahnke Center is a domestic violence shelter that provides shelter, food, counseling, and case management for individuals and their children fleeing partner abuse.

FY10 Personnel Costs and Staffing

$670,000 of the National Center for Children and Families' contract with the County funds 17.5 workyears.

FY10 Estimated Expenditures and Sources of Funds

$1.1 million for a contract with the National Center for Children and Families to operate the shelter.

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund	$1,145[18]	100%
Total		**$1,145**	**100%**

FY09 Activities and Usage

The Crisis Center or the Abused Persons Program refers clients to this program. The shelter has 54 beds and families may stay for up to 90 days. In FY09, the program served a total of 216 families. On average, families left the shelter for safe housing after 35 to 40 days.

Coordination and Overlap

The County does not have any other shelter programs that exclusively serve victims of domestic violence.

Case managers work with transitional shelter programs, emergency services, the Housing Opportunities Commission, and other available housing services to help families transition to more permanent housing.

[18] Does not include utilities or major maintenance of the facility, which is funded in the Department of General Services' budget.

Adult Group Home

Purpose

This program provides housing and support services in a kosher environment for one mentally ill individual.

FY10 Personnel Costs and Staffing

Services provided through a contract with the Jewish Foundation for Group Homes.

FY10 Estimated Expenditures and Sources of Funds

This service is fully funded by the State Mental Hygiene Administration.

Agency	Funding Sources (and use)	$ (000s)	%
State	County General Fund	$34	100%
Total		**$34**	**100%**

FY09 Activities and Usage

Services for one individual.

Coordination and Overlap

This program is not coordinated with any other DHHS, HOC, or DHCA housing-related programs.

Affordable Neighborhood Housing

Purpose

This program provides resident support for individuals with mental illness who live independently in rental housing.

FY10 Personnel Costs and Staffing

Services are provided under a contract with St. Luke's House, Inc.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $154,000 for a contract with St. Luke's to provide housing support services. Funding comes from the County General Fund (59%) and the State of Maryland (41%).

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund	$90	59%
State	State grant	$64	41%
Total		**$154**	**100%**

FY09 Activities and Usage

The program provides housing support to 146 individuals living in properties associated with Housing Unlimited, Inc. and Huges Neighborhood Housing, Inc. Support services include housing facilitators who conduct resident meetings, establish emergency phone lists, and assist residents with roommate compatibility issues. If needed, residents may also receive case management.

Coordination and Overlap

Residents may receive County rent subsidies or have reduced rent based on HUD guidelines.

Assisted Living Program

Purpose

This program provides housing and assisted living support services to individuals with serious and persistent mental illness who also have physical health needs (e.g., mobility) that make it difficult to live independently.

FY10 Personnel Costs and Staffing

Services are provided through a contract with Adventist Health Care.

FY10 Estimated Expenditures and Sources of Funds

In FY10, projected expenditures for this program total $677,000. Funding comes from the County General Fund (1%) and the State of Maryland (99%).

Agency	Funding Sources (and use)	$ (000s)	%
County	County General Fund	$9	1%
State	State grant	$668	99%
Total		**$677**	**100%**

FY09 Activities and Usage

The program provides housing and support for 16 individuals. Supportive services include supervision, psychiatric treatment, medication monitoring, medication management, and medical/dental care. Clients are referred to the program by other mental health or housing providers. BHCS staff review referrals and send applications to Adventist Health Care.

Coordination and Overlap

Individuals are referred to this program when their needs make it difficult for them to live in a residential rehabilitation setting or to live independently. County staff coordinate the referral and screening process.

Gallery at White Flint

Purpose

This program provides rent subsidies for former homeless mental health consumers who are moving from residential rehabilitation programs to independent living.

FY10 Personnel Costs and Staffing

The County has a Memorandum of Understanding with Coalition Homes, Inc. to pay a monthly rent subsidy for program participants.

FY10 Estimated Expenditures and Sources of Funds

In FY10, projected expenditures total $127,000. Funding is from the Maryland Department of Mental Hygiene.

Agency	Funding Sources (and use)	$ (000s)	%
State	State grant	$127	100%
Total		**$127**	**100%**

FY09 Activities and Usage

County staff screen applicants who are referred to the program by residential rehabilitation service providers. DHHS identifies program participants and pays the monthly rent subsidy to Coalition Homes, Inc., which owns the property. The program has capacity for 11 individuals.

Coordination and Overlap

Funding for developing the housing at The Gallery at White Flint was a collaboration between Coalition Homes, Inc., the State's Mental Hygiene Administration, and the County's Department of Housing and Community Affairs.

Housing for the Homeless Mentally Ill

Purpose

This program provides case aid services for formerly homeless individuals with a mental illness. The program has two components:

- Support services (e.g., case aids, utility assistance, furnishings) for HOC residents with mental illnesses who are part of a McKinney program; and
- Case aid services from the Mental Health Association of Montgomery County (MHA) for HOC residents who are enrolled in the Shelter Plus Care program.

FY10 Personnel Costs and Staffing

Services for this program are provided through a contract with the HOC and the MHA.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $377,000. County and State funding matches federal funds from the McKinney-Vento Act and the Shelter Plus Care Program administered by HOC.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (McKinney support services, Shelter Plus Care case aides)	$228	61%
State	State Grant (Shelter Plus Care case aides)	$149	39%
Total		**$377**	**100%**

FY09 Activities and Usage

In FY09, this program had capacity for 17 individuals.

Coordination and Overlap

BHCS reports that staff coordinate with HOC and MHA to deliver McKinney-Vento and Shelter Plus Care services and to track data necessary to meet requirements related to the Federal funding for these programs.

Residential Rehabilitation Programs (Supplemental Funding)

Purpose

This program provides supplementary funding for housing, supervision, and rehabilitation services for adults with severe and persistent mental illness. Eligibility is determined using criteria established by the Maryland Mental Hygiene Administration. Participants must have some income and must be able to live independently in the community with some support services.

FY10 Personnel Costs and Staffing

The County contracts with six nonprofit providers for these services.[19]

FY10 Estimated Expenditures and Sources of Funds

Estimated at $1.4 million. County and State funds support facility and operating costs associated with the higher cost of providing services in Montgomery County compared to other jurisdictions in Maryland.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund	$1,002	87%
State	State grant	$399	13%
Total		**$1,401**	**100%**

FY09 Activities and Usage

Clients are referred to DHHS for residential rehabilitation services from other treatment or housing programs. County staff review program referrals and send applications to residential rehabilitation service providers. Providers screen applicants and make finals determinations about eligibility. County staff authorize payments to providers.

In FY09, the program had capacity for 339 individuals. Of these 32 obtained permanent independent housing.

Coordination and Overlap

In addition to these funds, the State pays providers directly on a per diem basis and for psychiatric rehabilitation services. The County does not have records of the amounts paid by the State.

[19] See Appendix D for a list of contracts.

3. Aging and Disability Services

Aging and Disability Services (ADS) provides a range of information, service coordination, home and community-based services, and other supports to seniors and persons with disabilities. Aging and Disability Services administers housing-related programs that provide housing subsidies for seniors and persons with disabilities living in group homes, assisted living facilities, or foster care homes.

FY10 Revenue and Expenditures. Aging and Disability Services estimates $6.7 million in housing-related program expenditures in FY10. Funding for ADS programs comes from the County (90%) and the State of Maryland (10%).

Table 4-11: FY10 Estimated ADS Housing-Related Program Expenditures by Revenue Source: ($000s)

Program	County	State	Total
Developmental Disability Supplement (Residential Portion)	$4,769	--[20]	$4,769
Project Home/Adult Foster Care	$1,167	$441	$1,608
Senior Assisted Living Group Home Supplement	$70	$240	$310
Total	**$6,006**	**$681**	**$6,687**
Percent of Total	**90%**	**10%**	**100%**

Source: DHHS

Workyears and Contracts. ADS' FY10 operating budget includes $860,000 for 8.8 workyears for housing-related programs. Table X shows the FY10 workyears for each ADS program. ADS does not use any contracts to administer these programs.

Table 4-12: FY10 ADS Housing Program Workyears

Program	Personnel Costs ($000s)	Budgeted Staff	% Total Workyears
Developmental Disability Supplement (Residential Portion)	$85	1.0	11%
Project Home/Adult Foster Care	$714	7.0	79%
Senior Assisted Living Group Home Supplement	$61	0.81	9%
Total	**$860**	**8.81**	**100%**

Source: DHHS

[20] The County supplements State payments of $59.4 million. The County, however, does not administer State costs.

Developmental Disability Supplement

Purpose

This program provides supplementary funding to disability service providers to provide residential and alternative living arrangements and community living supports to individuals with developmental disabilities. The County provides the supplement due to the high cost of providing these services in Montgomery County.

FY10 Personnel Costs and Staffing

$85,000 for one workyear.

FY10 Estimated Expenditures and Sources of Funds

$4.8 million, which is expected to provide supplements for about 2,600 individuals.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund	$4,769	100%
Total		**$4,769**	**100%**

FY09 Activities and Usage

In FY09, the County provided supplements for 2,683 individuals.[21]

Coordination and Overlap

The State determines eligibility for and funds and administers the primary payment to providers for these services. In FY10, projected State expenditures for the program are $59.4 million.

[21] The County continues to provide supplements for individuals who received them in FY09. However, in FY10, the County is not providing supplements for any new clients enrolled in the State program.

Project Home and Adult Foster Care Programs

Purpose

These programs provide supportive housing and case management in family foster homes or licensed group homes for adults with disabilities and frail seniors who are at risk for abuse or neglect.

To be eligible for the program, participants must be at least 18 years old, be unable to live independently, have no other resources to provide needed care and supervision, and meet income and asset limits.

FY10 Personnel Costs and Staffing

$714,000 for 7 workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $1.6 million, including $855,000 (53%) for subsidy payments.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (Adult Foster Care)	$1,167	72.6%
State	State Grant (Project Home)	$441	27.4%
Total		**$1,608**	**100.0%**

Services for clients enrolled in Project Home are funded by the State. The Adult Foster Care element of the program is primarily funded by the County, although some clients also receive State assistance.

FY09 Activities and Usage

Program staff receive referrals from the Aging and Disability Services Adult Services Intake unit, review applications, place clients, provide case management, and visit clients on a monthly or bi-monthly basis. Staff also recruit, certify, and monitor providers for Project Home and complete administrative program tasks.

Project Home clients live in small facilities with no more than three beds. These facilities are not licensed, but are certified annually by County staff. Adult Foster Care clients live in licensed facilities with four to 16 beds.

In FY09, the combined programs served 178 unduplicated clients. Of these 56% were at least 62 years old. On average, program participants have been enrolled in the program for over six years. In FY09, the average monthly subsidy per participant was $650.

Coordination and Overlap

Although technically separate programs, the Project Home and Adult Foster Care programs are provided by the same staff who place clients in the programs based on client needs and on funding availability.

The Project HOME/Adult Foster Care programs provide similar services to those provided by the Senior Assisted Living Group Home Subsidy program (p. 64). ADS reports that staff from the programs share information about group homes and refer clients to each other based on need for case management and availability of funds.

Senior Assisted Living Group Home Subsidy

Purpose

This program provides a housing subsidy to seniors living in a licensed group home. To be eligible, seniors must be at least 62 years old, meet income and asset limits,[22] and require 24-hour supervision.[23]

FY10 Personnel Costs and Staffing

$61,000 for 0.81 workyears.

FY10 Estimated Expenditures and Sources of Funds

Estimated at $310,000, including $249,000 (80%) for housing subsidies. The program is funded by the County General Fund and a State grant. The State grant pays for program personnel and for client subsidies. County funds supplement the State subsidy to help clients cover the cost of care in Montgomery County.

Agency	Funding Sources (and use)	$ (000s)	%
County	General Fund (subsidy supplement)	$70	22.6%
State	State Grant (personnel, subsidies)	$240	77.4%
Total		**$310**	**100.0%**

The FY10 budget, as passed, included $414,000 for this program. At that time, the program served 33 clients, but five clients left the program by December 2009. The State has frozen new admissions, resulting in a decrease in expected expenditures.

FY09 Activities and Usage

Group homes and service providers refer participants to the program and participants may also self-refer. On average, program participants have been enrolled in the program for over four years. In FY09, the smallest monthly subsidy was $47 and the largest was $650 (the maximum allowed by the State). In June 2009, the average subsidy was $520.

Coordination and Overlap

The Senior Assisted Living Group Home Subsidy program provides similar services to those provided by the Project HOME/Adult Foster Care Program (p. 63). However, the subsidy program does not include case management and participants must be at least 62 years old. ADS reports that staff from the programs share information about group homes and refer clients to each other based on need for case management and availability of funds.

[22] Monthly net income of no more than $2,521 after eligible deductions and assets of no more than $11,000.
[23] As determined by a nurse's assessment.

4. Public Health Services

Public Health Services manages programs that aim to contain or prevent disease, increase access to health services, address health needs and health education, and license and inspect facilities and institutions affecting the public health and safety. Public Health Services administers a housing-related program that provides housing subsidies and supportive services for individuals and families living with HIV/AIDS.

FY10 Revenue and Expenditures. Public Health Services estimates $525,000 in expenditures for Housing Opportunities for Persons with AIDS FY10. The expenditures are fully funded by a Federal grant.

Table 4-13: FY10 Estimated PHS Housing-Related Program Expenditures by Revenue Source: ($000s)

Program	Federal	Total
Housing Opportunities for Persons with AIDS (HOPWA)	$525	$525
Total	$525	$525

Source: DHHS

PHS also administers a regional Federal grant under the Ryan White Care Act Part A that provides emergency financial assistance to help persons living with HIV/AIDS avoid eviction. This grant serves clients in Calvert, Charles, Frederick, Montgomery, Prince George's, and St. Mary's Counties. The total grant for the previous grant year (March 1, 2009 – February 28, 2010) was $102,223. To be eligible, clients must be living with HIV/AIDS and have an income of no more than 300% of the Federal poverty level. Clients may receive up to $1,400 of assistance per year.

Workyears and Contracts. PHS' FY10 operating budget includes $39,000 for 0.5 workyears for housing-related programs. Table 4-14 shows the FY10 workyears HOPWA. PHS does not use any contracts to administer this program.

Table 4-14: FY10 PHS Housing Program Workyears

Program	Personnel Costs ($000s)	Budgeted Staff	% Total Workyears
Housing Opportunities for Persons with AIDS (HOPWA)	$39	0.5	100%
Total	$39	0.5	100%

Source: DHHS

Housing Opportunities for Persons with AIDS (HOPWA)

Purpose

HOPWA provides housing assistance and supportive services for low-income persons living with HIV/AIDS and their families. HOPWA housing assistance is designed to help households retain, or gain access to, appropriate housing where they can maintain complex medication regimens and address HIV/AIDS-related problems. To be eligible for the program a client must be HIV positive or have an AIDS diagnosis; must have an income at or below 50% AMI; and must contribute 30% of their income to rent.

FY10 Personnel Costs and Staffing

$39,000 for 0.5 workyears.

FY10 Estimated Expenditures and Sources of Funds

$525,000, which is fully funded by a Federal grant.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	HOPWA Grant	$525	100%
Total		**$525**	**100%**

FY09 Activities and Usage

In FY09, the HOPWA program provided subsidies for 43 housing units per month. This served 51 people living with HIV/AIDS, and a total of 83 people including family members.

Coordination and Overlap

Clients in this program must receive case management through the Ryan White Care Act. Staff in this program also coordinate with SNH programs when additional services are needed.

Chapter V. Agency Profile – Housing Opportunities Commission

The Housing Opportunities Commission (HOC or Commission) is a public corporation established in state and local law to act as a builder, developer, financier, owner, and manager of housing for people of very low, low- and moderate- income.[1] In addition to operation and management of the Federal Public Housing and Housing Choice Voucher programs in the County, the traditional functions of a housing authority, the Commission is authorized to provide eligible individuals with affordable housing and supportive services.[2]

As a housing finance agency, HOC originates tax-exempt mortgage revenue bond financing for single family and multifamily programs. It also creates and manages tax credit partnerships in which it is the general partner, and acquires, renovates, or builds multifamily housing in Montgomery County in its own name or in the name of wholly controlled entities. To date, HOC has established 19 tax credit partnerships and built over 6,500 units of housing. In addition to its supportive services programs, HOC also administers rental assistance and homebuyer mortgage programs for the County. (See Appendix G for a summary chart of HOC units and participants.)

Currently, HOC owns, manages, or has financed approximately 20,000 units of housing valued at over a billion dollars. HOC's housing portfolio embraces a wide range of rent levels and building types. The Commission is authorized to enter into development agreements and service contracts related to its mission. All agreements must comply with local law or contract terms.

This chapter provides an overview of the Housing Opportunity Commission, its budget, and housing programs and is organized as follows:

- **Part A, Organizational Structure (page 68)**, provides an overview of the organizational chart of the Housing Opportunities Commission;
- **Part B, FY10 Operating Budget Overview (page 69),** summarizes the FY10 revenues, expenditures, and workyears of the Commission; and
- **Part C, FY10 Programs and Services Overview (page 71),** presents one-page synopses of HOC's housing programs.

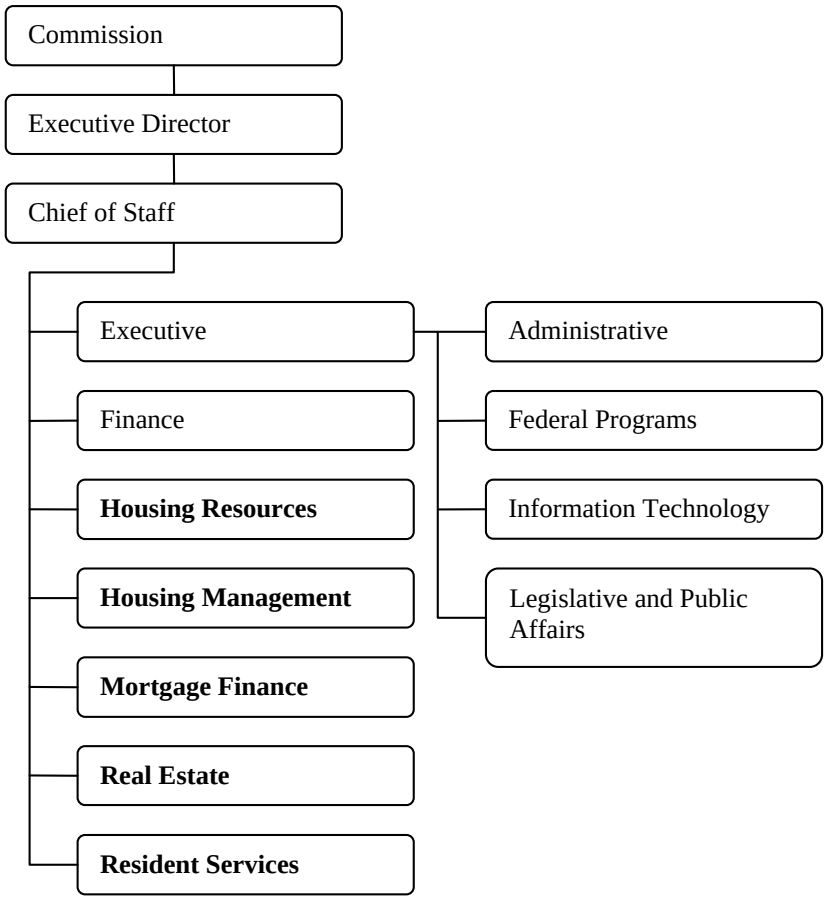
[1] Section 16-108 the Housing and Community Development Article of the Maryland Code states that an individual or family "qualifies as a person of eligible income if the individual or family lacks enough income or assets without financial assistance to live in decent, safe and sanitary housing without overcrowding." State law delegates the determination of an individual or family's eligibility to the County Executive, and it allows the County Executive to issue a proposed regulation to change this definition from time to time.

[2] In 1966, the pre-cursor to HOC, the Housing Authority of Montgomery County, was established by the County Council and funded as a bureau in the County's Department of Economic and Community Development to act as a public housing authority. In 1974, the County Council and the Maryland General Assembly enacted parallel legislation establishing the Housing Opportunities Commission to create a new housing entity that broadened the scope of its authority to provide "opportunity housing" for persons of eligible income in addition to traditional public housing in a variety of project types with a mix of incomes. The "opportunity housing" powers were to be performed in accordance with a contract with the County or pursuant to local law. Contemporaneously with the amendment of the state law, the County Council adopted what is now Section 56-28 of the County Code that provided for the authority to construct "opportunity housing" projects. Since the two laws were passed, the County and the Commission have functioned under a contract granting the Commission the responsibility to perform the "opportunity housing" activities including the issuance of bonds for that function. The Commission continues to operate its public housing and the Housing Choice Voucher Program pursuant to the federal statutory and regulatory schemes for persons of eligible income as determined by the County Executive, contemplating mixed income housing and serving a wider range of incomes than authorized to a traditional housing authority. Contemporaneously, the County Council adopted what is now codified as Sections 56-28 et seq. of the County Code granting itself certain legal powers for urban renewal and redevelopment.

A. Organizational Structure

HOC's organization consists of two administrative divisions and five operational units. To identify candidate programs for the inventory, OLO targeted HOC's five operational units. (A description of each division is available at the beginning of their program inventory later in this chapter.) The organizational chart of HOC is below, with the five operational divisions discussed later in the chapter highlighted.

Housing Opportunities Commission Organizational Chart



Source: HOC Website, http://www.hocmc.org/About_HOC/Orgchart.asp

B. FY10 Operating Budget Overview

This section provides an overview of HOC's FY10 operating budget, workyears, and revenues.

1. FY10 Expenditures and Workyears

The FY10 operating budget for HOC is $205.9 million, including $34.5 million (17%) in budgeted personnel costs, $103.4 million (50%) in budgeted operating costs, and $68 million (33%) in budgeted non-operating expenses.

Table 5-1 shows HOC's FY10 operating budget by division. At 73%, the Operating Divisions represent the largest share of the adopted budget. Together, Housing Resources (33%) and Housing Management (32%) account for the about two-thirds of the budget.

Table 5-1: FY10 Approved Housing Opportunities Commission Expenditures by Division ($000s)

Division	Operating	Personnel	Non-Operating Expenses	Total	%
Administrative Divisions					**7%**
Executive	$2,824	$5,170	$1,627	$9,621	5%
Finance	$196	$3,379	$537	$4,112	2%
Operating Divisions					**73%**
Housing Resources	$65,144	$3,553	$102	$68,799	33%
Housing Management	$26,081	$13,612	$26,089	$65,782	32%
Resident Services	$6,412	$5,290	$921	$12,623	6%
Mortgage Finance	$1,051	$1,866	$28	$2,945	1%
Real Estate (Development)	$55	$1,002	$0	$1,057	1%
Non- Divisions					**20%**
Agency Wide Expenses	$220	$672	$1,982	$2,874	1%
Bond Funds	$1491	0	$36,631	$38,122	19%
Total	**$103,474**	**$34,544**	**$67,917**	**$205,935**	**100%**

Source: HOC

Positions and Workyears. The FY10 operating budget for HOC includes about 373.8 workyears. Table 5-2 shows the FY10 workyears for the Commission's divisions. In FY10, Housing Management (129.6 WYs), Resident Services (80.6 WYs), and Housing Resources (49.6 WYs) are the largest divisions.

Table 5-2: FY10 Approved Housing Opportunities Commission Workyears

Division	Total	% Total Workyears
Administrative Divisions	**91.5**	**24%**
Executive	49.5	13%
Finance	42.0	11%
Operating Divisions	**282.3**	**76%**
Housing Resources	49.6	13%
Housing Management	129.6	35%
Resident Services	80.6	22%
Mortgage Finance	14.5	4%
Real Estate Development	8.0	2%
Total	**373.8**	**100%**

Source: HOC

2. Revenues and Income

The main revenue sources HOC uses to fund its operations include federal, state, and county grants; tenant income; and management fees. Table 5-3 displays sources of income for the FY10 Adopted Budget, and shows HOC's largest sources of operating income are federal grants (39%) and tenant income (26%). The Federal Grant is about half of HOC's operating income. In FY10, HOC budgeted $68.2 million for the Housing Choice Voucher program ($63.2 million for Housing Assistance Payments and $5 million for administrative fees), and $6.1 million for the Public Housing Subsidy. Together, these budget allocations total $74.3 million or 92% of the Federal Grant.

Table 5-3: FY10 Approved Budget Operating and Non-Operating Income

Revenues	Total	%
Operating Income	**$160,732**	**78%**
Federal Grant	$79,705	39%
Tenant Income	$53,361	26%
Management Fees	$16,186	8%
County Grant	$9,735	5%
Non-Dwelling Rental Income	$1,309	1%
State Grant	$108	0%
Miscellaneous Income	$328	0%
Non-Operating Income	**$45,203**	**22%**
Investment Interest Income	$37,863	19%
FHA Risk Sharing Insurance	$538	0%
Transfer between funds	$6,802	3%
Total	**$205,935**	**100%**

Source: HOC Adopted Budget FY2010

C. FY10 Programs and Services Overview

This section summarizes HOC activities and programs that meet this study's definition of a housing-related program or service.[3] This section provides a summary of all HOC expenditures and workyears dedicated to housing-related functions. This section then provides detailed information on each of HOC's housing programs, including a program overview, funding and expenditure data, and coordination/overlap with other housing-related housing programs (See page 74 for list of program summaries).

Expenditures and Workyears. As shown in Table 5-4 (on the next page), HOC's FY10 estimated expenditures for the housing-related programs in this inventory total $195 million. County revenues contribute about 20% ($40.5 million) of total program expenditures. Federal and Other revenues contribute about 42% ($81.4 million) and 35% ($68.3 million) respectively, and State revenues add the remaining 3% ($5 million). (See Appendix H for a summary chart of funding source details by program.)

As shown in Table 5-5 (on page 73), a total of 284.17 workyears are allocated to staff the 35 housing-related HOC programs. The programs with the most workyears are Maintenance (68 WYs), Housing Management (47.6 WYs) and the Housing Choice Voucher Program (29.54 WYs).

[3] This study defines a "housing-related program" as an organized activity administered and provided by DHCA, DHHS, or HOC through career staff or for-profit or nonprofit contract staff. The agencies' array of "housing-related programs" encompass services for homeowners, renters, and special needs populations; services to maintain housing and prevent homelessness (often provided by contracts with nonprofits and intermediaries); and services to develop, maintain and renovate housing units, usually provided by for-profit and nonprofit developers.

Table 5-4: FY10 Estimated Program Expenditures by Revenue Source ($000s)

Program	County	State	Federal	Other*	Total
Housing Resources Division	**$1,012**	**$0**	**$67,165**	**$550**	**$68,727**
Housing Choice Voucher Program			$66,738		$66,738
Public Housing Program	$1,012		$427	$550	$1,989
Housing Management Division	**$10,769**	**$0**	**$9,830**	**$29,780**	**$50,379**
Housing Management (all programs)**			$2,805	$15,863	$18,668
Inspections Program			$1,088		$1,088
Maintenance Program ($3,555 in Capital)			$2,055	$12,226	$14,281
Modernization ($15,634 in Capital including ARRA)	$10,769		$3,882	$1,691	$16,342
Resident Services	**$6,801**	**$108**	**$4,385**	**$828**	**$12,122**
Disability Services Counseling Program	$166		$86		$252
Emergency Assistance Programs (Personnel only)***	$308				$308
Employment Initiative Program	$122		$119		$241
Family Resource Center Programs	$952			$93	$1,045
Family Self-Sufficiency Program	$204		$524		$728
Georgian Court				$71	$71
Housing Counseling Program	$68				$68
Housing Initiative Program	$302				$302
Housing Locators	$154				$154
Parent Resource Centers	$50			$56	$106
Preservation Properties Counseling Services	$284				$284
Rent Supplement Program	$1,506				$1,506
Resident Services Program Administration	$1,348				$1,348
Seneca Ridge Neighborhood Network Program			$121		$121
Senior Counseling Services Program	$345		$75	$62	$482
Service Linked Housing – Tanglewood	$130				$130
Shelter Plus Care, New Neighbors I and II Programs			$817	$25	$842
State Rental Allowance Program	$173	$108			$281
Stewartown Homework Program	$25			$50	$75
Supportive Housing Programs	$567		$2,526	$471	$3,564
Volunteer and Special Events Coordinator	$97				$97
Youth ROSS Aiming for Careers			$117		$117
Mortgage Finance Division	**$1,233**	**$0**	**$0**	**$2,804**	**$4,037**
County Closing Cost Assistance Program	$1,233				$1,233
Homeownership Programs for HOC Clients ****					
Multi-Family Mortgage Finance and Bond Issuance Program				$1,099	$1,099
Single Family Mortgage Purchase Program (SFMPP)				$1,705	$1,705
Real Estate Division	**$20,707**	**$4,876**	**$0**	**$34,316**	**$59,899**
Acquisition/Rehabilitation of Existing Multi-Family Properties (Capital)	$19,712	$492		$8,265	$28,469
Land Acquisition and New Construction Development (Capital)	$995	$4,384			$5,379
Preservation of Existing HOC Properties (Capital)				$26,051	$26,051
Total	**$40,522**	**$4,984**	**$81,380**	**$68,278**	**$195,164**
Percent of Total	**20%**	**3%**	**42%**	**35%**	**100%**

*Other means HOC funds unless otherwise noted.
**Expenditures exclude utilities, taxes, insurance, reserve contributions and debt service for public housing and mixed income properties since these are not program-related expenses for the purposes of this study.
***Benefit payments are in DHHS' Homelessness Prevention and Shelter Services Program.
****Funding for this program is included in the Single Family Mortgage Purchase Program.
Source: HOC

Table 5-5: FY10 Workyears by Program

Program	Workyear Allocation	% of Workyears
Housing Resources Division	**47.6**	**16%**
Housing Choice Voucher Program	29.54	10%
Public Housing Programs	18.03	6%
Housing Management Division	**129.6**	**46%**
Housing Management	47.6	17%
Inspections Program	9	3%
Maintenance Program	68	24%
Modernization	5	2%
Resident Services	**80.6**	**28%**
Disability Services Counseling Program	3	1%
Emergency Assistance Programs	4.5	2%
Employment Initiative Program	2.5	1%
Family Resource Center Programs	13.6	5%
Family Self-Sufficiency Program	8.4	3%
Georgian Court	1.1	0%
Housing Counseling Program	1	0%
Housing Initiative Program	3	1%
Housing Locators	2	1%
Parent Resource Centers	0	0%
Preservation Properties Counseling Services	4	1%
Rent Supplement Program	1	0%
Resident Services Program Administration	9	3%
Seneca Ridge Neighborhood Network Program	1	0%
Senior Counseling Services Program	6	2%
Service Linked Housing – Tanglewood	1.5	1%
Shelter Plus Care, New Neighbors I and II Programs	1	0%
State Rental Allowance Program	1	0%
Stewartown Homework Program	0	0%
Supportive Housing Programs	15	5%
Volunteer and Special Events Coordinator	1	0%
Youth ROSS Aiming for Careers	1	0%
Mortgage Finance Division	**17.6***	**7%**
County Closing Cost Assistance Program	1.54	1%
Homeownership Programs for HOC Clients	1.5	1%
Multi-Family Mortgage Finance and Bond Issuance Program	6.7	2%
Single Family Mortgage Purchase Program	7.86	3%
Real Estate Division	**8.74**	**4%**
Acquisition/Rehabilitation of Existing Multi-Family Properties	4.74	2%
Land Acquisition and New Construction Development	1.6	1%
Preservation of Existing HOC Properties	2.4	1%
Total	**284.17**	**100%**

*Some workyears in this Division are funded through other Divisions or Programs as follows:
(1) 0.2 workyear in County Closing Cost Program funded through Finance Division; (2) 1.5 workyears in Homeownership Program funded through Single-Family Mortgage Purchase Programs; (3) 1.1 workyear from Mulit-Family Mortgage Program funded through Finance Division; and (4) 2.6 workyears in Single Family Mortgage Purchase Program funded through Finance and Housing Management Divisions.
Source: HOC

Program Summaries. The information provided includes a program overview, funding and expenditure data, and observations about coordination/overlap with other housing-related housing programs. The program summaries are grouped by HOC Division:

Program	Page #
Housing Resources Division	
Housing Choice Voucher Program	76
Public Housing Programs	77
Housing Management Division	
Housing Management	79
Inspections Program	80
Maintenance Program	81
Modernization	82
Resident Services	
Disability Services Counseling Program	84
Emergency Assistance Programs	85
Employment Initiative Program	86
Family Resource Center Programs	87
Family Self-Sufficiency Program	88
Georgian Court	89
Housing Counseling Program	90
Housing Initiative Program	91
Housing Locators	92
Parent Resource Centers	93
Preservation Properties Counseling Services	94
Rent Supplement Program	95
Resident Services Program Administration	96
Seneca Ridge Neighborhood Network Program	97
Senior Counseling Services Program	98
Service Linked Housing – Tanglewood	99
Shelter Plus Care, New Neighbors I and II Programs	100
State Rental Allowance Program	101
Stewartown Homework Program	102
Supportive Housing Programs	103
Volunteer and Special Events Coordinator	104
Youth ROSS Aiming for Careers	105
Mortgage Finance Division	
County Closing Cost Assistance Program	107
Homeownership Programs for HOC Clients	108
Multi-Family Mortgage Finance and Bond Issuance Program	109
Single Family Mortgage Purchase Program	110
Real Estate Division	
Acquisition/Rehabilitation of Existing Multi-Family Properties	112
Land Acquisition and New Construction Development	113
Preservation of Existing HOC Properties	114

1. Housing Resources Division

The Housing Resources Division administers two federally funded programs - the Housing Choice Voucher and the Public Housing programs. The client groups that these programs assist include low and very low-income households, including families, the elderly, and the disabled. The programs reflect two distinct approaches to housing assistance:

- The Housing Choice Voucher Program provides eligible families with a housing subsidy applied toward rental costs. Eligibility is determined by income level and the amount of the subsidy is based on families' paying 30 percent of household income for rent. Clients selected from HOC's waiting list lease rental housing throughout Montgomery County. [4]

- The Public Housing Program provides housing to eligible families who reside in HOC-owned low-income multifamily developments and scattered sites. Eligibility is determined by income level, and families are required to pay 30 percent of household income as rent.

The Housing Resources Division of HOC has a FY10 operating budget of $69 million, including 49.6 workyears. In addition to the Director's office, the Division has three organizational units: the Gaithersburg and Silver Spring Customer Service Centers and the Kensington Customer Service Support Unit. Together, they administer two programs that fit this study's definition of a housing-related program or service, the Housing Choice Voucher Program and the Public Housing Program.

The remainder of this section summarizes each of the Division's housing programs.

Housing Choice Voucher Program

Purpose

The Voucher Program provides rent subsidies so that rental housing is affordable to low and extremely low income households.[4] The goals of this program are to provide housing to extremely low income households and to maximize the use of the federally allocated vouchers and funds. Currently, utilization averages 95%.

FY10 Personnel Costs and Staffing

Approximately $2.2 million for 29.54 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $66.7 million, including $64.5 million in operating costs. Rent subsidies ($63.2 million) make up 98% of program operating costs. The Program is funded entirely through federal funds and therefore must comply with HUD regulations.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	HUD Housing Assistance Program Income	$63,160	95%
	HUD Housing Assistance Program Administrative Income	$3,578	5%
Total		**$66,738**	**100%**

FY09 Activities and Usage

HUD has allocated 5,794 vouchers (tenant-based vouchers) to HOC. HOC established a project based voucher (PBV) program within this allocation. HUD approved HOC's use of a maximum of 560 vouchers for project based units. HOC has over 20 ten-year Project Based Voucher contracts with various multifamily property owners and nonprofit organizations. Clients in the Project Based Voucher Program are selected from HOC's waiting list, unless a nonprofit providing unique client services makes a client referral to HOC.

HOC staff conduct the following duties to administer the voucher program:

- Maintaining waiting lists and PBV referrals;
- Verifying applicant eligibility;
- Issuing vouchers;
- Processing Requests for Tenancy Approval;
- Verifying the license status of rental units; and
- Processing monthly rent payments.

Coordination and Overlap

The HCV program is unique. The purpose meets similar goals of State and County rental assistance programs. Federal law prohibits recipients from combining Housing Choice Voucher subsides with other state or local rent subsidies.

[4] To qualify for a voucher, an applicant's income must be less than 50% of the area median income (AMI); and 75% of the vouchers that HOC provides must be for applicants with incomes less than 30% of the AMI by federal law.

Public Housing Program

Purpose

HOC's Public Housing Program administers 1,554 rental and homeownership housing units. The goal of the program is to provide affordable housing for low and extremely low income households.[5] HOC's public housing inventory consists of:

- 555 units for elderly and disabled tenants;
- 279 units in five multifamily properties;
- 709 scattered site units; and
- 11 homeownership units.

In order to qualify for Public Housing, households must have income within the income limits developed by the U.S. Department of Housing and Urban Development (HUD) and must pass a criminal background check.

FY10 Personnel Costs and Staffing

Approximately $1.34 million and 18.03 workyears (includes counselors).

FY10 Estimated Expenditures and Funding Sources

Estimated at $2.0 million, including approximately $649,000 in operating expenses.

Agency	Funding Sources (and use)	$ (000s)	%
County	Housing Resource Services Allocation from County Main Grant	$234	12%
	Customer Service Centers Allocation from County Main Grant	$100	5%
	Resident Services Allocation from County Main Grant	$678	34%
Federal	Public Housing Properties	$427	21%
HOC	HOC Revenue from Operations	$550	28%
Total		**$1,989**	**100%**

FY09 Activities and Usage

Housing Resources reports that its primary program activities include:

- Maintaining the waiting list;
- Periodically conducting computer-generated lotteries and determining eligibility; and
- Leasing appropriately sized units to eligible clients.

The current vacancy rate is 1% and program recertifications are completed annually.

Coordination and Overlap

The Public Housing Program is unique and administered independently by HOC.

[5] According to HOC's PHA Plan, as of January 2010, the average annual household income for all of HOC's public housing properties was $17,842.

2. Housing Management Division

The Housing Management Division is responsible for managing property portfolios in affordable residential communities for low and moderate income households, including, among others, the Federal Public Housing Program.[6] Management responsibility is split between the Property Management Section, which manages 3,478 rental units and the Asset Management Section, which contracts with third party management companies for management of 3,336 units[7]. The Division oversees 6,814 units consisting of 53 multifamily properties and over 1,700 scattered site units.

The Housing Management Division of HOC has a FY10 operating budget of $65.8 million, including 129.6 workyears. HOC's largest division is comprised of the Property Management Section and the Asset Management Section. The Department's four functional responsibilities, i.e., housing management, inspections, maintenance, and modernization; fit this study's definition of a housing-related program or service.

The FY10 estimated expenditures for these four programs total $50.4 million and are for program activities only. They exclude property related expenses, such as utilities, taxes, insurance, contributions to property reserve accounts, and debt service payments. The sources of income for these program activities include federal grants (portions of the Housing Choice Voucher Program administrative fee income and the Public Housing Subsidy), HOC property income and reserves, and federal and County capital funds.

[6] These units are allocated among 53 multifamily properties and 1,700 scattered site units.
[7] Of the 6,814 units in the in-house and asset management portfolios, 4,907 (72%) are affordable to households at or below 60% of the Area Median Income.

Housing Management

Purpose

This program manages HOC's portfolio of 6,814 affordable housing units distributed among 53 multifamily properties and over 1,700 scattered site units. The program ensures that HOC's affordable housing units are fully occupied, maintained to community norms, and in compliance with relevant federal, state and County codes.

FY10 Personnel Costs and Staffing

Approximately $6.4 million which includes 47.6 workyears and expenses related to staff at contract managed properties.

FY10 Estimated Expenditures and Funding Sources

Estimated at $18.7 million including $12.3 million in operating expenditures.

Agency	Funding Sources (and use)	$ (000s)	%
HOC	Property Income	$15,863	85%
Federal	Public Housing Subsidy	$2,805	15%
Total		**$18,668**	**100%**

FY09 Activities and Usage

The in-house portfolio**,** managed by the Property Management Section has 3,478 affordable housing units.[8] Staff supervise scattered site, scattered cluster, Opportunity Housing, and Public Housing portfolios. Thirteen on-site property managers ensure compliance with local and federal housing codes and standards, and maintain units at or above community norms. In-house staff operate and maintain the units, including certification and compliance with federal standards.

The contract portfolio**,** administered by the Asset Management Section, has contracts with seven property management companies and a portfolio of 3,336 units.[9] Contract staff provide leasing, marketing, recertification, affordability compliance, and maintenance. HOC staff review physical and financial operations and develop renovation plans.

The occupancy and leasing branch performs certifications, leasing, and marketing functions to ensure in-house units are occupied by qualified households. Staff obtain references, documents income, and assures lease obligations are articulated and enforced.

Coordination and Overlap

Management staff, with staff from other HOC divisions, work with DHCA on property acquisition, to obtain funding and loans for acquisition and for gap financing of essential capital projects at existing HOC properties. Asset Managers work with DHCA's Landlord and Tenant Affairs staff to resolve tenant complaints and issues.

HOC and DHCA staff have partnered on the Neighborhood Stabilization Program (NSP). DHCA received federal funds to purchase foreclosed properties in distressed areas. As the sub-recipient of these funds, HOC serves as the developer and manager of the foreclosed properties, managing the renovations and lease-up to low income families.

DHCA also monitors compliance with HOC projects receiving funding under the HOME Investment Partnership Program. DHCA funding allows HOC to maintain and expand the supply of affordable rental housing for low and very-low income families.

[8] The In-House portfolio includes public housing, opportunity housing, Low Income Housing Tax Credit, Project-Based Section 8, Section 236, and Master Lease properties.

[9] The Contract Managed portfolio has units in mixed income properties, Project Based Section 8, HUD 236 program, Low Income Housing Tax Credit, HOME units, Bond Financing affordability and HOC-regulated units.

Inspections Program

Purpose

This program provides inspections for the Housing Choice Voucher Program. In-house staff conduct property inspections of more than 5,700 private properties leased to Housing Choice Voucher clients to ensure tenants and landlords are maintaining units in a decent, safe, and sanitary condition in compliance with federal Housing Quality Standards (HQS).

FY10 Personnel Costs and Staffing

Approximately $709,000 and 9 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $1.1 million including approximately $379,000 in operating expenditures.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	HUD Housing Choice Voucher administrative fee income	$1,088	100%
Total		**$1,088**	**100%**

FY09 Activities and Usage

In order to meet various HUD requirements, staff conducts or manages several types of inspections. Inspection activities include an initial inspection prior to move in; an annual re-inspection to ensure conditions are maintained; and periodic or emergency inspections at the request of the client or landlord. Failure to comply with HQS can result in rent abatement or program termination.

A quality control inspection program is in place and required annually with HQS inspections per HUD guidelines. A supervisor conducts these inspections to ensure program compliance and customer satisfaction. HOC reports staff can conduct 12,000 plus inspections annually.

Coordination and Overlap

Overlap exists among HOC's and DHCA's inspection program activities and the codes that HOC and DHCA inspection staffs enforce. Currently, HOC and DHCA operate their programs independently. Accordingly, a unit may receive several inspections, and be expected to comply with multiple standards.

Maintenance Program

Purpose

This program provides inspections and maintenance services to the HOC in-house portfolio of over 3,400 units, including 1,700 scattered site properties, 818 elderly and over 900 multifamily units. HOC Asset Managers work with third-party contract managers to prepare for Real Estate Assessment Center (REAC) and County inspections of 3,336 units in the Contract Portfolio.

FY10 Personnel Costs and Staffing

Approximately $5.13 million and 68 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $14.3 million which includes $5.59 million in operating costs and $3.55 million in capital expenditures.

Agency	Funding Sources (and use)	$ (000s)	%
HOC	Property Income	$8,671	61%
	Property Reserves	$3,555	25%
Federal	Public Housing Subsidy	$2,055	14%
Total		**$14,281**	**100%**

FY09 Activities and Usage

The Maintenance team prepares units for REAC inspections, responds to service requests, provides preventive maintenance, and addresses emergency situations. Public Housing is inspected by maintenance technicians based on HUD requirements governed by the Uniform Physical Condition Standard Guidelines (UPCS). HUD requires annual inspections for each Public Housing unit to ensure proper maintenance. Staff is also required to conduct rehab/turnover inspections and ensure units are in rentable condition according to (UPCS). HOC staff report that they conduct approximately 1,556 housing inspections and respond to more than 30,000 work orders annually.

HOC uses capital funds to maintain and upgrade its in-house portfolio. Funds are generated through replacement reserve contributions for each property, except Public Housing which is funded through the HUD capital fund program. These funds replace windows, roofs, carpeting, appliances, and major systems in each property.

Within the contract-managed portfolio of 23 properties consisting of 3,336 units, HUD conducts inspections on those properties subject to REAC requirements using REAC inspection standards. DHCA inspectors ensure compliance with County building and housing codes on all properties. HOC asset managers and third-party managers oversee the preparation for these inspections. HOC staff is required to conduct a move-in inspection and to inspect annually thereafter for in-house managed properties. HOC staff is also required to conduct pre-inspections prior to the REAC inspection to ensure units are maintained within the guidelines/standards. At the end of the lease term, staff conducts an inspection to determine the needs prior to renovation. Periodic inspections may be scheduled throughout the year to ensure quality control and in response to requests.

Coordination and Overlap

Overlap exists among HOC's and DHCA's inspection program activities and the codes that HOC and DHCA inspection staffs enforce. Currently, HOC and DHCA operate their programs independently. Accordingly, a unit may receive several inspections and be expected to comply with multiple standards. Despite overlapping inspection activities, the County currently reimburses HOC for DHCA's rental licensing fees.

Modernization Program

Purpose

The Modernization Department administers the Public Housing Capital Fund Program (CFP) and the County's Capital Improvement Program (CIP) for Public Housing. The program also provides the same services for the non-public housing portfolio consisting of 1,883 units.

FY10 Personnel Costs and Staffing

Approximately $603,000 and 5 workyears. Personnel includes one division manager, two project managers, a specification writer and a program specialist.

FY10 Estimated Expenditures and Funding Sources

Estimated at $16.3 million, including approximately $105,000 in operating expenses and over $15 million in capital expenses. All of the capital funds come from County, Federal and HOC sources. The table below summarizes the sources of funding for the FY10 capital program.

Agency	Funding Sources (and use)	$ (000s)	%
Non-Capital	HOC Revenue from Operations	$189	1%
	Capital Fund Grant	$519	3%
County	County CIP	$2,125	13%
	County HIF (3 year commitment)	$8,644	53%
HOC	HOC Property Cash and Reserves	$983	6%
Federal	Capital Fund Grant	$1,282	8%
	Federal Stimulus	$2,600*	16%
Total		**$16,342**	**100%**

FY09 Activities and Usage

HOC staff manage contracts for professional services, renovation, and capital improvement projects and act as general contractor for HOC renovation projects, including projects in the non-Public Housing portfolio.

Coordination and Overlap

HOC's Modernization program coordinates with DHCA so that County dollars can be used to leverage federal funds for HOC. Federal CFP funds, used for Public Housing capital improvements, are historically inadequate if HOC is to maintain units at community standards. The County has supplemented federal funds for Public Housing capital improvements. For example, the CIP is funding the installation of sprinklers in HOC elderly housing projects and providing funds to make improvements to HOC's scattered site Public Housing units.

*In FY10, HOC received $3.1 million for Public Housing Capital funds plus $1.6 million through a competitive grant, for a total of $4.7 million. HOC has obligated all of the $3.1 million, which includes the $2.6 million, as of March 2010.

3. Resident Services Division

The Resident Services Division administers the delivery of core and supplemental services to residents of units owned and managed by HOC. Resident services are intended to promote housing stability, self-sufficiency, and community assimilation.[10] Resident Services classifies its services into three groups:

- **Core services** are provided to multifamily sites (279 units), elderly housing (809 units), disabled residents (100 units) and residents in opportunity and preservation developments (1,412 units). The covered services include: crisis intervention, eviction prevention, lease violation counseling, operation of family resource centers, and other information and referral activities.
- **Specialized services** include emergency financial assistance, senior nutrition programs, youth activities, and other counseling. Additional services include financial literacy and self-sufficiency services.
- **Supportive Housing Programs** include administration of housing assistance programs using federal, state, and County funds to provide housing and services to chronically homeless and disabled populations and those in jeopardy of housing loss living in privately owned multifamily properties.

Generally, Resident Services staff provides on-site access to core and supplementary services for Public Housing residents; and off-site access to specialized services at each of HOC's Customer Service Centers.[11] An exception to this is the Family Self Sufficiency Program (FSS) since it provides services to PH and HCV clients.

In FY10, Resident Services has an operating budget of $12.6 million and includes 80.6 workyears. The Division aggressively seeks grant opportunities to augment services to its residents and thereby leverage County dollars at nearly a 2:1 ratio. Additionally, in many cases, only Public Housing Authorities (PHAs) are eligible applicants/recipients of funds. In other cases, HOC has contractual arrangements to local agencies such as DHHS for specific projects and activities.

OLO identified 22 programs that meet this study's definition of a housing program. It should be noted that the funding amounts are based on the FY10 Adopted Budget and may have either increased or decreased based on the actual award amounts.

The remainder of this section summarizes the Division's housing programs.

[10] According to the National Resident Services Collaborative (NRSC), resident services, or service-enriched housing are "supports designed to help low-income families find and access services that foster positive outcomes." NRSC defines property-based resident services as "permanent rental housing in which social services focusing on personal and community asset building are available through referral and/or on-site with at least one part-time staff person to coordinate and deliver services." Cited in Resident Services for Families in Affordable Housing.

Disability Services Counseling Program

Purpose

The Disability Services Counseling program helps HOC's subsidized housing program participants with disabilities to access services and resources so that they can successfully live independently. HOC estimates that approximately 20% (1,500) of its residents are disabled and many of these have mental illness.

FY10 Personnel Costs and Staffing

Approximately $252,000 and 3 workyears.

FY10 Estimated Expenditures and Funding Sources

All expenditures for the program fund personnel to administer the program, with funding from both the County and the Federal Government.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant (2 WYs)	$166	66%
Federal	HUD Public Housing Subsidy	$86	34%
Total		**$252**	**100%**

FY09 Activities and Usage

HOC staff provides core services such as information and referrals, short term case management (including home visits and needs assessments), eviction prevention, and crisis intervention. The counselors also provide short-term counseling to help residents stay stabilized in housing. These program activities can include assistance with navigating HOC procedures and with reasonable accommodation requests.

Coordination and Overlap

HOC reports that DHHS' Adult Protective Services and Aging and Disabilities Services provide similar resources, and that DHHS and HOC staff collaborate extensively. HOC serves as front line staff for assessments, investigations, and referrals. HOC reports no service delivery overlap exists since the Disabilities team only assists HOC residents.

Staff also consult with other staff, service providers, and partner agencies to conduct workshops and training on disability and housing issues and resources.

Emergency Assistance Programs
Homelessness Prevention Program (Downcounty and MidCounty) and
Service Linked Program – Emergency Services (UpCounty)

Purpose

These two Emergency Services programs determine eligibility for DHHS emergency financial assistance for HOC residents who are at risk of losing their housing. Financial assistance is available for delinquent rent, disconnected utilities, security deposits, moving expenses, and other financial crises.

FY10 Personnel Costs and Staffing

Approximately $308,000 and 4.5 workyears. Personnel include two Emergency Service Workers and one Emergency Intake Worker for the Homelessness Prevention Program and 1.5 workyears for the Service Linked Program.

FY10 Estimated Expenditures and Funding Sources

Program expenditures blend DHHS funds for benefit payments and HOC funds for personnel. HOC personnel are funded with County funds and a state grant awarded to DHHS and passed through to HOC. The state funds are designated for Montgomery County and administered by HOC as pass through funding.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$201	65%
	State Grant for Homelessness Prevention Program Grant awarded to DHHS and passed through to HOC.	$107	35%
Total		**$308**	**100%**

FY09 Activities and Usage

HOC estimates that 1,200 families were served, providing $759,707 (last 12 months ending 12/09) for benefit payments.[12] Program activities include application intake and processing, negotiating payment terms with the utility or landlord, seeking payment authorization from the appropriate DHHS office, finalizing payments, and maintaining the DHHS database.

In FY09, both Emergency Assistance Programs served 1,266 clients and allocated $759,707 in emergency service funds. A total of 1,879 HOC residents were evaluated but not all of them were eligible for funds.

Coordination and Overlap

This program is administered by HOC staff and serves only HOC eligible residents; however, its purpose is similar to DHHS' Homelessness Prevention program, which serves all County residents. HOC staff have access to DHHS' database to enter client information and data. This practice prevents duplicated payments.

[12] The source of funds for the benefit payments is DHHS' Emergency Assistance funds. HOC staff fill out an intake form and make a recommendation to DHHS for the funds.

Employment Initiative Program

Purpose

The Employment Initiative Program (EIP) provides employment and training services that teach life skills that may lead to employment with livable wages.

FY10 Personnel Costs and Staffing

Approximately $195,000 and 2.5 workyears, including a full time program coordinator, a .5 workyear resident counselor funded with County dollars serving all HOC residents, and a full time resident counselor from Federal funds serving only Public Housing residents.

FY10 Estimated Expenditures and Funding Sources

The FY10 approved budget is approximately $241,000 including $45,000 in operating costs. An equal amount of funding comes from the County and from a three-year HUD Resident Opportunities Support Services (ROSS) grant. Based on FY09 data, the average program unit cost was $4,615 per resident placed, with a County contribution of $2,215.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$122	51%
Federal	Three-year HUD Resident Opportunities and Support Services Grant	$119	49%
Total		**$241**	**100%**

FY09 Activities and Usage

The Program offers weekly support groups, training classes, and workshops to help HOC residents obtain skills and experience that can lead to an upwardly mobile career. The program activities include annual career fairs, interviewing practice, resume preparation, career planning workshops, grammar classes, and skills assessment for vocational and technical training. In FY09, the programs placed 52 residents in jobs and to date in FY10, the EIP and ROSS program for adults combined provided:

- Support group activities for 265 residents;
- Training classes for 93 residents; and
- Job placements for 22 residents.

Coordination and Overlap

HOC reports that the One-Stop Program conducted by WorkForce Development offers some similar activities; however, the One-Stop Program activities are only offered during business hours at two locations. In contrast, HOC's EIP activities are offered on-site during evening hours as a convenience to HOC residents and to ensure increased participation.

To coordinate their respective programs, an HOC representative serves on the WorkForce Development governing board. Also, EIP and One-Stop Program staff meet monthly and jointly conduct career fairs.

Family Resource Center Programs

Purpose

Family Resource Center programs, located at six of HOC sites, including four Public Housing communities and two HOC owned and managed properties. These programs provide social services, activities, and programming to help residents access essential services. The activities are intended to promote economic self-sufficiency and enhance community life and residents' well-being.

FY10 Personnel Costs and Staffing

Approximately $938,000 for 13.60 workyears. Personnel include four directors, four youth counselors, four community aides and 1.6 workyears for two counselors.

FY10 Estimated Expenditures and Funding Sources

Estimated at $1.0 million including approximately $107,000 in operating costs that support on-site programs such as after-school tutoring, Girl Scouts, and Karate. The program is funded entirely by the County.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant Allocation for Family Resource Centers	$371	36%
	County Main Grant for Youth Services	$381	36%
	County Main Grant for Community Aides (4WYs)	$200	19%
HOC	Property Income	$93	9%
Total		**$1,045**	**100%**

FY09 Activities and Usage

Staff at each location provide crisis intervention, case management, eviction prevention counseling, computer access, and information and referrals for other available services. In addition, staff facilitate after school programs, academic support, summer youth programs, psycho-educational workshops, health and wellness activities, and recreation and social programming.

In FY09, the six locations served a total of 1,825 participants, including 1,450 youth participants and 375 adult resident participants. The Centers also arranged for 650 family programs.

Coordination and Overlap

These are on-site services administered by HOC staff to serve HOC residents. The program purpose is similar to other HOC and DHHS programs that provide services and supports to maintain independent living or encourage self-sufficiency. Funding sources for these supportive services programs vary.

Family Self-Sufficiency Program (FSS)

Purpose

This federally mandated program assists families in Public Housing and Housing Choice Voucher programs to achieve self-sufficiency and end dependency on welfare assistance. Clients are enrolled in the program over a five to seven year period.

FY10 Personnel Costs and Staffing

Approximately $653,000 and 8.4 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $728,000 including operating expenses of approximately $75,000. The operating expenses pay for program supports, such as tuition, books, client travel, and child care that help clients in their quest for self sufficiency**.**

A combination of federal and county money funds the program. Federal funds are granted on a competitive basis and can only be used for staff costs up to a maximum of $68,000 per position.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$204	28%
Federal	Public Housing Grant	$128	18%
	Housing Choice Voucher Funding	$396	54%

FY09 Activities and Usage

The program provides case management services that focus on the career development of the head of the household. HOC case managers interact monthly with participants and work intensively with them to respond to crisis situations and ensure the availability of community resources. Spaces are available to families in Public Housing (75 slots) and HCV clients (366 slots).

In FY09, the program had 400 participants and 40 graduates. Of the program graduates, 85% completed college, GED, or another training program; 100% were employed at graduation; and six graduates purchased homes.

In addition, half of all participants have established escrow savings accounts. These accounts, which are financed through HUD, are designed to allow a participant to save the difference between his/her original rent (at the time of enrollment) and rent increases that occur as a participant's income increases.

Coordination and Overlap

Some mutual clients are served by DHHS (those receiving welfare and housing assistance), with DHHS providing case management services to no more than 125 FSS participants. Others are mutually served by Crossways Communities. HOC and Crossways provide case management services. No duplication of services exists; instead, such partnerships help reduce HOC staff caseloads to more manageable levels. The FSS Coordinator oversees case management services provided by HOC staff as well as services provided by other agencies. Case managers are also required to submit semi-annual reports on client progress.

Georgian Court

Purpose

This program provides after school activities in educational and cultural learning for the Georgian Court community, a low-income community in Silver Spring.

FY10 Personnel Costs and Staffing

Approximately $54,000 and 1.1 workyears, for two part-time Community Aides, plus approximately $15,000 for two certified teacher positions provided under contract for 10 hours/week.

FY10 Estimated Expenditures and Funding Sources

Estimated at $71,000 including approximately $2,000 for operating costs.

Agency	Funding Sources (and use)	$ (000s)	%
HOC	Property Income	$71	100%
Total		**$71**	**100%**

FY09 Activities and Usage

HOC staff provide the following services as part of this program: after school tutoring assistance, computer lab access, Teen Club operations (anti-gang activity), cultural field trips, and special guest presentations. Approximately 35-38 children receive services daily throughout the school year.

Coordination and Overlap

These services are administered by HOC. The program purpose is similar to other HOC and DHHS programs that provide resident services and supports to maintain independent living or encourage self-sufficiency.

Housing Counseling Program

Purpose

To search and place in housing very hard-to-serve households referred by the County. Households are generally homeless with very low-incomes and have extremely poor rental and credit histories and prior evictions.

FY10 Personnel Costs and Staffing

Approximately $68,000 and 1 workyear.

FY10 Estimated Expenditures and Funding Sources

Estimated at $68,000, which is entirely used for personnel. Funding is provided through a combination of county and state funds. The state funds are designated for Montgomery County and administered by HOC as pass through funding.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$31	46%
	State Grant for Housing Counseling Program Grant awarded to DHHS and passed through to HOC. (See DHHS' Homelessness Prevention and Shelter Services)	$37	54%
Total		**$68**	**100%**

FY09 Activities and Usage

Through meetings and phone consultations, the County and HOC share information on clients' progress in the housing search and placement process. In FY09, a total of 63 households were placed in housing.

Coordination and Overlap

This program is unique. The program serves households known to the County. These, for the most part are non-HOC households. The program works in close coordination with DHHS for referrals.

Housing Initiative Program

Purpose

The Housing Initiative Program (HIP) provides case management services to families placed in housing through the County's Housing Initiative Program under a contract with DHHS. HIP serves formerly homeless individuals and families who were previously housed in shelters and motels. The program targets its services to clients with special needs, such as a history of homelessness, developmental delays, chronic mental disorders, co-occurring disabilities or substance abuse problems. This program is one part the County's Housing First Initiative which is managed by DHHS.

FY10 Personnel Costs and Staffing

Approximately $206,000 and 3 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $302,000 with approximately $97,000 for operating expenses. This program is entirely County-funded. Funding for DHHS' Housing First Programs are appropriated from DHCA's Housing Initiative Fund and the County General Fund administered by DHHS.

Agency	Funding Sources (and use)	$ (000s)	%
County	DHHS Contract (See DHHS Housing Initiative Program)[13]	$302	100%
Total		**$302**	**100%**

FY09 Activities and Usage

HOC case managers meet regularly with program participants to ensure clients remain housed and to link clients to other County resources. In FY09, HOC's HIP Program provided case management services for 81 households. Based on the FY10 personnel budget, the caseload was 27 households per staff person and the per unit staff cost averaged $3,728 per household.

Coordination and Overlap

DHHS contracts with seven other service providers, including the Coalition for the Homeless, Interfaith Works, and the Dwelling Place, to provide similar services. DHHS is responsible for coordinating the use of resources and services.

[13] This amount reflects HOC's FY10 budget which assumes 84 cases at $3,600 per case. The original contract amount was $270,000.

Housing Locators

Purpose

The Housing Locator program uses HOC staff to identify and secure housing for homeless households who are receiving DHHS rent subsidies through the Housing Initiative Program and other DHHS subsidy programs. HOC provides these housing locator services under a contract with DHHS.

FY10 Personnel Costs and Staffing

Approximately $113,000 for 2 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated $154,000 including approximately $61,000 for operating expenses such as application fees. The funding for the program comes from a DHHS contract. Funding for DHHS' Housing Initiative Program is appropriated to DHCA's Housing Initiative Fund and the County General Fund and administered by DHHS.

Agency	Funding Sources (and use)	$ (000s)	%
County	DHHS contract with HOC	$154	100%
Total		**$154**	**100%**

FY09 Activities and Usage

HOC's housing locators identify potential housing units for DHHS' rent subsidy program, transport clients to visit units and help them fill out lease applications; assist residents with understanding the terms of the lease contracts; and place referred clients.

Since January 2009, HOC locators have placed 120 clients referred by DHHS. By quickly helping households without credit or rental histories to find private market housing, this program relieves pressure on public resources and saves shelter system costs.

Coordination and Overlap

Housing Locators are one part of an interdependent program structure for the Housing Initiative Program and other housing subsidy programs administered jointly by DHHS, HOC, and nonprofit partners under contract with DHHS. DHHS refers clients to HOC. After HOC helps the client to locate housing DHHS. The majority, approximately 75%, were placed with private landlords. Approximately 25% of the housing units located to date are properties in HOC's asset managed portfolio. Housing Locators enter data into DHHS' Homeless Management Information System (HMIS). This facilitates effective collection and sharing of information between agencies and helps identify needs and gaps in service delivery.

Parent Resource Centers

Purpose

The Parent Resource Centers (PRCs) provide a place for parents with children ages 0-5 to play with their children and learn parenting skills. The four centers, located throughout the County, are open three days a week for four hours a day.

FY10 Personnel Costs and Staffing

The FY10 personnel budget for this program includes approximately $102,000 for Parent Educators who are temporary HOC or contract staff.

FY10 Estimated Expenditures and Funding Sources

Estimated at $106,000 including approximately $3,500 for operating costs.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$50	47%
HOC	Parent Resource Center Registration Fees	$41	39%
	Parent Resource Center Fee Reserves	$15	14%
Total		**$106**	**100%**

FY09 Activities and Usage

In FY09 the PRC served 305 families and 445 children. The Montgomery County Infants and Toddlers Program served as the major referral source with 47 familes for the year. The PRC currently operate in four locations throughout the county.

A part of the program's design is to identify special needs of children so that their needs can be addressed prior to entering school.

This 25 year old program is extremely popular and highly successful under the premise that parents serve as the best teachers of their children. As part of the HOC Savings plan for FY09, funding was cut from $73,000 to $50,000. To continue the program at the same level, program fees were increased, program hours were reduced, and no cost of living increases were provided.

Coordination and Overlap

This program is unique.

Preservation Properties Counseling Services

Purpose

This program provides on-site counseling services for residents of HOC's preservation properties, which are developments HOC acquired for low-income and working poor families. HOC purchased a total of 813 units in these properties to avoid gentrification and maintain portions of the County's existing affordable housing stock.

FY10 Personnel Costs and Staffing

Approximately $261,000 and 4 workyears for four resident counselors.

FY10 Estimated Expenditures and Funding Sources

The FY10 approved program budget for the program totals approximately $284,000 including operating expenses of $23,000, which fund program supplies and administrative costs. HOC's program funding comes from a three-year contract from DHCA executed with HOC in November 2006. DHCA's source of funding for this HOC contract is DHCA's Housing Initiative Fund.

Agency	Funding Sources (and use)	$ (000s)	%
County	DHCA contract with HOC	$284	100%
Total		**$284**	**100%**

FY09 Activities and Usage

Counselors in the program provide the following services: needs assessments, on-site counseling and referral services, developing service plans for residents, and conducting community organizing to develop viable resident associations to organize community wide crime prevention activities.

Coordination and Overlap

These services are administered by HOC. The program purpose is similar to other HOC and DHHS programs that provide resident services and supports to maintain independent living or encourage self-sufficiency.

Rent Supplement Program

Purpose

The Rent Supplement Program is a County Council initiated and authorized locally funded housing assistance program intended to reduce the rent burden for eligible households with incomes between 20-40% of Area Median Income (AMI). Its goal is to prevent eviction and homelessness. The program provides a rental subsidy of up to $600 per month. The current average payment is approximately $350. The program, which currently operates in 25 rental properties, has assisted 348 households.

FY10 Personnel Costs and Staffing

Approximately $62,000 and 1 workyear for one program specialist and $45,000 for two temporary employees.

FY10 Estimated Expenditures and Funding Sources

Estimated at $1.5 million including $1.4 million for rent subsidy payments. The source of funds for this program is a portion of the County Recordation Tax that is appropriated to the HIF.

Agency	Funding Sources (and use)	$ (000s)	%
County	HIF County Recordation Tax proceeds	$1,506	100%
Total		**$1,506***	**100%**

*This amount reflects HOC's FY10 Approved Budget. Since then, the allocation has increased to $1.89 million.

FY09 Activities and Usage

The program activities consist of negotiating and initiating contracts with landlords, determining the eligibility of potential program participants, disbursing monthly rental subsidies, and recertifying a household's eligibility annually at time of lease renewal.

Coordination and Overlap

This program is similar, but not identical to, two other rental affordability programs: the County Rental Assistance Program administered by DHHS and the State Rental Allowance Program administered by HOC. The income eligibility limits for this program and DHHS' program overlap, however, this program provides a deeper subsidy (up to $600 per month) than the DHHS program (up to $200 per month). Both this program and the State's program provide subsidies; however, the subsidy for the State program is temporary, (maximum of one to two years) whereas the subsidy for this program can be permanent.

Resident Services Program Administration

Purpose

Resident Services programs provide and coordinate the delivery of services to more than 5,000 residents with a variety of needs. Resident Services also provides services for homeless individuals and families.

FY10 Personnel Costs and Staffing

Approximately $900,000 and 9 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated expenditures of $1.3 million, including roughly $448,000 thousand in operating costs. The program is funded entirely with County funds.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$1,348	100%
Total		**$1,348**	**100%**

FY09 Activities and Usage

Resident Services staff are responsible for administering and overseeing federal, state, and county contracts and grants; seeking corporate and philanthropic funding to fill in service gaps; managing constituent groups (such as residents' associations and HOC's subsidiary nonprofit entities); and coordinating/consulting with County boards and commissions on issues of general concern.

Coordination and Overlap

This program serves HOC residents. No other County program has the focus or knowledge base of residents' issues. HOC works closely with various DHCA and DHHS programs to coordinate specific program operations.

Seneca Ridge Neighborhood Network (SRNN) Program

Purpose

This program (SRNN) offers classes and workshops to promote computer literacy, adult education, and life skills training. These activities are available to residents of any HOC subsidized housing program.

FY10 Personnel Costs and Staffing

Approximately $62,000 and 1 workyear plus $10,000 for part time resident aide. Personnel include one coordinator and a temporary part-time resident aide.

FY10 Estimated Expenditures and Funding Sources

Estimated at $121,000 including approximately $49,000 for operating expenses. The program is funded by a three-year grant from HUD awarded to HOC in October 2008.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	3 year HUD Grant Award for $400K	$121	100%
Total		**$121**	**100%**

FY09 Activities and Usage

The program activities include GED preparation courses, computer classes, English classes for Speakers of Other Languages, vocational testing and job clubs, SAT prep classes, literacy and writing classes, and life skills workshops.

Since its inception in February 2009, the program coordinator has fielded 125 unduplicated inquiries each month. Program statistics reported for the first five months of operation indicate that 295 service requests were met, along with 480 hours of homework assistance and 506 hours of open computer lab time.

Coordination and Overlap

This program is administered by HOC for its residents. HOC reports Montgomery College provides similar courses but the SRNN program provides these courses on-site at a new facility at a Public Housing property. HOC also reports the contractors provide services at discounted rates. If residents enrolled in courses at Montgomery College, they would not receive the benefit of reduced tuition fees and book costs; nor would they have an opportunity for the individualized learning experience offered at the SRNN program.

Senior Counseling Services Program

Purpose

The program provides residential counseling services at HOC's seven senior properties. There is one on-site counselor at each Public Housing site and one counselor that is shared among two 236 properties.

FY10 Personnel Costs and Staffing

Approximately $436,000 and 6.0 workyears plus $42,000 for temporary Senior Aides. All personnel are counselors.

FY10 Estimated Expenditures and Funding Sources

Estimated at $482,000 including approximately $4,000 for operating expenses. The program is funded primarily through County funds.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$303	63%
	County Nutrition Program	$42	9%
Federal	HUD Public Housing Subsidy	$75	15%
HOC	Property Income – Bauer Park and Town Center Place	$62	13%
Total		**$482**	**100%**

FY09 Activities and Usage

As part of the program, HOC staff complete the following services: information and referral activities, crisis intervention, eviction prevention counseling, and exercise and nutrition programs. In addition, case management services consist of an initial visit at move-in, plus annual home visits and needs assessments.

In FY09, the program provided 1,500 home visits and wellness checks. Based on the FY10 budget, the per unit program cost was $529.

Coordination and Overlap

HOC partners with the DHHS' Senior Nutrition Program and several area nonprofits to provide services on-site. Some of these nonprofit partners include the Jewish Council on Aging, (JCA), OASIS, Interages, Affiliated Sante, Chinese American Services for Seniors Association (CASSA) and Holy Cross Hospital's Senior Source. HOC reports no duplication of services exists.

Service Linked Housing – Tanglewood

Purpose

This program is funded by the State. It provides referrals and supportive services to 50 families at the Tanglewood and Sligo Hills communities in order to prevent eviction and homelessness. The program serves a housing community that has a history of gang involvement and non-English speaking tenants.

FY10 Personnel Costs and Staffing

Approximately $130,000 and 1.5 workyears for a Resident Counselor and a Community Aide. state funding for this program has remained stagnant since inception.

FY10 Estimated Expenditures and Funding Sources

Estimated at $130,000, which is entirely used for personnel. Funding is provided through a combination of county and state funds. The state funds are designated for Montgomery County and administered by HOC as pass through funding. Using the FY10 budget and FY09 program data, the staffing cost per family averages $2,602.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$91	70%
	State Grant for Service Linked Housing Grant awarded to DHHS and passed through to HOC.	$39	30%
Total		**$130**	**100%**

FY09 Activities and Usage

The program provides on-site short-term counseling and referral services, as well as on-site youth and family programming. Specific activities include: after school youth services, anti-drug activities, summer camp with heavy emphasis on academic improvement and referrals to support services including MEAP, the County Rental Assistance program, and the HOC Rent Supplement program. In FY09, 49 families were served by the program.

This program also has on-going partnerships with several organizations which provide free or reduced rates for rendered service. These include "Partners in Learning" which provides intensive reading and math assistance by certified teachers during the school year and summer months; Community Food Bank's "Kids Café" which provides hot, nutritious snacks and meals after school; and Boy Scout and Girl Scout troops.

Coordination and Overlap

These services are administered by HOC. The program purpose is similar to other HOC and DHHS programs that provide resident services and supports to maintain independent living or encourage self-sufficiency.

Shelter Plus Care, New Neighbors I and II Programs

Purpose

These federal programs assist hard to serve homeless individuals with disabilities (primarily with serious mental illness) and their families to increase a participant's skills, income, and housing stability. To be eligible for the Shelter Plus Care program and New Neighbors Programs an individual must first be a participant in one of DHHS' homeless programs. A DHHS case manager must refer a household to the Mental Health Association, which is contracted by DHHS to provide case management including assessment. MHA makes a final referral for entry into the Shelter Plus Care Program and New Neighbors Program.

To be eligible for the program, households must be homeless and have a diagnosed disability. Approximately 64 single homeless adults receive on-going rental subsidies through these programs annually.

FY10 Personnel Costs and Staffing

Approximately $72,000 and 1 workyear.

FY10 Estimated Expenditures and Funding Sources

HOC's FY10 approved budget for these programs totals approximately $842,000. This total includes personnel costs of approximately $72,000 and $770,000 in operating funds for property rents. The source of funds for HOC's expenditures are federal grants which require a dollar-for-dollar service match. The local match includes the cost of contracts with the Mental Health Association plus costs attributable to clients using other public services (i.e. therapists, other clinical services).

Agency	Funding Sources (and use)	$ (000s)	%
County	Funding for MHA contracts	*	*
Federal	Shelter+Care Grant	$620	74%
	New Neighbors I and II	$197	23%
HOC	Agency Income	$25	3%
Total		**$842**	**100%**

*The MHA contracts for Shelter Plus Care are administered by DHHS Behavioral Health and Crisis Services ($352,000) and Special Needs Housing ($65,000). Funding for this is included in DHHS program summaries.

FY09 Activities and Usage

Staff for the programs are primarily responsible for administering federal grants including tracking and fiscal reporting requirements, determining client eligibility based on HUD guidelines, ensuring unit inspections, making monthly rent payments to landlords, coordinating with the County to meet the required dollar for dollar service match, and collaborating with the Mental Health Association.

The Shelter Plus Care Program currently serves 47 households and the New Neighbors I and II programs serve 17 households, for a total capacity of 64 slots.

Coordination and Overlap

This rental assistance program provides permanent subsidized supportive housing. Federal funds for these programs and other federal funding for homeless services are coordinated and funded through the Continuum of Care process with HOC, the Mental Health Association, and DHHS (the lead agency to manage this process).

State Rental Allowance Program

Purpose

The State Rental Allowance Program (RAP) provides a one-year partial rent subsidy to homeless individuals and families. In 2009, income eligibility limits (determined by the Maryland Department of Housing and Community Development) ranged from $21,550 for a one-person household to $40,650 for an 8 person household. Allowable payment amounts range from $460 to $600 for 1-2 persons, to $490 to $720 for 3-4 persons, and $730 to $840 for 5 or more persons depending on income.

In order to participate, residents must have sufficient income to pay the rent balance. The referring agencies provide case management with the anticipation that families will be able to sustain themselves and pay full rent after the subsidies terminate.

FY10 Personnel Costs and Staffing

Approximately $74,000 and 1 workyear.

FY10 Estimated Expenditures and Funding Sources

The FY10 approved program budget is approximately $281,000 including approximately $203,000 for rent subsidies. Funding for program staff and the subsidies come from a combination of county and state funds.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant (Funds .83WY for program administration)	$61	22%
	DHCA Federal HOME Grant (rental subsidies)	$112	40%
State	Rental Assistance Program Grant (Includes $12.6K for .17 WY and $95.1K for rental subsidy funds)	$108	38%
Total		**$281**	**100%**

FY09 Activities and Usage

The program activities consist of taking referrals to maintain a waiting list and conducting intake for potential participants; conducting assessments and interviews to determine an applicant's eligibility; providing some assistance in locating housing units; inspecting units to HUD standards; processing payments to landlords; and working with clients to terminate subsidy and exit from the program. The program has the capacity to serve 25 households annually.

Coordination and Overlap

This program is similar to the Rent Supplement and County Rental Assistance Program in that eligible households receive a subsidy to assist with rent payments. However, the programs are not interchangeable, having different guidelines, differing lengths of stay, and differences in income eligibility. DHHS reports that they refer clients to this program.

Stewartown Homework Program

Purpose

This program provides after school activities for the Stewartown Community, a low-income community in Gaithersburg.

FY10 Personnel Costs and Staffing

Approximately $75,000 for two part-time community aides, plus two certified teacher positions provided under contract for 10 hours/week.

FY10 Estimated Expenditures and Funding Sources

Estimated at $75,000. Funding for this program comes from a combination of property income and a one-time forgivable loan from DHCA. The service cost per child per day averages about $53, with property income covering two-thirds of this cost.

Agency	Funding Sources (and use)	$ (000s)	%
County	DHCA One-Time Forgivable Loan	$25	33%
HOC	Property Income	$50	67%
Total		**$75**	**100%**

FY09 Activities and Usage

HOC staff provide the following services as part of this program: after school tutoring assistance, computer lab access, cultural field trips, and special guest presentations. Approximately 35-38 children receive services weekly throughout the school year.

Coordination and Overlap

These services are administered by HOC. The program purpose is similar to other HOC and DHHS programs that provide resident services and supports to maintain independent living or encourage self-sufficiency.

Supportive Housing Programs

Purpose

The Supportive Housing Program provides subsidized housing, case management, and other services to previously homeless households. The program provides the funds to lease 154 units of permanent housing for households with adults with disabilities, plus funding for other supportive services.

FY10 Personnel Costs and Staffing

Approximately $1.1 million and 15 workyears.

FY10 Estimated Expenditures and Funding Sources

Estimated at $3.6 million and includes almost $2.5 million in operating expenses for housing costs, contracting out for vocational services, and case management services. The program is funded through federal grants, which require local matching funds.

Agency	Funding Sources (and use)	$ (000s)	%
County	County assistance to meet required Federal match	$505	14%
	County Main Grant (staff support costs and other operating items)	$62	2%
Federal	Federal Homeless Assistance Grant	$2,526	71%
HOC	Tenant Rents	$471	13%
Total		**$3,564**	**100%**

FY09 Activities and Usage

The program provides permanent housing and an array of supportive services including intensive case management, child care, referrals for therapeutic and clinical mental health services and assistance with crisis situations.
HOC has applied and been funded for Homeless Assistance Grants since 1988.

Coordination and Overlap

HOC participates in the County's Continuum of Care process, which is a mandated element of the federal funding process, with other organizations that receive federal funds to provide supportive housing programs (such as the Montgomery County Coalition for the Homeless, Interfaith Works, Interfaith Housing, The Dwelling Place, and the National Center for Children and Families).

Referrals to the program come from various community-based single adult and family shelters and from shelters or motels, which are coordinated through DHHS.

Volunteer and Special Events Coordinator

Purpose

The program seeks to effectively use volunteers to fill staff gaps in service or to provide additional services not available to HOC residents. The program also solicits corporate sponsorships for various activities. The program provides a way to garner external funds, in-kind services, contributions, and donated resources that benefit residents or would otherwise not be available to augment existing programs.

FY10 Personnel Costs and Staffing

Approximately $96,000 and 1 workyear.

FY10 Estimated Expenditures and Funding Sources

Estimated at $97,000 including approximately $1,500 for operating costs. Funding for this program comes from the County Main Grant.

Agency	Funding Sources (and use)	$ (000s)	%
County	County Main Grant	$97	100%
Total		**$97**	**100%**

FY09 Activities and Usage

The major program activities include recruiting and screening eligible volunteers; matching volunteers with stated service requests; organizing and coordinating special events to enhance existing services, and developing and sustaining corporate relationships to further promote HOC activities.

The program uses more than 400 volunteers in several settings, including tutors, administrative aides to assist property managers, instructors for special workshops, and volunteers for holiday distributions to needy families.

Coordination and Overlap

HOC reports it works in close coordination with the County Government's volunteer office. Specifically, through meetings and phone consultations, the County and HOC share information on volunteers and specialized activities.

Youth Residential Opportunities Support Services (ROSS) Aiming for Careers

Purpose

This federally funded program helps youth who reside in Public Housing to achieve economic self-sufficiency through employment related training, higher educational opportunities, and employment. A secondary goal is to reduce drop-out rates among Public Housing youth.

FY10 Personnel Costs and Staffing

Approximately $62,000 and 1 workyear.

FY10 Estimated Expenditures and Funding Sources

Estimated at $117,000 with approximately $55,000 for operating expenses. The program is funded with a three-year $350,000 grant from HUD.

Agency	Funding Sources (and use)	$ (000s)	%
Federal	HUD Grant	$117	100%
Total		**$117**	**100%**

FY09 Activities and Usage

The major program activities include conducting career planning workshops, developing Individualized Career Plans, conducting mentoring and tutoring programs, ESOL as needed, resume development, life skills training, interview skills training, financial literacy training, free bank-supported savings accounts, free driving lessons, and SAT Prep classes.

In FY09, the program served 35 youth. Of these, 34 were in high school and one was getting a GED. Ten received driving lessons, eight received computers and nine received tutoring services with the Role Model Tutors program.

Coordination and Overlap

These services are administered by HOC. The program purpose is similar to other HOC and DHHS programs that provide resident services and supports to maintain independent living or encourage self-sufficiency. The program has contracts with Greg's Driving School, Montgomery Works, the Jewish Social Service Agency, and MCPS tutors to provide services.

4. Mortgage Finance Division

The Mortgage Finance Division is the housing finance business of the Housing Opportunities Commission as well as the Housing Finance Agency for Montgomery County. The Division is responsible for the following:

- Raises funds in the capital markets through the issuance of tax-exempt bonds;
- Provides taxable bond financing for transactions where a tax-exempt structure is not appropriate;
- Enables HOC to provide below market interest rate mortgages for homeownership;
- Finances HOC's multifamily acquisition and development activities; and
- Finances the acquisition and development of private projects.

In FY10, the Mortgage Finance Division has an operating budget of almost $3 million and 14.5 workyears. This Division is organized into four functional areas: Multi-family Underwriting and Loan Origination, Multi-family Portfolio Management, Single Family Mortgage Purchase Program and Loan Management, and the HOC Home Ownership Program. Together, they administer four programs that fit this study's definition of a housing-related program or service:

- Multi-family Mortgage Finance and Bond Issuance Program;
- Single Family Mortgage Purchase Program;
- County Closing Cost Assistance Program; and
- Homeownership Programs for Residents in HOC Housing.

The remainder of this section provides summaries of the Division's housing programs.

County Closing Cost Assistance Program

Purpose

This program provides low-cost downpayment and closing assistance to low- and moderate- income first time homebuyers using the lenders who participate in HOC's approved lender network. The assistance is a secured second trust loan that must be used with a HOC first lien mortgage from HOC's Single Family Mortgage Purchase Program. Participants must prove a need for assistance and work in the County.

The County Closing Cost Assistance Program is funded entirely by DHCA, and HOC is the designated administrator.

In addition to the County Closing Cost Assistance Program, the U.S. Department of Housing and Urban Development (HUD) created the American Dream Downpayment Initiative (ADDI) to provide downpayment and closing cost assistance for low and moderate income families buying their first home. HUD funds the County with small allocations annually. The County has designated HOC to administer the selection of borrowers and disbursement of funds for the program.

FY10 Personnel Costs and Staffing

Approximately $123,000 and 1.54 workyears which includes 0.2 workyears from the Finance Division.

FY10 Estimated Expenditures and Funding Sources

HOC's FY10 budget for this program is approximately $141,000 which covers the cost of administering the program, the majority of which is the cost of the HOC personnel assigned to the program. With County funds, the program cost totals $1.2 million. HOC receives proceeds from program activities to fund these expenditures pursuant to its agreement with DHCA. Proceeds from program activities are primarily loan receipts from closing cost loans to program participants.

Agency	Funding Sources (and use)	$ (000s)	%
County	MHI Funding for Closing Cost Assistance	$1,092	
	Proceeds from program activities pursuant to agreement with DHCA	$141	100%
Total		**$1,233**	**100%**

FY09 Activities and Usage

A Program Specialist works with the lenders to approve applicants, prepare closing documents and disburse funds. In FY09, the program approved 73 closing cost loans with a total value of $617,000.

Coordination and Overlap

This program was established and funded by the County and HOC serves as the designated administrator. DHCA executed a contract with HOC to administer the program. Quarterly reports for program activities are provided to DHCA.

Homeownership Programs for HOC Clients

Purpose	The Mortgage Finance Division administers two programs to prepare residents in HOC housing for homeownership: • **The HOC Homeownership Program ("HOC/HOP")** offers counseling and for sale MPDU units for prospective first-time homebuyers who are current HOC residents. • **The Housing Choice Voucher Homeownership Program ("HCVH")** provides counseling for HOC clients with Housing Choice Vouchers, and allows residents with HCV certificates to use their HCVH payments to help pay their mortgages. HCVH residents must be a graduate of the Family Self Sufficiency Program or have participated for at least two years to qualify for the program.
FY10 Personnel Costs and Staffing	The HOC/HOP program is assigned 1.5 workyears. The cost of the program is included in the Single Family Mortgage Purchase Program and is funded entirely by HOC through activities in its single family bond program.
FY10 Estimated Expenditures and Funding Sources	The estimated expenditures and funding sources for the HOC/HOP are included in the Single Family Mortgage Purchase Program and cover the costs associated with the purchase and resale of MPDU units for participants. As of September 2004, funding for these expenses has been provided through an HOC Line of Credit and funds from a County Revolving Fund established to purchase MPDUs. Monies from the resale of an MPDU are repaid to the Revolving Fund.
FY09 Activities and Usage	The major program activities for both programs consist of an educational component and an MPDU inventory component. The educational activities include one-on-one credit and budget counseling and a five-hour first time homebuyer workshop that is offered biannually. The workshops cover credit, budgeting, the mortgage and settlement process, home inspections, and HOC programs and financing. Program staff also participate in the selection for purchase of MPDUs from builders or through resales, with the intent of selling the units to qualified HOC residents. In FY09, the HOC/HOP Program provided counseling to 615 residents, and 31 residents purchased homes. The HCVH Program served 23 participants and one resident purchased an MPDU unit. The program not only allows HOC clients to become homeowners, but also makes a Public Housing unit or Housing Voucher available to someone on the waiting list.
Coordination and Overlap	These homeownership programs are unique to HOC. The HOC/HOP program activities are similar to DHCA's for-sale MPDU program, but it serves HOC residents specifically. DHCA contracts out the workshops for prospective MPDU homebuyers that they provide. There are no coordinating activities with DHCA.

Multi-Family Mortgage Finance and Bond Issuance Program

Purpose

The Multi-Family Mortgage Finance and Bond Issuance Program (the "Program) provides construction and permanent financing for the acquisition, construction, and rehabilitation of multifamily rental housing for persons of eligible income in Montgomery County. The major program components include:

- **Bond Issuance.** The program provides bond financing to both nonprofit and for-profit developers as well as developments owned by or affiliated with the HOC. Mortgage proceeds are generated from the sale of tax-exempt or taxable mortgage revenue bonds issued through the Program.
- **FHA Risk Sharing Lender.** As an approved Federal Housing Administration ("FHA") Risk Sharing Lender, the Program has the authority to co-insure mortgages. FHA and HOC split the insurance risk. This section issues two to four bond issues annually to fund mortgages for HOC developments and for developments undertaken by private and nonprofit developers.
- **Portfolio Management.** The Program conducts financial analyses and reviews of each property, contracts for the physical inspections of all assets, and monitors each development to ensure that it complies with Federal, state, and local housing regulations. In addition, this program maintains a Watch List of privately-owned properties that are at risk of being refinanced or converted to market rate properties.

FY10 Personnel Costs and Staffing

Approximately $731,000 and 6.76 workyears which includes 1.1 workyears from the Finance Division.

FY10 Estimated Expenditures and Funding Sources

Estimated at $1.1 million with approximately $368,000 for operating expenses. The program is funded entirely by HOC from activities in its multifamily bond program

Agency	Funding Sources (and use)	$ (000s)	%
HOC	HOC Bond Indentures	$1,009	92%
	Agency Income	$90	8%
Total		**$1,099**	**100%**

FY09 Activities and Usage

The program generally completes two to four bond issues each year. In FY09, despite the dislocation in the financial and credit markets, the program completed two bond issues totaling $43.1 million. These bond proceeds financed 354 rental units, and 66% of these units (234) were affordable. In addition, the program completed remarketing transactions, totaling approximately $117 million, which replaced credit facilities for seven multifamily bond series.

Coordination and Overlap

This program is unique and operates independently of DHCA and HHS. However, where private activity bonds are being issued for the Multi-family Mortgage Finance and Bond Issuance Program, DHCA serves as the conduit for obtaining the signature of the County Executive.

Single Family Mortgage Purchase Program

Purpose

This program provides first lien, below market rate mortgages to first time homebuyers in Montgomery County. The mortgages are available for new or resale properties, and for market rate properties or properties sold through the County's MPDU program.

FY10 Personnel Costs and Staffing

Approximately $1.0 million and 7.86 workyears which includes 2.6 workyears from the Finance and Housing Management Divisions.

FY10 Estimated Expenditures and Funding Sources

Estimated $1.7 million with approximately $694,000 for operating expenses. 100% of program funding is generated from activities related to the issuance and sale of HOC single family mortgage revenue bonds.

Agency	Funding Sources (and use)	$ (000s)	%
HOC	HOC Bond Indentures	$1,705	100%
Total		**$1,705**	**100%**

FY09 Activities and Usage

Mortgages are originated through an approved network of lenders. Each lender must underwrite loans that comply with prevailing mortgage insurance and HOC program guidelines. The primary responsibility of HOC staff for this program is the underwriting review of each loan that is approved by its network of lenders. After HOC's underwriter reviews and approves the loans, HOC purchases the mortgages from the lenders and holds them in HOC's Single Family portfolio. The loans are held until they reach maturity or until they are refinanced by another lender. An HOC internal servicing specialist handles all post closing and/or servicing liaison tasks with the mortgage lenders.

In FY09, the Single Family Loan Program closed one bond issued for $20 million. HOC purchased 133 mortgages with a total value of $31 million. The average loan size was $232,699. This program was established in 1979.

Coordination and Overlap

This HOC program provides a source of mortgage financing for first time homebuyers, including households who participate in the MPDU program administered by DHCA. The activities of this program are unique and there is no overlap with DHCA or HHS; however, where private activity tax-exempt bonds are issued for the Single Family Mortgage Purchase Program, DHCA serves as the conduit for obtaining the signature of the County Executive.

5. Real Estate Division

Real Estate is responsible for preserving and expanding the County's inventory of affordable rental and for-sale homes. The Division's acquisition of existing multifamily housing is intended to preserve moderate-rate market income housing and avoid the loss of subsidies for properties previously developed with federal or other public assistance. The Division develops mixed-income projects designed to serve very low, low, and moderate income households under its Opportunity Housing program. According to HOC's FY10 budget, the Division is addressing the ongoing need for modernization and renovations of HOC's existing properties.

In FY10, the Real Estate Division has an operating budget of $1.1 million and 8 workyears. This Division administers three programs that fit this study's definition of a housing-related program or service:

- Land Acquisition and New Construction Development;
- Preservation of Existing HOC Properties; and
- Acquisition/Rehabilitation of Existing –Multi-family Properties.

The remainder of this section describes the Division's housing programs.

Acquisition/Rehabilitation of Existing Multi-Family Properties

Purpose

This program acquires and renovates existing multifamily properties to either preserve affordable housing or to create new affordable housing units within a market-rate property.

FY10 Personnel Costs and Staffing

Approximately $541,000 representing 4 of the Division's 8 workyears (plus 0.74 workyears from the Mortgage Finance Division) are dedicated to this program.

FY10 Estimated Expenditures and Funding Sources

Estimated at $28.5 million. The program is funded with grant awards from the county, state and federal governments and proceeds from a private bank loan. In addition, developer's fees offset a portion of the program's expenditures. (Note: These are capital dollars.)

Agency	Funding Sources (and use)	$ (000s)	%
County	HIF Award (Village at King Farm - $6,400; Aspen Ct Properties -$8,307; and Jubilee House -$15).	$14,722	52%
	Federal CDBG (Jubilee House)	$520	2%
	Federal Neighborhood Stabilization Grant	$4,470	15%
State	Department of Health and Mental Hygiene (DHMH) Grant Award (Jubilee House)	$492	2%
HOC	MPDU Acquisition Program	$1,140	4%
	Private Bank Loan (King Farm)	$7,125	25%
Total		**$28,469**	**100%**

FY09 Activities and Usage

HOC Program staff identify acquisition opportunities through the County's Right of First Refusal authority, brokers, or other 'off-market' channels. Staff inspect properties, create renovation scopes of work, determine financing strategy, obtain loan commitments, close on acquisition, and oversee property renovation projects.

HOC had five projects in active development in FY09 that are continuing in FY10: the Village at King Farm workforce housing program, the MPDU Acquisition Program, Aspen Court Properties, Jubilee House, and the Neighborhood Stabilization Program.

Coordination and Overlap

HOC works closely with DHCA staff who administer the MPDU program. In addition, HOC signed a Memorandum of Understanding with DHCA regarding funding distributed to DHCA as part of the federal Neighborhood Stabilization Program. DHCA will provide HOC with a loan for each property to cover acquisition and rehabilitation costs.

Land Acquisition and New Construction Development

Purpose

This program acquires land and develops new multifamily housing projects. HOC relies on land surplussed by the County and other "off-market" strategies to identify acquisition opportunities.

FY10 Personnel Costs and Staffing

Approximately $183,000 representing 1.6 of the Division's 8 workyears are dedicated to this program.

FY10 Estimated Expenditures and Funding Sources

Estimated at $5.3 million. FY10 program funding is from a combination federal and local grant funds, plus funds allocated by the state. (Note: These are capital dollars.)

Agency	Funding Sources (and use)	$ (000s)	%
County	HIF Award (Rt 29- New Hampshire Avenue feasibility study)	$50	1%
	Federal HOME Grant Award (Hampden Lane Project)	$945	17%
State	Federal Local Income Housing Tax Credit (LIHTC) allocation Award (Hampden Lane Project)	$3,384	63%
	Rental Housing Production/Preservation (RHPP) (Hampden Lane Project)	$1,000	19%
Total		**$5,379**	**100%**

FY09 Activities and Usage

Program staff contract with architects and other consultants to develop new construction plans and specifications. Staff determines the appropriate development financing strategy, obtains loan commitments, acquires the property, and oversees design and construction of the property through completion and lease.

Coordination and Overlap

Program staff work closely with DHCA, both to identify and determine the feasibility of possible sites and to secure project financing. For example,

- DHCA assigned the development rights at 4913 Hampden Lane to HOC, which is developing a12-unit, homeless transitional housing project.
- DHCA provided HOC with a $50K predevelopment loan to explore project feasibility on a County-owned parcel at Route 29 and New Hampshire Avenue, with the intent that HOC would develop the site if feasible.
- HOC acquired and developed the 173-unit MetroPointe Apartments above the Wheaton Metro, with financing from sources that included DHCA.

Preservation of Existing HOC Properties

Purpose

This program refinances and redevelops existing HOC properties to preserve them for long-term affordability.

FY10 Personnel Costs and Staffing

Approximately $275,000 representing 2.4 of the Division's 8 workyears are dedicated to this program.

FY10 Estimated Expenditures and Funding Sources

Estimated at $26.1 million. HOC generates funds primarily by refinancing the properties using public or bond funds. In FY10 HOC funds, including bonds and project cash, provide 100% of the program funding. (Note: These are capital dollars.)

Agency	Funding Sources (and use)	$ (000s)	%
HOC	Bonds (Pooks Hill and Magruders)	$21,524	83%
	Project Cash (Pooks Hill)	$4,527	17%
Total		**$26,051**	**100%**

FY09 Activities and Usage

The program renovates housing units, replaces aging systems, and positions properties for long-term affordability. HOC had one project, Pooks Hill, in active development in FY09 that it has carried over to FY10.

Coordination and Overlap

HOC frequently works with DHCA to finance its projects.

Chapter VI. Assessing Coordination and Overlap Among Housing-Related Programs

In Montgomery County, the Housing Opportunities Commission (HOC), the Department of Housing and Community Affairs (DHCA), and the Department of Health and Human Services (DHHS) each administer housing programs using different service delivery models. However, commonalities do exist. Each organization's model:

- Uses a blended labor force of agency staff and contract providers;
- Delivers programs that target different County housing problems; and
- Provides services to multiple program locations across the County.

Each organization carries out its mission independently; however, when their resources, program activities, or service network requirements intersect, an opportunity to coordinate is created. These opportunities can create a dynamic, responsive pattern of ongoing inter-organizational relationships and program coordination; however, left unchecked, this fluid structure can also lead to program duplication and overlap.

As part of this assignment, the Council asked OLO to describe the level of coordination among DHCA, DHHS, and HOC and to assess the degree to which programs complement or duplicate each other's work. This chapter addresses these issues; it is organized as follows.

- **Part A, Inter-Organizational Coordination in DHCA, DHHS, and HOC (page 115),** describes characteristics of inter-organizational coordination among the three organizations;
- **Part B**, **Assessing Complementary and Duplicative Programs by Housing Resource Category (page 118),** organizes Montgomery County's housing programs into seven broad categories; and
- **Part C, Observations about the Inter-Organizational Coordination among Similar Programs (page 121),** assesses coordination and/or duplication that exists among similar housing programs administered by different agencies.

A. Inter-Organizational Coordination in DHCA, DHHS, and HOC

This study's housing program inventory contains numerous examples of patterns of inter-organizational coordination among DHCA, DHHS, and HOC, primarily in the areas of resource sharing and program coordination. This section describes these interactions and provides examples from the program inventory.

1. Resource Sharing Partnerships

Four primary types of resource sharing exist among the organizations' housing programs, characterized by a pattern of interlocking funding sources. These are described below.

Blended Emergency Assistance Packages. DHCA, DHHS, and HOC each administer emergency assistance programs to help people in crisis remain in stabilized housing. According to managers in each agency, program staff frequently consult and work together across agencies to develop a case management plan to address a client's specific needs. For example, DHCA and DHHS jointly staff mobile safety net teams that undertake community outreach to help prevent housing emergencies.

Agency managers report that clients' plans commonly combine funds and/or resources from more than one agency. For example, one client's assistance package included financial assistance to pay utilities, coupled with an agreement between DHCA and the landlord that guaranteed DHCA would be responsible for any damage beyond normal when the tenant moved out in exchange for a waiver of the security deposit. This approach benefits clients because staff can work together to gather inter-organizational resources more easily than a client working alone.

Blended Capital Project Funding. DHCA and HOC each administer programs that provide financing to develop, acquire, renovate, or modernize housing. HOC also administers a program that carries out capital projects that frequently combine multiple funding sources, including the HIF and HOME funds administered by DHCA. For example, HOC acquired and developed the 173-unit MetroPointe Apartments above the Wheaton Metro with financing from sources that included DHCA.

Facility Development and Renovations. Unlike HOC and DHCA, DHHS does not have the organizational capacity to finance and/or develop facilities. Instead, DHHS often contracts with for-profit and nonprofit entities to provide housing as part of their contract services. For example, DHHS makes rent payments to group home providers, or, under the Housing Initiative Program, to private landlords who receive deep rental subsidy payments.

Although facilities are a core component of DHHS' programs, historically it has not budgeted funds for facility repairs and maintenance or rehabilitation and modernization in its operating budget or its contracts. Instead, DHHS has relied on DHCA (through the HIF) to provide loans to DHHS' contractors for facility development, repairs, and renovations. Without these loans, many of these facilities would not be able to maintain compliance with state licensing and/or County building codes. Examples of this partnership include the Group Home Loan Rehabilitation Program and numerous shelter renovations.

Similarly, DHCA has contributed financing to private parties to develop housing facilities for its programs. For example, funding for the acquisition of condominium residential units at The Gallery at White Flint was a collaboration between Coalition Homes, Inc., the State's Mental Hygiene Administration, and the County's Department of Housing and Community Affairs.

Pass-Through Funding and Awards. As directed by the Council, DHHS and HOC each fund some programs with funds passed through from another organization. An overview of the organizations' programs and their pass-through funding relationships shows:

- **DHCA Dollars Passed Through to DHHS.** DHHS receives dollars from DHCA's HIF to fund a portion of four programs: (1) the Housing Initiative Program, (2) the Partnership for Permanent Housing 2 Program, (3) Homelessness Prevention and Shelter Services, and (4) the County Rental Assistance Program.

- **DHHS Dollars Passed Through to HOC.** Through a service contract with DHHS, HOC receives DHCA HIF dollars from DHHS' HIF allocation to administer two programs: (1) the Housing Initiative Program and (2) the Housing Locator Program. HOC also receives a portion of State grants that are awarded to DHHS to fund (1) a portion of HOC's Emergency Assistance programs, (2) additional Housing Locator Services, and (3) HOC's Service Linked Tanglewood Program. Finally, HOC receives County General funds from DHHS to supplement HOC's McKinney grant and meet federal match requirements.

- **DHCA Dollars Passed Through to HOC**. As a frequent DHCA grantee, HOC receives federal HOME grants and HIF loans. Although not technically pass-through funds, the program inventory shows HOC received federal HOME grant monies from DHCA for (1) its Rental Allowance Program and (2) the Hampden Lane Project. HOC received HIF awards for (1) its modernization program; (2) MetroPointe; (3) the Village at King Farm Workforce Housing Project; (4) Aspen Count properties; (5) Jubilee House; and (6) Paddington Square.

HOC and DHCA signed a Memorandum of Understanding regarding funding distributed to DHCA under the federal Neighborhood Stabilization Program. DHCA will provide HOC with a loan for each property and will reimburse HOC for its rehabilitation costs. HOC will be responsible for identifying, purchasing, and renovating quality homes; and for the ongoing administration of this scattered site rental program.

2. Program Coordination

Four primary types of program coordination exist among the organizations, including legally mandated program coordination, service contracts, case-by-case collaboration on discrete projects, and use of the Continuum of Care approach for homelessness services.

Legally Mandated Interdependent Program Structures. Two housing programs enacted through County legislation legally require inter-dependent program implementation. These are described below.

- **The Moderately Priced Dwelling Unit (MPDU) Program.** Sec. 25A-8(b)(1) of the Montgomery County Code requires DHCA to give HOC and other nonprofit agencies the option to acquire a portion of all new MPDUs. HOC's Real Estate Division staff coordinate with DHCA's MPDU Program staff to acquire these units.

- **The Right of First Refusal Requirement.** Chapter 53A of the Montgomery County Code requires an owner of a multifamily building of four or more units to give DHCA or HOC the opportunity to match a contract for the sale of the rental property. HOC's Real Estate Division staff work closely with DHCA to identify and determine the feasibility of possible sites and to secure project financing. The seller notifies both DHCA and HOC, who have a process to work together.

Continuum of Care. DHHS is the lead agency in Montgomery County's Continuum of Care application to HUD. This application leverages Federal funding for community service providers to provide housing programs and services to people who are homeless. The Continuum of Care includes key nonprofit service providers, other government agencies (including HUD), landlords, and others who have a role in the County's housing market. As the lead agency, DHHS conducts meetings of key housing service providers; manages and trains providers to use the County's Homelessness Management Information System; and trains nonprofit housing providers in a standard intake and assessment process.

Service Contracts. Both DHHS' and DHCA's service delivery models rely on a close working relationship with nonprofit providers, and both agencies frequently contract with HOC as one of their outside partners. An example of these arrangements include DHCA's contract with HOC for resident services at HOC's Preservation Properties. Another example is DHHS' contracts with HOC to provide case management and housing locator services for the Housing Initiative Program. DHHS and DHCA benefit from HOC staff's expertise in serving the needs of the County's very low income, hard to house populations. HOC benefits because they are able to deliver services to more of their clients. See Appendix I for a list of programs with service contracts.

Case by Case Projects. The housing program inventory provides examples of discrete projects where DHCA, DHHS, and HOC have combined resources to deliver affordable housing units. For example, the three agencies acquired and renovated a house on Arcola so DHHS could house a family there. Similarly, DHHS and DHCA are collaborating to provide permanent supportive housing through the Housing Initiative Program. The DHHS program provides deep rental subsidies and supportive services for homeless individuals and families. DHHS has allocated 32 of its HIP slots for DHCA's financed Cordell House project and for single family homes DHCA plans to acquire in Silver Spring.

B. Assessing Complementary and Duplicative Programs by Housing Resource Category

The Council asked OLO to examine the degree to which HOC's, DHCA's, and DHHS' housing-related programs complement or duplicate each other's work. OLO used a three-step process to assess complimentary and duplicative programs. Specifically, OLO:

1. Created a classification scheme to sort 62 of the 63 programs into seven resource categories[1];
2. Identified similar programs administered by two or more agencies; and
3. Considered the details of the programs' operations (e.g., client populations, service areas) to determine whether similar programs were complementary or performed duplicative work.

This section summarizes seven housing resource categories that OLO used to organize the program inventory. OLO designed the resource categories both to demonstrate the breadth of activities that define the County's housing policy and to capture the array of needs that compete for scarce housing resources.

[1] OLO did not assign HOC's "Resident Services Administration" program to a category since its activities are administrative.

Table 6-1 (on page 120) defines each resource category's common program activities and reports the number of programs delivered by each agency. It also summarizes data about the programs' combined funding sources, workyears, and expenditures.[2] Some programs provided services in multiple categories. In these cases, OLO assigned the program to one primary category. Appendix J provides a list of programs and indicates all categories that apply.

The workyear and expenditure data for each category are incomplete, since OLO was **not** able to disaggregate workyear and expenditure data for several DHHS programs that provide services in more than one category. For example, most DHHS programs in the Rental Affordability category also provide Services and Supports to People. OLO assigned all expenditures and workyears to Rental Affordability, and as a result the totals for that category are overstated, and the totals for the Services and Supports for People category are understated.

In addition, services provided under DHHS' Homelessness Prevention and Shelter Programs fell into three categories: Emergency Financial Assistance; Shelter, Transitional, and Permanent Supportive Housing; and Services and Supports to People. OLO was able to disaggregate a portion of expenditures for Emergency Financial Assistance. OLO assigned the remaining expenditures to Shelter, Transitional, and Permanent Supportive Housing, resulting in an overstatement of these costs in this category and an understatement of the total for the Services and Supports for People category. OLO was not able to disaggregate any of the workyears for DHHS' Homelessness Prevention and Shelter Programs, and assigned all of them to the Shelter, Transitional, and Permanent Supportive Housing category. As a result, workyears are over-reported here and under-reported in the other two categories.

[2] The workyear and expenditure data do not match tables in other parts of the report because only 62 of the 63 programs were assigned to a category. The program that was not assigned to an area is Resident Services Administration.

Table 6-1. Summary of Housing Resource Categories

Housing Resource Category
Housing Stock. Programs in this category provide resources to develop new housing or to renovate or modernize existing properties. DHCA and HOC administer six programs in this area. FY10 estimated workyears and expenditures for these programs total $120 million and 28.90 workyears. The allocation of funding for these programs is 60% from county sources, 31% from HOC, 5% from federal sources, and 4% from state sources.
Property Services and Support. Programs in this category use resources for property inspections, maintenance and repairs, and for licensing, surveys, and reports. DHCA and HOC administer nine programs in this category. FY10 estimated workyears and expenditures for these programs total $42.5 million and 162.7 workyears. The allocation of funding for these programs is 66% from HOC, 21% from federal sources, 11% from County sources, and 1% from state sources.
Rental Affordability. Programs in this area provide vouchers or housing subsidies or offer below-market rents to make housing more affordable. DHCA, DHHS, and HOC administer 14 programs in this category. FY10 estimated workyears and expenditures for these programs total $84.6 million and 67.88 workyears. The allocation of funding for these programs is 81% from federal sources, 16% from county sources, 2% from state sources, and 1% from HOC.
Housing Stabilization Services - Financial Assistance. Programs in this area provide payments to address or help households avoid emergencies, such as utility assistance and rent arrears. The primary purpose of these programs is to prevent homelessness caused by a crisis situation. DHCA, DHHS, and HOC administer four programs in this category. FY10 estimated workyears and expenditures for these programs total $14.4 million and 19 workyears. The allocation of funding for these programs is 50% from state sources, 27% from federal sources, and 23% from county sources.
Housing Stabilization Services – Shelter, Transitional, and Permanent Supportive Housing. Programs in this category provide emergency shelters, transitional housing, and some permanent supportive housing. There are five programs administered in this area. FY10 estimated expenditures for these programs total $27 million and 71.5 workyears for County merit and temporary staff. The allocation of funding for these programs is 78% from county sources, 14% from federal sources, 6% from state sources, and 2% from HOC.
Homeownership Programs. The programs in this area direct resources to make homeownership affordable and sustainable. DHCA and HOC administer five programs in this category. FY10 estimated workyears and expenditures for these programs total $3.6 million and 16 workyears. The allocation of funding for these programs is 53% from county sources and 47% comes from the HOC. There is no federal or state funding.
Services and Supports for People. DHCA, DHHS, and HOC administer 19 programs in this category. The programs in this area direct resources to an array of supportive services for people in emergency shelters, transitional housing, rental housing, and group homes. Estimated FY10 expenditures and workyears for these programs total $6.2 million and 49.1 workyears. The allocation of funding for these programs is 68% from county sources, 15% from federal sources, 12% from state sources, and 5% from HOC.

C. Observations about Inter-organizational Coordination Among Similar Programs

This section presents OLO's observations about similar programs administered by two or more organizations. For each area, this section:

- Portrays the inter-organizational administrative units;
- Compares details about the programs' service populations, eligibility requirements, activities, or service delivery operations; and
- Presents observations about whether the programs are complementary or duplicative.

Housing Stock Programs. This category has six programs and 28.90 workyears; and five of these programs are similar. Four HOC programs plus DHCA's Multi-Family loan program all manage contracts for professional services, renovations, and capital improvements to maintain and increase the County's supply of affordable housing. OLO found that these programs are complementary, not duplicative.

Table 6-2 shows the four different organizational units in HOC and DHCA that administer programs in this category.

Table 6-2: Summary of Housing Stock Programs

Agency	Division/Section	Program	$ (000s)	WYs
HOC	Housing Management	Modernization Program	$16,342	5.0
	Mortgage Finance Division	Multi-Family Mortgage Finance and Bond Issuance Program	$1,099	6.76
	Real Estate Division	Acquisition/Rehabilitation of Existing Multi-Family Properties	$28,469	4.74
		Land Acquisition and New Construction Development	$5,379	1.6
		Preservation of Existing HOC Properties	$26,051	2.4
DHCA	Housing and Code Enforcement - Multi-Family Section	Multi Family Loan Program	$43,044	8.4
Total			**$120,384**	**28.90**

Source: HOC and DHCA Staff

<u>OLO Observations</u>. The five similar programs all work to either preserve affordable housing or to create new affordable housing units within a market-rate property. Staff in these programs conduct similar activities. For example, they inspect properties, create renovation scopes of work, determine financing strategy, obtain loan commitments, close on acquisition, and oversee property renovation projects. However, because the programs' efforts are directed to site-specific projects and because staff frequently collaborate on project development and financing, the evidence suggests these programs are complementary, not duplicative.

Property Services and Support. This category has nine programs and 162.7 workyears, and two of these programs are similar. Although they enforce different standards, overlap and duplication of effort exists among the HOC's Inspections Unit and DHCA's Code Enforcement program.

Table 6-3 shows the six different organizational units in HOC and DHCA that administer programs in this category.

Table 6-3: Summary of Property Services and Supports Programs

Agency	Division	Program	$ (000s)	WYs
HOC	Housing Management	Housing Management	$18,668	47.6
		Inspections Program	$1,088	9.0
		Maintenance Program	$14,281	68.0
DHCA	Housing and Code Enforcement - Single Family Section	Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program	$1,460	3.70
		Weatherization Program	$1,697	.40
	Housing and Code Enforcement - Code Enforcement Section	Code Enforcement and Inspection Program	$3,225	25.0
	Housing and Code Enforcement - Landlord Tenant Mediation Program	Landlord Tenant Mediation Program	$812	6.0
	Housing and Code Enforcement - Rental Licensing and Registration Unit	Rental Units Licensing and Registration Program	$381	3.0
	Community Development - Grants and Special Projects	Building Neighborhoods to Call Home Services Program	$934	NA
Total			**$42,546**	**162.7**

Source: HOC and DHCA Staff

<u>OLO Observations</u>. For the most part, HOC and DHCA operate their respective property services and support programs independently of each other. Where each organization's program activities are unique, duplication of work does not occur. However, duplication of effort does exist between the inspection programs where DHCA inspects all multifamily properties (including those in HOC's portfolio).

Because there is a lack of coordination, the same property can be inspected multiple times by different staff for compliance with different codes. For example, HOC and DHCA separately conduct inspections of HOC multifamily units for compliance with federal housing quality standards (HQS) and County housing standards, respectively. Under federal rules, DHCA must also enforce the more stringent County code requirements (instead of the less stringent federal HQS standards) for DHCA's HOME financed properties. Less duplicative efforts appear to exist for HOC's scattered site properties where HOC conducts annual inspections while DHCA conducts complaint-based inspections only; however, compliance with two codes is still an issue. DHCA and HOC report previous efforts to align standards and coordinate resources are no longer in effect.

Rental Affordability. This category has 14 programs and 67.88 workyears, and all of these programs are similar because they provide tenant or unit based subsidies to reduce rent payments. These programs are neither complementary nor duplicative. Generally, they have different funding sources, different eligibility criteria; and target different populations. However, overlap currently exists in the eligibility criteria for HOC's and DHHS' shallow rent subsidy programs. Service duplication is addressed through program regulations that prohibit combining subsidy benefits. .

Table 6-4 shows the six different organizational units that administer programs in this category.

Table 6-4: Summary of Rental Affordability Programs

Agency	Division	Program	$ (000s)	WYs
HOC	Housing Resource Division	Housing Choice Voucher Program	$66,738	29.54
		Public Housing Occupancy Programs	$1,989	18.03
	Resident Services	Rent Supplement Program	$1,506	1.0
		Shelter Plus Care, New Neighbors I and II Programs	$842	1.0
		State Rental Allowance Program	$281	1.0
DHHS*	Special Needs Housing	County Rental Assistance Program	$4,785	7.0
		Handicapped Rental Assistance Program	$420	1.0
	Behavioral Health and Crisis Services	Adult Group Home	$34	NA
		Assisted Living Program	$677	NA
		Gallery at White Flint	$127	NA
	Aging and Disabilities	Developmental Disability Supplement (Residential Portion)	$4,769	1.0
		Project Home/Adult Foster Care	$1,608	7.0
		Senior Assisted Living Group Home Supplement	$310	0.81
	Public Health Services	Housing Opportunities for Persons with AIDS (HOPWA)	$525	0.5
Total			**$84,611**	**67.88**

*Most DHHS programs also provide services and supports for people
Source: HOC and HHS Staff

Access. Generally, County rental assistance is available to non-HOC County residents and HOC subsidies are only for HOC residents. For the most part, program participants access these programs through the managing agency, with a few exceptions:

- HOC manages the housing subsidy portion of the Federally-funded Shelter Plus Care program for individuals with mental illnesses. DHHS screens applicants and refers them to the program.
- DHHS provides a supplement for housing costs for service providers for clients with disabilities. The State of Maryland screens and refers applicants to providers and provides the principal payment for services.
- County residents can apply for rental assistance at the County's three Neighborhood Services Centers, which are operated in partnership with nonprofit organizations as part of the Neighborhood Safety Net Initiative.

OLO Observations. A review of the programs' details show they have different subsidy approaches, different sources of funds, different target populations, and different eligibility criteria; however, some overlap exists in purpose and eligibility criteria.[3] For example, HOC's Rent Supplement Program is similar but not identical to DHHS' County Rental Assistance Program and HOC's State Rental Allowance Program. The income eligibility limits for HOC's Rent Supplement Program and DHHS' County Rental Assistance Program overlap; however, HOC's program provides a deeper subsidy. Or, both HOC's Rent Supplement Program and the State's Rental Allowance Program provide subsidies; however, the subsidy for the State program is temporary whereas HOC's can be permanent. Regulations and procedures, such as Federal and County rules and the Housing Management Information System, are in place to control the use of duplicative subsidies.

Housing Stabilization Services - Financial Assistance. This category has four programs and 19 workyears, and all of these programs have similarities. Although these programs overlap, the program staff work to blend program resources. Coordination occurs through a set of closely coordinated, inter-organizational staff relationships. The areas of program overlap work to staff's and clients' advantage because assistance from multiple sources is often necessary to prevent homelessness.

Table 6-5 shows the three different organizational units that administer programs in this category.

[3] Program eligibility standards vary widely. Over half of the programs use household income as an eligibility criterion. Other standards include criminal background checks, County residency, and ability to pay some rent. Criteria for programs that serve for people with mental illnesses or people with disabilities vary based on the need for supervision and ability to live independently. (See Appendix K for details.)

Table 6-5: Summary of Housing Stabilization Services - Financial Assistance

Agency	Division	Program	$ (000s)	WYs
HOC	Resident Services	Emergency Assistance Programs	$308	4.5
DHCA	Housing Division - Landlord Tenant	Eviction Assistance Program	$338	1.5
DHHS	Special Needs Housing	Home Energy Assistance Programs	$10,605	13.0
		Homelessness Prevention and Shelter Programs (Housing First Initiative) *	$3,158	NA
Total			**$14,409**	**19.0**

*Program is split between Financial Assistance and Shelter, Transitional, and Permanent Supportive Housing. Costs reflect only the portion of benefits that OLO could disaggregate. OLO was not able to disaggregate remaining benefits or any workyears or personnel costs.
**DHHS Public Health Services also administers the regional Federal Ryan White Care Act Part A grant that provides emergency assistance for persons living with HIV/AIDS. For the grant year ending February 28, 2010, the grant was $102,223.
Source: HOC, DHCA, and HHS Staff

Access. Individuals and families needing emergency financial assistance can apply by mail, at one of the County's four emergency services centers, or at one of the County's three Neighborhood Services Centers. HOC's Emergency Assistance Programs help HOC residents apply for DHHS emergency financial assistance. HOC residents access services through HOC's two customer service centers or its Kensington office. Also, as part of an increased outreach effort under the Housing First program, DHHS contract staff actively seek out people who need assistance to prevent homelessness. Similarly, under its HIF-funded rental subsidy program, HOC solicits information from landlords about tenants who are vulnerably housed.

OLO Observations. All of these programs' activities are similar; however, HOC's emergency assistance benefits are only available to HOC residents. Each program has other specific eligibility requirements and, because households may be eligible for assistance from multiple sources, staff report close collaboration to help households combine resources when needed. Staff across the three organizations maintain a set of informal, close relationships to blend resources and resolve clients' emergency assistance crises. One example of this coordination occurs between HOC's Emergency Assistance Programs and DHHS's Homelessness Prevention and Shelter Programs. Specifically, HOC staff assisted HOC residents to apply for and received a total of $760,000 in assistance from DHHS's program from January through December 2009.

Housing Stabilization Services – Shelter, Transitional, and Permanent Supportive Housing. This category has five programs and 71.5 workyears. Together, the emergency shelter, transitional shelter, and permanent supportive housing programs are complementary, providing a continuum of services for different populations, with different levels of needs, in varying locations in the county.

Table 6-6: Summary of Shelter, Transitional, and Permanent Supportive Housing

Agency	Service Area	Program	$ (000s)	WYs
HOC	Resident Services	Supportive Housing Programs	$3,564	15.0
DHHS	Special Needs Housing	Homelessness Prevention and Shelter Services (Housing First Initiative)*	$16,244	55.5
		Partnership for Permanent Housing 2	$1,053	NA
		Housing Initiative Program	$4,966	1.0
	Behavioral Health and Crisis Services	Betty Anne Krankhe Center	$1,145	NA
Total			**$26,972**	**71.5**

*Program is split between Financial Assistance and Shelter, Transitional, and Permanent Supportive Housing. Costs include some emergency assistance benefits, as well as housing and support services costs. OLO could not disaggregate workyears between the categories.

Access. Households in need of shelter or permanent supportive housing access these programs from a variety of points. Households access Emergency Shelter services through one of the County's four emergency services centers or through the Crisis Center. Households may be referred to a transitional or permanent supportive housing program by Special Needs Housing staff (located at an emergency services center or Neighborhood Service Center) or by a nonprofit provider that is part of the County's Continuum of Care. Households access the Betty Anne Krankhe Center through the Crisis Center or DHHS' Abused Persons Program.

OLO Observations. Although the programs provide similar services generally, the specific populations served by each shelter, transitional housing, or permanent supportive housing program vary. Some shelters specifically serve single men, single women, or families, and others specialize in populations with special needs (e.g., mental illness, disabilities, and co-occurring disorders). The Betty Ann Krahnke Center serves people fleeing partner abuse.

Two programs in this area are identical but are managed independently – the Housing Initiative Program (HIP) and the Partnership for Permanent Housing 2 (PPH2). The HIP is managed by the DHHS, while PPH2 is managed by the Montgomery County Coalition for the Homeless under a contract with DHHS. Both programs provide a deep housing subsidy and case management to formerly homeless households with behavioral health needs (e.g., mental illness, developmental disability, or substance abuse issues).

These two programs are also very similar to HOC's Supportive Housing Program, which provides a housing subsidy and case management for households with disabled adults.

Homeownership Programs. This category has five programs and 16 workyears. The programs that serve prospective homebuyers are operated independently; however, the programs are complementary because prospective homebuyers in the MPDU program also have access to HOC's below market rate loans and closing cost assistance.

Table 6-7 displays the units that operate programs in this category. The two organizational units in HOC and DHCA that administer programs are HOC's Mortgage Finance Division and DHCA's Single Family Housing Section in the Housing and Code Enforcement Division.

Table 6-7: Summary of Homeownership Programs

Agency	Division	Program	$ (000s)	WYs
HOC	Mortgage Finance Division	County Closing Cost Assistance Program	$1,233	1.54
		Homeownership Programs for HOC Clients	NA	1.5
		Single Family Mortgage Purchase Program	$1,705	7.86
DHCA	Housing and Code Enforcement - Single Family Housing	Workforce Housing Program*	NA	NA
		Moderately Priced Dwelling Unit Program	$655	5.1
Total			**$3,593**	**16.0**

*Expenditures and workyears for this program are part of the MPDU program.
Source: HOC and DHCA Staff

Access**.** First time homebuyers with low and moderate incomes use these programs. Individuals and families who are HOC residents access one of two HOC homeownership programs either through HOC generally or specifically through the Family Self-Sufficiency program. Non-HOC residents access the for-sale MPDU program and the Workforce Housing program through DHCA**.**

OLO Observations. The activities of five of these programs are similar because they serve prospective homebuyers; four serve first-time homebuyers explicitly. The program activities, which include making available for-sale homes and financing, along with homebuyer and financial counseling classes, are provided independently. The programs are complementary because HOC staff who administer the Loan Program coordinate with DHCA's MPDU staff to make sure the prospective homebuyers in the MPDU program also have access to HOC's below market rate loans and closing cost assistance. HOC also sends their homeownership program participants to DHCA for eligibility certification under the MPDU program.

Services and Supports for People. This category has 19 programs and 49.1 workyears. These programs are similar because they all provide services that supplement or support an individual or family's housing. Generally, these services neither duplicate nor complement the work of each other's programs because their delivery is localized and the package of services is customized to meet specific client needs. In practice, duplication is minimized because the services are provided to individuals on-site at different locations throughout the County. In addition, since services are designed to complement clients' needs, which vary by housing type, the purpose and package of services varies widely as well. This variety limits how much each organization's programs complement the work of one another. Table 6-8 displays the two units that operate programs in this resource category.[4]

[4] Note: Programs administered by DHHS' Special Needs Housing Service Area also provide these types of services, but they are grouped in the Rental Affordability and Shelter, Transitional and Permanent Supportive Housing areas. See Appendix L for more information.

Table 6-8: Summary of Services and Supports for People Programs

Agency	Division	Program	$ (000s)	WYs
HOC	Resident Services	Disability Services Counseling Program	$252	3.0
		Employment Initiative Program	$241	2.5
		Family Resource Center Programs	$1,045	13.6
		Family Self-Sufficiency Program	$728	8.4
		Georgian Court	$71	1.1
		Housing Counseling Program	$68	1.0
		Housing Initiative Program*	$302	3.0
		Housing Locators*	$154	2.0
		Parent Resource Centers	$106	0
		Preservation Properties Counseling Services	$284	4.0
		Seneca Ridge Neighborhood Network Program	$121	1.0
		Senior Counseling Services Program	$482	6.0
		Service Linked Housing – Tanglewood	$130	1.5
		Stewartown Homework Program	$75	0
		Volunteer and Special Events Coordinator	$97	1.0
		Youth ROSS Aiming for Careers	$117	1.0
DHHS	Behavioral Health and Crisis Services	Affordable Neighborhood Housing	$154	NA
		Housing for the Homeless Mentally Ill	$377	NA
		Residential Rehabilitation Programs	$1,401	NA
Total			**$6,206**	**49.1**

*HOC's Housing Initiative Program and Housing Locator program are provided under contract with DHHS to provide service coordination and housing locator services for DHHS' Housing Initiative Program.

In addition to the programs listed in Table 6-8, above, that provide Services and Support to People as their primary function, 12 programs listed in other categories also provide support services as an integral part of the program, as shown in Table 6-9, below. Appendix J provides a listing of all programs with all categories that apply to the program.

Table 6-9: Other Programs that Provide Services and Supports to People

Agency	Resource Category	Program
HOC	Rental Affordability	Shelter Plus Care, New Neighbors I and II Programs
	Shelter, Transitional, and Permanent Supportive Housing	Supportive Housing Programs
DHCA	Property Services and Supports Program	Building Neighborhoods to Call Home Services Program
DHHS	Rental Affordability	Handicapped Rental Assistance Program
		Adult Group Home
		Assisted Living Program
		Project Home/Adult Foster Care
		Senior Assisted Living Group Home Supplement
	Shelter, Transitional, and Permanent Supportive Housing	Housing Initiative Program*
		Partnership for Permanent Housing 2
		Homelessness Prevention and Shelter Programs (Housing First Initiative)
		Betty Ann Krankhe Center

*The Housing Initiative Program and Housing Locator Program listed in Table 6-8 under HOC are portions of DHHS' Housing Initiative program that are contracted out to HOC.

Access. The programs in this area direct resources to an array of supportive services for people in emergency shelters, transitional housing, rental housing, and group homes. Access to these services usually occurs at or near peoples' homes. Consequently, service delivery is widely dispersed. Services that can be accessed vary widely from one program to another. The list below summarizes how many programs provide each service:

- Information and referral (6)
- Case management, case aide services, or service coordination (15)
- Counseling (6)
- Employment training or academic support (9)
- Group home or supervised care (6)
- Social or health activities (6)
- Other services including escrow accounts, housing locator services, and child care (10).

In properties managed by HOC, funding availability, compiled through multiple sources, often dictates access to and availability of services. In DHHS' programs, residents' health, and the services required to meet a client's needs frequently determine the array of services offered.

OLO Observations. With few exceptions, households must be HOC residents or be participating in a DHHS housing-related program in order to receive service. These programs can offer similar services in multiple locations; however, duplicative services are minimized because these services are typically provided on-site. OLO's analysis did not look at the policies behind the services (e.g., why some programs offer case management while others do not) nor did it consider the unit cost of providing services to different populations or in different locations (e.g., at a shelter or for scattered-site rental units).

Chapter VII. Findings

Two County Government departments and the County's public housing agency each administer housing-related programs and services in the County:

- Montgomery County's Department of Housing and Community Affairs (DHCA);
- Montgomery County's Department of Health and Human Services (DHHS); and
- The Housing Opportunities Commission of Montgomery County (HOC).

This OLO report responds to the Council's interest in understanding the degree to which housing-related programs administered by these three organizations complement or duplicate work performed by the others. The report provides a basis for an informed discussion about the need for additional research or analysis of County housing programs.

To accomplish this assignment, OLO compiled a comprehensive "housing inventory". The housing inventory consists of 63 housing-related programs (defined as organized activities administered and provided by career staff, for-profit providers, or nonprofit providers) administered by DHCA, DHHS, or HOC. This study also assesses program and organizational coordination among the three organizations. In sum, OLO found that:

- Collectively, the three organizations will spend approximately $300 million in FY10 to fund 63 housing-related programs that provide a range of services across seven categories: Housing Stock; Property Services and Support; Rental Affordability; Emergency Financial Assistance; Shelter, Transitional and Permanent Supportive Housing; Homeownership Programs; and Services and Supports for People.[1]
- The Department of Housing and Community Affairs, Department of Health and Human Services, and Housing Opportunities Commission administer their respective housing programs using different organizational structures and service delivery models. In places where resources or program activities intersect across the organizations, there are numerous examples of resource sharing and program coordination.

To assess the degree of program coordination among the three organizations, OLO examined whether programs in each of the seven categories are similar; and whether similar programs are complementary or duplicative. OLO found that each of the seven housing categories has a subset of similar programs administered by two or all three of the organizations. In four of the seven categories, similar programs are well coordinated across organizational boundaries. Specifically:

- Similar programs in four categories (Housing Stock; Emergency Assistance; Shelter, Transitional, and Permanent Supportive Housing; and Homeownership) are well coordinated or provide an organized continuum of services.
- Similar programs in two categories (Rental Affordability and Services and Supports for People) neither complement nor duplicate each other's work. Some programs with overlapping eligibility criteria or similar services are operated independently.
- Programs in the category of Property Services and Support contain some overlapping activities and duplicative efforts.

[1] Chapter VI (page 120), provides a full description of each category.

Finding #1: DHCA, DHHS, and HOC administer 63 separate programs to implement County housing policies.

The Department of Housing and Community Affairs, Department of Health and Human Services, and the Housing Opportunities Commission administer 63 programs to provide decent, safe, and affordable housing in the County. The three organizations administer their housing programs using different organizational structures and service delivery models.

Collectively, the three organizations provide almost 7,000 tenant-based rent subsidies and manage 21,336 housing units, including 14,300 units that provide unit-based rent subsidies. The following summaries provide perspective on the breadth and complexity of each agency's operations.

DHCA organizes its program operations into two major divisions. The Community Development Division administers federal housing program grants; and the Housing and Code Enforcement Division administers DHCA's housing programs in five sections:

- The *Multi-Family Housing Section* manages a loan portfolio that has more than 14,600 properties (including 9,400 non-HOC assisted units) financed with County HIF and Federal HOME funds, and administers a loan program that allows nonprofit providers to acquire, renovate, and preserve multifamily and single family homes, group homes, and shelters.
- The *Code Enforcement Section* inspects DHCA's loan portfolio properties and all multifamily rental units (including HOC units).
- The *Licensing and Registration Section* administers licenses for more than 85,000 rental units annually.
- The *Landlord Tenant Affairs Section* responds to thousands of complaints annually, and administers an eviction assistance program that serves 200-300 households each year.
- The *Single Family Section* administers home purchasing programs for moderate income households and loan programs to weatherize and repair single family homes.

HOC organizes its operations into five divisions:

- The *Housing Management Division* administers affordable rental housing, including a portfolio of units managed in-house (3,400 rental units delivered through six different programs, including the Federal Public Housing program) and a portfolio of housing managed by seven property management firms (23 properties with 3,336 units).
- The *Housing Resource Division* administers the Federal Housing Choice Voucher Program (approximately 5,700 federally-funded rent subsidies).
- The *Resident Services Division* manages a dozen programs that provide emergency assistance and support services for HOC clients; plus five tenant subsidy programs that serve 543 households.
- The *Mortgage Finance Division* issues tax-exempt bonds to raise funds that finance acquisition and capital development projects for HOC, private lenders, and home mortgage programs.
- The *Real Estate Division* develops new housing and acquires existing housing to preserve housing affordability.

DHHS provides housing programs in four service areas:

- *Special Needs Housing* (the primary housing service provider) administers emergency assistance funds to prevent housing crises, implements multiple rental subsidy programs, and manages contracts for emergency and transitional shelter programs and permanent supportive housing.
- *Aging and Disability Services* provide housing-related programs specifically for seniors and persons with disabilities.
- *Behavioral Health and Crisis Services* provides housing-related programs specifically for persons with mental illness.
- *Public Health Services* administers a housing-related program that provides housing subsidies and supportive services for households living with HIV/AIDS.

Finding #2: In FY10, DHCA, DHHS, and HOC will spend approximately $300 million on the 63 programs supported by about 428 workyears.

FY10 estimated expenditures for the 63 housing inventory programs total approximately $300.1 million. As summarized below, the Housing Opportunities Commission's programs account for about 65% of the total; DHCA's programs account for about 18% of the total; and DHHS' programs account for the final 17%. About two-thirds of expenditures ($196 million) are operating costs, and about one-third ($104.1 million) are capital expenses. The 63 programs are supported by about 424 workyears.

Table 7-1: FY10 Estimated Workyears and Expenditures for Housing-Related Programs

Department/Agency	Workyears	Operating	Capital	Total Exp.	Percent of Total
Dept. of Housing and Community Affairs	53.10	$27,546	$25,000	$52,546	18%
Dept. of Health and Human Services	86.81	$52,358	$0	$52,358	17%
Housing Opportunities Commission	284.17	$116,076	$79,088	$195,164	65%
Total	**424.08**	**$195,980**	**$104,088**	**$300,068**	**100%**

Finding #3: Three sources of funds constitute the $300 million for the 63 programs. They are: $117 million in County funds (39%); $115 million in federal and state grants (38%); and $68 million in HOC funds (23%). HOC directly receives 75% of all federal and state grants. Combined with HOC funds, these resources account for 51.5% of all expenditures; County Government appropriations account for the other 48.5%.

In FY10, the sources of funding for the 63 programs in the inventory are the County Government, federal and state grants, and HOC funds. County resources account for $117 million (39%), federal and state grants for a combined $115 million (38%), and HOC-generated funds for $68 million (23%). Table 7-2 displays FY10 program expenditure data from the housing inventory by funding source.

Multiple federal and state grants flow directly to HOC or the County Government. In FY10, direct grants to HOC totaled $86.4 million, including $81.4 million in federal grants and $5 million in state grants. Direct grants to the County Government totaled $28.6 million, including $17 million in federal grants and $11.6 million in state grants.

HOC directly receives 75% of all federal and state grant dollars. These grants plus other HOC funds total $154.6 million, and account for 51.5% of all program expenditures. County Government appropriations total $145.5 million and account for the other 48.5%.

Table 7-2: FY10 Sources of Funding for Housing-Related Programs ($000s)

Sources of Funding		DHCA	DHHS	HOC	Total	% of Total	Grants	
							$	%
County Appropriations	County Funds*	$46,719	$35,804	$34,292	$116,815	38.9%		
	State Grants**	$397	$10,949	$295	$11,641	3.9%	$11,641	10%
	Federal Grants**	$5,430	$5,605	$5,935	$16,970	5.7%	$16,970	15%
Subtotal for County Appropriation		**$52,546**	**$52,358**	**$40,522**	**$145,426**	**48.5%**	**$28,611**	**25%**
Other HOC Resources	HOC Funds			$68,278	$68,278	22.8%		
	Direct State Grants			$4,984	$4,984	1.7%	$4,984	4%
	Direct Federal Grants			$81,380	$81,380	27.1%	$81,380	71%
Subtotal for Other HOC Resources				**$154,642**	**$154,642**	**51.5%**	**$86,364**	**75%**
GRAND TOTALS		**$52,546**	**$52,358**	**$195,164**	**$300,068**	**100%**	**$114,975**	**100%**

*DHCA's $46.9 million in County funds includes $170,000 from Takoma Park
**$6.4 million of DHHS' State grant monies and $3.0 million of DHHS' federal grant monies are appropriated in the State's budget for Home Energy Assistance benefit payments. DHHS administers the program.

Finding #4: FY10 expenditures for Rental Affordability and Housing Stock programs total $85 million and $120 million respectively. At $205 million, these two categories account for 68% of all expenditures.

For purposes of this study, OLO sorted 62 of the 63 housing-related programs into seven categories based on common program activities.[2] Table 7-3 displays FY10 expenditures for each organization by program category. Together, the Housing Stock and Rental Affordability categories account for almost $205 million (68%) of all program expenditures.

- Within the Housing Stock category, HOC accounts for almost two-thirds of total expenditures ($77 million), and DHCA accounts for one-third ($43 million).

- Within the Rental Affordability category, HOC accounts for almost 85% ($71 million) of the expenditures and DHHS accounts for the remaining 15% ($13 million).

DHCA and DHHS each show expenditures in four categories whereas HOC has expenditures in all seven categories. Both HOC's and DHCA's largest expenditures are in the Housing Stock category ($77 and $43 million respectively). At $23.4 million, DHHS' largest expenditure is in Housing Stabilization - Shelter, Transitional and Permanent Supportive Housing.

Table 7-3: FY10 Expenditures by Program Category and Organization ($ in 000s)

Program Category	DHCA	DHHS	HOC	Total	Percent of Total
Homeownership Programs	$655	$0	$2,938	$3,593	1%
Services and Supports for People	$0	$1,933	$4,273	$6,206	2%
Housing Stabilization Services – Financial Assistance	$338	$13,763	$308	$14,409	5%
Housing Stabilization Services - Shelter, Transitional, and Permanent Supportive Housing	$0	$23,407	$3,564	$26,971	9%
Property Services and Support	$8,509	$0	$34,037	$42,546	14%
Rental Affordability	$0	$13,255	$71,356	$84,611	28%
Housing Stock	$43,044	$0	$77,340	$120,384	40%
Subtotal for Program Categories	**$52,546**	**$52,358**	**$193,816**	**$298,720**	
Resident Services Administration(2)			$1,348	$1,348	
Total	**$52,546**	**$52,358**	**$195,164**	**$300,068**	**100%**

[2] OLO did not assign HOC's Resident Services Administration program to a category because its activities were unique compared to all other programs in the inventory. For a full description of each category, see Chapter VI, page 120.

Finding #5: A significant amount of inter-organizational coordination exists among DHCA's, DHHS', and HOC's housing-related programs. The most prevalent examples include resource sharing and program coordination.

OLO's review identified numerous examples of inter-organizational coordination among DHCA, DHHS, and HOC, especially in places where resources or program activities intersect. Examples of inter-organizational resource sharing include:

- **Blended emergency assistance funding.** Each organization administers emergency assistance programs to help people in crisis remain in stabilized housing. According to managers in each agency, program staff frequently consult and work together across agencies to develop a case management plan to address a client's specific needs.

- **Blended funding for capital projects.** DHCA and HOC each administer programs that provide financing to develop, acquire, renovate, or modernize housing. HOC's capital projects frequently combine multiple funding sources, including DHCA-administered HIF and HOME funds. For example, HOC acquired and developed MetroPointe Apartments above the Wheaton Metro with financing sources that included DHCA funds.

- **Pass through funding arrangements.** DHHS and HOC each fund programs with funds passed through from one of the other organizations. For example, DHHS receives DHCA-administered HIF funds for four programs related to the Housing First Initiative. Similarly, HOC receives County General funds from DHHS to supplement federal grant funding and to meet federal matching requirements.

Examples of inter-organizational program coordination and service delivery include:

- **Legally mandated, interdependent program structures.** Two housing programs established in the County Code, the Moderately Priced Dwelling Unit program and the Right of First Refusal program (for sale of multifamily buildings), legally require program coordination between DHCA and HOC.

- **Service contracts.** Both DHCA's and DHHS' service delivery models rely on a network of nonprofit partners; and both agencies frequently contract with HOC as one of their partners. Examples include DHHS' contracts with HOC to provide case management and housing locator services for the Housing Initiative Program and DHCA's contract with HOC for resident services at HOC's Preservation Properties.

- **Case-by-Case Project Collaboration.** All three agencies collaborate on an as-needed basis on projects to deliver affordable housing units. For example, the three organizations acquired and renovated a house on Arcola Avenue so that DHHS could temporarily house a family. DHHS has allocated 32 of its HIP slots for DHCA's financed Cordell House project and for single family homes DHCA plans to acquire in Silver Spring.

- **Continuum of Care Coordination for Homelessness Services.** DHHS serves as the lead agency for Montgomery County's Continuum of Care (CoC) system, HUD's homelessness services approach designed to create a coordinated system of services. The County's CoC has key nonprofit service providers, other government agencies, (including HUD), and landlords. As the lead agency, DHHS trains nonprofit providers in a standard intake and assessment process, in the Homelessness Management Information System (HMIS), manages the HMIS, and packages an annual application for federal funds.

Finding #6: Each of the seven housing categories includes similar programs administered by two or all three of the organizations. Four of the seven areas are well coordinated across organizational boundaries.

For this study, OLO assessed the degree to which similar housing-related programs complement or duplicate each others' work. OLO used details from the housing inventory to classify the programs into seven categories and then examined whether programs are similar or unique; and whether similar programs are complementary or duplicative.

OLO found that every category has similar programs administered by two or more organizations. OLO also found that the organizations' approaches to administering similar programs vary widely. Table 7-4 below summarizes program overlap.

Table 7-4: Summary of Housing-Related Program Overlap

Category (# of programs)	DHCA	DHHS	HOC	Summary Observations about Similar Programs
Housing Stock Programs (6)	✓		✓	Similar programs are complementary.
Property Services and Support (9)	✓		✓	Similar programs have overlapping activities and duplicative efforts.
Rental Affordability Programs (14)	✓	✓	✓	Similar programs are neither complementary nor duplicative. Some programs have overlapping eligibility criteria.
Emergency Financial Assistance Services (4)	✓	✓	✓	Similar programs are actively coordinated by staff.
Shelter, Transitional and Permanent Supportive Housing Services (5)		✓	✓	Similar programs provide a continuum of services.
Homeownership Programs (5)	✓		✓	Similar programs are complementary.
Services and Supports for People (19)	✓	✓	✓	Similar programs are neither complementary nor duplicative. Programs are provided on-site at different locations.

Four categories have similar programs that either are well coordinated or provide a continuum of services.

- **Housing Stock Programs** provide resources to develop new housing, or renovate or modernize existing properties. Four HOC programs and one DHCA program manage contracts for professional services, renovations, and capital improvements to maintain and increase the County's supply of affordable housing. OLO found that staff in these five programs frequently collaborate on project development and financing.

- **Emergency Assistance Programs** provide payments to address tenant emergencies, such as utility assistance and rent arrears. While these programs are all similar, the organizations' staff have fostered informal, yet closely-coordinated, relationships and work together to blend program resources.

- **Shelter, Transitional, and Permanent Supportive Housing Programs** provide emergency shelters, housing for families transitioning out of shelters, and permanent housing with supportive services. DHHS administers both programs, which provide services in collaboration with community service providers and HOC. These programs complement each other by providing a continuum of services for different populations with different levels of need. Programs in this category are also part of the Continuum of Care system.

- **Homeownership Programs** provide resources to make homeownership affordable and sustainable. All five programs serve prospective homebuyers and four also serve first-time homebuyers. The programs provide prospective buyers of DHCA housing (MPDUs) access to HOC below-market-rate loans.

Two categories have similar programs that are neither complementary nor duplicative. Service duplication is prohibited by regulation or unlikely because customized services are provided to individuals on-site at different locations throughout the County. Some programs that are operated independently have overlapping eligibility criteria or similar services.

- **Rental Affordability Programs** provide vouchers or housing subsidies, or offer below-market rents to make housing more affordable. These 14 programs serve similar purposes (providing subsidies to reduce rent payments); however, they have different funding sources, different eligibility criteria, target different populations, and are operated independently. Some overlap exists among the eligibility criteria for HOC's and DHHS' shallow rent subsidy programs. Program regulations combat duplication by prohibiting combining of benefits.

- **Services and Supports for People Programs** provide resident and/or supportive services for people in emergency shelters, transitional housing, rental housing, and group homes. In practice, duplication is minimized because the services are provided to individuals on-site at different locations throughout the County. Services vary widely since they are customized to meet clients' needs. In turn, this variety limits how much each organization's programs complement the work of one another.

One category has two programs with overlapping activities and duplicative efforts.

- **Property Services and Supports Programs** use resources for property inspections, maintenance, and repairs. Two inspection programs are similar – one operated by HOC and one by DHCA. For the most part, HOC and DHCA operate their respective programs independently of each other. Where each organization's program activities are unique, duplication of work does not occur. However, duplication of effort exists because DHCA inspects all multifamily properties (including those in HOC's portfolio). This results in multiple inspections for the same property by different staff for compliance with different codes

In sum, three categories, Property Services and Supports, Services and Supports for People, and Rental Affordability, have similar programs where opportunities to improve coordination may exist. The next chapter proposes some discussion issues to help the Council decide whether these areas merit follow-up work.

Chapter VIII. Recommended Discussion Issues

This Office of Legislative Oversight report responds to the Council's interest in understanding:

- The purpose, activities, and funding of housing-related programs administered by the County Government's Department of Housing and Community Affairs (DHCA) and Department of Health and Human Services (DHHS) and by the Housing Opportunities Commission (HOC); and;

- The extent to which the array of housing-related programs offered by these three organizations either complement or duplicate one another.

In sum, as reviewed in the previous chapters, OLO found that while each organization administers its respective housing programs using different organizational structures and service delivery models, numerous examples of resource sharing and program coordination exist. At the same time, OLO found opportunities for improved program coordination, especially where similar activities are currently administered by different organizations.

This chapter outlines three recommended discussion topics aimed at deciding whether overlapping program efforts warrant change and/or additional review. The recommended discussion topics are:

- Property inspection programs;
- Rental affordability programs; and
- Resident services and support programs.

Discussion Issue #1: Property Inspection Programs

OLO's review found that DHCA's and HOC's housing inspection programs operate separately from one another, which results in inspections of the same properties by both organizations. For example, HOC inspects its multifamily units for compliance with federal standards, e.g., HQS, REAC or LIHTC, and DHCA inspects the same units based on County housing standards.

DHCA and HOC staff report that although previous attempts to coordinate the two agencies' respective inspection programs were unsuccessful, both organizations desire to renew these efforts. DHCA's ongoing investments from the Housing Initiative Fund to renovate DHHS group homes and shelter facilities provide another opportunity to consolidate inspection work.

OLO recommends that the Council discuss the following with representatives from HOC, DHCA, and DHHS representatives:

1. What are the similarities and differences between the County and federal housing quality standards?
2. What are the agencies' current efforts to improve coordination and eliminate duplication among their respective property inspection programs?
3. What are the obstacles to adopting a single set of uniform standards enforced by one group of cross-trained inspectors?

Discussion Issue #2: Rental Affordability Programs

OLO's review identified 14 rental affordability programs, five administered by HOC and nine administered by DHHS. In general, OLO found the 14 programs have different approaches to providing the subsidy, different sources of funds, different target populations, and different eligibility criteria. OLO also found some overlap in program purpose and eligibility criteria for HOC's and DHHS' shallow rent subsidy programs.

OLO suggests that the Council discuss the following with representatives from HOC and DHHS:

1. Does the current array of rental affordability programs make sense to the agencies who currently administer them? Why or why not?
2. What opportunities exist to align eligibility criteria and consolidate administrative functions, particularly among locally-funded programs?

Discussion Issue #3: Resident Services and Support Programs

OLO's review found that HOC and DHHS operate 19 different housing programs that primarily provide supportive services for residents. Each program's services vary considerably, based on different funding resources, different client needs, and different housing environments.

OLO also identified 12 other programs that provide supportive services as an integral part of the program. For all of these programs, the most commonly-provided services are: case management; health programs; social activities; child care; and housing locator services; and services related to employment and academic supports. In practice, there is little chance of duplicating services to the same clients because the services are provided to individuals on-site at different locations throughout the County.

OLO recommends the Council discuss the following with representatives from DHHS and HOC:

1. How does each organization determine the location, staffing, and services provided through its different resident and support services programs?
2. Are DHHS' and HOC's processes for establishing programs aligned so that residents with similar needs receive comparable services regardless of which organization provides the service?
3. How do the costs for providing services compare across the organizations' programs and what factors explain any variations among the costs?

Chapter IX. Agency Comments on Final Report

The written comments received from Montgomery County's Chief Administrative Officer on the draft report are attached on page 143 and written comments from Executive Director of the Housing Opportunities begin on page 146.

OLO's final report incorporates technical corrections and comments provided by Montgomery County Government's Offices of the County Executive, Department of Housing and Community Affairs, and Department of Health and Human Services. The final report also includes comments and technical corrections from the Housing Opportunities Commission. OLO greatly appreciate the time taken by Executive Branch staff and HOC staff to review our draft report and provide feedback.

OFFICES OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

March 30, 2010

TO: Karen Orlansky, Director
Office of Legislative Oversight (OLO)

FROM: Timothy L. Firestine, Chief Administrative Officer

RE: OLO Report Number 2010-9: An Inventory and Assessment of the Housing Opportunities Commission's and Departments of Housing and Community Affairs' and Health and Human Services' Housing Related Programs

Thank you for providing an opportunity to comment on the OLO comprehensive review of the Housing Opportunities Commission (HOC) and the Departments of Housing and Community Affairs (DHCA) and the Health and Human Services (HHS) housing related programs and coordinating practices. The report is thorough and clearly outlines the major housing initiatives and coordination efforts among all three agencies. The DHHS, HOC and DHCA enjoy a rich partnership and are committed to ensuring that all Montgomery County residents have a place to call home.

Chapter VIII outlines three recommended discussion topics aimed at deciding whether overlapping program efforts warrant change and/or additional review. Following is our response to these topics.

OLO Discussion Issue #1: Property Inspection Programs

OLO recommends that the Council discuss the following with representatives from HOC, DHCA, and DHHS representatives:

1. What are the similarities and differences between the County and federal housing quality standards?

2. What are the agencies current efforts to improve coordination and eliminate duplication among their respective property inspection programs?

3. What are the obstacles to adopting a single set of uniform standards enforced by one group of cross-trained inspectors?

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Management Response

With respect to the recommendation on aligning housing inspections between DHCA and HOC, DHCA will explore with HOC ways in which the housing inspection aspects of several programs and commensurate statutory inspection requirements can, to the extent possible, be better coordinated. As part of this effort, DHCA will work with HOC to secure appropriate approvals from HUD and the Maryland Department of Housing and Community Development that will enable HOC to use the standards contained in Chapter 26, Housing and Building Maintenance Standards – Regulations, in lieu of the specific standards currently required by these governmental funding sources.

OLO Discussion Issue #2: Rental Affordability Programs

OLO suggests that the Council discuss the following with representatives from HOC and DHHS:

1. Does the current array of rental affordability programs make sense to the agencies who currently administer them? Why or why not?

2. What opportunities exist to align eligibility criteria and consolidate administrative functions, particularly among locally-funded programs?

Management Response

See Management Response to OLO Discussion Issue #3.

OLO Discussion Issue #3: Resident Services and Support Programs

OLO recommends the Council discuss the following with representatives from DHHS and HOC:

1. How does each organization determine the location, staffing, and services provided through its different resident and support services programs?

2. Are DHHS and HOC s processes for establishing programs aligned so that residents with similar needs receive comparable services regardless of which organization provides the service?

3. How do the costs for providing services compare across the organizations 19 programs and what factors explain any variations among the costs?

Management Response

As the report illustrates, there is a vast number of housing resources across all agencies available to Montgomery County residents who have various levels of need. Based on the trends, it is clear that Montgomery County has a deepening economic crisis and the degree and variance of the economic and supports needed by our residents continue to expand. While the different sources of funding sometimes complicate the eligibility determination process, the richness of the number of programs and the flexibility for creativity in designing service delivery models enhances our ability to serve the wide range of community need which now exists. In order to minimize a risk of client misuse resulting from multiple access points, we have developed an intricate system of checks and balances among all three collaborating agencies.

We concur that exploring how DHHS and HOC align their Rent Affordability Programs and Resident Services Support Programs could yield valuable information regarding costs and service delivery. However, it will be important to ensure that the analysis assesses cost and quality of all services offered to support improvements to the safety net. The OLO highlighted overlaps between the varied rental affordability programs. We look forward, as the report suggested, to taking a close look at the array of these programs, which we hope, will lead to enhanced coordination opportunities to better serve the community.

The current approach of providing access to services within the community through several doors has led to a strong public-private safety net. Our collaborative approach meets the varying and most often urgent needs of our residents. Over a period of time, DHHS has successfully weaved a safety net leading to early identification, prevention and access to untapped resources in the community. By strengthening prevention, diversion and housing supports, the collaboration approach across community and agency partners has reduced costly and deep end service needs.

The DHHS and the DHCA appreciate the hard work and diligence of the OLO staff who took great care to ensure that the complex array of information and data clearly depicted the multiple and often complicated structure of housing inspections and housing programs. We look forward to continuing our discussions about the report with County Council members.

TLF:gh

cc: Rick Nelson
Uma Ahluwalia

HOUSING OPPORTUNITIES COMMISSION
OF MONTGOMERY COUNTY, MD

10400 Detrick Avenue
Kensington, Maryland 20895-2484
(240) 773-9000

March 24, 2010

Sue Richards
Senior Legislative Analyst
Montgomery County Council
100 Maryland Avenue
Rockville, MD 20850

Dear Ms. Richards:

Thank you for the opportunity to review and respond to OLO's comprehensive inventory of Montgomery County's housing programs and to OLO's findings about the programs' interrelationships. We appreciate your commitment to understanding the array and complexity of HOC's structure and programs. We also appreciate the thoroughness and spirit of cooperation that infused the process.

This report draws a picture of cooperation and communication between two County departments, Housing and Community Affairs (DHCA) and Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). Each agency provides housing and supportive services to the County's low and moderate income citizens as well as to its residents with disabilities. It is worth highlighting that, while opportunities for duplication and redundancy abound, coordination is what the three agencies achieve. We are gratified that the report reflects our understanding of the reality in which we do our work. We work closely with our partners for the benefit of the County's citizens.

The complexity of the County's housing programs is illustrated in the report. One of the more powerful complicating factors is that HOC administers two of the largest subsidized housing programs, Public Housing and the Housing Choice Voucher program. HOC requires an administrative infrastructure to administer its federal programs, even when those programs interrelate with other programs. Each Federal program has its own set of regulations, and funding for federal programs is specific, targeted, and not fungible with other programs. As the administrator of these programs, HOC is bound by those requirements. Some of them require matching funding and support from the local government and some of them create barriers between HOC and County Government. HOC administers other federal programs as well.

HOC has responded to each of the recommended discussion issues. We recognize that each question offers the opportunity for much more extensive discussion than space permits here.

Discussion Issue #1: Property Inspection Program

HUD regulations require HOC to inspect annually all of its Public Housing units and all units in which tenants use a Housing Choice Voucher. Vouchers are used in multi-family developments, single family homes and townhouses. The federal Housing Quality Standard (HQS) provides the standards by which HOC inspects HCV units.

When inspecting Public Housing units, however, HOC in the past had applied County Code, Chapter 26, unless the federal requirements within the Public Housing program were more stringent. With the onset of the UPCS (Uniform Physical Condition Standards) and a new REAC inspection form, HOC no longer uses the County Code in the inspection of Public Housing. It is important to note that HOC is inspecting its own units when it conducts inspections of Public Housing units. HOC must report to HUD that it has inspected all Public Housing units and systems and how many work orders these inspections triggered.

When HOC inspects units occupied by tenants using a voucher, virtually all of those units are privately owned. HOC must use HQS as the basis for continuing to pay or abating the federally-provided Housing Assistance Payment (HAP). Currently, HUD does not authorize HOC to apply the County Code to private property; however, approval to use a more stringent code can be requested of HUD. One issue to be considered is the potential liability if HOC were to apply the County Code to private property and apply sanctions, such as withholding HAP, for failure to comply.

In addition, HOC conducts routine inspections of all its units. Every year, every HOC-owned unit receives either an informal inspection during maintenance visits or a formal, regulatory inspection depending on the funding source and/or program requirements under which the unit was created. For example, units financed by the Low Income Housing Tax Credit (LIHTC) have inspection requirements, and every unit financed by or part of a federal program is subject to the Federal REAC inspection. State Rental Partnership requirements also have inspection provisions for units created under that program. In addition, HOC inspects the units financed by its bonds.

All the inspection protocols have the same purpose – to insure that families and individuals live in homes that are safe and free from hazard to the occupants. They each have their special requirements, as well.

1. **What are the similarities and differences between the County and federal housing quality standards?**

   The primary goal is the same, to insure that families and individuals live in homes that are safe and free from hazards and deficiencies. However, even the Federal standards vary from one program to another and each one varies from the County's Chapter 26. For example, an exposed electric wire must be fixed immediately as a serious hazard under any inspection standard. However, with respect to window

screens, HQS does not require screens. The UPCS (for Public Housing) requires that 75% of screens are in working order, and Chapter 26 requires that all screens must be in place and in working condition.

2. **What are the agencies' current efforts to improve coordination and eliminate duplication among their respective property inspection programs?**

   HOC's federally- or state-mandated inspections operate independently of DHCA's inspections because of the different standards that must be applied, even among those programs. When DHCA inspects HOC-owned properties, either because of routine inspections or because DHCA has provided financing, DHCA notifies HOC and provides its findings whether there are deficiencies or not. Furthermore, HOC and DHCA are involved in discussions now to determine if there is a need and/or an opportunity for more coordination of inspections.

3. **What are the obstacles to adopting a single set of uniform standards enforced by one group of cross-trained inspectors?**

   The primary obstacles are different program requirements and the federally-mandated annual audit of federal funds (A133). HOC inspects for compliance with different programs and has to report to different entities, each of which requires a certain standard and format. Each of those entities, including HUD, DHCD, etc., would have to authorize HOC to use a different standard. Furthermore, HOC's receipt of Federal funds relies on HUD's acceptance of the annual A133. Compliance with the annual inspection requirement is one component of the A133. HOC would be delegating control over this important element if it were to employ DHCA to perform annual HQS inspections.

<u>Discussion Issue #2: Rental Affordability Programs</u>

1. **Does the current array of rental affordability programs make sense to the agencies who currently administer them? Why or why not?**

The need for housing and services is so extensive that HOC's has adopted an opportunistic approach to expanding programs. If, for example, the County Council wants to establish a shallow local rent supplement program, such as the one created a few years ago from the Recordation Tax, HOC is delighted to help the Council shape and implement the program. There are more than enough needy residents who can derive benefit from the program. Even if it overlaps with another locally offered program, it nonetheless does a great deal of good because different participants are benefitting from it. Would a strategic approach work better? Perhaps. But different funding sources and different needs appear over time, and a community's agility and flexibility to respond are also strengths.

2. **What opportunities exist to align eligibility criteria and consolidate administrative functions, particularly among locally-funded programs?**

HOC's administrative infrastructure is born out of its core functions of administering the federal Voucher and Public Housing programs and submitting reports to HUD. Its capacity to administer other programs, whether local, state or federal, builds on that infrastructure. And the foundational support for the infrastructure comes from Federal dollars that are not assignable to other functions.

Discussion Issue #3: Resident Services and Support Programs

1. **How does each organization determine the location, staffing, and services provided through its different resident and support services programs?**

   Decisions regarding staffing are largely dictated by the funding source (Federal, State, and/or local regulations and guidelines), the availability of funds for salaries/benefits, the duration of the funding, the skill level required for successful intervention, the administrative support required and, most importantly, the capacity to leverage Federal dollars in order to provide beneficial service. With a 2:1 ratio, Federal and State funds are leveraged with County dollars in order to give a competitive edge in successfully obtaining grant applications or to meet "match" requirements or provide complementary services.

   HOC, as a matter of policy, makes every effort to serve residents where they are, to avoid issues of transportation and child care costs wherever possible, and to increase opportunities for multiple services at a single site. Where and how services are to be rendered is determined by space availability, infrastructure needs and current geographic gaps in reaching unserved or under-served populations. Statistical data on poverty, best practices in Montgomery County and other jurisdictions, and resident/client demand also dictate service delivery methodology and approach.

   In general, HOC's overarching concern is to maintain housing for vulnerable populations, thereby avoiding homelessness and entry into the costly County homeless system. Secondarily, HOC makes every effort to assist residents toward self-sufficiency, thereby freeing up precious housing units to those on the waiting list and in need of affordable housing.

2. **Are DHHS' and HOC processes for establishing programs aligned so that residents with similar needs receive comparable services regardless of which organization provides the service?**

   HOC believes and has no contradictory information that services are indeed comparable. In some cases such as Emergency Assistance, there is joint training to help ensure adherence to program guidelines and requirements. In other cases, there are regular joint meetings and staffings to address problems

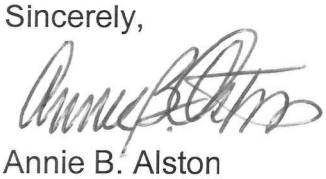
and develop viable solutions. When unit vacancies occur in some program areas, this information is provided to DHHS and joint discussions are held on potential referrals that will satisfy funding requirements. For many programs, that do not require drawing from the HOC waiting list, DHHS is the sole referral source of clients to fill vacancies.

3. **How do the costs for providing services compare across the organizations' 19 programs and what factors explain any variations among the costs?**

   The factors related to the variations in cost can be attributed to differences in salary costs. Without question, HOC salaries are less than other County agencies for similar positions. In addition, HOC generally does not require clinical skills in working with clients but depends on prior experience coupled with education as job qualifications. HOC also practices a higher staff/client ratio (full-time staff are aligned to a minimum of 50 households) than DHHS. This practice, while not ideal, allows HOC to stretch available dollars.

Thank you for the opportunity to comment on OLO's report. We will attend the County Council's worksessions on the report and are, of course, glad to provide additional information.

Sincerely,



Annie B. Alston
Executive Director

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Appendix A
FY10 Estimated DHCA Program Expenditures by Funding Source

Program	WYs	County					State Grants	Federal					Operating Funds	Capital Fund	TOTAL
		GF	DPS	SW	MHI-HIF	Other		CDBG	HOME	ESG	ARRA	CDBG-R			
Housing and Code Enforcement Division	**53.10**	**$3,585**	**$112**	**$684**	**$16,234**	**$170**	**$397**	**$1,490**	**$2,151**	**$155**	**$1,300**	**$334**	**$26,612**	**$25,000**	**$51,612**
Single Family Housing Section															
Moderately Priced Dwelling Unit Program	5.10	$393	$112		$150								$655		$655
Single Family Home Improvement Loan Program/ Group Home Rehab Loan Program	3.70							$1,460					$1,460		$1,460
Weatherization Program	0.40						$397				$1,300		$1,697		$,697
Workforce Housing Program[1]	0.00														
Multi Family Housing Section															
Multi-family Loan Program	8.40				$15,806				$2,151	$87			$18,044	$25,000	$ 3,044
Housing Code Enforcement															
Code Enforcement and Inspection Program	25.00	$1,789		$684	$218	$170		$30				$334	$3,225		$3,225
Landlord Tenant Mediation															
Eviction Assistance Program[2]					$60					$68			$128		$128
Landlord Tenant Mediation Program	7.50	$1,022											$1,022		$1,022
Licensing and Registration															
Rental Units Licensing and Registration .Program	3.00	$381											$381		$381
Community Development Division	**0.00**				**$934**								**$934**		**$934**
Building Neighborhoods to Call Home Services Program	0.00				$934								$934		$934
Total	**53.10**	$3,585	$112	$684	$17,168	$170	$397	$1,490	$2,151	$155	$1,300	$334	$27,546	$25,000	$52,546
Percent of Total		**7%**	**0%**	**1%**	**33%**	**0%**	**1%**	**3%**	**4%**	**0%**	**2%**	**1%**	**52%**	**48%**	**100%**

[1] Expenditures for this program are included in the MPDU Program.
[2] 1.5 workyears and personnel expenditures of $210,000 are included in the Landlord Tenant Mediation Program

Appendix B

DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

Isiah Leggett
County Executive

Richard Y. Nelson, Jr.
Director

MEMORANDUM

February 23, 2010

TO: Linda McMillan, Senior Legislative Analyst
Montgomery County Council

FROM: Richard Y. Nelson, Jr., Director
Department of Housing and Community Affairs

SUBJECT: PHED Meeting March 1, 2010

As requested, I am providing the responses and charts for the PHED Committee meeting March 1, 2010. If you have any questions, please do not hesitate to contact me or Lawrence Cager, at 240-777-3620. The responses are highlighted in bold.

1. A listing of all the projects that have either received funding or have funding commitments from the HIF Revolving Program since it was implemented in FY09. Please provide information on the location of the project, the number of affordable units (and the income ranges they will serve), the control period for the affordable units, and the total units (affordable and market rate) in the project. Please also provide comments on the use of the funding and when payment back to the county is expected. The Recommended PDF indicates that $19.622 million is encumbered. If your report shows a different total, please indicate which projects are not included in the data provided in the CIP.

   The attached charts provide the information requested for FY 2009 and FY 2010.

2. What are the criteria for financing an affordable housing project through the revolving fund? If a project can be financed through the revolving fund is the Department requiring that it be assigned to the revolving fund rather than using the "cash" side of the HIF as the financing source?

   There are three primary criteria that are taken into consideration when deciding whether a project can be placed in the Revolving Fund. These criteria are:
   - **the project must involve acquisition and/or rehabilitation or construction,**
   - **the project must demonstrate the ability to repay all or part of the loan,**
   - **the project must be a project that advances County affordable housing goals, that cannot be financed in the Housing Initiative Fund operational budget because of funding limitations.**

Office of the Director

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Our experience has demonstrated two key facts: (1) that all projects cannot repay 100 percent of the funding and, (2) projects that can demonstrate the ability to repay often require a longer time frame than two – three years to repay the investment.

3. When the Council approved the revolving fund, it was told that the funds would come from taxable appropriation-backed bonds so that there is maximum flexibility in how the funds can be used. Have these bonds been issued? If not, what is the source of funds for the revolving fund? Are there any restrictions on the revolving fund if non-taxable financing is being used?

   The bonds have not been issued. The Department of Finance has advanced the funds and is planning to issue the bonds by the end of March. The bonds will be taxable and because of that there will not be restrictions on the use of the bonds.

4. Given that the CIP indicates less than ½ the revolving fund has been committed, why is the Executive recommending an additional $25 million in each of the next two years rather than a lower amount that reflects actual usage in the first two years?

   The attached charts demonstrate that over 85 percent of the FY 2009 and FY 2010 CIP funds have been spent, committed or are under negotiation for eligible projects which are likely to be funded.

   Given the current budget constraints and the success and flexibility of the Acquisition and Rehabilitation program, the recommendation for an additional $25 million in each of the next two years is made to support the County Executive's commitment to affordable housing and to enable DHCA to continue to meet the goals and vision of this administration to serve the County's affordable housing needs.

RYN:jgs

Attachments

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Acquisition Fund FY 09

Project Name/ Address	Project Type	Neighborhood location	Total Units	Afford. Units	Retention Period	Income Target	Total Develop.Cost	HIF Investment	Disbursements	Non-Revolving Debt	Repayment Amount	Repayment Date
7411 Aspen Court	Family rental/ Acq. Rehab	Takoma Park	16	16	HOC	<60% AMI	2,750,000	1,300,000	August, 2009	1,050,000	250,000	FY 2012
717 Sligo	Family rental/ Acq. Rehab	Takoma Park	12	12	HOC	<60% ami	2,800,000	1,704,000	December, 2008	1,454,000	250,000	FY 2012
4715 Cordell	PLQ/ Acq. Rerhab	North Bethesda	32	32	30 years	<30% AMI	8,977,614	4,684,761	ongoing started March,2009	4,684,761	0	N/A
814 Thayer Avenue	Family Rental/ New Construction/ Mixed Income	Silver Spring	52	40	30 years	<60% AMI	16,000,000	2,900,000	March, 2009	0	2,900,000	FY 2012
Maple Towers	Family Rental/ Acq. Rehab	Takoma Park	32	28	30 years	<60% AMI MPDU	8,500,000	3,635,000	March, 2009	2,435,000	1,200,000	N/A
AHC Forclosure	Foreclosure Acqusition/Resale	20874	18	18	3 years	70% - 100% AMI	2,400,000	2,000,000	ongoing started September,2009	600,000	1,400,000	FY2012
Leaman Farms/Gateway Commons MPDU	Family Rental Acqusition	Germantown Claksburg	8	8	20 years	<55%AMI	1,187,377	1,187,377	July, 2009	637,377	550,000	FY 2012
Ashmore @Germantown	Family Rental/Acq	Germantown	29	29	20 years	<55%AMI	5,910,000	4,800,000	March, 2009	3,800,000	1,000,000	FY 2010
7901 Lockney	MCCH Acq and Rehab	Takoma Park	4	4	30 years	<30% AMI	700,000	700,000	July, 2009	700,000	0	N/A
North Potomac MPDUs	Special Needs Acquisition	Rockville	2	2	30 years	<30% AMI	268,466	268,466	July, 2009	0	268,466	FY 2012
Total Acquisition Fund	**$25,000,000**		**205**	**189**			**$49,493,457**	**$23,179,604**		**$15,361,138**	**$7,818,466**	

Acquisition Fund FY 10

Project Name/ Address	Project Type	Neighborhood location	Total Units	Afford. Units	Retention Period	Income Target	Total Develop. Cost	HIF Investment	Anticipated Disbursements	Non-Revolving Debt	Repayment Amount	Repayment Date
8316 Flower Avenue	Multi-family rental	Takoma Park	6	6	30 years	< 30% AMI	600,000	462,720	Nov-09	100,000	362,720	FY 2012
MD DHCD Acquisition Fund	Various	County wide	TBD	TBD	TBD	TBD	8,000,000	320,000	Apr-10	100,000	220,000	FY 2017
Edson Lane	Homeownership	Bethesda	15	15	30 years	< 70% AMI <120% AMI	4,200,000	3,500,000	TBD	0	3,500,000	FY 2013
Halpine Hamlet	Family Rental Acq/Rehab	Rockville	67	67	30 years	< 60 %AMI	6,700,000	636,000	Oct-09	0	636,000	FY 2012
Maple Towers	Family Rental Acq/Rehab	Takoma Park	32	32	30 years	<60% AMI	8,500,000	1,300,000	Mar-10	TBD	TBD	TBD
7423 Aspen Court Construction Bridge	Family Rental Acq/Rehab	Takoma Park	16	16	HOC	<60% AMI	1,800,000	1,800,000	Jun-10	0	1,800,000	FY 2012
Nonprofit Potential Acqusition	Family Rental Acq/Rehab	Rockville	59	50	30 years	< 60% AMI	TBD	2,000,000	TBD	1,000,000	1,000,000	TBD
Friendly Gardens	Land Acq.	Silver Spring	TBD	TBD	TBD	TBD	TBD	1,000,000	TBD	0	1,000,000	TBD
Non-Profit Senior Housing	Predevelopment	Silver Spring	TBD	TBD	TBD	TBD	TBD	150,000	TBD	0	150,000	TBD
National Park Seminary	Transitional Housing	Silver Spring	32	32	20 years	<30% AMI	3,966,000	750,000	Dec-09	0	750,000	FY 2012
1150 Ripley Apartments	Family Rental Acq/Rehab	Silver Spring	318	48	99 years	MPDU	79,813,000	5,000,000	Jun-10	0	5,000,000	FY 2014
8807 Glenville	Family Rental Acq/Rehab	Silver Spring	4	4	20 years	<50 AMI	477,000	477,000	Mar-10	330,000	147,000	FY 2011
The Argent	Family Rental Acq/Rehab	Silver Spring	96	96	30 years	<60%AMI	30,486,521	3,600,000	May-10	0	3,600,000	Interest only FY12- FY 21 Principal repayment FY31
Total Acquisition Fund	**$25,000,000**		**645**	**366**			**$144,542,521**	**$20,995,720**		**$1,530,000**	**$18,165,720**	

Appendix C
FY10 Estimated DHHS Program Expenditures by Funding Source

		County			State		Federal			
Program	**WYs**	**GF**	**MHI-HIF**	**Record Tax**	**Various Grants**	**Benefit $**	**MEAP**	**ARRA**	**HOPWA**	**TOTALS**
Special Needs Housing	**77.50**	**$17,063**	**$8,941**	**$1,286**	**$2,420**	**$6,441**	**$2,975**	**$2,105**	**$ -**	**$41,231**
County Rental Assistance Program[1]	7.00	$ 1,144	$3,641							$4,785
Handicapped Rental Assistance Program	1.00	$420								$420
Home Energy Assistance Program	13.00	$450			$739	$6,441	$2,975			$10,605
Homelessness Prevention and Shelter Services	55.50	$14,330		$1,286	$1,681			$2,105		$19,402
Housing Initiative Program	1.00	$498	$4,468							$4,966
Partnership for Permanent Housing 2 (contract)	0.00	$221	$832							1,053
Behavioral Health and Crisis Services	**0.00**	**$2,508**			**$ 1,407**					**$3,915**
Abused Persons Program										
Betty Ann Krankhe Center	0.00	$1,145								$1,145
Systems Planning and Management										
Adult Group Home	0.00	$34								$34
Affordable Neighborhood Housing	0.00	$90			$64					$154
Assisted Living Program	0.00	$9			$668					$677
Gallery at White Flint (rent subsidies)	0.00				$127					$127
Housing for the Homeless Mentally Ill	0.00	$228			$149					$378
Res. Rehab Programs (Supplement $)	0.00	$1,002			$399					$1,401
Aging and Disability Services	**8.81**	**$6,006**			**$681**					**$ 6,687**
Developmental Disability Supplement	1.00	$4,769								$4,769
Project Home/Adult Foster Care	7.00	$1,167			$441					$1,608
Senior Asst Living Group Home Suppl	0.81	$70			$240					$310
Public Health Services	**0.50**								**$525**	**$525**
Housing Opportunities for Persons with AIDS	0.50								$525	$525
Total	**86.81**	**$25,577**	**$8,941**	**$1,286**	**$4,508**	**$6,441**	**$2,975**	**$2,105**	**$525**	**$52,358**
Percent of Total Expenditures		**49%**	**17%**	**2%**	**9%**	**12%**	**6%**	**4%**	**1%**	**100%**

[1] State grant ($6.4 million) and Federal grant ($3 million) are benefit payments that are appropriated in the State's budget. DHHS administers the program.

Appendix D
DHHS Housing-Related Program Contracts

Table D-1: Special Needs Housing FY10 Housing-Related Contracts

Grant Recipient	Description	Amount[1]
Homelessness Prevention and Shelter Services		
Bethesda Cares	Provides outreach services to homeless persons living in downtown Bethesda	$41,844
Bethesda Cares	Provides eviction/utility shut off prevention grants to low income households	$15,000
Bethesda Hospitality/ American Inn	Motel expenses for shelter overflow	$150,000
Bowman Systems, Inc.	HMIS Data Management	$68,000
Catholic Charities	Dorothy Day Women's Shelter - provides transitional shelter to 20 women without children	$393,873
Catholic Charities	Bethesda Men's Shelter - transitional shelter for chronically mentally ill men	$72,585
City of Gaithersburg	Wells Robertson House - provides transitional shelter bednights to thirteen homeless individuals in substance abuse recovery. Partially state funded	$9,614
Comfort Inn	Motel expenses for shelter overflow	$400,000
Community Ministries of Rockville	Chase Shelter for Men - transitional shelter to men in substance abuse recovery	$247,850
Community Ministries of Rockville*	Provides Rockville emergency assistance grants to prevent eviction and utility cutoffs to low income households	$25,000
Dwelling Place*	Provides leasing expenses for transitional housing for homeless families	$20,000
Extended Stay	Motel expenses for shelter overflow	$496,400
Family Service Agency	Family Service Agency Broker Contract	$376,613
Friends of Wells/Robertson House, Inc.*	Provides food assistance for Wells Robertson House transitional housing program	$10,000
Holiday Inn	Motel expenses for shelter overflow	$525,000
Housing Opportunities Commission (HOC)	Arcola House - provides housing for one large family	$10,000

[1] Contract amounts are as of December 31, 2009.

Table D-1: Special Needs Housing FY10 Housing-Related Contracts, continued

Grant Recipient	Description	Amount[1]
Homelessness Prevention and Shelter Services, cont.		
HOC	NDA for HOC Resident Services Division	$6,000,000
HOC	McKinney 3 and 10 - HUD match for supportive services	$268,860
HOC	Homelessness Prevention Program - state grant for emergency assistance worker and provides emergency assistance grants to SNH for eviction prevention	$71,480
HOC	Service Linked Housing - state grant to provide services to HOC residents	$38,919
HOC	Service Linked Housing - state grant to provide services to HOC residents	$35,000
HOC	Housing Counselor - state grant for housing locator	$31,997[2]
HOC	McKinney 12 - HUD match for supportive services	$30,862
HOC	McKinney 8 - HUD match for supportive services	$19,718
Interfaith Works	Community Vision - provides an array of services and outreach to homeless individuals in Silver Spring and down county area.	$521,791
Interfaith Works	Contract for two programs 1. Watkins Mill House - provides transitional shelter to 8 women without children with mental health disabilities. 2.Welcome Homes - provides assisted living to formerly homeless elderly women	$229,358
Interfaith Works*	Provides emergency assistance safety net funds	$75,000
Interfaith Works	Severe Weather refuge - Funding to provide l beds at the Men's Emergency during the winter season	$72,585
Interfaith Works	Start up costs (furniture, kitchen equipment, etc. for transitional shelter (Carroll House) that is moving to new location	$70,000
Interfaith Works	Emergency Assistance Coalition - provides emergency assistance grants to prevent evictions and utility cutoffs to low income households utilizing a network of community non-profit agencies and congregations. Partially state funded	$50,047

[2] The original contract with HOC was for $37,000. Due to cuts to the State grant the contract had been reduced to $32,000 as of December 31, 2010.

Table D-1: Special Needs Housing FY10 Housing-Related Contracts, continued

Grant Recipient	Description	Amount[1]
Homelessness Prevention and Shelter Services, cont.		
Interfaith Works*	Provides for Project Inform counseling and referral services at clothing centers to clients coming to clothes closet needing additional referrals	$45,000
Interfaith Works	Wilkins Avenue Shelters for women -Sophia House - provides emergency shelter to 30 women without children. Community Based Shelter - provides transitional and emergency shelter to 35 women without children. Receives partial state funding	$483,621
Interfaith Works	Men's Transitional Shelter (Carroll House) - provides transitional shelter to 32 men. Primarily HUD funded.	$210,857
Jewish Federation of Greater Washington*	Provides emergency assistance grants to prevent evictions and utility cut offs and other emergencies to low income households	$125,000
Lutheran Services*	Provides supportive services to low-income refugees	$45,000
Mental Health Association	Shelter Plus Care project - provides a case manager to increase participation in this HUD funded program in order to expand the number of units and funds available from HUD	$65,000
Mid County United Ministries	Provides emergency assistance grants to prevent evictions and utility cut offs and other emergencies to low income households	$17,929
Ministries United of Silver Spring Takoma Park, Inc*	Provides for staff expenses and emergency assistance grants to prevent evictions and utility cut offs to low income households	$43,560
Montgomery County Coalition for the Homeless (MCCH)	Safe Havens - provides low demand housing for 40 street homeless mentally ill individuals. Primarily HUD funded	$227,000
MCCH	Men's Emergency Shelter - provides 60 year round beds for homeless men and up to 140 beds or more during the winter	$721,854
MCCH	Seneca Heights - provides permanent supportive housing to homeless individuals and transitional housing for families with children. Receives HUD funding.	$548,471
MCCH	Hope Housing project - provides permanent supportive housing for 40 individuals and 2 families. Primarily HUD funded.	$90,651

Table D-1: Special Needs Housing FY10 Housing-Related Contracts, continued

Grant Recipient	Description	Amount[1]
Homelessness Prevention and Shelter Services, cont.		
MCCH*	Provides a case manager to serve homeless men at the Men's Emergency Shelter during day hours	$54,850
MCCH and Interfaith Works	Adult Shelter Case Management - funding provides a case manager for the Men's Emergency Shelter (MCCH) and Sophia House (Interfaith Works)	$130,000
Mt. Calvary Baptist Church	Helping Hands Shelter - provides emergency shelter to eight homeless families with a rapid re-housing focus	$121,206
National Center for Children and Families	Greentree Shelter - provides emergency shelter to thirteen homeless families with children with a rapid re-housing focus	$700,773
National Center for Children and Families	Greentree Shelter contract	$142,000
National Center for Children and Families	Provides case managers for two transitional housing programs that are primarily HUD funded	$78,617
National Center for Children and Families	Parent Educator at Greentree Shelter for homeless families	$35,505
Regency and Barwood Cab Companies	Taxicab service to transport homeless families to shelter placements	$17,200
Rockville Presbyterian Church	Rainbow Shelter for Women - provides emergency shelter to homeless women during the winter season	$14,622
Shepherds Table	Provides soup kitchen and support services for the homeless	$123,928
Silver Spring Interfaith Housing Coalition*	Provides case management to formerly homeless men at Philadelphia House	$20,000
St. Camillus Church*	Provides assistance to low-income individuals, families, and children with basic living needs	$10,000
Stepping Stones Shelter	Stepping Stones Shelter - provides emergency shelter to six homeless families with a rapid re-housing focus	$191,360
Stepping Stones Shelter*	Provides employment counselors for shelter and HOME program participants	$30,350
Volunteers of America	Outreach to homeless individuals	$111,860
Homelessness Prevention and Shelter Services Total		*$14,800,953*

Table D-1: Special Needs Housing FY10 Housing-Related Contracts, continued

Grant Recipient	Description	Amount[1]
Housing Initiative Program		
City of Gaithersburg	Service Coordination for HIP Households	$3,600
Coordinating Center	Service Coordination for HIP Households	$15,000
Dwelling Place	Service Coordination for HIP Households	$36,000
HOC	Service Coordination for HIP Households	$210,000[3]
HOC	Housing Locators for HIP (and other) Households	$154,400
Interfaith Works	Service Coordination for HIP Households	$90,000
MCCH	Service Coordination for HIP Households	$118,800
Mustapha	Service Coordination for HIP Households	$25,200
Silver Spring Interfaith Housing Coalition	Service Coordination for HIP Households	$18,000
Housing Initiative Program Total		*$671,000*
Partnership for Permanent Housing (2)		
MCCH	Partnership for Permanent Housing (2) – rent subsidies, service coordination, and administration	$1,052,941
Partnership for Permanent Housing (2) Total		*$1,052,941*
Special Needs Housing Total		**$16,524,894**

*Indicates Council Grant

[3] This is a service-based contract. Under the contract, HOC receives $3,600 per client. HOC budgeted $302,000 for this contract (see HOC Housing Initiative Program, p. 91); as of December 31, 2010, DHHS estimated $210,000 in FY10 expenditures for this contract.

Table D-2: Behavioral Health and Crisis Services FY10 Housing-Related Contracts

Grant Recipient	Description	Amount[4]
Betty Ann Krahnke Center		
National Center for Children and Families	Emergency shelter and services for victims of domestic violence	$1,145,175
National Center for Children and Families Total		*$1,145,175*
Adult Group Home		
Jewish Foundation for Group Homes, Inc.	Residential group home services	$34,290
Jewish Foundation for Group Homes, Inc. Total		*$34,290*
Affordable Neighborhood Housing		
St. Luke's House, Inc.	Housing facilitators and limited case management for residents of Housing Unlimited, Inc. and Huges Neighborhood Housing	$153,614
Affordable Neighborhood Housing Total		*$153,614*
Assisted Living Program		
Adventist Health Care, Inc. - Potomac Manor	Assisted living for persons with severe and persistent mental illness	$676,739
Assisted Living Program Total		*$676,739*
Housing for the Homeless Mentally Ill		
HOC	Case aid services, emergency assistance, and other funds for McKinney-Vento residents	$25,000
Mental Health Association	Case aid services for Shelter Plus Care clients in HOC housing	$352,030
Housing for the Homeless Mentally Ill Total		*$377,348*
Residential Rehabilitation Services		
Community Connections	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$140,000
Family Services	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$198,100
Guide, Inc.	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$141,819

[4] Contract amounts reflect the FY10 approved budget.

Table D-2: Behavioral Health and Crisis Services FY10 Housing-Related Contracts, continued

Grant Recipient	Description	Amount[4]
Residential Rehabilitation Services, cont.		
Rock Creek Foundation	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$284,600
St. Luke's House, Inc.	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$309,150
Threshold Services, Inc.	Housing, supervision, and rehabilitation services for adults with severe and persistent mental illness	$327,163
Residential Rehabilitation Services Total		*$1,400,832*
Behavioral Health and Crisis Services Total		**$3,787,998**

Appendix E
Homelessness Prevention and Shelter Services:
State and Federal Grant Descriptions

Grant Name	Description	Amount*
State Grants		
Emergency Transitional Housing Services Grant	Provides funding for emergency shelters, transitional housing programs, and limited emergency assistance. SNH distributes funds to 14 providers through service contracts.	$242,904
Homelessness Prevention Program Grant	County uses funding for emergency assistance grants and an HOC contract for Emergency Assistance program personnel (p. 85) to screen and help HOC residents apply for DHHS emergency assistance grants.	$97,500
Homeless Women's Services – Crisis Shelter Grant	Pass through State grant to Mt. Calvary Baptist Church Helping Hands Shelter to provide shelter services.	$42,628
Emergency Assistance to Families with Children Grant	Provides funding for emergency grants to prevent housing emergencies. Grants may be used for expenses such as utilities, security deposit, and rent arrears.	$967,354
Welfare Avoidance Grant	Provides one-time grant of up to 6 months of temporary cash assistance to prevent housing emergency. Recipients become ineligible for temporary cash assistance for a length of time that is equal to the size of the grant (i.e., if a client receives a 6-month grant, they are ineligible for TCA for 6 months).	$62,445
Housing Counselor	Provides funding for HOC contract for Housing Counseling program personnel (p. 90) to help find housing for hard-to-serve households with very low incomes and poor rental/credit histories.	$31,997
Service Linked Housing	Provides funding for HOC contracts for the Emergency Assistance Program (p. 85) and Service Linked – Tanglewood Program (p. 99). Funds provide assistance with applying for emergency assistance grants, referrals, and supportive services to help residents avoid eviction.	$73,919
Federal Grants		
Homeless Prevention and Rapid Re-housing Grant**	Provides emergency financial assistance to prevent homelessness, rent subsidies of up to 18 months to rapidly re-house homeless households, and case management services to stabilize households.	$2,104,743

* Grant amounts are as of December 31, 2009. Most State grants have been reduced since the beginning of FY10. Several have been reduced again or eliminated since December 31.

**This is a 3-year grant that was appropriated in FY09. All funds must be expended by September, 2012. DHCA applied for the funds, which are administered by DHHS. See p. 21 for a more detailed description of the grant.

Appendix F
Emergency Shelters, Transitional Housing, and Permanent Supportive Housing Programs in Montgomery County

Agency	Shelter Program	# of beds	Population Served	Specific population served	Additional Services provided	Maximum Length of Stay
Emergency Shelters						
Interfaith Works	Community Based Shelter emergency beds	20	Women	All	Case management	Goal is up to 90 days.
Interfaith Works	Community Vision Winter Overflow Shelter	70 - seasonal	Men and women	All	Day time shelter services , case management	Overflow beds closes March 31st
Interfaith Works	Sophia House, Community Based Shelter	30	Women	All	Case management	Goal is up to 90 days.
MCDHHS	Motel Overflow for Families	As needed	Families	All	Case management	Goal of 30 days, rapid re-housing focus
Montgomery County Coalition for the Homeless (MCCH)	Men's Emergency Shelter	60	Men	All	Case management	Should be short term less than a year
MCCH	Men's Emergency Shelter - Seasonal	80	Men	All	Case management	Seasonal shelter closes March 31
MCCH	Men's Emergency Shelter - Overflow	As needed up to 100	Men	All	Case management	Overflow beds closes March 31st
Mt. Calvary Baptist Church	Helping Hands Shelter	21	Families	All	Case management	Goal of 30 days, rapid re-housing focus
National Center for Children and Families (NCCF)	Betty Ann Krahnke Center	54	Women and families	Domestic violence	Case management	Goal of 30 days
NCCF	Greentree Shelter	42	Families	All	Case management	Goal of 30 days, rapid re-housing focus
Rockville Presbyterian Church	Rainbow Place	25 - seasonal	Women	All	Case management	Seasonal shelter from November 1 through March 31
Stepping Stones Shelter	Stepping Stones Shelter	18	Families	All	Case management	Goal of 30 days

Appendix F
Emergency Shelters, Transitional Housing, and Permanent Supportive Housing Programs in Montgomery County, continued

Agency	Shelter Program	# of beds	Population Served	Specific population served	Additional Services provided	Maximum Length of Stay
Transitional Shelters						
Catholic Charities	Carroll House	32	Men	All	Case management	Up to 2 years
Catholic Charities	Dorothy Day Place	20	Women	All	Case management	Up to 2 years
City of Gaithersburg	Wells/Roberston House	14	Men and women from Gaithersburg	Co-occurring substance abuse and mental illness	Case management	Up to 2 years
Community Ministries of Rockville	Chase Partnership House	36	Men	Substance abuse recovery	Case management	Up to 2 years
Dwelling Place	Dwelling Place	49	Families	All	Case management	Up to 2 years
Interfaith Works	Community Based Shelter transitional beds	15	Women	All	Case management	Up to 2 years
Interfaith Works	Watkins Mill	8	Women	Chronically mentally ill	Case management	Up to 2 years
MCCH	Seneca Heights	51	Families	All	Case management	Up to 2 years
Mental Health Association	Places for People 1	5	Men and women	All	Case management	Up to 2 years
National Center for Children and Families (NCCF)	Family Stabilization Program	49	Families	All	Parent education, case management	Up to 2 years
NCCF	Rapid Re-housing Demonstration Project	21	Families	All	Case management	18 mos -ARRA funded not transitional
Silver Spring Interfaith Housing Coalition	Silver Spring Interfaith Housing Coalition	28	Families /men	All	Case management	Up to 2 years
Village of Friendship Heights	Friendship Heights	3	Families	1 unit	Case management	Up to 1 year

Appendix F
Emergency Shelters, Transitional Housing, and Permanent Supportive Housing Programs in Montgomery County, continued

Agency	Shelter Program	# of beds	Population Served	Specific population served	Additional Services provided	Maximum Length of Stay
Permanent Housing Programs						
City of Gaithersburg	DeSellum House	5	Men	All	Case management	No max; permanent housing
Community Ministries of Rockville	Jefferson House	6	Men	All	Case management	No max; permanent housing
HOC	Hampden Lane	12	Men and women	Not operating	N/A	No max; permanent housing
HOC	McKinney 3	29	Families	Disabled head of household	Employment counseling	No max; permanent housing
HOC	McKinney VIII	109	Men, women, and families	Disabled head of household	Case management	No max; permanent housing
HOC	McKinney X	143	Men, women, and families	Disabled head of household	Employment counseling	No max; permanent housing
HOC	McKinney XII	14	Men and women	Disabled head of household	Employment counseling	No max; permanent housing
HOC	New Neighbors 2 (Shelter Plus Care 3)	5	Men and women	Documented disability and chronically homeless	Case management	No max; permanent housing
HOC	Shelter Plus Care	46	Men and women	Documented disability	Case management	No max; permanent housing
Housing Opportunities Commission (HOC)	New Neighbors (Shelter Plus Care 1)	22	Men and women	Mental health disability	Case management	No max; permanent housing
Interfaith Works	Interfaith Housing Coalition	80	Families	All	Case management	No max; permanent housing
Interfaith Works	Welcome Home	8	Women	Elderly with a with a medical disability	Case management	No max; permanent housing
MCCH	Cordell House	32	Men	Under development; not operating	Case management	No max; permanent housing

Appendix F
Emergency Shelters, Transitional Housing, and Permanent Supportive Housing Programs in Montgomery County, continued

Agency	Shelter Program	# of beds	Population Served	Specific population served	Additional Services provided	Maximum Length of Stay
Permanent Housing Programs, continued						
MCCH	Home First 1	12	Men and women	Documented disability and chronically homeless	Case management	No max; permanent housing
MCCH	Home First 2	10	Men and women	Documented disability and chronically homeless	Case management	No max; permanent housing
MCCH	Home First 3	8	Men and women	Under development; not operating	Case management	No max; permanent housing
MCCH	Hope Housing	40	Men, women, and families	Documented disability	Case management	No max; permanent housing
MCCH	Partnership for Permanent Housing 2	106	Families	All	Case management	No max; permanent housing
MCCH	Partnership for Permanent Housing 5	113	Men, women, and families	All	Case management	No max; permanent housing
MCCH	Safe Havens	40	Men and women	Mental health disability	Case management	No max; but not permanent
MCCH	Partnership for Permanent Housing I	161	Families, men and women	All	Case management	No max; permanent housing
MCCH	Seneca Heights PLQ	40	Men and women	Eight participants disabled, 32 participants have no requirement	Case management	No max; permanent housing
MCCH/Coalition Homes	Ashmore	16	Men and women	Disabled	none	No max; permanent housing
MCCH/Coalition Homes	Aurora Apartments	8	Men and women	Disabled	none	No max; permanent housing
Mental Health Association	Places for People 3	5	Men and women	All	Case management	No max; permanent housing

Appendix G
Summary Chart of HOC Properties with Project Ownership Status

Project Ownership Status	Unit Type	Managed by HOC Staff	Managed by HOC Contractors or third parties	Totals	% of HOC owned or financed units
Units Owned by HOC					
Public Housing	Rental Units (# projects)				
	Elderly (4 projects)	555	0	555	
	Family (5 projects)	279	0	279	
	Scattered Site (5 regions + 2 projects)	709	0	709	
Subtotal Public Housing Rental Units		***1,543***	***0***	***1,543***	***23%***
Public Housing	Homeowner Units	11	0	11	
Subtotal Public Housing		***1,554***	***0***	***1,554***	***23%***
Opportunity Housing and Dev Corp Units	Rental Units (# projects)				
	Elderly (1 project)	0	120	120	
	Family (24 projects)	516	1,939	2,455	
	Scattered Site (15 agreements)	662		662	
Subtotal Opportunity Housing and Development Corporations		***1,178***	***2,059***	***3,237***	***48%***
Subtotal: Units Owned by HOC		***2,732***	***2,059***	***4,791***	***71%***
Units Managed and Administered by HOC Staff or HOC Contractors					
	Elderly (2 projects)	254	0	254	
	Family (14 pships)	114	1,277	1,391	
	Scattered Units (7 agreements)	329	0	329	
Subtotal: Units Managed and Administered by HOC		***697***	***1277***	***1974***	***29%***
Grand Total: Units Owned/Financed by HOC		***3,429***	***3,336***	***6,765***	***100%***

Appendix G
Summary Chart of HOC Programs with number of units/participants

Program Name	Fund or Grant	# of Units/Participants	Program Totals	% of All Programs
Privately Owned Units with participants in housing programs administered by HOC				
Rental Assistance Programs	Vouchers	5,566		
	Portables	250		
	Mod/Rehab	29		
	Homeownership Vouchers	10		
Subtotal for Rental Assistance Programs		***5,855***	***5,855***	***88%***
Transitional Housing Programs	McKinneyIII	10		
	McKinney VIII	60		
	Turnkey	11		
	McKinney X	70		
	McKinney XII	14		
Subtotal for Transitional Housing Programs		***165***	***165***	***2%***
Specialized Programs	State RAP	25		
	Shelter Plus Care	47		
	Shelter Plus Care New Neighbors	17		
	Shelter Plus Care New Neighbors II	5		
	SHRAP	32		
	Housing Counselor Programs	70		
	Rent Supplemental Programs	350		
	Housing First Initiative	64		
	Master Lease Properties	49		
Subtotal for Specialized Programs		***659***	***659***	***10%***
Grand Total: Privately Owned Units with HOC Program Participants		***6,679***	***6,679***	***100%***
GRAND TOTAL: ALL UNITS			***13,444***	

Appendix H
FY10 Estimated Program Expenditures by Funding Source

Program	Wys	County				State Direct to HOC	Federal Direct to HOC	HOC			Total
		Main Grant	Pass thru Fed. or State Grants	County Service Contract	Other (HIF, Rec. Tax)				Oper. Funds	Capital Funds	
Housing Resources Division	**47.57**	**$1,012**	**$0**	**$0**	**$0**	**$0**	**$67,165**	**$550**	**$68,727**	**$0**	**$68,727**
Housing Choice Voucher Program	29.54						$66,738		$66,738		$66,738
Public Housing Occupancy Programs	18.03	$1,012					$427	$550	$1,989		$1,989
Housing Management Division	**129.60**	**$0**	**$0**	**$0**	**$10,769**	**$0**	**$9,830**	**$29,780**	**$31,190**	**$19,189**	**$50,379**
Housing Management	47.60						$ 2,805	$15,863	$18,668		$18,668
Inspections Program	9.00						$1,088		$1,088		$1,088
Maintenance Program (***$3,555 in HOC Capital***)	68.00						$ 2,055	$12,226	$10,726	$3,555	$14,281
Modernization (***$15,634 in Capital Funds: MCG CIP, HIF, HOC $983K, Fed***)	5.00				$10,769		$3,882	$1,691	$708	$15,634	$16,342
Resident Services	**80.6**	**$3,755**	**$295**	**$740**	**$2,011**	**$108**	**$4,385**	**$828**	**$12,122**		**$12,122**
Disability Services Counseling Program	3.0	$166					$86		$252		$252
Emergency Assistance Programs**	4.5	$201	$107 (S)						$308		$308
Employment Initiative Program	2.5	$122					$119		$241		$241
Family Resource Center Programs	13.6	$952						$93	$1,045		$1,045
Family Self-Sufficiency Program	8.4	$204					$524		$728		$728
Georgian Court	1.1							$71	$71		$71
Housing Counseling Program	1.0	$31	$37 (S)						$68		$68
Housing Initiative Program	3.0			$302					$302		$302
Housing Locators	2.0			$154					$154		$154
Parent Resource Centers	0	$50						$56	$106		$106
Preservation Properties Counseling Services	4.0			$284					$284		$284
Rent Supplement Program	1.0				$1,506				$1,506		$1,506
Resident Services Program Admin.	9.0	$1,348							$1,348		$1,348
Seneca Ridge Ngh Network Program	1.0						$121		$121		$121
Senior Counseling Services Program	6.0	$345					$75	$62	$482		$482
Service Linked Housing – Tanglewood	1.5	$91	$39 (S)						$130		$130
Shelter Plus Care, New Neighbors I and II Programs	1.0				MHA contract		$817	$25	$842		$842
State Rental Allowance Program	1.0	$61	$112 (S)			$108			$281		$281
Stewartown Homework Program	0.0	$25						$50	$75		$75
Supportive Housing Programs	15.0	$62			$505		$2,526	$471	$3,564		$3,564
Volunteer and Special Events Coordinator	1.0	$97							$97		$97
Youth ROSS Aiming for Careers	1.0						$117		$117		$117
Mortgage Finance Division	**17.66**	**$0**	**$0**	**$0**	**$1,233**	**$0**	**$0**	**$2,804**	**$ 4,037**		**$4,037**
County Closing Cost Assistance Program	1.54				$1,233				$ 1,233		$1,233
Homeownership Programs for HOC Clients (Funding included in SFMPP)	1.50										
Multi-Family Mortgage Finance and Bond Issuance Program	6.76							$1,099	$ 1,099		$1,099
Single Family Mortgage Purchase Program (SFMPP)	7.86							$1,705	$ 1,705		$1,705
Real Estate Division	**8.74**	**$0**	**$5,935**	**$0**	**$14,772**	**$4,876**	**$0**	**$34,316**		**$59,899**	**$59,899**
Acquisition/Rehabilitation of Existing Multi-Family Properties ***(All Capital $)***	4.74		$4,990 (F)		$14,722	$492		$8,265		$28,469	$28,469
Land Acquisition and New Construction Development ***(All Capital $)***	1.60		$945 (F)		$50	$4,384				$5,379	$5,379
Preservation of Existing HOC Properties ***(All Capital $)***	2.40							$26,051		$26,051	$26,051
Total	**284.17**	**$4,767**	**$6,230**	**$740**	**$28,785**	**$4,984**	**$81,380**	**$68,278**	**$116,076**	**$79,088**	**$195,164**
Percent of Total		**2%**	**3%**	**0%**	**15%**	**3%**	**42%**	**35%**	**59%**	**41%**	**100%**

**HOC funds are for personnel only.Benefit payments are in DHHS' Homelessness Prevention and Shelter Services Program.

Source: HOC

County total is $40.522M including $31.426M of capital expenditures for Housing Management Modernization and Real Estate programs, $740K in County Service contracts, $295K in State pass through grants (S) and $5.935M in Federal pass through grants (F).

Appendix I
DHCA and DHHS Programs with Service Contracts[1]

Division	Program
DHCA	
Housing and Code Enforcement Division	Moderately Priced Dwelling Unit Program
	Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program
	Weatherization Program
	Code Enforcement and Inspection Program
Community Development Division	Building Neighborhoods to Call Home Services Program
DHHS	
Special Needs Housing	Homelessness Prevention and Shelter Services
	Housing Initiative Program
	Partnership for Permanent Housing (2)
Behavioral Health and Crisis Services	Betty Ann Krahnke Center
	Adult Group Home
	Affordable Neighborhood Housing
	Assisted Living Program
	Housing for the Homeless Mentally Ill
	Residential Rehabilitation Services

[1] HOC reports no service contracts.

Appendix J
DHCA, DHHS, and HOC Programs by Resource Category

The Council asked OLO to examine the degree to which HOC's, DHCA's, and DHHS' housing related programs complement or duplicate each other's work. To facilitate this, OLO created a classification scheme to sort 62 of the 63 programs into seven resource areas[1]. OLO was able to assign all but one of the 62 programs to a single "primary" resource area. (OLO split one DHHS program between two "primary" areas.) However, several programs provide services that fall into multiple resource areas. The tables in this appendix show all the resource areas served by a program. The highlighted resource area indicates the "primary" assignment made by OLO. The table below defines each housing resource area.

Housing Resource Area Definitions
Housing Stock. Programs in this area provide resources to develop new housing or to renovate or modernize existing properties.
Property Services and Support. Programs in this area use resources for property inspections, maintenance, and repairs and for licensing, surveys and reports.
Rental Affordability. Programs in this area provide vouchers or housing subsidies or offer below-market rents to make housing more affordable.
Housing Stabilization Services - Financial Assistance. Programs in this area provide payments to address or help households avoid emergencies, such as utility assistance and rent arrears. The primary purpose of these programs is to prevent homelessness caused by a crisis situation.
Housing Stabilization Services – Shelter, Transitional, and Permanent Supportive Housing. Programs in this resource area provide emergency shelters, transitional housing, and some permanent supportive housing.
Homeownership Programs. The programs in this area direct resources to make homeownership affordable and sustainable.
Services and Supports for People. The programs in this area direct resources to an array of supportive services for people in emergency shelters, transitional housing, rental housing, and group homes.

[1] Classification does not include HOC Resident Services Administration Program.

Table J-1: Department of Housing and Community Affairs Programs by Resource Category

Division/Service Area	Program	Housing Resource Areas						
		Housing Stock	Property Services and Support	Rental Affordability	Financial Assistance	Shelter, Transitional, and Permanent Supportive Housing	Homeownership	Services and Supports to People
Housing and Code Enforcement - Single Family Housing Section	Moderately Priced Dwelling Unit Program			X			X	
	Single Family Home Improvement Loan Program/ Group Home Rehabilitation Loan Program		X					
	Weatherization Program		X					
	Workforce Housing Program	X					X	
Housing and Code Enforcement - Multi Family Housing Section	Multi-family Loan Program	X						
Housing and Code Enforcement - Code Enforcement Section	Code Enforcement and Inspection Program		X					
Housing and Code Enforcement - Landlord Tenant Mediation Section	Eviction Assistance Program				X			
	Landlord Tenant Mediation Program		X					
Housing and Code Enforcement - Licensing and Registrations Section	Rental Units Licensing and Registration Program		X					
Community Development Division- Neighborhood Revitalization Section	Building Neighborhoods to Call Home Program		X					X

Table J-2: Department of Health and Human Services Programs by Resource Category

Division/Service Area	Program	Housing Resource Areas						
		Housing Stock	Property Services and Support	Rental Affordability	Financial Assistance	Shelter, Transitional, and Permanent Supportive Housing	Homeownership	Services and Supports to People
Special Needs Housing	County Rental Assistance Program			X				
	Handicapped Rental Assistance Program			X				X
	Home Energy Assistance Programs				X			
	Homelessness Prevention and Shelter Services (Housing First Initiative)				X	X		X
	Housing Initiative Program[2]					X		X
	Partnership for Permanent Housing 2					X		X
Behavioral Health and Crisis Services	Betty Ann Krahnke Center					X		X
	Adult Group Home			X				X
	Affordable Neighborhood Housing							X
	Assisted Living Program			X				X
	Gallery at White Flint			X				
	Housing for the Homeless Mentally Ill				X			X
	Residential Rehabilitation Program							X
Aging and Disability Services	Developmental Disability Supplement (Residential Portion)			X				
	Project Home/Adult Foster Care		X	X				X
	Senior Assisted Living Group Home Supplement			X				X
Public Health Services	Housing Opportunities for Persons with AIDS			X				

[2] DHHS contracts out a portion of the services and supports for people in the Housing Initiative Program to HOC, as shown on p. J-4.

Table J-3: Housing Opportunities Commission Programs by Housing Resource Category

Division/Service Area	Program	Housing Resource Areas						
		Housing Stock	Property Services and Support	Rental Affordability	Financial Assistance	Shelter, Transitional, and Permanent Supportive Housing	Homeownership	Services and Supports to People
Housing Resources Division	Housing Choice Voucher Program			X				
	Public Housing Occupancy Programs			X				
Housing Management Division	Housing Management	X	X					
	Inspections Program		X					
	Maintenance Program		X					
	Modernization	X						
Resident Services	Disability Services Counseling Program							X
	Emergency Assistance Programs				X			
	Employment Initiative Program							X
	Family Resource Center Programs							X
	Family Self-Sufficiency Program							X
	Georgian Court							X
	Housing Counseling Program							X
	Housing Initiative Program[3]							X
	Housing Locators[3]							X
	Parent Resource Centers							X
	Preservation Properties Counseling Services							X
	Rent Supplement Program			X				

[3] HOC's Housing Initiative Program and Housing Locators Program are contracted portions of DHHS' Housing Initiative Program. These portions of the program provide only Services and Supports to People.

Table J-3: Housing Opportunities Commission Programs by Housing Resource Category, continued

Division/Service Area	Program	Housing Resource Areas						
		Housing Stock	Property Services and Support	Rental Affordability	Financial Assistance	Shelter, Transitional, and Permanent Supportive Housing	Homeownership	Services and Supports to People
Resident Services	Resident Services Program Administration							
	Seneca Ridge Neighborhood Network Program							X
	Senior Counseling Services Program							X
	Service Linked Housing – Tanglewood							X
	Shelter Plus Care, New Neighbors I and II Programs			X				X
	State Rental Allowance Program			X				
	Stewartown Homework Program							X
	Supportive Housing Programs					X		X
	Volunteer and Special Events Coordinator							X
	Youth ROSS Aiming for Careers							X
Mortgage Finance Division	County Closing Cost Assistance Program						X	
	Homeownership Programs for HOC Clients						X	
	Multi-Family Mortgage Finance and Bond Issuance Program	X						
	Single Family Mortgage Purchase Program						X	
Real Estate Division	Acquisition/Rehabilitation of Existing Multi-Family Properties	X						
	Land Acquisition and New Construction Development	X						
	Preservation of Existing HOC Properties	X	X					

Appendix K: Program Eligibility Requirements by Housing Resource Category

Table K-1: Eligibility Requirements for Rental Affordability Programs

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Housing Opportunities Commission						
Housing Resource Division	Housing Choice Voucher Program (Federal, County, Other)	Individuals, Families			50% AMI[1]	
	Public Housing Occupancy Programs (County, Other, Federal)	Individuals, Families			HUD limits	Background check
Resident Services	Rent Supplement Program (County)	Individuals, Families		HOC resident	20-40% AMI	
	Shelter Plus Care, New Neighbors I and II Programs (Federal, Other)	Individuals, Families	Homeless *and* Mentally ill			Referral from DHHS and MHA
	State Rental Allowance Program (County, State)	Individuals, Families	Homeless	HOC resident	MDHCD[2] limits	Must be able to pay rent balance
Department of Health and Human Services						
Special Needs Housing	County Rental Assistance Program (County)	Individuals, Families	Seniors, disabled, families	Rent or occupy unit in County; Legal U.S. resident or child receiving TCA	50% AMI	
	Handicapped Rental Assistance Program (County)	Individuals	Mentally ill	6 months in County	Eligible for entitlement benefits	
Behavioral Health and Crisis Services	Adult Group Home (State)	Individuals	Mentally ill			
	Assisted Living Program (State, County)	Individuals	Mentally ill			Physical health needs
	Gallery at White Flint (State)	Individuals	Mentally ill			Exiting residential rehabilitation

[1] AMI – Area Median Income
[2] MDHCD – Maryland Department of Housing and Community Development

Table K-1: Eligibility Requirements for Rental Affordability Programs, continued

Division	Program	Household Type	Specific Population	Residency	Income Limits	Other
Department of Health and Human Services, continued						
Aging and Disability Services	Developmental Disability Supplement (Residential Portion) (County)	Individuals	Developmentally disabled			Receiving State assistance for services from provider
	Project Home/Adult Foster Care (County, State)	Individuals	Disabled, Seniors		Varies based on type of home and funding source (County or State)	At risk for abuse or neglect
	Senior Assisted Living Group Home Supplement (State, County)	Individuals	Seniors		Income: $2,521/month Assets: $11,000	Requires 24-hour supervision
Public Health Services	Housing Opportunities for Persons with AIDS (HOPWA) (Federal)	Individuals, Families	HIV positive, AIDS diagnosis		50% AMI	Must contribute 30% of income

Table K-2: Eligibility Requirements for Housing Stabilization Financial Assistance Programs

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Housing Opportunities Commission						
Resident Services	Emergency Assistance Programs (County)	Individuals, Families		HOC resident	Varies	At-risk of eviction
Department of Housing and Community Affairs						
Housing Division - Landlord Tenant	Eviction Assistance Program (County, Federal)	Individuals, Families				At-risk of eviction
Department of Health and Human Services						
Special Needs Housing	Home Energy Assistance Programs (State, Federal, County)	Individuals, Families		Montgomery County resident	175% of Federal poverty level	
	Homelessness Prevention and Shelter Programs (Housing First Initiative) (County, Federal, State)	Individuals, Families	Varies, includes: Homeless, at-risk of homelessness, disabled, mentally ill		Varies	

Table K-3: Eligibility Requirements for Housing Stabilization Shelter, Transitional, and Permanent Supportive Housing Programs

	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Housing Opportunities Commission						
Resident Services	Supportive Housing Programs (Federal, County, Other)	Individuals, Families	Homeless *and* disabled			Referred by DHHS
Department of Health and Human Services						
Special Needs Housing	Homelessness Prevention and Shelter Services (Housing First Initiative) (County, Federal, State)	Individuals, Families	Varies, includes: Homeless, at-risk of homelessness, disabled, mentally ill	Varies - In general, lost or at-risk of losing permanent housing in County	Varies	
	Housing Initiative Program (County)	Individuals, Families	Homeless *and* behavioral health needs, disabled, senior, or transitioning youth	Legal U.S. resident *and* lost permanent housing in County	30% AMI	Must participate in case management
	Partnership for Permanent Housing (County)	Individuals, Families	Homeless *and* behavioral health needs, disabled, senior, or transitioning youth	Legal U.S. resident *and* lost permanent housing in County	30% AMI	Must participate in case management
Behavioral Health and Crisis Services	Betty Anne Krankhe Center (County)	Individuals, Families	Domestic violence victim			

Table K-4: Eligibility Requirements for Homeownership Programs

Division	Program	Target Population	Residency	Income Limits
Housing Opportunities Commission				
Mortgage Finance Division	County Closing Cost Assistance Program	First-time homebuyer; Work in County; Must use HOC-approved lender		Must prove need for assistance
	Homeownership Programs for HOC Clients	HOC Program: First-time homebuyer Housing Choice Voucher Program: Graduate or 2-year participant in Family Self-Sufficiency Program	HOC resident	
	Single Family Mortgage Purchase Program	First-time homebuyer		
Department of Housing and Community Affairs				
Housing and Code Enforcement - Single Family Housing	Workforce Housing Program	In priority: Public employees, Rockville residents, first responders, households renting or that own MPDUs[3]		71% - 120% AMI
	Moderately Priced Dwelling Unit Program			Home purchaser: 65% - 70% AMI Renter: 65% AMI

[3] MPDUs – Moderately Priced Dwelling Units

Table K-5: Eligibility Requirements for Programs that Provide Services and Supports to People

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Housing Opportunities Commission						
Resident Services	Disability Services Counseling Program (County, Federal)	Individuals, Families	Disabled	HOC resident		
	Employment Initiative Program (County, Federal)		Adults	HOC resident		
	Family Resource Center Programs (County, Other)	Families		HOC resident		
	Family Self-Sufficiency Program (Federal, County, State)	Individuals, Families		HOC resident		Housing Choice Voucher or Public Housing participant
	Georgian Court (Other)	Families	Children/ Youth	HOC Georgian Court resident		
	Housing Counseling Program (County)	Individuals, Families				Referred by DHHS; Very poor rental/credit history
	Housing Initiative Program (County)[4]	Individuals, Families	Homeless *and* behavioral health needs, disabled, senior, or transitioning youth		30% AMI	Referred by DHHS; Receiving DHHS rent subsidy
	Housing Locators (County)[4]	Individuals, Families				Referred by DHHS; Receiving DHHS rent subsidy
	Parent Resource Centers (Other, County)	Families	Parents, Children ages 0-5			
	Preservation Properties Counseling Services (County)	Families		HOC preservation property resident		

[4] HOC's Housing Initiative Program and Housing Locators Program are contracted portions of DHHS' Housing Initiative Program.

Table K-5: Eligibility Requirements for Programs that Provide Services and Supports to People, continued

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Housing Opportunities Commission, continued						
Resident Services (cont.)	Seneca Ridge Neighborhood Network Program (Federal)		Adults	HOC resident		
	Senior Counseling Services Program (County, Federal, Other)		Seniors	HOC resident		
	Service Linked Housing – Tanglewood (County)	Families	Youth	HOC Tanglewood or Sligo Hills resident		
	Shelter Plus Care, New Neighbors I and II Programs (Federal, Other)	Individuals	Homeless *and* Mentally ill			Referred by DHHS
	Stewartown Homework Program (Other, County)		Children/ Youth	HOC Stewartown resident		
	Supportive Housing Programs (Federal, County, Other)	Individuals, Families	Homeless *and* disabled			Referred by DHHS
	Volunteer and Special Events Coordinator (County)			HOC resident		
	Youth ROSS Aiming for Careers (Federal)	Families	Youth	HOC resident		
Department of Housing and Community Affairs						
Community Development – Grants and Special Projects	Building Neighborhoods to Call Home Services Program (County)[5]			Resident of one of five Long Branch multi-family properties[6]		

[5] This program is a combination of grants to community organizations that provide both services and supports to people and property services and supports. One grant to Casa de Maryland provides funding for the Long Branch Training and Tenant Assistance Program, which provides one-on-one tenant counseling and financial literacy training workshops to low-income, residents of the Long Branch community and other activities.
[6] Pine Ridge, Goodacre, Flower-Branch, Foxhall and Croyden Manor Apartments

Table K-5: Eligibility Requirements for Programs that Provide Services and Supports to People, continued

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Department of Health and Human Services						
Special Needs Housing	Handicapped Rental Assistance Program (County)	Individuals	Mentally ill	6 months in County	Eligible for entitlement benefits	
	Homelessness Prevention and Shelter Programs (Housing First Initiative) (County, Federal, State)	Individuals, Families	Varies, includes: Homeless, at-risk of homelessness, disabled, mentally ill	Varies - In general, lost or at-risk of losing permanent housing in county	Varies	
	Housing Initiative Program (County)[7]	Individuals, Families	Homeless *and* behavioral health needs, disabled, senior, or transitioning youth	Legal U.S. resident *and* lost permanent housing in county	30% AMI	Must participate in case management
	Partnership for Permanent Housing (County)	Individuals, Families	Homeless *and* behavioral health needs, disabled, senior, or transitioning youth	Legal U.S. resident *and* lost permanent housing in county	30% AMI	Must participate in case management
Behavioral Health and Crisis Services	Betty Ann Krankhe Center (County)	Individuals, Families	Domestic violence victim			
	Adult Group Home (State)	Individuals	Mentally ill			
	Affordable Neighborhood Housing (County, State)	Individuals	Mentally ill			Able to live independently
	Assisted Living Program (State, County)	Individuals	Mentally ill			Physical health needs

[7] DHHS contracts out a portion of this program to HOC (p. K-6).

Table K-5: Eligibility Requirements for Programs that Provide Services and Supports to People, continued

Division	Program (Funding Sources)	Household Type	Specific Population	Residency	Income Limits	Other
Department of Health and Human Services, continued						
Behavioral Health and Crisis Services (cont.)	Housing for the Homeless Mentally Ill (County, State)	Individuals	Homeless *and* Mentally ill			HOC McKinney program or Shelter Plus Care participant
	Residential Rehabilitation Programs (County, State)	Individuals	Mentally ill		Eligible for Medicaid	Meet Maryland MHA[8] requirements; have some income; able to live independently with supports
Aging and Disability Services	Project Home/Adult Foster Care (County, State)	Individuals	Disabled, Seniors		Varies based on type of home and funding source (County or State)	At risk for abuse or neglect
	Senior Assisted Living Group Home Supplement (State, County)	Individuals	Seniors		Income: $2,521/month Assets: $11,000	Requires 24-hour supervision

[8] Maryland MHA – Maryland Mental Hygiene Administration

Appendix L
Types of Services and Supports to People by Program

Program	Information and Referral	Case management/ Case aide/ Service Coordination	Counseling (includes eviction prevention)	Employment Training/ Academic Support	Housing Locator	Social/ Health Programs	Group Home/ Supervised Care	Other
Department of Housing and Community Affairs								
Community Development Division - Neighborhood Revitalization								
Building Neighborhoods to Call Home Program			X	X				X
Department of Health and Human Services								
Special Needs Housing								
Handicapped Rental Assistance Program							X	
Homelessness Prevention and Shelter Services (Housing First Initiative)		X						
Housing Initiative Program[1]		X						
Partnership for Permanent Housing 2		X						
Behavioral Health and Crisis Services								
Betty Ann Krahnke Center		X						
Adult Group Home							X	
Affordable Neighborhood Housing		X						X
Assisted Living Program							X	
Housing for the Homeless Mentally Ill		X						X
Residential Rehabilitation Program							X	
Aging and Disability Services								
Project Home/Adult Foster Care		X					X	
Senior Assisted Living Group Home Supplement							X	

[1] DHHS contracts out a portion of services for this program to HOC (p. L-2).

Appendix L
Types of Services and Supports to People by Program

Program	Information and Referral	Case management/ Case aide/ Service Coordination	Counseling (includes eviction prevention)	Employment Training/ Academic Support	Housing Locator	Social/ Health Programs	Group Home/ Supervised Care	Other
Housing Opportunities Commission								
Resident Services								
Disability Services Counseling Program	X	X	X					
Employment Initiative Program				X				
Family Resource Center Programs	X	X	X	X		X		
Family Self-Sufficiency Program		X						X
Georgian Court				X		X		
Housing Counseling Program					X			
Housing Initiative Program[2]		X						
Housing Locators[2]					X			
Parent Resource Centers				X				
Preservation Properties Counseling Services	X	X	X					X
Seneca Ridge Neighborhood Network Program				X				
Senior Counseling Services Program	X	X	X			X		
Service Linked Housing – Tanglewood	X		X	X		X		
Shelter Plus Care, New Neighbors I and II Programs		X						
Stewartown Homework Program				X		X		
Supportive Housing Programs	X	X						X
Volunteer and Special Events Coordinator						X		X
Youth ROSS Aiming for Careers				X				X

[2] HOC's Housing Initiative Program and Housing Locators Program are contracted portions of DHHS' Housing Initiative Program.