



# Services to End and Prevent Homelessness

## RECOMMENDED FY21 BUDGET

\$28,253,582

## FULL TIME EQUIVALENTS

87.50

 RAYMOND L. CROWEL PSY.D., DIRECTOR

## FUNCTION

The vision of the staff of Services to End and Prevent Homelessness (SEPH) is a community where all persons have access to safe, affordable housing, and the opportunity to achieve a higher quality of life. The mission of SEPH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SEPH provides a full continuum of services including housing stabilization, homeless diversion, and permanent housing; and employs evidence-based and promising practices. The mission cannot be achieved without collaborating with public and private partners through the Interagency Commission on Homelessness. Special needs populations include veterans, both individuals and families, persons with behavioral health challenges, individuals with developmental disabilities, and transitioning youth, and seniors with disabilities experiencing or at risk of homelessness.

## PROGRAM CONTACTS

Contact Amanda Harris of the HHS - Services to End and Prevent Homelessness at 240.777.1179 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Admin - Services to End and Prevent Homelessness

This program provides leadership and direction for the administration of Services to End and Prevent Homelessness and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures   | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>995,095</b> | <b>4.00</b> |
| Realignment of Programs                                                                                                                                                                               | (608,134)      | (1.00)      |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 2,222          | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>389,183</b> | <b>3.00</b> |

## ☀ Coordinated Entry

Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Within a Coordinated Entry System, persons are prioritized for housing based on vulnerability using a data-driven, real-time process. Montgomery County's Coordinated Entry System embraces Housing First principles of low barrier access, consumer choice, community integration, and housing orientation.

| Program Performance Measures                                                                                                  | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|-------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement  | N/A            | 355            | 360               | 365            | 370            |
| Coordinated Entry - Days from housing program assignment to housed                                                            | N/A            | 52             | 51                | 50             | 49             |
| Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement | N/A            | 88%            | 89%               | 90%            | 91%            |

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>         | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 1,469,817        | 6.90        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 23,653           | 2.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>1,493,470</b> | <b>8.90</b> |

## ☀ Healthcare for the Homeless

Healthcare for the Homeless provides medical and dental services to individuals experiencing homelessness in emergency shelters, street outreach, and transitional housing. Medical services are also provided to individuals and families served in permanent supportive housing programs. Healthcare for the Homeless is committed to reducing the health disparities for people experiencing homelessness by providing low barrier access to services and reducing re-admissions to hospitals.

| Program Performance Measures                                                                                      | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|-------------------------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) <sup>1</sup> | N/A            | 72             | 78                | 85             | 92             |
| Number of hospital transfers from year-round shelters (based on 911 emergency calls) <sup>2</sup>                 | N/A            | 372            | 365               | 360            | 355            |

<sup>1</sup> This measure tracks new patients served.

<sup>2</sup> 89% of calls in FY19 resulted in transport to hospital.

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>1,103,976</b> | <b>4.00</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 20,548           | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>1,124,524</b> | <b>4.00</b> |

## ☀ Homeless Services for Families

Homeless Services for Families provides emergency shelter and transitional housing to families with children. Services include intake and assessment, case management, and housing location to link families experiencing homelessness to housing, behavioral health, financial, and legal programs. All services are housing focused with a goal of connecting families with permanent housing as

quickly as possible and removing systemic barriers to accessing housing and services.

| Program Performance Measures                                                                                                                                                                          | Actual FY18 | Actual FY19 | Estimated FY20      | Target FY21 | Target FY22 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------------------|-------------|-------------|
| Number of individuals as part of a family unit experiencing homelessness for the first time                                                                                                           | 617         | 586         | 577                 | 568         | 559         |
| Average length of stay in days by homeless families in emergency shelter                                                                                                                              | 47          | 55          | 45                  | 30          | 30          |
| Percent of households returning to homelessness                                                                                                                                                       | 5%          | 5%          | 5%                  | 5%          | 5%          |
| <b>FY21 Recommended Changes</b>                                                                                                                                                                       |             |             | <b>Expenditures</b> | <b>FTEs</b> |             |
| <b>FY20 Approved</b>                                                                                                                                                                                  |             |             | <b>3,848,606</b>    | <b>9.90</b> |             |
| Realignment of Programs                                                                                                                                                                               |             |             | (992,293)           | (6.90)      |             |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. |             |             | (7,372)             | 0.00        |             |
| <b>FY21 Recommended</b>                                                                                                                                                                               |             |             | <b>2,848,941</b>    | <b>3.00</b> |             |

## ☀ Homeless Services for Single Adults

Homeless Services for Single Adults provides emergency shelter, street outreach, and transitional housing to adults experiencing homelessness. All services are housing focused with a goal of connecting adults with permanent housing as quickly as possible by removing barriers such as poor credit, criminal history, limited or no access to behavioral and somatic healthcare, and low or no income. Homeless services include comprehensive case management, assertive engagement, housing location, employment training and job development, legal services, and assistance with entitlements like Food Stamps and Medicaid.

| Program Performance Measures                                                                                                                                                                          | Actual FY18 | Actual FY19 | Estimated FY20      | Target FY21 | Target FY22 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|---------------------|-------------|-------------|
| Number of homeless single adults counted during Annual Point in Time Count                                                                                                                            | 568         | 441         | 430                 | 420         | 410         |
| Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing                                                                                                    | 108         | 115         | 112                 | 109         | 106         |
| Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter                                                                                       | 37%         | 36%         | 38%                 | 39%         | 39%         |
| <b>FY21 Recommended Changes</b>                                                                                                                                                                       |             |             | <b>Expenditures</b> | <b>FTEs</b> |             |
| <b>FY20 Approved</b>                                                                                                                                                                                  |             |             | <b>4,653,640</b>    | <b>2.00</b> |             |
| Restore: Funding for the Youth Drop-In Center                                                                                                                                                         |             |             | 311,000             | 0.00        |             |
| Add: Implementation of Inter-agency Commission on Homelessness Decriminalization Recommendations.                                                                                                     |             |             | 100,000             | 0.00        |             |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. |             |             | 104,413             | 0.00        |             |
| <b>FY21 Recommended</b>                                                                                                                                                                               |             |             | <b>5,169,053</b>    | <b>2.00</b> |             |

## ☀ Housing Initiative Program

The Housing Initiative Program is a Housing First permanent supportive housing program serving individuals and families with disabilities. Program participants are quickly connected to permanent scattered site units without any preconditions and offered intensive wraparound support services. The rental assistance is provided by the Department of Health and Human Services staff and services are offered via contracts with non-profit partners. This program also acts as the lead entity for the 1115 Medicaid Waiver Assistance in Community Integration Services through the state Department of Health.

| Program Performance Measures                         | Actual FY18 | Actual FY19 | Estimated FY20 | Target FY21 | Target FY22 |
|------------------------------------------------------|-------------|-------------|----------------|-------------|-------------|
| Housing Initiative Program: Number of clients served | 848         | 823         | 840            | 855         | 870         |

| Program Performance Measures                                                                      | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|---------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Housing Initiative Program -Days from housing program assignment (to accepted) to housed          |                | 63             | 60                | 55             | 50             |
| Percent of households who retain permanent housing after 12 months                                | 94%            | 99%            | 99%               | 99%            | 99%            |
| Decrease in acuity score, measuring the severity of presenting issues impacting housing stability | 58             | 60             | 63                | 68             | 72             |

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures   | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>       | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 299,349        | 2.00        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 17,565         | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>316,914</b> | <b>2.00</b> |

## Interagency Commission on Homelessness

The Montgomery County Continuum of Care (CoC) coordinates the community's policies, strategies, and implementation of a housing and services system to prevent and end homelessness through a collaboration of public and private sector groups. Responsibilities include promoting a community-wide commitment to ending homelessness, providing funding for efforts to promote community-wide planning and strategic use of resources to address homelessness, improving coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness. The Interagency Commission on Homelessness is a group of appointed leaders of the CoC who have authority to make decisions on behalf of the CoC.

| Program Performance Measures                                                                   | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Dollars brought into the continuum from non-County funds                                       | \$20,299,667   | \$21,575,760   | \$20,155,748      | \$21,500,000   | \$22,000,000   |
| Number of individuals with lived experience participating as ICH Commissioner or on committees | 1              | 6              | 6                 | 7              | 8              |
| Number of total homeless individuals counted during the Annual Point in Time Count             | 840            | 647            | 583               | 553            | 517            |

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures   | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>       | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 134,610        | 1.00        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 7,142          | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>141,752</b> | <b>1.00</b> |

## Permanent Supportive Housing

Permanent Supportive Housing is an evidence-based practice that provides immediate access to a permanent housing subsidy and long-term, wraparound support services to households with disabilities. All programs use a Housing First approach that offers housing without preconditions such as sobriety, treatment compliance, or participation in services.

| Program Performance Measures                           | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|--------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Permanent Supportive Housing: Number of clients served | 1,542          | 1,489          | 1,500             | 1,500          | 1,500          |

| Program Performance Measures                                                                | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|---------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Permanent Supportive Housing - Days from housing program assignment (to accepted) to housed | N/A            | 76             | 72                | 66             | 60             |
| Percent of households who retain permanent housing after 12 months                          |                | 98%            | 99%               | 99%            | 99%            |
| Percent of clients retaining permanent housing                                              | 98%            | 99%            | 95%               | 95%            | 90%            |
| Percent of people that graduate from the program                                            | N/A            | 7%             | 9%                | 11%            | 12%            |

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>         | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 4,889,039        | 2.00        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 129,152          | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>5,018,191</b> | <b>2.00</b> |

## Prevention

Prevention provides conflict resolution, mediation, financial assistance, housing location, and case management to County residents at risk of or experiencing homelessness. The program's focus is to partner with families and individuals to resolve their housing emergency through creative problem-solving. State and County grants are provided to prevent evictions and utility cut offs or secure new housing. Short-term case management services are provided to help at-risk households develop and implement plans to prevent a future housing crisis.

| Program Performance Measures                                                                                            | Actual<br>FY18 | Actual<br>FY19 | Estimated<br>FY20 | Target<br>FY21 | Target<br>FY22 |
|-------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|
| Households receiving emergency grants to prevent eviction/homelessness (County and State funds) <sup>1</sup>            | 8,978          | 9,044          | 9,060             | 9,060          | 9,060          |
| Percent of households who received prevention assistance and within 12 months enter the homeless continuum <sup>2</sup> | N/A            | 9%             | 8%                | 8%             | 8%             |

<sup>1</sup> This measure includes County and State funds.

<sup>2</sup> This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>7,368,257</b> | <b>48.10</b> |
| Realignment of Programs                                                                                                                                                                               | 239,701          | 0.00         |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 67,928           | 8.00         |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>7,675,886</b> | <b>56.10</b> |

## Rapid Rehousing

Rapid Rehousing provides flexible, short-term rental assistance, and intensive support services. The goals are to help people obtain housing quickly, increase income and self-sufficiency, and stay housed. Rapid rehousing with offered without preconditions such as employment, income, absence of criminal record, or sobriety. Resources and services provided are adjusted to meet the specific needs of the person.

| Program Performance Measures             | Actual | Actual | Estimated | Target | Target |
|------------------------------------------|--------|--------|-----------|--------|--------|
| Services to End and Prevent Homelessness |        |        |           |        |        |

|                                                                            | FY18 | FY19     | FY20     | FY21     | FY22     |
|----------------------------------------------------------------------------|------|----------|----------|----------|----------|
| Rapid Rehousing - Number of clients served                                 | 440  | 544      | 550      | 550      | 550      |
| Cost per positive exit                                                     | N/A  | \$18,956 | \$15,600 | \$14,000 | \$12,500 |
| Percent of households with Increased income since entering rapid rehousing | N/A  | 25.9%    | 28.0%    | 32.0%    | 35.0%    |
| Number of exits to permanent housing                                       | 78%  | 73%      | 74%      | 75%      | 76%      |

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>         | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 582,889          | 0.00        |
| Enhance: Expand the Rapid Re-Housing Program                                                                                                                                                          | 900,000          | 0.00        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 14,290           | 0.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>1,497,179</b> | <b>0.00</b> |

## Rental Assistance Program

The Rental Assistance Program (RAP) provides a shallow subsidy to individuals and families at risk of or currently experiencing homelessness. The target population for this program are seniors, people with disabilities and others on a fixed income.

| Program Performance Measures                                                                                                            | Actual FY18 | Actual FY19 | Estimated FY20 | Target FY21 | Target FY22 |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|----------------|-------------|-------------|
| Number of unique households with an active rental subsidy during the year                                                               | 1,961       | 1,771       | 1,700          | 1,700       | 1,700       |
| Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) <sup>1</sup> | N/A         | 19.6%       | 19.0%          | 18.5%       | 18.0%       |
| Median percent reduction in rent burden as a share of income                                                                            | N/A         | 13%         | 14%            | 15%         | 16%         |

<sup>1</sup> This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.

| FY21 Recommended Changes                                                                                                                                                                              | Expenditures     | FTEs        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| <b>FY20 Approved</b>                                                                                                                                                                                  | <b>0</b>         | <b>0.00</b> |
| Realignment of Programs                                                                                                                                                                               | 554,062          | 4.50        |
| Enhance: Increase Rental Subsidy for Rental Assistance Program by 50 Percent                                                                                                                          | 2,000,000        | 0.00        |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 24,427           | 1.00        |
| <b>FY21 Recommended</b>                                                                                                                                                                               | <b>2,578,489</b> | <b>5.50</b> |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Diversion

| FY21 Recommended Changes | Expenditures   | FTEs        |
|--------------------------|----------------|-------------|
| <b>FY20 Approved</b>     | <b>239,701</b> | <b>0.00</b> |
| Realignment of Programs  | (239,701)      | 0.00        |
| <b>FY21 Recommended</b>  | <b>0</b>       | <b>0.00</b> |

### Permanent Housing

| FY21 Recommended Changes | Expenditures     | FTEs        |
|--------------------------|------------------|-------------|
| <b>FY20 Approved</b>     | <b>6,325,339</b> | <b>8.50</b> |
| Realignment of Programs  | (6,325,339)      | (8.50)      |
| <b>FY21 Recommended</b>  | <b>0</b>         | <b>0.00</b> |

## PROGRAM SUMMARY

| Program Name                                     | FY20 APPR Expenditures | FY20 APPR FTEs | FY21 REC Expenditures | FY21 REC FTEs |
|--------------------------------------------------|------------------------|----------------|-----------------------|---------------|
| Admin - Services to End and Prevent Homelessness | 995,095                | 4.00           | 389,183               | 3.00          |
| Coordinated Entry                                | 0                      | 0.00           | 1,493,470             | 8.90          |
| Diversion                                        | 239,701                | 0.00           | 0                     | 0.00          |
| Healthcare for the Homeless                      | 1,103,976              | 4.00           | 1,124,524             | 4.00          |
| Homeless Services for Families                   | 3,848,606              | 9.90           | 2,848,941             | 3.00          |
| Homeless Services for Single Adults              | 4,653,640              | 2.00           | 5,169,053             | 2.00          |
| Housing Initiative Program                       | 0                      | 0.00           | 316,914               | 2.00          |
| Interagency Commission on Homelessness           | 0                      | 0.00           | 141,752               | 1.00          |
| Permanent Housing                                | 6,325,339              | 8.50           | 0                     | 0.00          |
| Permanent Supportive Housing                     | 0                      | 0.00           | 5,018,191             | 2.00          |
| Prevention                                       | 7,368,257              | 48.10          | 7,675,886             | 56.10         |
| Rapid Rehousing                                  | 0                      | 0.00           | 1,497,179             | 0.00          |
| Rental Assistance Program                        | 0                      | 0.00           | 2,578,489             | 5.50          |
| <b>Total</b>                                     | <b>24,534,614</b>      | <b>76.50</b>   | <b>28,253,582</b>     | <b>87.50</b>  |

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