



# Services to End and Prevent Homelessness

## RECOMMENDED FY26 BUDGET

\$61,813,868

## FULL TIME EQUIVALENTS

117.40

JAMES BRIDGERS PH.D., MBA, DIRECTOR

## FUNCTION

The programs of Services to End and Prevent Homelessness (SEPH) have a common vision: access by all people to safe, affordable housing, and opportunities to improve 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 a 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. SEPH programs collaborate 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; transitioning youth; and seniors with disabilities experiencing or at risk of homelessness.

## PROGRAM CONTACTS

Contact Christine Hong 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).

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>877,915</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	235,270	1.00
<b>FY26 Recommended</b>	<b>1,113,185</b>	<b>6.00</b>

### Coordinated Entry

Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access to

remedies and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Within a Coordinated Entry System, each person is 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement <sup>1</sup>	982	929	980	950	900
Percent of homeless households with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement <sup>2</sup>	79%	77%	75%	80%	85%
Days from housing program assignment to housed <sup>3</sup>	119	91	101	95	91

<sup>1</sup> The number of individuals with completed assessments decreased in FY24 because of changes in client engagement due to staff turnover in emergency shelters. The program projects a higher percentage of clients with completed assessments due to increased training efforts for staff, alongside a slight decrease in number of homeless individuals.

<sup>2</sup> The percentage of individuals with completed assessments decreased in FY24 because of changes in client engagement due to staff turnovers in emergency shelters. Program is increasing efforts in training staff in FY25 and expects to see an increased percentage of completed assessments in FY26 and FY27.

<sup>3</sup> The length of time between housing assignment to housed decreased in FY24 due to the Continuum of Care's efforts to engage landlords and assist clients in locating affordable housing. Projections account for past performance alongside continued engagement efforts.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>1,466,093</b>	<b>9.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	118,936	0.00
<b>FY26 Recommended</b>	<b>1,585,029</b>	<b>9.90</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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of individuals receiving primary care services through Healthcare for the Homeless (Key Collaborative Medicine) <sup>1</sup>	403	610	814	804	723
Number of hospital transfers from year-round shelters (based on 911 emergency calls) <sup>2</sup>	689	400	500	475	425

<sup>1</sup> The increase in primary care services is partially due to strengthened collaboration efforts with EMS/Fire Rescue and other healthcare community resources. The increase in education resources, after-hour medical support, and coordination with other service areas will provide added resources and decrease engagement with Health Care for the Homeless in the future.

<sup>2</sup> The FY24 number decreased due to enhanced psychiatric and medical support services. The program anticipates that numbers will decrease as it places greater focus on education and training on emergency services and works closely with shelter staff to utilize primary care on site more efficiently. The FY25 projection is based on a three-year average.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>2,563,201</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,309	0.00
<b>FY26 Recommended</b>	<b>2,604,510</b>	<b>5.00</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. This program includes the Short-term Resolution and Housing Program (SHARP) that helps households in shelter or in need of shelter to quickly resolve their housing crisis so they can avoid a lengthy stay in shelter by securing permanent housing. SHARP targets families and provides a 12-month rental subsidy and navigation services.

Program Performance Measures	Actual	Actual	Estimated	Target	Target
	FY23	FY24	FY25	FY26	FY27
Number of individuals as part of a family unit experiencing homelessness for the first time <sup>1</sup>	473	450	495	470	447
Average length of stay in days by homeless families in emergency shelter <sup>2</sup>	66	120	155	120	120
Percent of households returning to homelessness <sup>3</sup>	9%	12%	18%	12%	9%

<sup>1</sup> The decrease in FY24 is due to increased prevention efforts which resulted in more households maintaining housing. While the program anticipates an increase in FY25 (estimated 10% increase), future funding for prevention efforts will result in fewer families experiencing homelessness.

<sup>2</sup> In FY24, the program saw an increase in length of stay due to a lack of affordable housing for families as well as an increase in family sizes which limited permanent housing options. The program anticipates longer stays in FY25 due to continued limitations in housing and resources for families with potential improvement in the following fiscal years.

<sup>3</sup> The program anticipates an increase in return to homelessness in FY25 due to systemwide implications of reduced federal funding, rising costs of living, and other economic constraints. The program will continue to work to mitigate this increase by leveraging County resources for diversion efforts and eviction prevention.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>6,557,506</b>	<b>3.00</b>
Enhance: Short-term Housing and Resolution Program (SHARP) to Provide up to 12 Months of Rental Assistance and Navigation Services to Help Households Quickly Resolve Their Housing Crisis	6,932,010	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.	(9,491,784)	0.00
<b>FY26 Recommended</b>	<b>3,997,732</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 centralized shelter intake and diversion, 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	Actual	Estimated	Target	Target
	FY23	FY24	FY25	FY26	FY27
Number of homeless single adults counted during Annual Point in Time Count <sup>1</sup>	625	748	918	850	800
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing <sup>2</sup>	215	157	164	160	157
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter <sup>3</sup>	48%	37%	37%	40%	43%

<sup>1</sup> The number of individuals experiencing homelessness increased in FY24 due to systemic barriers such as high rent amounts, housing

discrimination, and a lack of sufficient permanent supportive housing options. The program anticipates a rise in homelessness but will continue to work to mitigate this increase by leveraging county resources for diversion efforts and eviction prevention.

<sup>2</sup> The length of time decreased in FY24 due to programs such as move-in incentives and subsidy programs. Projections account for past performance alongside efforts to improve landlord relationships and increase housing inventory.

<sup>3</sup> The decrease in positive exits to housing is due to the expiration of the additional funding for housing that the County received from the Federal government in response to COVID. The program predicts some increase in positive exits in FY25 and FY26 with the potential of new housing options.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>14,059,618</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,993	0.00
<b>FY26 Recommended</b>	<b>14,073,611</b>	<b>3.00</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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served <sup>1</sup>	936	906	964	964	964
Days from housing program assignment (to accepted) to housed <sup>2</sup>	103	189	100	90	60
Percent of households who retain permanent housing after 12 months <sup>3</sup>	71%	73%	75%	77%	79%
Percent decrease in acuity score, measuring the severity of presenting issues impacting housing stability <sup>4</sup>	27%	24%	27%	28%	29%

<sup>1</sup> Challenges to housing location and placement have impacted the number of people served. The maximum capacity for the program is 964, which the program hopes to reach in FY25.

<sup>2</sup> The length of time between housing assignments to housed increased in FY24 due to an increase in rent amounts, housing location barriers, and a decrease in the amount of rental subsidies. The program anticipates a notable decrease in the average number of days from assigned to housed due to a grant from Community Solutions that will be used for landlord incentives and household move-in bonuses for clients existing homelessness. The additional incentives should help increase landlord engagement and reduce financial barriers for households moving into housing.

<sup>3</sup> Strengthened community partnerships and robust staff recruitment and training resulted in an increase in the retention of housing for HIP participants.

<sup>4</sup> Robust staff recruitment and training planned for the future will foster stronger relationships with clients to accurately assess their needs.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>2,359,215</b>	<b>5.00</b>
Replace: ARPA Funds with General Funds to Provide Permanent Supportive Housing for 39 Households Referred to the Housing Initiative Program	1,200,000	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.	(1,098,053)	0.00
<b>FY26 Recommended</b>	<b>2,461,162</b>	<b>5.00</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, and 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of total homeless individuals counted during the Annual Point in Time Count <sup>1</sup>	894	1,144	1,464	1,144	915
Dollars brought into the continuum from non-County funds <sup>2</sup>	\$8,130,512	\$4,758,189	\$3,270,424	\$3,270,424	\$3,270,424

<sup>1</sup> The number of individuals experiencing homelessness increased due to systemic barriers such as high rent amounts, housing discrimination, lack of sufficient permanent supportive housing options. Prevention work alongside more permanent housing intervention are expected to help decrease number of homeless individuals after FY25.

<sup>2</sup> COVID-related funding from local and State grants has diminished and will no longer be available in future fiscal years.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>4,000</b>	<b>0.00</b>
<b>FY26 Recommended</b>	<b>4,000</b>	<b>0.00</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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served <sup>1</sup>	2,300	2,577	2,545	2,545	2,545
Percent of people that graduate from the program <sup>2</sup>	14%	14%	10%	12%	13%
Days from housing program assignment (to accepted) to housed <sup>3</sup>	107	139	187	247	307
Percent of households who retain permanent housing after 12 months <sup>4</sup>	98%	99%	98%	98%	98%

<sup>1</sup> Permanent supportive housing (PSH) programs expanded in FY24, increasing the number of clients served. A slight decrease in number of clients served is projected for FY25 on account of the need for new PSH units.

<sup>2</sup> Graduation from PSH means the households moved to other permanent housing options. Percentage of move-outs remains low due to limited affordable housing options.

<sup>3</sup> SEPH and partners are committed to removing barriers to housing location and placement. Households experiencing homelessness are still challenged by housing barriers such as high rental costs, limited housing capacity, and low incomes.

<sup>4</sup> SEPH and partners utilize a Housing First approach through supportive services and rental subsidies. High retention rates are a reflection of successful implementation of best practices.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>5,029,114</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,369,258	0.00
<b>FY26 Recommended</b>	<b>13,398,372</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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) <sup>1</sup>	3,700	4,723	3,000	3,500	4,000
Percent of households who received prevention assistance and within 12 months enter the homeless continuum <sup>2</sup>	3%	2%	3%	4%	5%

<sup>1</sup> The number of households increased in FY24 due to COVID rent relief funds. The program anticipates fewer households served in FY25 due to the end of State-funded COVID rent relief.

<sup>2</sup> The percentage remained stable through FY24, but the program anticipates homelessness may increase, especially among those who do not receive sustained financial support due to growing economic constraints.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>13,443,300</b>	<b>69.79</b>
Enhance: Eviction Prevention and Rental Assistance Program (RAP) to Provide Housing Stabilization Assistance	2,946,932	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.	57,560	(7.29)
<b>FY26 Recommended</b>	<b>16,447,792</b>	<b>62.50</b>

## Rapid Rehousing

Rapid Rehousing (RRH) is an intervention program designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term. The core components of a rapid rehousing program are housing identification, move-in and rent assistance, and rapid rehousing case management and services. The goal of the program is to help people quickly obtain housing, increase income, and support self-sufficiency to stay housed. Rapid re-housing is offered without any preconditions, such as employment, income, absence of criminal record, or sobriety.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served <sup>1</sup>	833	812	632	632	632
Percent of households with increased income since entering rapid rehousing <sup>2</sup>	31%	28%	28%	28%	28%
Percent of exits to permanent housing <sup>3</sup>	79%	70%	73%	75%	75%
Cost per positive exit <sup>4</sup>	\$18,222	\$23,837	\$24,600	\$25,000	\$25,000

<sup>1</sup> The program is experiencing a decrease in resources, which is contributing to the decrease in the number of clients served.

<sup>2</sup> The percentage of households with increased income decreased due to barriers to obtaining employment and Social Security Income/Social Security Disability Income (SSI/SSDI) benefits. The program anticipates barriers to remain in the coming fiscal years.

<sup>3</sup> The decrease in positive exits to housing is due to the expiration of the additional funding for housing that the County received from the Federal government in response to COVID. The program is increasing efforts to plan for and maintain a high percentage of exits despite limited resources.

<sup>4</sup> The data illustrate a steady increase in cost per positive exit which is likely to continue for the next couple years. The program expects fewer clients to be served due to a significant decrease in funding. This decrease paired with rising housing costs will bring about higher costs per positive exit.

FY26 Recommended Changes	Expenditures	FTEs
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FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>2,081,847</b>	<b>6.00</b>
Enhance: Increase Funding to Maintain Rapid Rehousing (RRH) Program Due to Increased Rents and the End of COVID-Era Funding	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.	148,580	0.00
<b>FY26 Recommended</b>	<b>4,230,427</b>	<b>6.00</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 populations for this program are seniors, people with disabilities, and others on a fixed income.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of unique households with an active rental subsidy during the year <sup>1</sup>	806	938	806	806	806
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) <sup>2</sup>	36%	66%	66%	55%	45%

<sup>1</sup> The program served additional households in FY24 due to COVID funds which will not be available in FY25.

<sup>2</sup> The program has seen a higher percentage of clients who need further assistance to remain housed. Demand continues to grow, but the program hopes that with further funding, percentages of program clients utilizing HSS for additional support will decrease.

FY26 Recommended Changes	Expenditures	FTEs
<b>FY25 Approved</b>	<b>887,974</b>	<b>7.71</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,010,074	7.29
<b>FY26 Recommended</b>	<b>1,898,048</b>	<b>15.00</b>

## PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Services to End and Prevent Homelessness	877,915	5.00	1,113,185	6.00
Coordinated Entry	1,466,093	9.90	1,585,029	9.90
Healthcare for the Homeless	2,563,201	5.00	2,604,510	5.00
Homeless Services for Families	6,557,506	3.00	3,997,732	3.00
Homeless Services for Single Adults	14,059,618	3.00	14,073,611	3.00
Housing Initiative Program	2,359,215	5.00	2,461,162	5.00
Interagency Commission on Homelessness	4,000	0.00	4,000	0.00
Permanent Supportive Housing	5,029,114	2.00	13,398,372	2.00
Prevention	13,443,300	69.79	16,447,792	62.50
Rapid Rehousing	2,081,847	6.00	4,230,427	6.00
Rental Assistance Program	887,974	7.71	1,898,048	15.00
<b>Total</b>	<b>49,329,783</b>	<b>116.40</b>	<b>61,813,868</b>	<b>117.40</b>

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