

**MEMORANDUM**

April 6, 2021

TO: Health and Human Services Committee

FROM: Linda McMillan, Senior Legislative Analyst

SUBJECT: Executive Regulation 20-20, Chief, Services to End and Prevent Homelessness

PURPOSE: Worksession; Recommendation/Vote Expected

***Expected for this session:***

Amanda Harris, Chief, Services to End and Prevent Homelessness, Department of Health and Human Services (DHHS)

Leslie Frey, Legislative Analyst, Office of Intergovernmental Relations and DHHS

Executive Regulation 20-20, Chief, Services to End and Prevent Homelessness was received by the Council on February 23, 2021. It is promulgated under Method 1 and so is not adopted until the Council approves it.

Executive Regulation 20-20 updates the position description for the non-merit position Chief of Services to End and Prevent Homeless whose title was changed from Chief of Special Needs Housing in 2018 with the adoption of Expedited Bill 25-18. It also removes special needs as a modifier to housing to reflect that broader housing programs that are managed in DHHS' Services to End and Prevent Homelessness.

Council staff recommendation: Approve as transmitted.

**Attached:**

Executive Regulation 20-20 – Memo from County Executive  
and Fiscal Impact Statement 1-3

Executive Regulation 20-20, Underlined and Brackets 4-7



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Marc Elrich  
*County Executive*

MEMORANDUM

February 23, 2021

TO: Tom Hucker, President, County Council

FROM: Marc Elrich County Executive 

SUBJECT: Executive Regulation 20-20, Chief, Services to End and Prevent Homelessness

I am attaching for consideration of County Council, Executive Regulation 20-20, Chief, Services to End and Prevent Homelessness. This regulation modernizes the definition of the position consistent with the statute.

Bill 25-18E changed the title of the Chief of the service area within the Department of Health and Human Services that addresses the needs of residents at risk of and experiencing homelessness from Chief, Special Needs Housing to Chief, Services to End and Prevent Homelessness. This change of Chief's title reflected the change of the service area name, which was done to provide a more precise representation of the work of the service area. This regulation implements the name changes made in Bill 25-18E.

No comments were received during the comment period. If you have any questions, please contact Ms. Leslie Frey, Intergovernmental Relations Legislative Analyst, Department of Health and Human Services, at 240-372-7441 or [leslie.frey@montgomerycountymd.gov](mailto:leslie.frey@montgomerycountymd.gov).

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Attachments

**Fiscal Impact Statement**  
**Executive Regulation 20-20**  
Chief to End and Prevent Homelessness

**1. Executive Regulation Summary**

Executive Regulation 20-20, Chief to End and Prevent Homelessness, modernizes the definition of the position consistent with the statute.

**2. An estimate of changes in County revenues and expenditures regardless of whether the revenues or expenditures are assumed in the recommended or approved budget. Includes source of information, assumptions, and methodologies used.**

It is estimated that there will be no fiscal impact for this proposed change.

**3. Revenue and expenditure estimates covering at least the next 6 fiscal years.**

It is estimated that there is no impact on revenues and expenditures for the next six fiscal years.

**4. An actuarial analysis through the entire amortization period for each regulation that would affect retiree pension or group insurance costs.**

Not applicable.

**5. An estimate of expenditures related to the County's information technology (IT) systems, including Enterprise Planning (ERP) systems.**

Not applicable.

**6. Later actions that may affect future revenue and expenditures if the regulation authorizes future spending.**

Executive Regulation 20-20 does not authorize future spending.

**7. An estimate of the staff time needed to implement the regulation.**

No staff time is needed to implement the regulation.

**8. An explanation of how the addition of new staff responsibilities would affect other duties.**

Not applicable.

**9. An estimate of costs when an additional appropriation is needed.**

Not applicable.

**10. A description of any variable that could affect revenue and cost estimates.**

Not applicable.

**11. Ranges of revenue or expenditures that are uncertain or difficult to project.**

Not applicable.

**12. If a regulation is likely to have no fiscal impact, why that is the case.**

The regulation modernizes the definition of the Chief's position.

**13. Other fiscal impacts or comments.**

Not applicable.

**14. The following contributed to and concurred with this analysis:**

Amanda Harris, Chief, Services to End and Prevent Homelessness, Department of Health and Human Services

Ilana Branda, Deputy Chief, Services to End and Prevent Homelessness, Department of Health and Human Services

Deborah Lambert, Senior Fiscal and Policy Analyst, Office of Management and Budget



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Jennifer Bryant, Acting Director  
Office of Management and Budget

12/15/20

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Date



# MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject: Chief, Services to End and Prevent Homelessness

Number: 20-20

Originating Department:  
Office of Health and Human Services

Effective Date:

Office of Health and Human Services  
Montgomery County Regulation on:

## CHIEF, SERVICES TO END AND PREVENT HOMELESSNESS

Issued by: County Executive

COMCOR 01A.104.05

Authority: Code Section 1A-104

Supersedes: Executive Regulation 31-03, in part

Council Review Method (1) Under Code Section 2A-15

Register Vol. 38, No. 1

Comment Deadline: January 31, 2021

Effective Date: \_\_\_\_\_

Sunset Date: None

**SUMMARY:** This regulation amends Section 01A.104.05 of the Code of Montgomery County Regulations to modernize the definition of the position consistent with the statute.

**ADDRESS:** Department of Health and Human Services  
401 Hungerford Drive  
Rockville, Maryland 20850

**STAFF CONTACT:** Leslie Frey, 240-372-7441, or [Leslie.frey@montgomerycountymd.gov](mailto:Leslie.frey@montgomerycountymd.gov)

**BACKGROUND:** These changes reflect the change of the name of the Service Area within the Department of Health and Human Services from Special Needs Housing to Services to End and Prevent Homelessness.

### **COMCOR 01A.104.05 CHIEF, [SPECIAL NEEDS HOUSING] SERVICES TO END AND PREVENT HOMELESSNESS**

#### **01A.104.05.01 Definition of Class.**

This is senior level policy and administrative work developing and directing the planning, funding and implementation of [special needs housing] services to end and prevent homelessness within the Department of Health and Human Services (HHS). The employee in this position will be appointed by the County Executive and confirmed by the County Council. This is a non-merit position within the Montgomery County Government. The incumbent of this position reports



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directly to the Director of the Department of Health and Human Services. Key responsibilities of the position include providing oversight and leadership to the County's efforts to develop new and innovative housing models to serve special [needs] populations; membership on the Department's management team, which oversees and ensures a fully integrated public health and human services system which is customer friendly, and fiscally and programmatically effective. The Chief, [Special Needs Housing] Services to End and Prevent Homelessness, promotes collaboration with and among public and private agencies in order to address the County's plan to remedy and prevent homelessness and increase the development of supportive and affordable housing for special populations.

The work requires expert application of advanced professional human services principles and theories combined with advanced management principles and practices: to determine the nature, scope, and resolution of long-standing, intractable problems related to homelessness and supportive housing; to develop and gain intra-departmental approval of major, innovative policy initiatives, and, to conduct visionary, long range, inter-and intra-departmental planning to secure funding and develop alternative housing options. The position carries significant authority to make decisions and commitments on behalf of the Department of Health and Human Services that support implementation of major policy initiatives and plans. The incumbent works closely with a broad range of individuals including elected and appointed officials, State and federal government officials, executives of public and private organizations, and representatives of housing and homeless advocacy groups.

## **01A.104.05.02 Examples of Duties. (Illustrative Only)**

- (a) Plans, leads, and/or oversees the integration of multiple programmatic elements and human and financial resources throughout HHS and partner agencies, private sector organizations, community groups, and other stakeholders to effectively address all housing options for special populations.
- (b) Promotes and fosters partnerships with public and private agencies in order to assure a well-coordinated system of supportive housing for special populations.
- (c) Assures the effectiveness of [supportive and special needs] housing programs and policies through conducting evaluations and customer feedback.
- (d) Ensures the provision of adequate and relevant staff training.
- (e) Assists the Director in the development and implementations of an integrated health and human services system.



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[(g)](f) Maintains high visibility of the [special needs] housing crisis through continuing interaction and coordination with political leaders, senior policy makers, federal, State, and local officials.[.]

[(h)](g) Ensures that employees at all levels are encouraged to participate in program and policy development.

[(i)](h) Performs other related duties as required.

### 01A.104.05.03 Recommended Qualifications.

- (a) Experience: Seven years of progressively responsible professional experience in organizational management or in housing and supportive services for special populations, four years of which were in a supervisory or executive capacity.
- (b) Education: Graduation from an accredited college or university with a Master’s Degree in a public health, human service, or public administration field.
- (c) Equivalency: An equivalent combination of education and experience may be substituted.
- (d) Knowledge, Skills and Abilities:
  - (1) Expert knowledge of advanced planning and management principles in order to conduct strategic, visionary, long-range County policy formulation regarding housing and supportive services for special populations.
  - (2) Extensive knowledge of the organizational structure and the financial and human resource sources and allocations of the County and pertinent public/private sector agencies and how to channel these resources to meet the objectives for providing sufficient housing and supportive services for special populations.
  - (3) Extensive knowledge of the needs, requirements, and unique issues associated with providing housing and supportive services for special populations.
  - (4) Thorough knowledge of, and commitment to customer service and client-focused service delivery.



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- (5) Ability to lead, plan, implement, and evaluate [special needs] housing and supportive service programs.
- (6) Ability to establish collaborative and cooperative approaches to achieving goals.
- (7) Ability to establish and maintain effective and cooperative working relationships with management staff, interdisciplinary team members, representatives of public/private and community groups, elected officials, and the general public.
- (8) Ability to attend meetings or perform other assignments at locations outside the office.

**01A.104.05.04 License.**

None.

**01A.104.05.05 Medical Protocol.**

Medical History Review.

Approved:

Marc Elrich, County Executive

2/23/21

Date

Approved as to form and legality:

Office of the County Attorney

2/10/21

Date