

MEMORANDUM

April 19, 2023

TO: Health and Human Services Committee

FROM: Tara Clemons Johnson, Legislative Analyst
Essie McGuire, Senior Legislative Analyst

SUBJECT: FY24 Operating Budget, Department of Health and Human Services

PURPOSE: Worksession, recommendations and votes expected

Expected Attendees:

Dr. James Bridgers, Acting Director, Department of Health and Human Services (DHHS)
Ilana Branda, Acting Chief, Services to End and Prevent Homelessness, DHHS
Jason Rundell, Acting Chief Operating Officer, DHHS
Deborah Lambert, Office of Management and Budget

SERVICES TO END AND PREVENT HOMELESSNESS (SEPH): SHELTER SERVICES

At this session, the Health and Human Services (HHS) Committee will review items in the FY24 Recommended Budget that fund programs supporting SEPH - Shelter Services. The HHS and Planning, Housing, and Parks (PHP) Committees will meet jointly to review the rental assistance, eviction prevention, and programs related to the Housing Initiative Fund on April 26. The Health Care for the Homeless programs will be reviewed with the Public Health Service Area on April 27.

SEPH: Shelter Services

Summary:

The Executive is recommending an additional **\$4,413,588** for the FY24 operating costs of the homeless shelter system. The recommendation consists of one-time funded items except for \$388,702 in Security Services at the Interfaith Works shelters, which is planned to continue. The Executive's FY24 recommendation includes the following

- one-time funding of \$3,023,211 to provide overflow sheltering in hotels
- one-time funding of \$1,001,675 for COVID Sheltering in hotels for isolation of COVID positive or exposed persons experiencing homelessness
- Security funding for Interfaith Works Emergency Shelters: \$388,702

CE Recommended Changes: Shelter Services

Item	Recommended Increase (Decrease)	FTE	One-time only?	Notes
TIER I: HIGH PRIORITY				
Overflow Sheltering	\$1,511,606		Y	
COVID Sheltering	\$1,001,675		Y	
Security Funding	\$388,702		N	3 Interfaith shelters
Net Total	\$2,901,983			
TIER II: PRIORITY				
Overflow sheltering	\$1,511,605		Y	
Net total	\$1,511,605			

Prior to the pandemic, shelters for unhoused persons operated with limited capacity in the warm weather months and increased capacity in the winter months. During the pandemic, the County implemented year-round housing opportunities as a public health measure; starting in FY22 the County began implementing this approach permanently, so that people who are homeless have year-round access to shelter services. In the spring of 2022, the new Nebel Street Shelter for men opened, significantly increasing the County’s emergency shelter capacity for men from 60 year round beds to 200. FY23 is the first full fiscal year of implementation of the year-round shelter services for all populations.

Shelter providers in the community include Interfaith Works, Montgomery County Coalition for the Homeless and the City of Gaithersburg. Each of the entities maintain contracts with DHHS providing shelter services for men, women and adult households. Contracts are a mix of open solicitations, RFPs and non-competitive grants which also influence the pricing structure. DHHS shared that funding levels are determined based on number of beds/clients able to be served annually, expected staffing to support contractually obligated daytime and overnight staffing coverage, case management and funds for any additional services the provider is contracted to provide. In FY25, the majority of the shelter contracts are planned to transition from non-competitive to a request for proposals (RFPs) procurement process.

DHHS provided the information below regarding the full year FY24 budgeted cost for the contracts for operating the men’s and women’s shelters. FY23 was the first year that the new Nebel Street shelter was operational for a full fiscal year.

Program Name	Agency	Contract Type	# Served	Funding Amount	Funding Source
Wells Robertson House	City of Gaithersburg	Non-Competitive Transitional Shelter	14 (10 men & 4 Women)	\$41,629.37	County

IW New Leaf	Interfaith Works	Non-Competitive to change to RFP in FY25 Emergency Shelter	15 Men and 15 Women	\$980,000.00	County and State DHMS
IW Women's Assessment Center 2 locations Taft & Crabbs Branch	Interfaith Works	RFP Emergency Shelter	37 Women each location	\$2,061,029	County and State DHCD
IW Progress Place Shelter Year round and Overflow	Interfaith Works	Non-competitive Emergency Shelter	Adult Households over 18-years of age	\$797,551	County
IW Day Program (formerly Empowerment Center)	Interfaith Works	Non-Competitive	Adult Households over 18-years of age	\$821,335	County
Nebel Street Men's Shelter	Montgomery County Coalition for the Homeless	Non-Competitive to change to RFP in FY25 Emergency Shelter	200 Men	\$4,324,436	County & State DHCD

Overflow sheltering, \$3,023,211

- The FY24 Executive budget recommends one-time funding of **\$3,023,211** to provide overflow sheltering in hotels (Homeless Services for Families)

DHHS shared they have seen a substantial increase in requests for shelter from households being evicted from their home with no diversion options; supporting families after disasters (fires, etc.) that do not have renter’s or homeowner’s insurance to cover temporary housing; overflow from the newcomer’s initiative that is only able to support 16 households at a time; condemnations from the Department of Housing and Community Affairs (DHCA) where the displaced family doesn’t have an immediate place to go; and in general more complex cases that are taking longer to house.

The parameters for hoteling have changed as needs have emerged. DHHS has provided residency waivers for newcomer families that are not able to be diverted. Additionally, DHHS has been increasingly called upon to provide overflow shelter to households displaced after a disaster. Whereas disaster management used to handle sheltering for the first two weeks after the disaster in congregate settings, they have been leaning more on SEPH to provide overflow sheltering.

DHHS provided the following detail on the policies and process for being placed in an overflow shelter:

- Households with minor children are first screened by the SEPH diversion staff within the Housing Stabilization Team. They will spend as much time as needed with the family to understand what led them to come seek shelter, evaluate whether they are able to stay in the current housing for even a short period of time while a longer-term housing plan is developed, or whether there are any family, friends or other supports that can provide them even temporary shelter. The use of overflow hotel/shelter is a last resort.

- If a family presents at the crisis center when the offices are closed, SEPH has a staff member on call 24/7 that can evaluate the immediate need. This includes checking if they had developed a diversion plan previously that they need to follow through, if they are connected with other services/systems that should be providing them with supports including housing or if they are able to return to their housing even just until the offices open to meet with one of our diversion specialists.
- Many of the social workers at the Crisis Center have also participated in diversion training and are able to assist with assessing and supporting a family to divert from entering shelter. In the absence of an alternative option, and assuming availability at the hotels, SEPH has contracts with and can place families in hotels until the next business day. At that time, they will need to meet with a diversion specialist.
- Priority placement is provided to families where there are children 3 and younger, where a member of the household has a disability, or newcomer families that can't be served by the newcomer initiative and have no family/community supports.

Council staff recommendation: Council staff supports additional funding for this effort; however, Council staff recommends that the amount be split with part identified as high priority and part identified as priority on the reconciliation list. This approach will allow the Council flexibility to meet affordability constraints, if needed, and will allow the Council and the Department to monitor the needs and experience in the beginning of the year and to adjust efforts as needs present. Future funding could be provided through supplemental appropriation if needed.

COVID Sheltering in hotels, \$1,001,675

- **The FY24 Executive budget recommends one-time funding of \$1,001,675 to provide overflow sheltering in hotels for individuals who need to isolate due to COVID-19.**

COVID-19 sheltering is intended for individuals who have tested positive and need to isolate and do not have a safe place to do so. Currently, the Healthcare for the Homeless staff provides daily medical check-ins for anyone staying in the isolation hotel. As individuals/families are coming from a shelter, the shelter staff will continue to provide case management.

Council staff notes that FY24 may be a year to monitor/establish on-going COVID-19 needs, particularly if it will become a seasonal virus. The Director of the Centers for Disease Control has stated they expect COVID-19, like other respiratory infections, to spike in the winter and decrease in warmer months but it is still unknown at this time.¹ DHHS shared that because of the continued unknowns and implications on congregate sheltering, funding is one-time. They will assess the hotel sheltering mid-year to evaluate the continued need for isolation space outside of congregate sheltering.

Council staff's recommendation: support the Executive recommendation of \$1,001,675 in one-time funding for FY24. The HHS Committee can request an update of all COVID-19 related services and expenditures in January 2024.

¹ [COVID-19 Will Likely Become a Seasonal Disease, CDC Director?](#)

Security Funding for Interfaith Works Emergency Shelters \$388,702

- This funding will allow an additional 9-10 hours per week of security at three of the shelters - Taft Court, Crabbs Branch and New Leaf. Currently, off-duty police officers are used through a private contract; this is likely what will be used for these additional hours.

Council staff’s recommendation: support the Executive recommendation of \$388,702 in funding for FY24.

Request from Non-profit Partners

Interfaith Works - \$767,000

In a letter to Councilmembers, Interfaith Works has requested additional funding to support their shelter and supportive housing contracts. Interfaith Works cites the difficulty to pay an adequate wage to staff as a significant challenge, in addition to funds needed to pay staff overtime, clinical supervision, equipment maintenance, and telephone/internet services. The letter indicates a total request of \$767,000 for FY24, of which \$353,203 is identified to support the four emergency shelter programs and \$414,252 to support the four supportive housing programs. The letter is attached at circles 4-12.

Funding Request: Contract increases

The total amount requested is \$767,000; however, Council staff notes that \$211,000 of this request is for a program funded through a competitive contract process. Council staff recommends that this \$211,000 amount not be considered as it would be outside of the contracting constraints in place.

The amount remaining is \$556,215. Below is a chart grouping Interfaith Works’ request across the programs.

FY24 IW Request		%
Personnel (Salary & Fringes)	\$336,919.24	60.57%
Client Assistance	\$30,987.24	5.57%
Client Rent (RR)	\$90,000.00	16.18%
Facility Maintenance	\$40,393.67	7.26%
Liability Insurance	\$57,915.47	10.41%
Total	\$556,215.62	100.00%

Council staff notes that the detail provided in the communication did not include a breakdown of personnel cost such as the number of FTE’s, cost per position and type of position (clinical, admin., managerial etc.).

Interfaith Works’ request also includes supplemental funding for a program funded through a competitive process for U.S. Department of Housing & Urban Development (HUD) funding; this process includes a stakeholder review committee supported by DHHS staff. During this review process, some applications were reduced based on the decision of the independent committee

reviewing program applications; this particular reduction was largely reflective of a change in the program capacity and an identified need for more time for full implementation.

As noted above, DHHS has factors for consideration in setting funding levels for the shelter services. While there are a mix of types of contracts, there are multiple contracts in place for services among multiple providers for the continuum of shelter services. Council staff is concerned about identifying particular funding requests out of the context of the processes that were put into place as the overall FY24 budget funding level was established.

DHHS has indicated plans to go through a more comprehensive competitive process for these services in the near future, which may help determine what level of funding should be supported for shelter services overall going forward.

This report contains:

FY24 County Executive recommended budget – SEPH Shelter Services
Letter from Interfaith Works

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©4-13



Services to End and Prevent Homelessness

RECOMMENDED FY24 BUDGET

\$66,314,688

FULL TIME EQUIVALENTS

137.40

☀ JAMES BRIDGERS PH.D., MBA, ACTING 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 Ilana Branda of the HHS - Services to End and Prevent Homelessness at 240.777.4594 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).

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	860,872	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	101,466	0.00
FY24 Recommended	962,338	6.00

☀ 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement ¹	1,061	1,222	1,300	1,300	1,300
Coordinated Entry - Days from housing program assignment to housed ²	33	116	90	75	60
Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement	89%	86%	91%	93%	95%

¹ Projected goals for FY23 onward are impacted by previous years' actual values, so projected values are based on pre-FY20 values. In FY20-FY21, the COVID pandemic limited contact between case managers and clients resulting in an abnormally low number of clients with a completed VI-SPDAT.

² Changes in housing inventory have caused longer than average wait times to move clients into housing.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	1,268,743	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.	365,410	3.00
FY24 Recommended	1,634,153	9.90

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) ¹	180	202	220	240	260
Number of hospital transfers from year-round shelters (based on 911 emergency calls) ²	427	395	350	300	250

¹ This measure tracks new patients served.

² FY21-FY22 actual numbers show a decrease in the number of hospital transfers. With the implementation of medical respite and improvements in service coordination, SEPH anticipates hospital transfers to continue to decrease.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	1,983,566	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	75,510	0.00
FY24 Recommended	2,059,076	5.00

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of individuals as part of a family unit experiencing homelessness for the first time	426	304	300	300	300
Average length of stay in days by homeless families in emergency shelter ¹	54	75	60	50	40
Percent of households returning to homelessness	10%	5%	5%	5%	5%

¹ During FY21 and through FY22, the Continuum of Care (CoC) saw an increase in the number of Households with minor children as well as an increase in household size. This created difficulties in getting families housed and out of shelter, resulting in an increase in length-of-time (LOT) in shelter for families.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	3,341,888	3.00
Enhance: Overflow Sheltering in Hotels	3,023,211	0.00
Add: COVID Sheltering in Hotels for Isolation of COVID Positive or Exposed People who are Experiencing Homelessness (one time)	1,001,675	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.	130,213	0.00
FY24 Recommended	7,496,987	3.00

☀ 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of homeless single adults counted during Annual Point in Time Count	480	478	470	465	460
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing ¹	119	84	75	60	45
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter	41%	38%	40%	40%	40%

¹ In FY22, length-of-time (LOT) in shelter, outreach, or transitional housing has returned to pre-FY21 levels and, with more widespread implementation of diversion and rapid exit programs, SEPH expects the trend to continue towards our Built for Zero goal of 45 days.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	12,549,040	2.00
Enhance: Security Funding for Interfaith Works Emergency Shelters	388,702	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.	500,939	1.00
FY24 Recommended	13,438,681	3.00

☀ 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



Written Testimony FY24 Operating Budget

Offered By: Courtney Hall, CEO
April 11, 2023

Interfaith Works (IW) is committed to meeting the needs of our neighbors who are experiencing homelessness and poverty to the best of our ability. But we face fiscal challenges that will impose **obstacles to our success** in delivering on this commitment.

Even as the need for essential services like shelter and supportive housing grows in Montgomery County, IW finds itself in a challenging position. We do not have adequate resources to properly support our operation of four emergency homeless shelters and four supportive housing programs. **These are essential components of the County's program, which aspires to end chronic homelessness by 2025.**

Even with the County Executive recommending additional funding for security and a 3% increase for nonprofit contracts, we will **face a \$767,000 shortfall**. This deficit would have broad impacts on our programs, including **harming our ability to pay frontline staff an adequate wage that reflects their training and the challenging situations they face.**

Emergency Shelters

IW operates four emergency shelters in Montgomery County serving specific populations – two exclusively for women and two for all genders, with a focus on creating safe environments for transgender people who experience homelessness. Demand for these programs is going up. **We served 863 people during FY22, a 16% increase over the number served in FY21.** This upward trend continued in FY23, so the County asked us to open a fourth shelter to respond to the expected surge of homelessness we saw this past winter.

Our front-line staff at the shelters are trained in de-escalation techniques and trauma-informed care. They are the key people who monitor and ensure the safety of our residents by:

- Diffusing situations in which patients wish to harm themselves or others
- Monitoring clients and ensuring they are in a safe environment
- Distribute controlled and uncontrolled medications prescribed by medical professionals
- Alerting MCPD and/or Mobile Crisis Teams to intervene in emergencies

The skill and training of these staff members are the reason why we have not had to turn more often to other County resources. Last year, our shelters had 452 incidents – including a 43% increase in incidents involving mental health concerns – and **only needed involvement from the Mobile Crisis Teams or MCPD for 70 of these situations.**

To accomplish this, front-line staff members are **constantly walking around** the shelters and monitoring the environment. When we have difficulty maintaining adequately trained staff levels, the on-site staff are less able to routinely move through the shelters and, as a result, may not be able to prevent conflicts from escalating. This has a direct impact on the resources at the Crisis Center and MCPD.

For this reason, we are concerned about a **\$353,203.83 FY24 budget shortfall** we expect to incur while operating four emergency shelter programs. Without this additional revenue, we will struggle to pay our staff the FY24 minimum wage. We also will not be able to address basic operational necessities, like maintenance costs for laundry machines, ice makers, and dishwashers; telephone and internet expenses; and overtime for our dedicated employees. The budget deficits, by program, are detailed in the attachment.

Supportive Housing

IW also operates a variety of supportive housing programs, **servicing 373 formerly homeless households last year.** Our service model delivers results, and we are proud of that.. Virtually **100% of our clients achieve housing stability**, ensuring they **do not reenter the emergency shelter system.** In addition, the clients in our Rapid Rehousing program become **employed and exit the program** to independent housing – and **94% of them do not return to shelter after 24 months.**

Supportive housing represents another essential service we deliver on behalf of the County government. **Without it, emergency shelters would remain full and would inadequately fill the needs of our residents.** Unfortunately, we also expect a **revenue shortfall of \$414,252.73 across these programs**, two of which require 24/7 supportive staffing. The revenue deficits, by program, are detailed in the attachment. Without additional funding, we will struggle to pay expenses related to staff overtime, clinical supervision, equipment maintenance, and telephone/internet services. Our staff will be stretched thin as some depart for less demanding positions that enable them to provide for themselves and their families.

As a nonprofit organization, we pursue philanthropic support for **innovative ways** to serve our community like our job placement program and our community resource and referral program. We also rely on our donors to support our administrative infrastructure.

We want to explore more innovative initiatives that combat the root causes of poverty and unemployment in Montgomery County. But our hands may be tied. Rather than scaling up more of these initiatives, instead we find ourselves desperately raising money to close the \$767,456.55 gap caused by a shortfall in county revenue. In fact, 27% of the philanthropic funds we raise have to pay the gap created by the County contracts, rather than supporting innovative programs that could help our neighbors find jobs or support them through financial crises.

While there can be ways to do more with less, that is not the case with staffing. This shortfall makes it difficult to pay our employees a reasonable wage. Other essential employers like hospitals

and behavioral health centers can pay our dedicated employees more for jobs that are much less demanding. Our inability to pay contributes to employee dissatisfaction and turnover, with a direct impact on the effectiveness and safety of the services we provide on the County's behalf.

Interfaith Works is requesting an additional \$353,203.83 to support our four emergency shelter programs and \$414,252.73 to support our four supportive housing programs. These funds will allow us to maintain sufficient trained staffing levels and other required expenses as we continue to offer these essential services to Montgomery County residents. Please help us continue meeting the needs of our most vulnerable neighbors.

Thank you for considering this request.

Sincerely,

A handwritten signature in blue ink, appearing to read "Courtney Hall", is written over the typed name.

Courtney Hall
CEO

IW SHELTER PROGRAMS

SCOPE



2 women's shelters -
only ones in
Montgomery County

AND

2 shelters that welcome
all genders

Provides 176 shelter beds =
about 47% of the total County homeless shelter capacity

IMPACT

We are responding to growing needs

Served 863 people
during FY22

This is a **16% increase** over the number
served in FY21

- This upward trend continues in FY23
- 4th shelter was opened at request of
County to handle increased need



CHALLENGE

For FY24 we are projected to receive **only a portion** of
what it will cost Interfaith Works to provide essential shelter services

Financial gap = \$353,203



IW SUPPORTIVE HOUSING PROGRAMS

SCOPE

4 supportive housing programs for single adults and families



These programs served 373 people last year; projections indicate we will exceed this total in the current fiscal year

IMPACT

We help people exit the shelter system and graduate to more independent living



100% of clients achieve housing stability

IW's Rapid Rehousing program is the highest rated program in the County.

Our clients become employed and exit shelter to independent housing. 94% do not return to shelter after 24 months.

CHALLENGE

For FY24 we are projected to receive **only a portion** of what it will cost to provide essential services and pay our staff

Financial gap = \$414,253



IW STAFFING -- NEEDS AND CHALLENGES



Our frontline staff members provide essential, difficult services and manage crises. They monitor and ensure the safety of our residents/clients by:

- Serving meals, distributing medication, ensuring access to essential needs, and setting up sleeping areas.
- De-escalating potentially violent conflicts and working to avoid contacting the Mobile Crisis Teams or MCPD.
- Maintaining the safe habitation of the facility, which includes cleaning up after mealtime and when clients accidentally urinate or defecate.

Their success requires client-centered training, knowledge, patience, compassion, and guts. Our staff successfully manage these situations so that law enforcement is involved only as a last resort. Most of our facilities require 24/7 staffing.

We compete with hospitals and behavioral health centers for skilled essential workers. According to a compensation survey (see chart below), these employers are paying Program Assistants an average of \$20.77/hour for work that is less demanding. Too often, our team members are leaving Interfaith Works for our competitors because our starting wage is \$15.86/hour.

Starting Wage

IW: \$15.86/hr

Other employers: \$20.77/hr

These jobs require special people willing to make extraordinary commitments - they deserve to be paid adequately.

Total potential funding gap for the 2 programs = \$767,456



Interfaith Works Program Support Staff Compensation Survey April 2023

Job Title	Education Level	Location	Base Salary (IW Job Listing)	ERI 10th% (2 Years Exp)	ERI 25th% (2 Years Exp)	ERI 50% (2 Years Exp)	ERI 75th% (2 Years Exp)	ERI 90th% (2 Years Exp)	ERI Compa Ratio
Program Support Staff	High School	VA (Vienna)	\$ 15.86	\$ 17.30	\$ 18.59	\$ 20.46	\$ 21.90	\$ 23.38	78%
Program Support Staff	High School	DC	\$ 15.86	\$ 19.83	\$ 20.60	\$ 21.75	\$ 22.81	\$ 24.14	73%
Program Support Staff	High School	MD (Rockville)	\$ 15.86	\$ 18.91	\$ 19.65	\$ 20.77	\$ 21.81	\$ 23.13	76%

The comparison ratio (compa-ratio) noted above is a metric that compares an employee’s current salary to the median compensation for similar positions at nonprofits within the DMV. In the chart below, IW is using wage information provided by the Economic Research Institute (ERI). According to the data provided, IW's base wage of \$15.86/hour represents 76% of the area median wage for similar jobs. To be competitive, IW's starting wage for Program Support Staff should be \$20.77/hour.

Interfaith Works FY24 Budget Deficit Spreadsheet

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Emergency Shelter	IW New Leaf	\$1,208,160.76	\$1,112,130.48	\$96,030.28
Emergency Shelter	IW Women's Centers (Taft Ct. + Crabbs Branch)	\$2,595,847.89	\$2,384,606.95	\$211,240.94
Emergency Shelter	IW Shelter at Progress Place	\$867,410.96	\$821,478.35	\$45,932.61
Emergency Shelter	IW Empowerment Center at Progress Place	\$845,976.40	\$845,976.40	\$0.00
Supportive Housing	IW Residences	\$435,461.50	\$394,429.23	\$41,032.27
Supportive Housing	IW Priscilla's House/Becky's House/Lon's House	\$968,627.46	\$795,173.45	\$173,454.01
Supportive Housing	IW Interfaith Homes	\$667,268.88	\$622,535.40	\$44,733.48
Supportive Housing	IW Rapid Rehousing	\$1,143,832.97	\$988,800.00	\$155,032.97
Total Revenue Shortfall Expected FY24		\$8,732,586.82	\$7,965,130.27	\$767,456.55
<p>*Lon's House is funded by HUD. SEPH removed \$100k from the HUD NOFA application budget. Therefore, a \$100k supplemental contract from Montgomery County is necessary for the program to operate.</p>				

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Emergency Shelter	IW New Leaf	\$1,208,160.76	\$1,112,130.48	\$96,030.28
	Personnel (Salary + Fringe)			\$76,550.24
	Direct Operating: Client Assistance			\$1,666.67
	Direct Operating: Facility Maintenance			\$12,006.67
	Direct Operating: Liability Ins, IT Support, Phone, Internet, Etc.*			\$5,806.70
	*Includes a small percentage of Admin Expenses			\$96,030.28

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Emergency Shelter	IW Women's Centers (Taft Ct. + Crabbs Branch)	\$2,595,847.89	\$2,384,606.95	\$211,240.94
	Personnel (Salary + Fringe)			\$77,283.94
	Direct Operating: Client Assistance			\$11,374.00
	Direct Operating: Facility Maintenance			\$36,417.00
	Direct Operating: Liability Ins, IT Support, Phone, Internet, Etc.*			\$86,166.00
				\$211,240.94

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Emergency Shelter	IW Shelter at Progress Place	\$867,410.96	\$821,478.35	\$45,932.61
	Personnel (Salary + Fringe)			\$31,044.39
	Direct Operating: Client Assistance			\$7,303.00
	Direct Operating: Facility Maintenance			\$390.00
	Direct Operating: Liability Ins, IT Support, Phone, Internet, Etc.*			\$7,195.22
				<hr/> \$45,932.61

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Emergency Shelter	IW Empowerment Center at Progress Place	\$845,976.40	\$845,976.40	\$0.00
	Personnel (Salary + Fringe)			\$0.00
	Direct Operating: Client Assistance			\$0.00
	Direct Operating: Liability Ins, IT Support, Etc.*			\$0.00
				\$0.00

No deficit for this program if 3% increase is received.

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Supportive Housing	IW Residences	\$435,461.50	\$394,429.23	\$41,032.27
	Personnel (Salary + Fringe)			\$17,423.64
	Direct Operating: Client Assistance			\$1,892.63
	Direct Operating: Facility Maintenance			\$9,500.00
	Direct Operating: Liability Ins, IT Support, Etc.*			\$12,216.00
				<hr/> \$41,032.27

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Supportive Housing	IW Priscilla's House/Becky's House/Lon's House	\$968,627.46	\$795,173.45	\$173,454.01
	Personnel (Salary + Fringe)			\$133,686.25
	Direct Operating: Client Assistance			\$11,124.94
	Direct Operating: Facility Maintenance			\$18,497.00

Direct Operating: Liability Ins, IT Support, Etc.*

\$10,145.82

\$173,454.01

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Supportive Housing	IW Interfaith Homes	\$667,268.88	\$622,535.40	\$44,733.48
	Personnel (Salary + Fringe)			\$44,733.48

Program Type	Program Name	FY24 Budget Needed	FY23 Revenue Approved By DHHS	FY24 Expected Shortfall Without Additional Revenue
Supportive Housing	IW Rapid Rehousing	\$1,143,832.97	\$988,800.00	\$155,032.97
	Personnel (Salary + Fringe)			\$33,481.24
	Direct Operating: Client Assistance (mostly Leasing)			\$9,000.00
	Direct Operating: Client Rent			\$90,000.00
	Direct Operating: Liability Ins, IT Support, Etc.*			\$22,551.73
				<u>\$155,032.97</u>