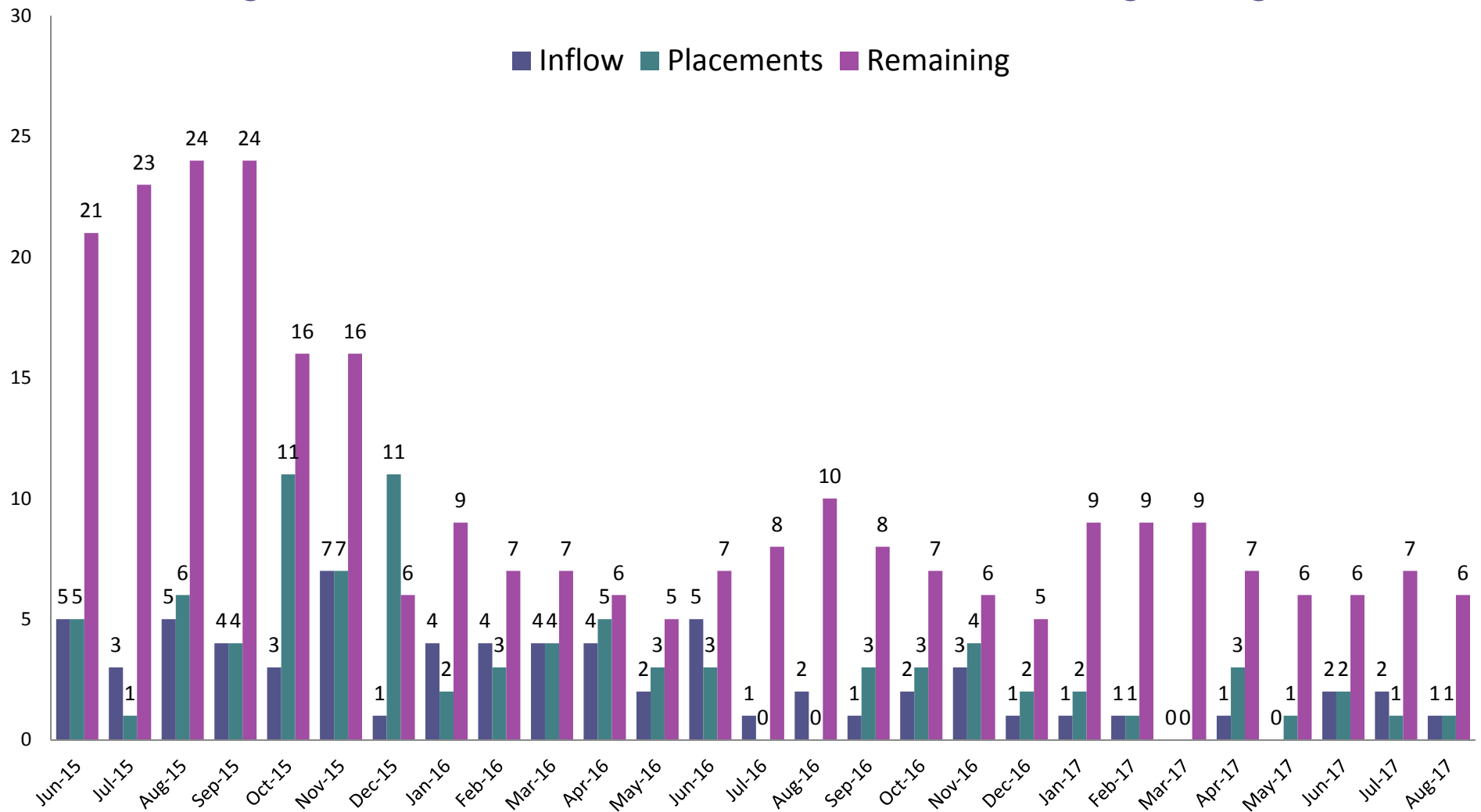# Interagency Commission on Homelessness
Quarterly Commission Meeting

Rockville Memorial Library
21 Maryland Avenue, First Floor Conference Room
Rockville, Maryland 20850
Wednesday, September 13, 2017 | 3:30-5:30 p.m.

Update on Veterans Initiative

Tracking New Veterans, Placement Rate, and the Number Remaining to be Housed from June 2015 through August 2017
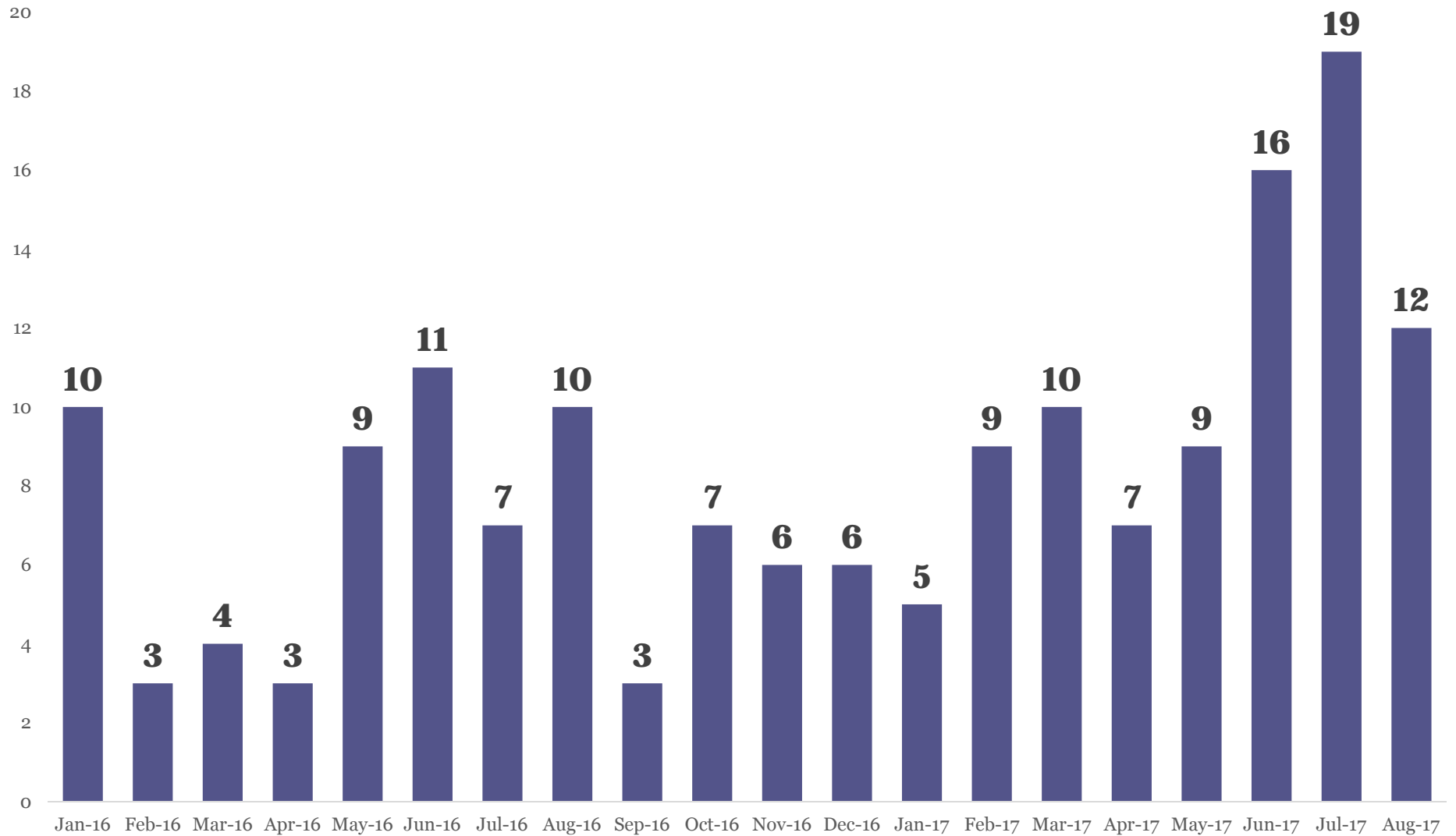
Tracking Veteran Housing Placements by Year 2015 - 2017

Year	Inflow	Placements
2015	35	54
2016	33	32
2017 (8 months)	8	11

Update on Inside (Not Outside)

Tracking Chronically Homeless Individuals Housed Per Month January 2016 – August 2017

Update on Housing Strategies to meet the Chronic Homelessness Goal

Status as of September 1, 2017 on units planned to come on through expected turnover of existing units as well as additional units coming on line through collaborations:

AGENCY / PROGRAM	UNITS
HOC - Expansion of the McKinney Program	15 new units/in place
HOC - New vouchers set aside to assist on the "Move-Up" effort	10 new units/in process
DHCA – new resources to assist on the "Move-Up" effort	12 new units/in process
Housing Unlimited additional placements	5-6 new units / pending referrals
Montgomery Housing Partnership additional placements	4-5 new units / pending referrals
HHS – Dedication of Recordation Tax resources to create new PSH slots	80 new units / pending contracts
HHS – new PSH slots through resource reallocation	50 new units / in process
Turnover of existing units at 4.85/month for 7 months	34 turnover units / in process
Units already assigned through Coordinated Entry	21 turnover units / in place
TOTAL UNITS ANTICIPATED AVAILABLE TO MEET TARGET	**232 (177 NEW / 55 TURNOVER)**

Revisiting the Goal

- **Medicaid Waiver**: A pilot project that leverages federal resources to fund housing support services to 75 Medicaid-eligible individuals leaving institutions or at risk of institutionalization

- **SAMHSA Grants for the Benefit of Homeless Individuals**: Leverages SAMHSA funding to provide intensive housing support and street outreach services to individuals experiencing homelessness
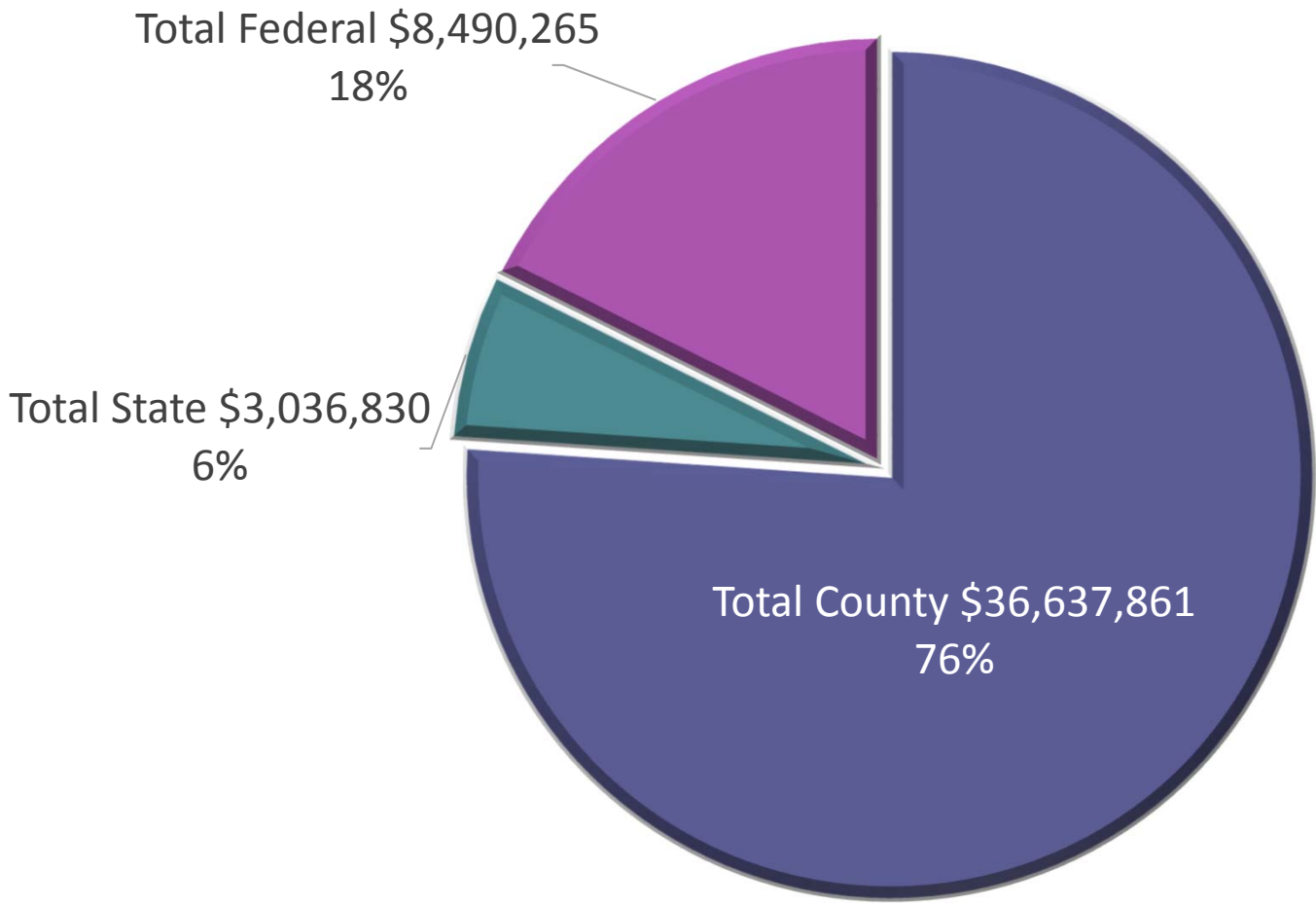
Gap Analysis

Methodology

- SERVICE PROVIDER SURVEYS

- FOCUS GROUPS WITH INDIVIDUALS AND FAMILIES WITH LIVED EXPERIENCE

- HOMELESS MANAGEMENT INFORMATION SYSTEM

- BEST PRACTICE EVALUATION TOOLS: The US Interagency Council in Homelessness Supportive Housing Opportunities Planner (SHOP Tool) and Homeless Evaluator Tool which was designed by the Center for Capacity Building for the National Alliance to End Homelessness

- COUNTY SOURCE DATA: County budgets for local investments, state investments and federal investments were provided to inform the costing analysis

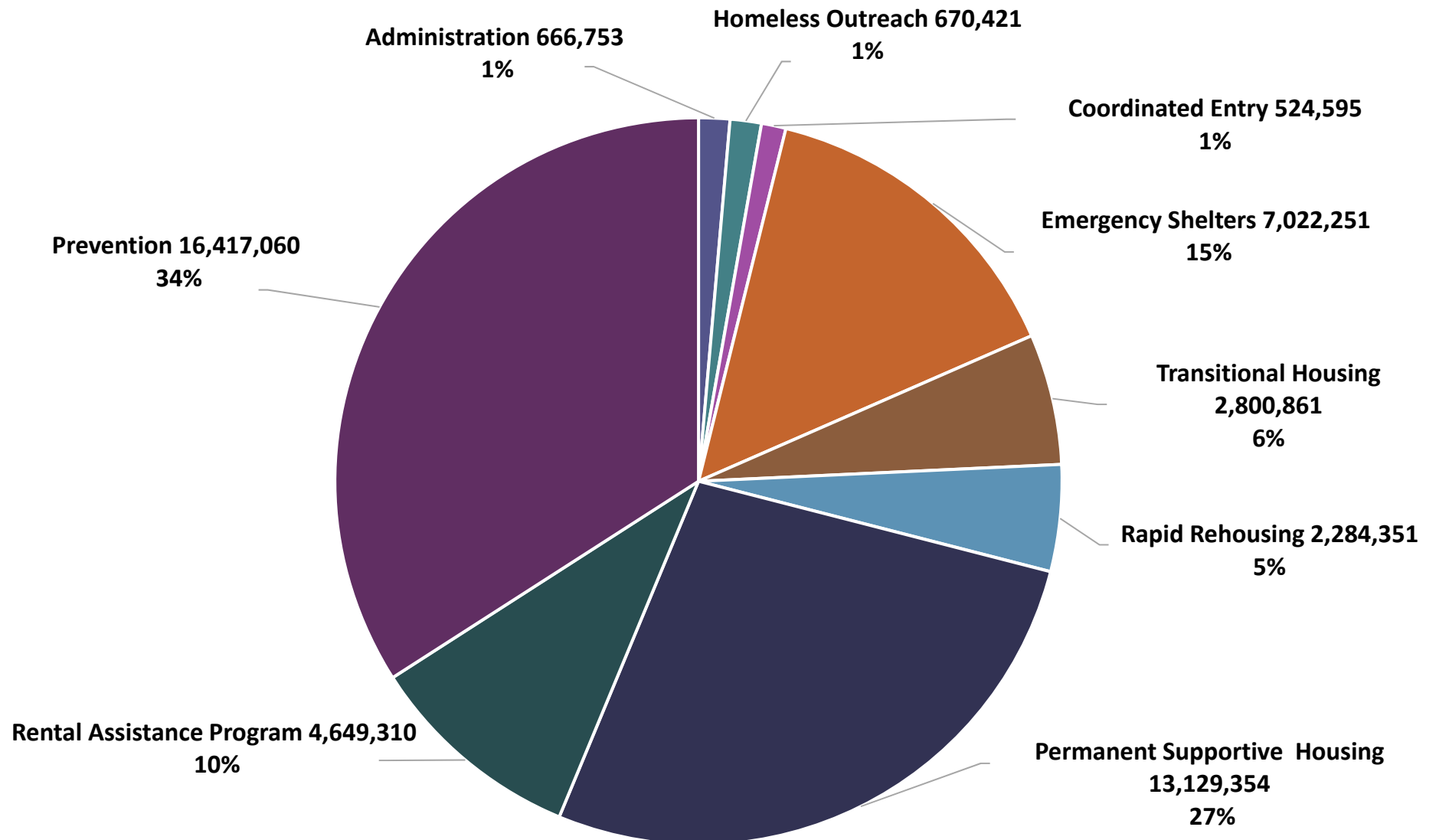## FY17 Special Needs Housing-Continuum of Care Budget Total Budget: $48,164,956

Total Federal $8,490,265
18%

Total State $3,036,830
6%

Total County $36,637,861
76%

Singles System	Emergency Shelter	Transitional Housing	Description
Inventory	267	138	This is the total amount of beds in the Continuum of Care (CoC) inventory broken out by component type
Total people served in 1 year	1495	242	Total Clients Served in the Period from HMIS
Average Length of Stay	41	306	
Total Exits to Temporary or Unknown Destinations	90% (1,042)	42% (55)	Total exits by program component that were not identified as positive outcomes or permanent destinations
Positive Exits to Permanent Housing	10% (113)	58%(75)	Total exits by program component that were to Permanent Housing solutions
Cost per bed	$14,016	$18,537	The annual cost to provide the bed by component type
Cost per POSITIVE PH Exit	$33,118	$38,340	The return on investment organized by component type. This calculates the investment in the system that the community makes from the perspective of how many positive outcomes can be achieved during the period. The more positive outcomes during the year, the greater the rate of return and the lower the cost of the intervention.
Analysis		It is important to note that the CoC's overflow shelters were included in the analysis of the emergency system. Limited information is tracked at overflow sites so positive exit information was skewed lower by at least 17% or perhaps more.	

Additionally exits to transitional housing are counted as temporary destinations. Service providers thought this may also skew the amount of positive exits that were eventually achieved through a stay in permanent housing.

Transitional Housing is the most expensive component type with the longest lengths of stay.

Families	Motel and Emergency Shelter	TH	Rapid Re-housing	Description
Inventory	181	146	130	This is the total amount of beds in the CoC inventory broken out by component type
Total Served in 1 Year	1,086 people	204 people	279 people	Total Clients Served (people) in the Period from HMIS
Average LOS	51	473	346	Average time in the CoC for everyone who exited during the year
Total Exits to Temporary or Unknown Destinations	531 (57%)	26 people (25%)	17 people (16%)	Total exits by program component that were not identified as positive outcomes
Positive Exits to Permanent Housing	405 people (43%)	77 people (75%)	90 people (84%)	Total exits by program component that were to Permanent Housing solutions
Cost per bed	$22,099	$15,171	$5,784	The annual cost to provide the bed by component type
Cost per POSITIVE PH Exit	$9,220	$28,766	$12,710	The return on investment organized by component type. This calculates the investment in the system that the community makes from the perspective of how many positive outcomes can be achieved during the period. The more positive outcomes during the year, the greater the rate of return and the lower the cost of the intervention.
Analysis	Outcomes and costs derived are per person. The average family size is 3.2 persons. Montgomery County is relatively new to Rapid Re-housing program and the outcomes derived are from the pilot program. Transitional Housing is the most expensive intervention and with the longest average length of stay. The emergency family system has the lowest cost per exit but the highest cost per bed because the intervention is so expensive. If the Rapid Re-housing program could reduce the average length of stay it would be both the most cost efficient outcome and the most affordable per bed.			

FY17 Special Needs Housing-CoC Budget by Program Component – Total Budget: $48,164,956

Administration 666,753
1%

Homeless Outreach 670,421
1%

Coordinated Entry 524,595
1%

Emergency Shelters 7,022,251
15%

Prevention 16,417,060
34%

Transitional Housing
2,800,861
6%

Rapid Rehousing 2,284,351
5%

Rental Assistance Program 4,649,310
10%

Permanent Supportive Housing
13,129,354
27%

Recommendations

- Create a person centric system

- Strengthening our Crisis Response:

  - Singles System

  - Family System

- Project Expansion

- Expansion of Mainstream Partners

Areas Worth Exploring

- Expand Rapid Re-Housing

- Refine Diversion and Prevention Programs

- Expand Shallow Subsidy Program- Using Rental Assistance Program as a More Strategic Homeless Resource

- Housing Initiative Program

- Forming New Relationships with Mainstream Agencies

Looking Back and Moving Forward

Review of the accomplishments of the past year and recommendations for continuing the work of making homelessness rare, brief, and non-recurring in Montgomery County

Accomplishments

Ending Chronic Homelessness

- Increased Outreach capacity, created standard operating procedures, and developed overall Outreach strategy

- Implemented a "Move-Up" strategy to allow people to graduate from PSH

- Applied for the 1115 Medicaid Waiver to leverage federal dollars to pay for housing support services

- Redesigned DHHS's PSH program (HIP) to better meet the case management needs of our most vulnerable

- Developed a new assessment tool to determine the acuity of service needs

- Identified/attained adequate resources to fill the gap in PSH units and end chronic homelessness!!!!!

Accomplishments

Ending Homelessness for Families with Children

- Trained all family providers on the Family VI- and Full SPDAT

- Piloted the different assessment and screening tools both at intake and in the shelters

- Increased Rapid Re-housing capacity

- Rethinking the design of RRH programs to allow more flexibility and serve a broader population

- Participated in Learning Collaborative focused on partnering with Child Welfare to better meet the needs of families experiencing homelessness

Accomplishments

Improving Overall System Performance

- Reducing barriers to access service
  - Eliminating redundant/ unnecessary paperwork
  - Eliminating drug testing as a requirement for access to shelter
  - Reducing the required documents to access PSH

- Submitted proposal to gain funding for a Medical Respite program

- Added a Hospital Outreach Worker to coordinate hospital discharges for individuals experiencing homelessness

- Added a Housing Coordinator to oversee the Landlord Recruitment and Retention strategy

- Signed data-sharing MOU with DC, Prince George's and Montgomery County

- Participated in the feasibility stage of a Pay for Success project to provide PSH to high utilizers of the justice and homeless system

Accomplishments

Education and Community Engagement

- Created an overall communication strategy

- Marketed the Inside (not Outside) initiative

- Launched a new Homelessness website www.montgomerycountymd.gov/Homelessness

- Dashboards were created to show the progress of Veterans Initiative and Chronic Homeless Initiative

- Presentations to various stakeholders including boards and commissions, civic associations, and other community groups
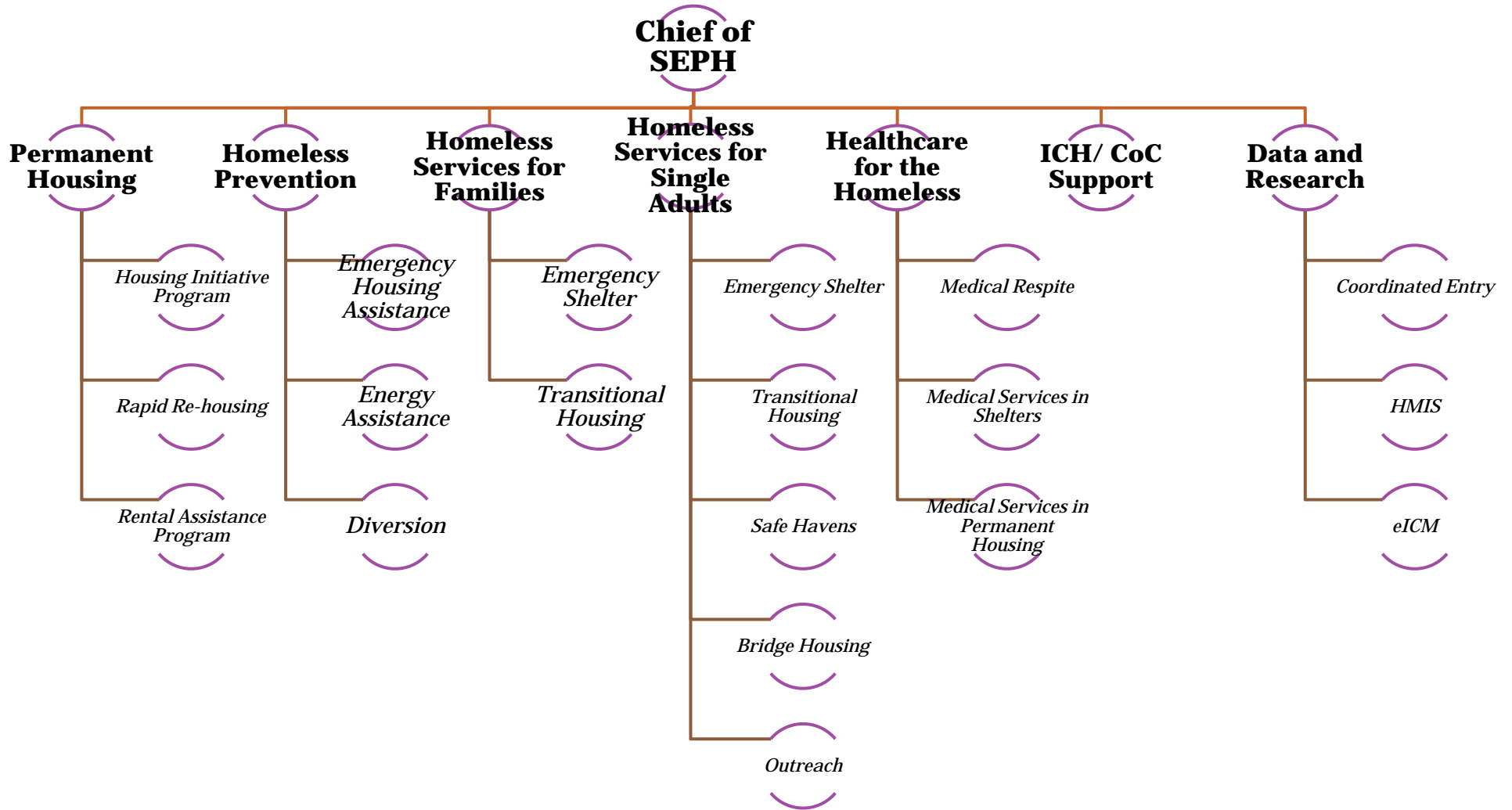
What's left to do?

Future Goals

- Finish the job of ending chronic homelessness

- End homeless for families with children by 2020

- End youth homeless by 2020

- End homelessness for all populations

- Aligning all programs to a Housing First/Person Centric philosophy

- Fully implement a Coordinated Entry System for all populations and projects

Changes within DHHS

- Investment in leadership development and team building to better execute the goals of ICH and the CoC

- Fully implemented eICM, an integrated case management system to collect data, track outcomes, and integrate services with DHHS

- Restructure the way we track spending by adding additional cost centers and separating costs based on populations served and project type

- Adding positions and reorganizing the Service Area

Services to End and Prevent Homelessness (SEPH)

Chief of SEPH

- **Permanent Housing**
  - *Housing Initiative Program*
  - *Rapid Re-housing*
  - *Rental Assistance Program*
- **Homeless Prevention**
  - *Emergency Housing Assistance*
  - *Energy Assistance*
  - *Diversion*
- **Homeless Services for Families**
  - *Emergency Shelter*
  - *Transitional Housing*
- **Homeless Services for Single Adults**
  - *Emergency Shelter*
  - *Transitional Housing*
  - *Safe Havens*
  - *Bridge Housing*
  - *Outreach*
- **Healthcare for the Homeless**
  - *Medical Respite*
  - *Medical Services in Shelters*
  - *Medical Services in Permanent Housing*
- **ICH/ CoC Support**
- **Data and Research**
  - *Coordinated Entry*
  - *HMIS*
  - *eICM*

How do we get there?

Interagency Commission on Homelessness

ICH (CoC Governing Board)

Operations Committee

- Family Services
- Youth Services
- Single Adult Services
- Health and Housing
- Housing for Justice Involved Population
- HMIS Workgroup
- Street Outreach / Shelter Inreach
- Landlord Recruitment and Retention
- Coordinated Entry Leadership
- Workforce Development

Strategic Planning

Communications Committee

Performance Review Committee

Resource Development Committee

Allocation Committee

ICH Objectives

- Set policy and advocacy priorities

- Ensure all County, State, and Federal funds are maximized

- Engage and educate the community

- Promote partnerships with private organizations, businesses, and foundations

- Determine performance standards

- Develop a strategic plan to execute the goals of ending homelessness for all populations

Committees

Operations: Implement and execute the Strategic Plan to End Homelessness

Strategic Planning: Develop, monitor, and update the strategic plan to end homeless for all populations

Performance Review: Use data to develop and monitor performance standards for all project types and overall system performance

Resource Development: Identify alternative funding sources through partnerships with private organizations, businesses, and foundations

Communications: Create an overall communications strategy to engage and educate the community

Allocation Committee: Use data to apply equity principles to funding decisions and allocation of existing resources

Workgroups

The Operations Committee determines the workgroups and assigns responsibilities to execute the goals and objectives of the Strategic Plan

Workgroups collaborate with all Committees to develop policy and procedures and set standards of care for the Continuum

Workgroup membership includes all stakeholders including those that are not direct providers of homeless services

Things to Consider

- How should the work of the committees and/or workgroups be communicated to ICH?

- Are these the right workgroups? Is anything missing?

- Is the current ICH membership sufficient to achieve the objectives of the commission?

The Nadim Khan Memorial Homeless Resource Day

Homeless Resource Day

Thursday, November 16 | 9:00a.m. – 2:00p
The Activity Center at Bohrer Park
506 South Frederick Avenue, Gaithersburg

- Planning Progress to date:
  - Kick-off Planning Meeting, Monday, September 11
  - 24 Confirmed Service Providers and Donors
  - 2 Gold Sponsors – Montgomery County, MD and the City of Gaithersburg ($5,000)
  - 1 Silver Sponsor – The Covenant Methodist Church ($3,000)
  - 85 Registered Volunteers (Goal is 400)

Homeless Resource Day

- What is needed?

  - Sponsorships

    - Gold $5,000 | Silver $3,000 |
      Event Supporter $1,000 |Event Contributor $500

  - Volunteers – Goal 400 volunteers

  - Donations

    - Winter Coats – all sizes

    - Winter accessories – socks, gloves, hats, sweaters

Announcements